

**KAISER PERMANENTE OF WASHINGTON
2018 MIMP ANNUAL REPORT**

I. Introduction

- A. **Name of Major Institution:** Kaiser Permanente of Washington
- B. **Reporting Year:** 2018
- C. **Major Institution Contact Information:**

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- D. **Master Plan Adoption Date and Date of Any Subsequent Amendments:** The current Major Institution Master Plan was adopted on October 31, 1988 under Kaiser Permanente Cooperative. Kaiser Permanente acquired Kaiser Permanente Cooperative in 2017. The MIMP is now under the name of Kaiser Permanente.

Note: For purposes of ongoing responsibilities and monitoring of the MIMP, the following substitutions are made for outdated terms and parties: “GHC” and “Kaiser Permanente” now refer to Kaiser Permanente (KP); “Seattle Engineering Department” or “SED” now refer to Seattle Department of Transportation (SDOT); and “Department of Construction and Land Use” or “DCLU” now refer to Seattle Department of Construction and Inspections (SDCI).

II. Progress in Meeting Master Plan Conditions

- A. **Provide a general overview of progress made in meeting the goals and conditions of the approved Master Plan:** Kaiser Permanente has not engaged in any new development identified in the approved Master Plan during the past year. Comments on status of each condition are noted below. Kaiser Permanente has focused improvement over the past year to identify and implement improvements to the Transportation Management Plan that will help achieve the goals as outlined in the approved Master Plan.

In 2018 Kaiser Permanente worked with the City of Seattle, Department of Neighborhoods to seat a new 14 member Standing Advisory Committee to review the ongoing requirements of the current MIMP and to review any proposed amendments and development plans under the current MIMP. The initial meeting of the SAC was held on Dec 10, 2018.

- B. **In addition, list each condition and provide a brief narrative statement about the progress made towards compliance. This statement should include information explaining progress made (ranging from complete compliance, partial-compliance to non-compliance) and strategies used (successful or unsuccessful) in meeting the condition plus, when applicable, what future measures will be pursued to reach compliance:** To date improvements through phase II of the MIMP has been implemented, along with the required conditions. No work identified as phase III of the MIMP has been initiated. The 2018 annual report includes some historical data from previous years to address conditions not previously included in annual reports.

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Effective Date Conditions		
1.	The Master Plan shall be effective for a period of 10 years from the date of adoption by the City Council (October 3, 1988).	Under SMC 23.04.040, the Major Institutions Transition Rule, the development standards and TMP established in the Master Plan do not expire. The development program portion of the approved MIMP expired in 1998, this portion of the MIMP could be approved via minor amendment under SMC 23.69.035
Boundary and Zoning Conditions		
2.	The boundary of the KP campus shall be extended to incorporate the KP-owned six-unit apartment building at 214 16th Avenue East.	The MIMP Boundary was extended in 1988, however, the land and building were sold in 2007 and is no longer owned or occupied by Kaiser Permanente. The existing building is on the historical register and has been redeveloped into housing.
3.	The proposed boundary extension to incorporate the United Methodist Church at 128 16th Avenue East is denied under the approved 1988 MIMP. GHC shall be allowed to use the church's facilities for conference meeting purposes if needed.	Kaiser Permanente does not lease or occupy any portion of this building.
4.	The proposed boundary extensions to incorporate the GHC-owned surface parking lots (P-11, P-12 and P-13) is denied under the approved 1988 MIMP.	Surface lots P-11, P-12 and P-13 remain outside the MIO, however, Kaiser Permanente continues to own and operate the surface lots as existing non-conforming uses as allowed under the Seattle Municipal Code. These lots are designated for use by patients, visitors and staff. There have been no modifications to the status of these lots since the approval of the MIMP
Parking and Traffic Conditions		
5.	KP shall set biennial goals for reducing the parking shortfall to zero as early as possible but no later than ten years from the date of the approval of this master plan (October 3, 1988). KP shall conduct such studies as are needed to report to the director every two years regarding progress toward meeting the goals for reducing parking shortfall.	In 2017, Kaiser Permanente's workforce completed the Commute Trip Reduction Survey at the affected Capitol Hill Campus, achieving the required response rate. The 2017 survey showed a 1.7% increase in single occupancy vehicle rate, from 57.7% in 2015 to 59.4% in 2017. An SOV rate of 59.4% places the site below the MIMP goal of 50% drive alone rate. The next survey will be conducted in the fall of 2019, with some drastic program improvements the organization is aiming to reach its MIMP drive alone goal.
5a.	If needed as part of a Transportation Management Plan (TMP) approved by the Seattle Engineering Department and the Department of Construction and Land Use	KP does not lease any parking in the area outside of the MIO. KP no longer utilizes the lot identified as P-17 in the MIMP. Since there are no lots

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	<p>(DCLU), the DCLU director may approve the leasing of off-site parking lots or the leasing of spaces in existing church parking lots which don't contribute significantly to traffic congestion problems near the Kaiser Permanente campus. Kaiser Permanente shall provide shuttle service between the lots and the campus when the lots are beyond walking distance. Before approving Kaiser Permanente's leasing of off-site parking lots, DCLU shall notify the Kaiser Permanente Citizen Advisory Committee and post a notice at the main entrance to the parking lot. The notice shall allow the Committee and public 15 days to comment to DCLU on the potential impacts. New parking lots must be consistent with zoning restrictions and are subject to applicable environmental review. Kaiser Permanente shall accommodate needed off-street parking in structures within its boundaries to the maximum extent possible. Kaiser Permanente shall maintain its commitment to the goal agreed to in its 1974 agreement with the Capitol Hill Community Council for phasing out the use of surface lots P-7 and P-11 through P-16, and shall relinquish the use of lots P-15 and P-16 no later than the end of Phase III.</p>	<p>beyond walking distance there is no longer a shuttle services to parking</p> <p>KP continues to utilize lots P-7 and P-11 thru P16 for patient, staff and contractor parking. Phase III of the MIMP which included an additional parking garage has not been initiated as described. No new parking has been developed since completion of Phase II in 1992.</p>
6.	<p>KP shall contribute its fair share of associated costs of improvements of existing signals at 15th Avenue East/ East John Street/East Thomas Street as determined by the City Engineering Department and shall pay for a new signal at 15th Avenue East and East Denny Way, if the future traffic study determines a signal is warranted.</p>	<p>KP contributed to signal improvements in past years. A traffic signal is present at 15th Avenue E/E Denny Way.</p>
7.	<p>The objective of the TMP shall be to reduce the SOV level and parking demand to the lowest level the director and the Seattle Engineering Department (SED) deem reasonably achievable. The TMP shall be annually reviewed for goal attainment by SED and can be amended with the agreement of Kaiser Permanente, SED and DCLU. The TMP enforcement provisions in SMC 23.48.18 (C) (5) shall be applicable to the Kaiser Permanente TMP as part of the requirements of the master plan.</p>	<p>The purpose of the TMP is acknowledged. KP is working with SDOT and SDCI staff to review current performance levels and TMP elements. This will aid KP's efforts going forward.</p>

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	The Transportation Management Plan shall include the following incentives to reduce spillover parking in the neighborhood:	
7a.	KP's Employee Transportation Coordinator shall be given the flexibility and management support needed to implement and enforce all aspects of the TMP.	In compliance with the TMP, Kaiser Permanente has an established department within the organization to coordinate and maintain building transportation. The Commute Solutions team has recently grown to 3 dedicated employees that maintain the transportation program.
7b.	KP shall support the current RPZ by monitoring employee violations and instituting remedial action for repeaters; by not issuing RPZ stickers to employees unless they live within the RPZ boundaries; and by financially supporting the cost of RPZ stickers, signs and guest pass monitoring for operation of the zone.	Kaiser Permanente continues to support the current Residential Parking Zone (RPZ) by monitoring employees' parking and financially supporting the cost of RPZ stickers, signs and guest pass monitoring for operation of the zone.
7c.	The Transportation Management Plan shall be strengthened by providing parity between HOV subsidies. The public transit subsidy shall be increased to at least 50% and made available to all employees. KP's shuttles shall be priced so that employees do not pay more for this service than they would if they took public transit with a 50% subsidy. Vanpools shall be given free parking and provided a fare subsidy, equivalent to the 50% transit subsidy. Carpools of three (3) or more shall be given free parking in the new garage and carpools of two (2) shall pay a reduced parking fee equivalent to or less than the cost an employee would pay for a 50% subsidized transit pass.	<p>ORCA cards are provided to all KP staff at \$38 per year. This rate represents approximately 92% subsidy for public transportation if fully utilized.</p> <p>KP does not operate a shuttle service.</p> <p>Vanpools and carpools of three or more receive free parking.</p>
7d.	When the new garage is opened, vanpools and carpools (of three or more) shall be assigned to garage spaces. This would give priority parking to HOV modes and provide a distinct incentive to employees to use those transportation modes.	<p>These criteria were met with the opening of the new garage in 1992.</p> <p>Since that time end of commute services have been added to the garage and adjacent floor of the building to provide locked bicycle storage and showers facilities for staff.</p>
7e.	All SOV parking at KP shall be priced to reflect current market rates for commercial lots in the area and to reflect rates currently charged by other hospitals on First Hill. KP shall not provide free parking to any employee or staff commuting by SOV. SOV spaces shall be located in less preferential areas of the campus or in the off-campus parking lots.	Rate adjustments have been initiated over the years to maintain comparable costs for daily parking rates. In addition to parking rate adjustments, KP has initiated a commute incentive bonus of \$5 per day for those commuting by alternative transportation modes.

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7f.	KP shall institute a Guaranteed Ride Home program for employees who use an HOV mode and need to get home for emergencies or need to work late. This program could include providing transit passes or shuttle or taxi service when necessary. (Metro will help set up guidelines for these programs.)	KP continues to have a Guaranteed Ride Home Program.
7g.	KP shall work closely with Metro to alter routes and timetables such that more shift employees can be served.	KP continues to work with Metro to review routes and suggest improvements. Frequent service currently exists with Route 8, 10 and 43 providing service to the light rail station and other Metro transfer points. KP is also working with Metro on the VIA program to provide on call service to light rail during hours with less service.
7h.	KP shall require its contractors to use off-street parking at locations outside of the neighborhood and to use shuttle buses to bring construction workers to the site or shall temporarily relocate SOV parkers to off campus parking lots and provide those spaces to construction workers.	All construction in 2018 was limited to minor interior renovations and infrastructure repairs. Contractors are required to park in the existing KP lots.
Pedestrian Access Conditions		
8.	KP shall, at its expense, provide a handicapped accessible east-west pedestrian access walkway located about mid-block between East Denny Way and East Thomas Street, and connecting 15th and 16th Avenues East, which shall be open to the public for 24 hours per day. The final design of the walkway shall be subject to review and approval by DCLU, Land Use Division, and shall be constructed prior to final occupancy of the new MOB/garage. The design shall include appropriate signs and landscaping, and shall be clearly identified as a public way.	Kaiser Permanente maintains an accessible east-west pedestrian path between 15th and 16th Avenues East through the campus. The pathway is located just north of the access drive and is visibly marked as a public pathway. This pathway was established with the construction of the south MOB in 1992 and has been maintained since that time.
Bulk and Design Conditions		
9.	Any new structures at the KP campus shall be designed to minimize glare, bulk and shadow impacts. KP shall consider setting back the upper levels of new buildings to reduce bulk and shadow impacts and shall minimize glare impacts. To reduce the institutional appearance and bulk and scale impacts of the new structures, KP should consider use of building materials consistent with structures in the surrounding neighborhood and by alternating use of glass and non-reflective materials. Large	All relevant development since 1988 has followed this guidance in its design and received review from the City and public. All projects have been reviewed through the Master Use Permit process with the City of Seattle.

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	<p>unbroken blank wall surfaces should be discouraged. To ensure that the final design satisfies the intent of these mitigating measures, KP shall submit proposed design drawings to DCLU – Land Use Review for review and approval prior to filing for building permits. DCLU shall consider comments from the Citizens Advisory Committee and the Capitol Hill Community Council in its review and approval of building designs.</p>	
10.	<p>Provisions of retail frontage along 15th Avenue East is an important design element to soften the visual impacts of new large buildings and to maintain a pedestrian scale for this business frontage. KP shall include in the new Medical Office Building retail space fronting on 15th Avenue East which is equivalent in lineal feet to the retail space that would be displaced by construction of the MOB/garage. To assure that this replacement space offers a similar range of goods and services to the community, KP shall advertise its availability in local and daily newspapers, by listing with appropriate marketers experienced in renting commercial space, and by prominent display of for rent signs. KP shall consider further extending its retail frontage in the new West Wing addition. Relocating hospital services such as flower and gift shops and possibly a cafeteria, should be considered during design, to provide direct access onto 15th Avenue East and provide the appearance of a retail, pedestrian-oriented frontage.</p>	<p>Retail space was developed along 15th Ave East in the South Medical Office Building in 1992. The retail space was part of the original development as dictated by these MIMP guidelines. The North Medical Office Building continues to have retail space along the 15th Ave. East as it had prior to the development of the current MIMP. In both buildings the primary tenants are small local businesses, with some secondary retail space used by Kaiser Permanente for an Eyewear shop and Hearing Center. Vacant space is actively being managed by a real estate broker.</p>
11 [a]	<p>The provision of quality open space and landscaping is critical in visually integrating the large scale of the campus buildings into the surrounding neighborhood and to maintain a pedestrian friendly environment adjacent to public streets and the replacement walkway.</p> <p>The KP landscape plan shall incorporate a play area for use of children visiting the campus at a safe and convenient location. The landscape plan shall also configure available open space into “mini-parks” with suitable seating and seasonal landscaping. Use of street trees and landscaping along the street margins is encouraged to help soften the institutional</p>	<p>A neighborhood play area was developed as part of the South Medical Office Building development in 1992. This area remains available to the neighborhood. In addition, KP maintains an exterior courtyard with on the campus that is accessible to the public.</p>

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	<p>appearance at ground level. Outdoor areas should be sited to maximize sun exposure and special attention given to the needs of the elderly, handicapped, and children who would visit the hospital. Design of plantings shall also consider safety of pedestrian so that convenient hiding places are not inadvertently placed close to outdoor activity areas.</p> <p>Because the Master Plan development will occur in phases and program decisions may place continued development on hold for long periods, KP shall incorporate interim landscaping which satisfies these design criteria (such as the MOB and West Wing addition). The design and location of the replacement east/west pedestrian access between 15th and 16th Avenues is very important. It must be clearly identified and accessible to serve its intended function. Since all of these plans are still conceptual in the Master Plan, KP shall submit a proposed design for review and approval prior to issuance of building permits for any new structures. The replacement pedestrian walkway shall be approved by DCLU prior to issuance of building permits for the new MOB and its construction completed prior to final occupancy of that building.</p>	
11 [b]	The Major Institution Code Noise Development Standards of SMC 23.48.014 are modified to permit a relocated emergency vehicle entrance/exit onto 16th Avenue East.	This emergency vehicle location is currently located off Thomas between 15th and 16th Ave East. This is the original location identified in the MIMP. The new location approved off 16th Ave East was part of phase III and not implemented. The primary emergency vehicle traffic is out going from the facility. KP operates an Urgent Care facility 24/7. KP does not currently operate an Emergency Department at this location.
Construction and Noise Conditions		
12.	<p>Construction noise will particularly impact residential and church uses near the south end of the campus. In addition to the requirements of Seattle’s Noise regulations (Chapter 25.08 Seattle Municipal Code), KP shall require its contractors to meet the following mitigation measures:</p> <ul style="list-style-type: none"> a. The use and maintenance of properly operating mufflers and quieting devices; 	<p>No relevant construction occurred in 2018. The majority of work completed was interior improvements.</p> <p>There were two instances of noise complaints due to construction in 2018. These issues were within the city noise ordinance but outside of the MIMP construction management plan requirements without prior notification to nearby neighbors.</p>

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	<ul style="list-style-type: none"> b. The use of quietest available machinery and equipment; c. The use of electric equipment in preference to gas, diesel [or] pneumatic machinery; d. Locating construction equipment as far from nearby noise sensitive properties as possible; e. Shutting off idling equipment; f. Limitation of construction hours to non-holiday weekdays only, to coincide with the normal workday period, 7:00 a.m. to 6:00 p.m.; g. Scheduling the noisiest operations near the middle of the day, and notifying nearby residents whenever extremely noisy work will be occurring; h. The use of permanent or portable acoustic barriers around point noise sources. 	<p>Future construction will adhere to noise code requirements and these mitigation measures. The CMP requirements has been added to all construction contracts and KP is developing a neighborhood notification program to provide adequate notice to surrounding neighbors for unusual occurrences that are outside the standard agreement.</p>

III. Major Institution Development Activity Initiated or Under Construction within the MIO Boundary during the Reporting Period.

A. List & Describe Development Activity Initiated or Under Construction (Non-Leased Activity) : There was no development activity within the MIO during 2018

B. Non-Major Institution Leasing Activity During the Reporting Period:

102 15th Ave E has required retail space per condition 10 - One retail space, was vacated in 2018. It was previously occupied by Any Lab Test Now. KP is actively advertising the space for lease. The remaining tenants are as follows:

- Drizzle & Shine, 1,100 s.f.- Clothing retail
- A New You Hair Salon, 550 s.f.
- Salal Credit Union- 270 s.f.- ATM only

310 15th Ave East is not part of condition 10 but continues to have leased retail space as follows:

- Capital D Café- 235 s.f.
- Moli Bento Restaurant - 470 s.f.
- 1-800 flowers- 985 s.f.

122 16th Ave East is not part of condition 10. It has vacant space previously leased by Pac Lab. The remainder of the property is currently leased to Sound Mental Health including the adjacent parking to the South of the building.

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IV. Major Institution Development Activity Outside but within 2,500 Feet of the MIO District Boundary:

- A. **Land and Building Acquisition During the Reporting Period:** None
- B. **Leasing Activity During the Reporting Period:** None

V. General Overview of Progress in Meeting Transportation Management Program (TMP)

A. Improved Investment in Commute Solution Team

1. In compliance with the TMP, Kaiser Permanente has an established department within the organization to coordinate and maintain building transportation.
2. The Commute Solutions team has recently grown to 3 dedicated employees that maintain the transportation program.
3. In partnership with KPWA HR, the team continuously seeks to improve and incentivize the use of alternative modes of transportation by staff.
4. The Commute team holds Transportation fairs and events to facilitate formation of new vanpools, van shares and carpools. The team also helps plan and educate staff on bicycling and use of mass public transit options.
5. Commute and Facilities post and maintain transit display boards throughout the Capitol Hill Campus. In 2019, a public facing Metro Bus schedule information board will be updated and moved to the main entrance of the south building.
6. Commute team targets employees based on their zip codes to form new rideshares. Employees who show interested are connected and assisted with forming new rideshares and vanpools.

B. Changes to Parking Management and Reduction Strategies

1. Commute Solutions conducts repeated studies of the parking situation at the site to move towards meeting the goals for reducing parking. The organization is not seeking any additional leased parking supply for Capitol Hill (staff or patient). The change in plan is a result of the 2017 CTR survey results.
2. In 2018 a new program was created to proactively engage staff to organize new Vanpools, Carpools, and Van shares based on employees' zip code data.
3. In 2018, with the implementation of the LUUM platform, monthly parking program was discontinued in favor of daily parking. Daily parking program allows selected staff to pay only for the days that they park in the garage and save money each day that they don't park.
4. Parking market rates are evaluated annually, and all staff is subject to paying the market rate for parking.
5. Parking waitlist was implemented to control and slow down the volume of employees parking on site.

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6. In 2019, and HR budget was approved to financially incentivize (via the use of LUUM technology) staff that use alternate mode(s) of transportation.
7. Additionally, Kaiser Permanente supports the current Residential Parking Zone (RPZ) by monitoring employees' parking and financially supporting the cost of RPZ stickers, signs and guest pass monitoring for operation of the zone.

C. ORCA Card - Transit Subsidy Program

1. For many years our organization has been providing a highly subsidized transit pass to our employees through the ORCA Passport program. At just \$38 a year, KPWA ORCA subsidy covers more than 92% of the employees' transit cost, 50% of the walk-on ferry cost, and 100% of the vanpool cost.

D. Vanpool and Vanshare Subsidy Program

1. In 2018, KPWA strategically increased the vanpool subsidy from a set monthly amount to 100% of the cost.
2. Free garage parking is provided for vanpools coming to our location.
3. The Commute Solutions team actively works to form new vanpools and to match employees.

E. Carpool Parking Program

1. Through LUUM platform's parking administration, the cost of carpool parking of two people is conveniently split between the two employees' paychecks for each day of carpooling, thus preventing staff from getting a carpool benefit on days that they drive alone.
2. All carpools with three or more employees now have the entire parking cost waived, thus highly incentivizing larger carpools.
3. There are parking spots specifically designated for rideshare parking.

F. Guaranteed Ride Home (GRH) Program

1. Program is available to all KPWA staff at all facilities commuting to and from work regularly (at least 3 days/week) via bus, train, carpool, vanpool, bicycle or by foot. This program can be used up to 12 times per year, per eligible staff for qualifying circumstances.
2. KPWA covers each ride up to \$110, one way. The Lyft takes staff from their worksite to their home or from their worksite to their personal vehicle. Critical intermediate stops such as picking up a sick or injured child at school prior to going home are permitted.

G. Efforts Made That Were Not Successful:

1. **Scoop**
 - i. For a trial period of six months KPWA promoted and offered carpool coordination services from Scoop at the Capitol Hill Medical Center, however, due to low utilization the program was discontinued for the present time.

H. Future/Upcoming Measures to Ensure Compliance:

1. **Commute Incentive Program**
 - i. Kaiser Permanente Washington Leadership has made a significant financial commitment to roll out a staff commute incentive program.

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- ii. Starting in June of 2019, KPWA will give a \$5 per day commute incentive to staff who take alternative transportation to work and do not drive their vehicle to the worksite.
- iii. Commute incentive aims to highly incentivize the use of public transit among KPWA employees, staff who park or have monthly parking will not be eligible to receive the incentive.
- iv. This program will be run through the LUUM platform.

I. First Mile/Last Mile Program

- 1. Commute program is seeking additional sponsorship from the organization for first mile/last mile programs to help staff get to and from their bus.