



MASSACHUSETTS  
GENERAL HOSPITAL



HARVARD  
MEDICAL SCHOOL

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Massachusetts General Hospital  
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December 8, 2008

Mr. John F. Palmieri, Director  
Boston Redevelopment Authority  
Boston City Hall, 9<sup>th</sup> Floor  
One City Hall Square  
Boston, MA 02201-1007

Re: The Massachusetts General Hospital Institutional Master Plan Update as required in accordance with Article 80 of the Boston Zoning Code and Enabling Act

Dear Director Palmieri:

The Massachusetts General Hospital ("MGH" or the "Hospital") is pleased to provide you with an update on its Institutional Master Plan ("IMP") in accordance with the provisions of Section 80D-7 of the Zoning Code. The IMP was approved by the BRA Board in November 2006 and adopted by the Zoning Commission in December 2006. The purpose of this letter is to update you with respect to the projects described in the IMP and to report on the status of the community benefits and mitigation offered in connection with IMP approval.

This letter simultaneously serves as an interim status report on mitigation outlined in MGH's Cooperation Agreement for the New Ambulatory Building dated June 26, 2003 (the Yawkey Building was constructed pursuant to this Agreement) as amended on July 3, 2008 by the First Amendment to Cooperation Agreement for an addition to the second phase of the New Ambulatory Building. The second phase of the New Ambulatory Building, including the addition, is now known as the Building for the Third Century. The Cooperation Agreement and the First Amendment to Cooperation Agreement are referred to herein as the "Cooperation Agreement." The First Amendment to Cooperation Agreement requires an update of mitigation commitments in the Cooperation Agreement in July 2010. The Hospital has included the update early as part of the IMP update.

In addition, in order to provide a complete picture of the range of benefits MGH provides, MGH is also providing information on other community benefits provided by MGH. These additional benefits and reporting are unrelated to the IMP or Cooperation Agreement permitting efforts. As such, this additional reporting is provided as a one-time update not subject to future updating. The non-IMP or non-Cooperation Agreement commitments or benefits are identified with a "MGH" or "DON" identifier in the Tables that follow this letter. In some cases where the original benefit included in the IMP was increased or the payment schedule was accelerated by

later agreements, including the Department of Need process, the most recent commitment is reported.

## **I. Proposed Projects as Described in the IMP**

As described below, MGH is proceeding with the Proposed Projects identified in the IMP in substantial accord with the descriptions provided in Section 4 of the IMP.

### **A. Addition to Building 2, now known as the "Building for the Third Century"**

Construction of the Building for the Third Century (B3C) is well underway in accordance with the schedule outlined in the IMP. Occupancy is expected in mid 2011. As indicated in the IMP, in keeping with MGH's strong commitment to environmental sustainability and consistent with the City's sustainability goals, B3C is being designed and constructed to achieve LEED Silver Certification.

### **B. Future Leased Space**

Since approval of the IMP, MGH has leased approximately 54,250 square feet in locations near the Hospital's main campus for administrative and ambulatory uses. Approximately two thirds of this space is in buildings in which MGH already leases space; about one third is in three buildings new to MGH located outside of the residential areas surrounding the hospital. See Table 1 for a summary of leased space. As described in the IMP, lease renewals and renovations of spaces already leased for clinical and administrative use are ongoing.

Also since approval of the IMP, MGH took over 13,000 square feet of space at 165 Cambridge Street for ambulatory care use, which is below the IMP exemption threshold. Subsequent to taking over this space, MGH purchased the property at 165 and 175 Cambridge Street in which it had previously leased space for ambulatory and office uses.

## **II. Community Benefits and Workforce Development**

Since approval of the IMP, MGH has maintained its strong commitment to community outreach and community benefits programs, as well as its extensive workforce development initiatives. Please review attached Table 2 for the status of MGH's Community Benefits and Workforce Development commitments from the IMP and the Hospital's Cooperation Agreement.

### **III. Transportation**

MGH is committed to on-going improvements to the transportation network serving the Hospital. Please review attached Table 3 to review status information on MGH's Transportation commitments as reported in the IMP and the Hospital's Cooperation Agreement.

### **IV. Urban Design/Planning**

MGH is committed to enhancing the urban environment and connections with surrounding neighborhoods. Please review attached Table 4 to review status of MGH's Urban Design and Planning commitments as reported in the IMP and Cooperation Agreement. Table 5 contains a summary of environmental/sustainable design commitments as reported in the IMP and Cooperation Agreement.

### **V. PILOT and Development Impact Project Payments**

MGH is currently making Payment in Lieu of Tax ("PILOT") contributions for the Hospital, the Massachusetts General Physicians Organization (MGPO), and the MGH Institute of Health Professionals (IHP). The Fiscal Year 2008 PILOT contribution for MGH, MGPO, and IHP was approximately \$1.6 million. In addition, the terms of the PILOT for the Yawkey Center for Outpatient Care have been agreed to, and payments will begin this fiscal year.

MGH also pays real estate taxes on some of its facilities. In 2008, real estate tax payments for its leased spaces are estimated to be approximately \$3.3 million (based on per square foot calculations). Real estate taxes for MGH non-exempt property totaled approximately \$1.8 million in 2008, including real estate taxes paid on the Liberty Hotel parcel.

The first Development Impact Project payments on the Building for the Third Century for the Jobs and Housing Exactions have been made. Future payments are due pursuant to the schedule set forth in the Development Impact Project agreement. The total amount of DIP payments for B3C is approximately \$2.6 million.

See attached Table 6 for a summary of direct MGH payments.

### **VI. Projects Contemplated Beyond the Term of the IMP**

As described in the IMP, projects that MGH anticipates in the future include the redevelopment of Site 4B, the Fruit Street Garage site, and the Parkman Street Garage site; however, the Hospital currently has no plans to redevelop those sites. In addition, MGH expects to develop its two land parcels at 99 and 100 Nashua Street at some point beyond the term of the IMP. If the Spaulding Rehabilitation Hospital is successful in its bid to relocate to the Charlestown Navy Yard, it is likely that MGH will include Spaulding's 90,000-square-foot site on Nashua Street in future redevelopment plans. MGH expects to begin planning for its Nashua Street properties in 2009.

Letter to Mr. John F. Palmieri

December 8, 2008

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We are pleased to be able to report progress on our projects and commitments. Please do not hesitate to contact me should you have any questions with respect to the above.

Sincerely,

A handwritten signature in cursive script that reads "Jean Elrick, M.D.".

Jean R. Elrick, M.D.

Senior Vice President, Administration

Massachusetts General Hospital

cc: Sonal Gandhi, BRA  
Katelyn Sullivan, BRA  
David Hanitchak, MGH Planning & Construction  
Matthew Kiefer, Goulston & Storrs

Table 1

## MGH Leased Space Since IMP

Location	New Space (approx SF)	Lease Expiration	Principal Use(s) of Space
Existing Locations			
1 Bowdoin Square	15,900	2011	Administration, Ambulatory
101 Merrimac Street	7,700	2018	Administration
25 New Chardon Street	1,050	2011	Administration
0, 1, 2 and 5 Emerson Place*	550	2009	Administration
7 Whittier Place*	1050	2013	Administration
1 and 3 Hawthorne Place*	2200	2009-2013	Administration, Ambulatory
2 - 5 Longfellow Place*	3500	2009	Administration
50 Staniford Street*	2300	2014	Ambulatory
New Locations			
5 Whittier Place*	1,450	2013	Administration
5 Blossom Street (Holiday Inn)	2,000	2011	Ambulatory (Sleep Clinic)
151 Merrimac Street**	12,850	2018	Administration, Ambulatory
205 Portland Street***	3,700	2013	Administration
<b>Total****</b>	<b>54,250</b>		

\* Lease of existing clinical space taken over by MGH.

\*\* Lease is for the Benson Henry Mind Body Institute, an organization affiliated with MGH.

\*\*\* Lease is for the Schwartz Center, an organization affiliated with MGH.

\*\*\*\* Lease information current as of November 2008. Includes leases held by the General Hospital Corporation and the Massachusetts General Physician's Organization. Does not include leases held by Partners Healthcare.

**Table 2  
Community Benefits and Workforce Development Commitments**

Community Benefits & Workforce Development	Est Start Date	Est End Date	Source of Obligation <sup>1</sup>	Status
Boston Community Health Center Subsidies MGH licenses three (Charlestown, Back Bay and North End), and is affiliated with three additional Boston health centers (East Boston, South Boston and Mattapan). MGH provides operating support and/or support for specific community health improvement initiatives. \$8,800,000 commitment	Ongoing		MGH	MGH provides ongoing subsidy of its three Boston health centers: Charlestown, Back Bay, and North End. This represents an annual cost of approximately \$8,800,000.
Charlestown Substance Abuse: Through the DPH DoN process, MGH has committed a \$2,000,000 capital grant to the Charlestown Recovery House to build a 25 bed half way house for men. The MGH Charlestown Health Center has also committed to spend \$1,000,000 over five years to deliver mental health and substance abuse services on site at the Bunker Hill Housing development. \$3,000,000 commitment	FY 2007	2011	IMP / DoN / CAA	\$2,000,000 capital grant commitment completed in 2007.  MGH opened its new health and substance abuse center in Charlestown in Spring 2008. The \$1,000,000 commitment is in its second year; \$163,273 had been dispensed by the end of FY 2008.
North End: Transportation to medical appointments for the elderly and disabled, as well as adult day health services for those who otherwise would have no source of reimbursement. \$500,000 commitment	FY 2007	2011	IMP / DoN / CAA	One payment completed in FY 2008.
East Boston: The MGH supports East Boston's urgent care operations. \$1,400,000 over five years, plus ongoing MGH operating subsidy	Ongoing		DoN / MGH	\$330,000 was dispensed in FY 2008 to support East Boston Urgent Care. In addition, MGH supports Interpreter Services, Patient Access Services, Mental Health/Social Services, Pharmacy and Information Technology at a cost of \$1,070,000 annually.

<sup>1</sup> IMP: Institutional Master Plan; YCOC: Yawkey Center for Outpatient Care Cooperation Agreement; CAA: First Amendment to Cooperation Agreement; DoN: Determination of Need; MGH: Other MGH Commitment.

Community Benefits & Workforce Development	Est Start Date	Est End Date	Source of Obligation <sup>1</sup>	Status
<p>Senior HealthWISE Existing Commitment: \$200,000 annually, ongoing commitment</p> <p>Expanded Senior HealthWISE Program: MGH Senior HealthWISE is a comprehensive wellness program for seniors in the West End and Beacon Hill neighborhoods, comprising nursing clinics in elderly housing, education, recreation, and other programs. With these resources HealthWISE will expand to additional sites, create a resource and education center, and add social work services.</p> <p>\$1,800,000 over 5 years</p>	Ongoing	2007 -- 2012	MGH	Ongoing commitment supported in FY 2008.  One payment completed in FY 2008.
<p>Homeless Mental Health: Through the DPH DoN process, MGH will grant these funds to the Massachusetts Department of Mental Health to spend over five years for the purpose of mental health and substance abuse services integrated with primary care.</p> <p>\$2,500,000 over five years</p>	FY 2007	2012	IMP / DoN / CAA	First payment completed in FY 2008. Payment schedule was accelerated from 7 years to 5 years.
<p>Homeless Housing/Medical: MGH will make a capital grant to a non-profit entity to purchase and/or renovate the Barbara McInnis House in Jamaica Plain for the purpose of developing housing for medically complex homeless persons.</p> <p>\$250,000 commitment</p>	FY 2007/ 2008		IMP / DoN / CAA	This commitment is pending completion of the Pine Street Inn's housing development plan.
<p>Boston Public School Programs: Building on its existing partnerships with the Timilty Middle School and East Boston High School, MGH will focus its growth in up to four areas:</p> <ul style="list-style-type: none"> <li>▪ Expanding the existing ProTech model to additional Boston Public Schools;</li> <li>▪ Implementing a mentoring program at EBHS involving MGH health care professionals;</li> <li>▪ Supplementing and enhancing the curriculum offered in middle and high schools to better prepare students for health careers;</li> <li>▪ Offering MCAS readiness skills as MGH currently does through Classroom at the Workplace which employs youth who have not passed MCAS and</li> </ul>	FY 2007	2014	IMP / DoN / CAA	MGH is engaged in a strategic planning process with education and science experts (including Boston Public Schools, Museum of Science, and representatives of higher education) to re-evaluate how to increase impact of this programming.

Community Benefits & Workforce Development	Est Start Date	Est End Date	Source of Obligation	Status
<ul style="list-style-type: none"> <li>▪ offers tutoring and remediation on the job;</li> <li>▪ Providing support and opportunities to alumni of MGH youth programs, including ProTech and Summer Jobs for Youth, to help them complete their post secondary education; and</li> <li>▪ Developing programming that will address the increasing number of youth with issues related to obesity.</li> </ul> <p>Total \$1,500,000 over 7 years</p>				
<p>HIV/AIDS:</p> <p>MGH will make a one-time grant of \$250,000 to Pathways to Wellness to support Pathways' ability to rebuild capacity lost due to federal funding cuts.</p> <p>MGH will also make a \$300,000 grant (provided as \$100,000 per year for three years) to the Boston Living Center.</p> <p>\$550,000</p>	FY 2007	FY 2009	IMP / CAA / DoN	<p>\$250,000 payment to Pathways to Wellness completed in FY 2007.</p> <p>First payment to Boston Living center completed in FY 2007 and second payment requested in FY 2008.</p>
<p>Public Health Infrastructure. Total commitment of \$2,600,000. See below.</p> <ul style="list-style-type: none"> <li>▪ Massachusetts League of Community Health: Boston share of a grant to support the statewide association of community health centers. This commitment is combined with a prior Community Health Center management training commitment. Commitment: \$100,000 per year for 5 years (FY 2007 to FY 2011); Total: \$500,000</li> </ul>	FY 2007	FY 2011	IMP / DoN / CAA	<p>Implementation underway as described below.</p> <p>Two payments completed: one in FY 2007 and one in early FY 2009.</p>
<ul style="list-style-type: none"> <li>▪ Boston Public Health Commission \$100,000 per year for 5 years; Total: \$500,000</li> </ul>	FY 2007	FY 2011		<p>Two payments completed: one in FY 2007 and one in FY 2008.</p>
<ul style="list-style-type: none"> <li>▪ Harbor Community Health Alliance \$10,000 per year for 5 years; Total: \$50,000</li> </ul>	FY 2007	FY 2011		<p>First payment completed in FY 2008.</p>
<ul style="list-style-type: none"> <li>▪ Boston Alliance \$50,000 per year for 5 years; Total: \$250,000</li> </ul>	FY 2007	FY 2011		<p>First payment completed in FY 2008.</p>



Community Benefits & Workforce Development	Est Start Date	Est End Date	Source of Obligation	Status
<ul style="list-style-type: none"> <li>▪ Boston: Urban Youth Sports \$73,333 per year for 3 years; Total: \$220,000</li> </ul>	FY 2007	FY 2009		Two payments completed: one in FY 2007 and one in FY 2008.
<ul style="list-style-type: none"> <li>▪ United Way of Massachusetts \$40,000 per year for 5 years; Total: \$200,000</li> </ul>	FY 2007	FY 2011		Two payments completed: one in FY 2008 and one in early FY2009.
<ul style="list-style-type: none"> <li>▪ Boys &amp; Girls Club of Boston \$40,000 per year for 5 years; Total: \$200,000</li> </ul>	FY 2007	FY 2011		Two payments completed: one in FY 2007 and one in early FY2009.
<ul style="list-style-type: none"> <li>▪ Boston: 74 Joy Street One time payment of \$30,000</li> </ul>	FY 2007			One time payment completed in FY 2007.
<ul style="list-style-type: none"> <li>▪ Critical Mass \$10,000 per year for 5 years; Total: \$50,000</li> </ul>	FY 2007	FY 2011		Two payments completed: one in FY 2007 and one in FY 2008.
<ul style="list-style-type: none"> <li>▪ Massachusetts Partnership for Healthy Communities \$80,000 per year for 5 years; Total: \$400,000</li> </ul>	FY 2007	FY 2011		Two payments completed in FY 2008.
<ul style="list-style-type: none"> <li>▪ Greater Boston Center for Health Communities \$20,000 per year for 5 years; Total: \$100,000</li> </ul>	FY 2007	FY 2011		Two payments completed in FY 2008.
<ul style="list-style-type: none"> <li>▪ Summer Alternatives for Boston Youth One-time payment of \$100,000.</li> </ul>	FY 2007	FY 2008		Payment dispensed at \$50,000 per year for 2 years. Payments completed in FY 2007 and FY 2008.
Program Management and Evaluation for DoN Est \$850,000 dispensed over 7 years	FY 2007	FY 2013	DoN	Ongoing commitment supported in FY 2008.
South Boston Health Center Vesting: A \$2,000,000 grant to support operations was made in 1998 and is being expensed over 10 years.	1998	2008	MGH	Commitment completed in 2008
Mayor's Disparities Initiative: MGH provided \$125,000 to the Boston Public Health Commission to issue RFP's to community-based agencies to address disparities in 2005 and 2006. \$250,000	2005	2006	MGH	Commitment complete

Community Benefits & Workforce Development	Est Start Date	Est End Date	Source of Obligation	Status
<p>Community Health Center and Public Policy Programs: MGH support for public health-focused hospital affiliations with community health centers, and MGH support for work on health care reform, including coverage for uninsured patients \$584,125 annually</p>	Ongoing	Ongoing	MGH	Ongoing commitment supported in FY 2008.
<p>Boston Public Schools Partnerships: Includes the Timilty Middle School Partnership, East Boston High School Partnerships and summer jobs. The Timilty partnership, founded in 1989, is based on increasing science literacy through mentorship and teacher professional development. The primary activity of the East Boston High School partnership is the Pro Tech program in which 24 students are offered intensive career guidance and employment for almost two years. MGH is the second largest employer of Boston youth during the summer and will continue to lead the way.</p>	Ongoing	Ongoing	MGH	Ongoing commitment supported in FY 2008. In FY 2008, \$200,000 was dispensed to support Timilty Middle School.
<p>Program Management: This represents the cost of managing and administering all community programming in Boston, including salaries and overhead. \$200,000 annually</p>	Ongoing	Ongoing	MGH	Ongoing commitment supported in FY 2008.
<p>Domestic Violence - HAVEN: HAVEN is a hospital-based program that provides domestic violence services to patients, employees and the community. \$152,150 annually</p>	Ongoing	Ongoing	MGH / YCOC	Ongoing commitment supported in FY 2008.
<p>Boston Health Care for Homeless (BHCHP): BHCHP delivers care around the city, including a site at MGH. MGH supports BHCHP at MGH with an annual grant. \$175,000 annually</p>	Ongoing	Ongoing	MGH b/ YCOC	Ongoing commitment supported in FY 2008.
<p>Youth Care Community Services: Youth Care delivers summer camp, after school and other services to children on the autism spectrum and is based in Charlestown. \$125,000 annually</p>	Ongoing	Ongoing	MGH / YCOC	Ongoing commitment supported in FY 2008.

Community Benefits & Workforce Development	Est Start Date	Est End Date	Source of Obligation	Status
<p>Program Evaluation: Evaluation of all Boston-based programming via the MGH Institute for Health Policy. \$115,877 annually</p>	Ongoing		MGH	Evaluations now completed via the MGH Center for Community Health Improvement Ongoing commitment supported in FY 2008.
<p>Charlestown Substance Abuse Coalition (CSAC): MGH funds the salary of the coordinator of CSAC, as well as some operating expenses. \$110,000 annually</p>	Ongoing		MGH	Ongoing commitment supported in FY 2008.
<p>South Boston Public Health Initiative: A grant to work to engage youth in substance abuse prevention activities. \$50,000 annually</p>	Ongoing		MGH	Ongoing commitment supported in FY 2008.
<p>East Boston Midwifery Program: A one-year grant to support prenatal care by midwives at the East Boston Neighborhood Health Center. \$37,427</p>	Complete		MGH	Program complete.
<p>Breast and Cervical Screening: MGH manages a 14 health center wide program to provide breast and cervical screenings to uninsured women. \$30,600 commitment</p>	Complete		MGH	In FY08, PHS provided \$67,000 for administration of the program and an extra \$63,000 to employ the patient navigators at health centers. Program has ended.
<p>Hepatitis C and Other Public Health Programs: Located in Charlestown to provide outreach, education and treatment to those infected with Hepatitis C, particularly IV drug users. \$28,439 annually</p>	Ongoing		MGH	Ongoing commitment supported in FY 2008.
<p>Health Care For All: Boston share of an operating grant to statewide consumer advocacy organization. \$26,250 annually</p>	Ongoing		MGH	Ongoing commitment supported in FY 2007.
<p>Daycare MGH will begin operating an additional day care facility in Charlestown Navy Yard. Day-care facilities adequately accommodate anticipated demand from the NAB.</p>	Complete		YCOC	Complete
<p>New Permanent Jobs Created by B3C: 450</p>	Ongoing		IMP / CAA	B3C occupancy expected to begin in mid-2011

Community Benefits & Workforce Development	Est Start Date	Est End Date	Source of Obligation	Status
<p>Health Careers Academy: MGH provides annual scholarships, as well as training for teachers and ProTech placements \$35,000 annually</p>	Ongoing		IMP / CAA	\$66,200 in FY 2007.
<p>Total MGH employment – 19,200 (2005)</p>	Ongoing		MGH	MGH employed a total of 20,800 people in FY 2007.
<p>Employees that are Boston Residents – 5,000 (2005) \$202,000,000 payroll annually</p>	Ongoing		MGH	Approximately 5,000 in FY 2007 \$245,000,000 payroll in FY 2007
<p>Workforce Development for Boston Residents, which includes the cost of pre-employment training and jobs \$90,089 annually</p>	Ongoing		MGH	MGH made an estimated \$2.8 million expenditure on workforce initiatives for Boston resident employees in FY 2007 using improved tracking of workforce investments.
<p>Execute and implement a Construction Employment Plan, Memorandum of Understanding and First Source Agreement</p>	--		YCOC / CAA	Completed
<p>Uncompensated Care for Boston Residents \$24,662,000 annually</p>	Ongoing		MGH	<p>MGH is the third largest provider of free care to people without means to pay for health care in the Commonwealth. In FY 2007, nearly \$64 million worth of care was provided to nearly 17,000 patients. Almost half of those patients came from MGH priority communities. After years of growth in the number of uncompensated care patients at MGH, there was a 13 percent decline in FY 2007. At the same time, the hospital treated nearly 4,000 patients newly insured under Commonwealth Care.</p> <p>MGH is also a major provider of health care for patients on Medicaid, providing nearly \$213 million worth of care to more than 32,000 patients in FY 2007, at a loss to the hospital and its doctors of more than \$65 million. Nearly half of MGH Medicaid patients were from priority communities.</p>

Table 3

## Transportation Commitments

Transportation	Est Start Date	Est End Date	Source of Obligation <sup>2</sup>	Status
Consolidate large delivery activity away from residential areas by relocating loading docks from Blossom Street to a new loading area within the campus at the new B3C on Charles Street Est Cost: \$33,000,000	--	2011	IMP / CAA / YCOC	As part of the B3C project, MGH is building a greatly improved and consolidated loading facility for the hospital served from Charles Street. It is estimated that 90 percent of dock volume will be shifted over to the new dock on Charles Street upon full operation of B3C. As discussed in the letter accompanying this summary, construction of B3C is on schedule.
Design and construct improved pedestrian crossing on Blossom Street at Parkman Street Cost: \$450,000	2006	2007	IMP / CAA	Complete. MGH designed, permitted and constructed a significant improvement for pedestrians at this intersection.
Provide general wayfinding during construction of B3C Est cost: \$50,000	2007	2011	IMP / CAA	MGH developed exterior campus improvements which included banners to major exterior entrances, directional signage to parking facilities, and signage to support changes in traffic to respond to construction. In addition, Planning & Construction and Public Affairs collaborated to develop an internal signage and staff notification system. This is an ongoing temporary signage system employed as needed for changes related to interior construction projects. MGH will continue to update signage as necessary.
Set back the B3C project from Fruit Street so as not to preclude future two-way traffic operations on Fruit Street	--	2011	IMP / CAA	The design of the B3C project includes a set back from Fruit Street that would not preclude a two-way section of this street in the future.
Provide new pedestrian access from Charles Circle to MGH main lobby Cost included in B3C/Yawkey projects	--	2011	IMP / CAA	The design of the B3C project includes a bridge to allow pedestrian passage from the Yawkey building to the hospital's main lobby. Upon completion of the B3C, covered access from Charles Circle to the White Main Lobby via the Yawkey and B3C buildings will be possible.
Execute and implement Construction Management Plan and Transportation Access Plan Agreement	--	--	YCOC / CAA	Completed
Contribute to Charles/MGH MBTA Station Cost: \$2,500,000	--	2002	YCOC	The \$2.5 million MGH contribution was made, and the rebuilt station is now open and operational.

<sup>2</sup> IMP: Institutional Master Plan; YCOC: Yawkey Center for Outpatient Care Cooperation Agreement; CAA: First Amendment to Cooperation Agreement; DoN: Determination of Need; MGH: Other MGH Commitment.

Transportation	Est Start Date	Est End Date	Source of Obligation <sup>2</sup>	Status
Potential ownership of internal campus streets Est Cost: \$1,200,000, plus on-going maintenance	TBD	TBD	IMP	MGH has continued to pursue the street discontinuance process with the BRA, the Public Improvement Commission, the Boston Water and Sewer Commission, the Boston Transportation Department, and with the MEEI. At this point, a preliminary understanding has been reached but final agreements and approvals have not yet been accomplished.
Develop a significantly improved roadway access and circulation system to serve the campus and reduce congestion. Create three entries to campus and four exits in place of just one entry and three exits to make campus more permeable and flexible for drivers and emergency vehicles. Cost: \$905,000	--	2004	YCOC	Complete
Widen Parkman Street and make it two-way to improve access and on-campus circulation Cost: \$450,000	--	2003	YCOC	Complete
Value of new sidewalks at corner of Blossom Street and Charles Street provided by Trigen due to MGH contract Cost: \$200,000	--	2007	IMP	Sidewalks related to Trigen steam line project from Warren entrance to corner of Blossom & Charles streets completed in 2007.
Provide parking spaces for Zipcars Est cost: \$100,000	--	2000	YCOC / IMP	MGH currently provides two parking spaces in the Fruit Street garage for Zipcars consistent with Zipcars' needs. Other Zipcar parking locations have been added near the MGH main campus.
Fund the installation of a video PTZ camera for the Boston Transportation Department (BTD) to monitor operations at the Cambridge Street/North Grove Street intersection Cost: \$75,000	--	2003	YCOC	Completed as part of the YCOC.
Install new fiber-optic cable along Cambridge Street from Blossom Street to Charles Circle to assist the BTD in operating its existing traffic signal system Cost: \$75,000	--	2007	YCOC	This installation was completed in coordination with the Cambridge Street reconstruction and the Liberty Hotel development.
Work with the BTD to significantly improve traffic operations on North Grove Street by relocating taxicabs to the White Ramp and the Wang ACC loop, striping three travel lanes, and upgrading signage and pavement markings Cost: \$50,000	--	2002	YCOC	These improvements were completed in close cooperation with the BTD. Since then, the construction management plan for the B3C required further changes including another relocation of the taxicabs, sidewalk changes and the addition of stop signs on North Grove Street at Parkman Street.

Transportation	Est Start Date	Est End Date	Source of Obligation	Status
Study the feasibility of: 1. Storrow to Blossom connector; 2. Storrow to Charles connector; 3. Making Fruit Street two-way; 4. Reversing the direction of flow on Fruit Street to one way westbound Cost: \$25,000	--	2006	YCOC / IMP	These studies were completed and fully documented in the 2006 IMP.
Update directional signage to the hospital when construction on Cambridge Street and the MBTA station are complete Est cost: \$25,000	--	2009	YCOC / IMP	The hospital was required to wait until the Cambridge Street reconstruction project was finished before it was allowed to upgrade directional signage. Approval from the PIC was obtained in 2008 and the hospital has fabricated and installed these signs.
Fund the design of plan modifications to improve (lengthen) the left turn lane on Cambridge Street at North Grove Street Cost: \$25,000	--	2005	YCOC	Design and construction are both complete.
Conduct a pedestrian study of flows into and through the West End neighborhood Cost: \$15,000	--	2006	IMP	Completed and documented in the 2006 IMP.
Work with West End community and the Authority to design appropriate signage to improve pedestrian circulation in the West End.	Ongoing	Ongoing	YCOC	In addition to the improvements described herein, MGH will continue to pursue transportation and signage improvements to enhance pedestrian circulation in the area.
Continue to measure traffic volumes on the campus and measure the effectiveness of the improvements Cost: \$10,000 annually	Ongoing	Ongoing	IMP	Over the past five years, supplemental traffic counts have been conducted on an as-needed basis. Due to on-going construction of the Building for the Third Century (B3C), no counts have been taken on-campus in 2008
Continue pedestrian access studies as part of Blossom/Cambridge working group meetings Cost: \$5,000 annually	Ongoing	Ongoing	IMP	When specific data is needed, MGH performs such studies. Data collected over the past several years was instrumental in the development on the construction period pedestrian circulation routes for the B3C building.
Install supplemental directional signage to the campus encouraging greater use of the new Parkman Street entrance and on-campus directional signage to guide drivers to I-93 at the Parkman intersection with Blossom Street Cost: \$5,000	--	2003	YCOC	Complete; further, MGH has updated this signage as necessary during the B3C project construction.
Install new pedestrian and crosswalk warning signage on Blossom Street Cost: \$5,000	--	2002	YCOC	Complete. This work was supplemented with a significant intersection improvement performed by MGH at Blossom Street's intersection with Parkman Street in 2007.

Transportation	Est Start Date	Est End Date	Source of Obligation	Status
Work with the BTD to change curb-side regulations and improve Partners shuttle bus loading operations along Blossom Street. MGH also switched to smaller shuttle bus vehicles Cost: \$5,000	--	2002	YCOC	Complete.
Implement valet parking improvement at the Cox Building on Blossom Street Cost: \$5,000	--	2002	YCOC	Complete
Move most employee parking off-campus and commit to an on-campus employee parking freeze.	--	2002	YCOC	Complete. None of the new parking in the Yawkey underground garage was set aside for employees. Further, this already constructed parking facility was sized to accommodate the Yawkey building, the Liberty Hotel and B3C.
Provide off-hours parking for community	--	2005	YCOC	Ongoing commitment. Currently 270 individuals are registered in this program.
Provide bike storage rack and shower/locker facilities for employees	--	2005	YCOC	Implemented
Work with BTD to make signal timing and phasing changes on Cambridge Street	--	2005	YCOC	Complete
Extend Transportation Demand Management Program to Project employees	--	2005	YCOC	Complete
Provide level scheduling of patient visits to Yawkey over longer period of the day	--	2005	YCOC	Implemented
Remain active member of ABC TMA	--	2005	YCOC	Ongoing
Perform preliminary review of future effects of MGH on campus employee parking freeze on remote parking locations and MGH Shuttle needs and a more detailed analysis after Yawkey building is open	--	2006	YCOC	Completed in IMP
Update MGH Orientation package for all new employees to update parking information concerning permissible parking areas	--	2005	YCOC	Complete
Operate Central Parking System	--	2005	YCOC	Complete
Provide Travel Demand Management services to employees (ride matching, free shuttle service, etc)	Ongoing		YCOC	MGH continues to provide ride matching and guaranteed ride home programs through our transportation management association. MGH continues to be the largest user of the guaranteed ride home program. In 2007, public



Transportation	Est Start Date	Est End Date	Source of Obligation <sup>2</sup>	Status
				transportation subsidies for employees were raised in addition to an increase in employee parking fees. There has since been a 10% increase in the number of employees who participate in the MBTA T Pass program.
Identify options such as signage for an early notification system to advise drivers of parking availability at the MGH garages.	--	2002	YCOC	In 2006, the Fruit Street and Parkman Street garage signage systems were equipped with large signs at the entrances that contain LED message boards. These message boards inform the driver well in advance of the entrance gate, that the garage is full and direct them to the other garages.
Support the community concept with the City of making commercial loading zones on Blossom Street available for general parking during the non-delivery hours.	--	--	YCOC	MGH approached the City with this concept during YCOC planning but a change was not pursued.
Improve operations by providing taxi waiting area on White Building ramp (Hospital's front entrance) in order to alleviate congestion on North Grove Street as soon as City approvals can be obtained and constructing a long-term dedicated taxi-pool lane on North Grove Street.	--	--	YCOC	The taxi-pool lane on North Grove Street has been constructed. The taxi waiting area on the White Building ramp was eliminated during the construction of B3C and will be revisited in 2012.
Provide right-turn in/right-turn-out only driveway on Cambridge Street west of North Grove Street.	--	--	YCOC	Installed
Install "No U-Turn" sign at the Blossom and Parkman intersection	--	--	YCOC	Installed
Station MGH traffic management at key locations during construction	--	--	YCOC	Implemented

Table 4

## Urban Design/Planning Commitments

Urban Design/Planning	Est Start Date	Est End Date	Source of Obligation <sup>3</sup>	Status
Provide screening on mechanical equipment for Yawkey and B3C subject to engineering feasibility Est Cost: \$450,000	--	2011	IMP / YCOC / CAA	The design of the B3C project will include screening for mechanical equipment on both the Yawkey building and the B3C building subject to engineering feasibility.
Purchase former Buzzy's Road Beef building site to allow for the creation of a new landscaped open space. Complete landscaping Buzzy's site design and implementation Cost: \$2,750,000 for acquisition and \$250,000 for landscaping design and implementation.	2002	2007	IMP / YCOC / CAA	Complete
Install brick sidewalk treatment along MGH frontage and at Charles Circle Cost: \$100,000	2006	2007	IMP / CAA	Complete
Provide archival quality documentation of the Jail and the Clinics building prior to demolition consistent with criteria stated in the Memorandum of Agreement.	--	--	YCOC / CAA	Complete
Incorporate dated cornerstone for project	--	--	YCOC	Complete for Yawkey. Dated cornerstone will be incorporated into B3C construction.
Salvage granite veneer blocks from Jail for reuse on the Jail	--	--	YCOC	Complete
Conduct feasibility study of an enhanced Gray Bigelow entrance Cost: \$45,000	--	--	IMP / CAA	MGH developed a set of conceptual improvements to the hospital entrances on Blossom Street opposite Charles River Park. These concepts identified a range of potential improvements to beautify the north edge of the campus that MGH will consider at the time an appropriate building project is undertaken.
Cambridge Street Development Study to focus on urban design issues and opportunities for joint development such as: preservation of the streetwall, active street-level uses with potential housing/office uses on upper levels, streetscape character, and building character and massing; investigate opportunities to improve function	--	--	IMP / YCOC / CAA	MGH remains committed to conducting a study of Cambridge Street development options. Implementation of a street edge solution is expected to be addressed at the time the hospital replaces the Fruit Street Garage with underground parking and completes a new entrance to the campus. In addition, should MGH pursue an MGH Museum

<sup>3</sup> IMP: Institutional Master Plan; YCOC: Yawkey Center for Outpatient Care Cooperation Agreement; CAA: First Amendment to Cooperation Agreement; DoN: Determination of Need; MGH: Other MGH Commitment.

Urban Design/Planning	Est Start Date	Est End Date	Source of Obligation	Status
and appearance of MGH Cambridge Street corridor Cost \$25,000				on Cambridge Street, street edge issues will be addressed and design review will occur in connection with that project.
Conduct feasibility study of an ADA entrance to the Their Building from Blossom Street to the Bulfinch Green Cost \$10,000	--	--	IMP / CAA	MGH will conduct a feasibility study of such an entrance in conjunction with its plans to renovate library and conference room spaces in 2009.
Provide directions to the hospital on-line and through an automated telephone service	Ongoing	Ongoing	IMP / YCOC	Complete. Directions to MGH are currently provided both on the public website as well as through an automated phone service called the MGH Directions Line. The online and automated telephone services provide driving directions as well as directions using the public transportation system. Many individual medical groups also provide online directions to their respective locations on their websites
Revisit Blossom Street Streetscape improvement plan during term of the IMP Cost: \$65,000	--	End of 2007	IMP	MGH developed a conceptual improvement plan for Blossom Street to identify potential improvements to the condition of the roadway, sidewalks, median and landscaping. This information has been shared with the Blossom/Cambridge Working Group. MGH will continue to investigate and implement ways to improve Blossom Street as possible over the term of the IMP.
Initiate planning for Nashua Street properties	--	--	IMP	MGH anticipates beginning planning for its properties at 99 and 100 Nashua Street in 2009
Revise campus map to indicate hours when doors are open Cost: \$30,000	--	2007	IMP	This information will be provided on 2009 campus maps.
Continue the Blossom/Cambridge Working Group, for which the hospital hosts quarterly meetings	Ongoing	Ongoing	IMP / YCOC	Ongoing
Install Fruit/Vegetable stand at North Anderson Park This was an update of a commitment to address management issues related to the park through such things as fencing and other physical changes to discourage undesirable activities.	2007	--	IMP / YCOC	Per the neighborhood's request, MGH pursued locating a fruit and vegetable vendor recommended by the community, in the 25 North Anderson Street Park, including obtaining required permits with Boston Redevelopment Authority and Inspectional Services Department. Subsequently MGH was notified by the vendor they no longer had interest in a kiosk in this location. A new vendor has not been found; MGH will continue to pursue ideas for activating the space. MGH Police and Security report in Fall 2008 that conditions in the park have improved substantially over the past two years.
Maintain view corridor along North Anderson	--	--	IMP	MGH intends to maintain visual connections into the campus and will strive to maintain the view corridor to the Bulfinch Lawn.

Urban Design/Planning	Est Start Date	Est End Date	Source of Obligation	Status
Relocate ambulance area to off-street area accessible from Fruit Street	--	2011	IMP / YCOC	The design of the B3C project will reposition ambulances away from the main hospital entrance to a location beneath the new B3C building accessible from Fruit Street.
Create a MGH museum on Cambridge Street providing public access and activating the street Est cost: \$4,000,000	--	2011	IMP	MGH is currently studying the feasibility of creating an MGH Museum on Cambridge Street. If feasible, MGH will present plans to the community, the City, and local leaders, and undergo all required community and regulatory review processes. If MGH proceeds with a museum, it is expected that it would open in approximately 2011, subject to applicable approval processes.
Include an interpretive exhibit on the history of MGH and the Jail. Install interpretive panels in project describing history of Clinics building and other historical hospital buildings.	--	--	YCOC	In design
Landscape plan for bus shelter area and north side of campus along south side of Blossom Street	--	2005	YCOC	Installed
Replace bus shelter on north side of campus with new structure	--	2005	YCOC	Complete
Expand the Resident Physician's House fencing to encompass the new open area created by the removal of two buildings on Cambridge Street	--	2005	YCOC	Complete

Table 5  
Environmental/Sustainable Design Commitments

Environmental/Sustainable Design	Est Start Date	Est End Date	Source of Obligation <sup>4</sup>	Status
Air Quality - Install carbon monoxide sensors in Yawkey parking garage, no idling signs around the Yawkey building, and central pay system for parking garages. Explore using alternative fuel vehicles for shuttle buses.	--	--	YCOC	Air quality measures in garage, signage and central pay system implemented. MGH has applied for permitting to relocate transportation activities to the Charlestown Navy Yard. As part of this move, MGH plans to add a new fuel station and will consider the use of alternative fuels at that time.
Solid Waste/Recycling - Accommodate a recycling program with waste management equipment intended to reduce amount of solid waste at Yawkey and B3C	--	--	YCOC	Implemented
Submit and implement a Construction Management Plan for Yawkey and B3C	--	--	YCOC	Implemented
Sustainable Design - Consider and incorporate range of measures addressing safe gases, water use reduction, building energy systems, efficient lighting, sustainable HVAC system, energy code compliance, use of recyclable and recycled materials in design and construction, separation of recyclable construction waste.	--	--	YCOC / IMP	In keeping with MGH's strong commitment to environmental sustainability and consistent with the City's sustainability goals, B3C is being designed and constructed to achieve at least LEED Silver Certification. The Yawkey building design also includes many sustainable design initiatives including as examples low flow faucets, minimized use of incandescent lights and maximized use of natural light, sustainable HVAC system, and no CFC use in chillers.
Transfer groundwater level monitoring well to Groundwater Trust after construction of project	--	--	YCOC	Ownership will be transferred following project completion assuming agreement by the Trust to accept monitoring responsibility.

<sup>4</sup> IMP: Institutional Master Plan; YCOC: Yawkey Center for Outpatient Care Cooperation Agreement; CAA: First Amendment to Cooperation Agreement; DoN: Determination of Need; MGH: Other MGH Commitment.

**Table 6**  
**Direct Payments**

Payments	Timeframe	Source of Obligation <sup>5</sup>	Status
Linkage (Housing and Jobs) for Yawkey and B3C	Ongoing	IMP / YCOC	Development Impact Project payments on the Yawkey Building have been made totaling approximately \$1,846,000. The first Development Impact Project payments on the Building for the Third Century for the Jobs and Housing Exactions have been made. Future payments are due pursuant to the schedule set forth in the Development Impact Project agreement. The total amount of DIP payments is estimated at \$2,634,000.
Real Estate Taxes	Ongoing	MGH	Real estate taxes on MGH's leased property are estimated at \$3,371,452 based on a per square foot calculation. Real estate taxes for MGH non-exempt property totaled \$1,806,868 in 2008, including real estate taxes paid on the Liberty Hotel parcel.
PILOT Contribution	Ongoing	MGH	The FY 2008 MGH PILOT contribution was \$1,579,000 for MGH, MGPO, and the Institute of Health Professionals. The terms of the Yawkey PILOT have been agreed to; payments will begin this fiscal year.

<sup>5</sup> IMP: Institutional Master Plan; YCOC: Yawkey Center for Outpatient Care Cooperation Agreement; CAA: First Amendment to Cooperation Agreement; DoN: Determination of Need; MGH: Other MGH Commitment.