



August 13, 2013

Peter Meade, Director
Boston Redevelopment Authority
One City Hall Square
Boston, MA 02201

Re: 2013 Master Plan Update of the Beth Israel Deaconess Medical Center Institutional Master Plan, dated August 2003, Rev. 1/04, approved by the Boston Redevelopment Authority on April 1, 2004 and the Boston Zoning Commission on June 23, 2004, effective June 28, 2004 (the "BIDMC IMP") and renewed pursuant to the filing of the Institutional Master Plan Notification Form for Renewal filed on June 22, 2009 and approved by the Boston Redevelopment Authority on August 13, 2009 (the "BIDMC IMPNF for Renewal") (collectively, the BIDMC IMPNF for Renewal and the BIDMC IMP, the "Renewed BIDMC IMP").

Dear Director Meade:

Beth Israel Deaconess Medical Center is pleased to submit this 2013 bi-annual Institutional Master Plan update under Section 80D-7 of the Boston Zoning Code, covering the two-year period beginning August 13, 2011.

This update is being provided to notify and inform the Authority of the status of the Master Plan projects described and approved in the Renewed BIDMC IMP. Section 80D-7 provides that to update its Institutional Master Plan an institution shall file a description of its Institutional Master Plan projects (a) that have been completed since the last Institutional Master Plan approval, renewal or update, (b) are ongoing, or (c) are scheduled to begin in the upcoming twenty-four months.

I. Status of IMP Projects:

The BIDMC IMP describes three proposed IMP projects, only one of which, the 25,000 square foot West Clinical Center Addition, is an approved IMP project that will be developed by BIDMC itself. The other two projects, referred to in the BIDMC IMP as the Blackfan Research Center Addition (the "BRC Addition," which is a portion of the project originally known as the Blackfan Research Center or "BRC") and the Longwood North Research Center (the "LNRC"), were described in the BIDMC IMP for information purposes, but not for approval as IMP projects. These two projects were

ultimately approved through a Planned Development Area (“PDA”) process by an affiliate of Lyme Properties, which acquired the parcels of land from BIDMC in 2005. The IMP also described various campus improvement projects.

An update on the status of these projects is provided below:

A. West Clinical Center Addition

The West Clinical Center Addition project (25,000 square feet) continues to be deferred for the time being. BIDMC has limited capital resources, and at this time those resources are being designated for infrastructure improvements and renovations to existing buildings, as opposed to new construction. BIDMC is also currently reassessing its strategic space needs in light of health care reform which is having an ongoing impact on the manner of delivery of care and the mix of patient care services provided at BIDMC. BIDMC will consult further with the BRA if we decide to undertake Small Project Review and commence construction of the West Clinical Addition project in the next twelve to twenty-four months.

B. Additional Projects Described in the IMP

1. The BRC Addition

The BIDMC IMP described, for informational purposes, BIDMC’s then proposed sale of land to an affiliate of Lyme Properties to facilitate construction of the BRC Addition, a state-of-the-art research facility included within the expanded BRC. The sale of land took place in 2005 following approval of the project in a Planned Development Area, and Lyme commenced construction. An affiliate of BioMed Realty Trust acquired the site in 2006 and completed development of the project, which has been renamed Center for Life Sciences Boston (“CLSB”).

As described in its 2006, 2008 and 2011 IMP Updates, BIDMC is a major tenant in CLSB, and moved into the building over a several month period in the latter half of 2008. As described in the Renewed BIDMC IMP, in October of 2008 BIDMC acquired 450 parking spaces in the BRC/CLSB garage in the form of a garage condominium unit. The construction of CLSB is complete and the building is fully occupied.

2. The LNRC

The BIDMC IMP initially included the LNRC project, a 440,000 square foot biomedical research facility to be located on land that at the time was owned by BIDMC as part of its East Campus. Subsequent to filing the IMP, BIDMC sought removal of the LNRC from the IMP, and by letter dated November 18, 2003, the BRA approved the removal. Accordingly, BIDMC revised the IMP in January, 2004 to reflect that the LNRC project was only included in the IMP for information purposes, and the revised IMP was

approved by the BRA Board and Zoning Commission in June 2004. The LNRC project subsequently received zoning approval as part of a Planned Development Area.

The LNRC site at 340 Brookline Avenue, now called the Longwood Research Institute (the "LRI"; for clarity this project will be referred to in this Update as the "LNRC/LRI"), was acquired by an affiliate of Boston Children's Hospital ("Children's") in August, 2006. The LNRC/LRI project was incorporated into the Children's Institutional Master Plan, which was initially approved in 2008 (as thereafter amended, the "Children's IMP"). As discussed in the Children's IMP, Children's has not determined when it will commence construction of the LNRC/LRI. As previously described in the BIDMC 2011 IMP Update, Children's has received approval from the BRA to maintain 330 parking spaces in the 340 Brookline Avenue Garage (formerly known as the BIDMC East Campus Parking Garage) until commencement of construction of the LNRC/LRI. Children's currently leases these 330 parking spaces to BIDMC, and concurrently, BIDMC has leased 198 parking spaces that it owns in the Center for Life Sciences Boston Garage to Children's, as described and approved in the Children's IMP.¹

C. Campus Improvement Projects

As set forth in Section 4.2.2, the BIDMC IMP included several campus improvement projects to be implemented in phases with some interim improvements to be completed in connection with the construction of BRC/CLSB, and the remainder upon the completion of LNRC/LRI. The 2011 IMP Update noted a number of campus improvement projects that had been completed since the approval of the Renewed BIDMC IMP in 2009, namely, the creation of additional open space along the front of the Kirstein Building, creation of additional open space and the reduction of parking spaces along the front of the Finard/Yamins Buildings, and the creation of a one-way vehicle connection along the BIDMC North Service Road connecting Blackfan Street to Brookline Avenue for public use on weekdays during the hours of 3:00 PM to 6:00 PM. There are no additional campus improvement projects described in the BIDMC IMP that are currently ongoing or that BIDMC is scheduled to begin in the upcoming twenty-four (24) months.

II. Other Projects:

A. Bowdoin Street Community Health Center Addition

In the next twenty-four months BIDMC is planning to propose one small project to be added to its IMP and IMP Area. This proposed project will add approximately 4,000

¹ Under Children's agreement with the BRA and BTB, Children's may request BRA approval for the use of additional spaces (for a total of up to 454 parking spaces) in the 340 Brookline Avenue Garage, and BIDMC understands that Children's may make this request in 2013. If the use of additional parking spaces is approved, the leases between Children's and BIDMC provide that Children's will lease such additional spaces to BIDMC, and BIDMC will concurrently lease additional spaces in the CLSB Garage to Children's.

square feet to the third floor of the existing Bowdoin Street Community Health Center (BSCHC) located at 230 Bowdoin Street in Dorchester. The addition will allow for the expansion of services offered at BSCHC to include a Wellness Center with an exercise room, activity room/gym and demonstration kitchen for providing wellness classes to BSCHC patients. This exempt small project will be electively described in an IMP Amendment that BIDMC expects to file in the early fall of 2013 for expedited IMP review under Article 80D-9.2 of the Boston Zoning Code. Construction is expected to commence following approval of the IMP Amendment describing this project.

B. Other IMP-Exempt Projects

Other projects that are completed, ongoing or are planned for the next twenty-four months do not fall under the requirements of Article 80D because they are interior renovations or fall below the 20,000 square feet threshold for the erection or extension of an institutional use. A brief description of such projects is included here for informational purposes.

BIDMC, like other health care institutions, is continually renovating and improving its existing facilities in order to provide superior health care in state-of-the-art facilities. In the past twenty-four months BIDMC has completed a series of internal renovations, including building infrastructure upgrades and renovations to enhance work flow and patient care services. A long term project to design and construct improvements to the normal power distribution system and emergency power systems on the West Campus commenced in the past two years and will continue over the next twenty-four months. As noted in the 2011 IMP Update, these West Campus power center infrastructure upgrades are part of BIDMC's continuing investment in a variety of equipment and infrastructure upgrades that have measurably improved energy efficiency on both campuses. On the East Campus BIDMC continued to make improvements to the emergency power system and fire alarm system, in addition to those highlighted in the 2011 IMP Update. The fire alarm system in the Shapiro Clinical Center was replaced to install ADA-compliant strobe lights in all patient exam rooms. This work, and other work to improve public access on both campuses and communications between patients, visitors and staff, such as the installation of lobby video phone systems for use by the deaf and hearing impaired, is part of ongoing interior and exterior ADA compliance work BIDMC has been undertaking as part of a compliance plan that spans 2010 through 2014. Other projects completed over the past two years include the renovation of academic offices for the OB/GYN department in the Kirstein building; upgrades to the Emergency Department (in the West Clinical building) to enhance treatment areas, primarily to better serve psychiatric patients needing emergency care and to reduce time spent by patients in the waiting area; the upgrade of several operating rooms on both campuses to utilize new technologies, such as surgical robots; the replacement of several x-ray machines and associated renovation of the x-ray area in the Shapiro, West Clinical and East buildings; upgrades to cardiac catheterization labs in the Farr Building to accommodate the installation of new equipment; the renovation of the first floor of the Stoneman building

to create a Pre-Admissions Testing area to examine and consult with patients before they have surgery; and renovation of the loading docks and receiving area on the East Campus. In addition to these renovations and improvements, BIDMC upgraded several research labs each year to accommodate new researchers and shifts in research activities.

As noted in previous IMP Updates, BIDMC has been evaluating how best to modernize its pathology laboratories. Over the past twenty-four months BIDMC renovated administrative space for pathology medical and administrative staff in the Finard building, and is in the final stages of testing a major upgrade to the information systems used as part of the processing of lab samples. Once the new pathology information system is operational, the pathology work flow and future volume will be reviewed, and then modernized laboratories will be designed and renovations will be made to the existing pathology laboratory facilities on the BIDMC campus.

Other projects that BIDMC expects to undertake in the next twenty-four months include: renovating the West Clinical Center lobby to expand the Clinical Decision Unit of the Emergency Department; renovations to outpatient radiology areas on the first floor of Deaconess and the third floor of the West Clinical Center; and renovations to birthing program facilities to improve triaging of ob/gyn patients and to create a more pleasing environment for new mothers and babies. Initial planning and design discussions are underway regarding the renovations in the Shapiro Clinical Center to enhance the growing bone marrow transplant and oncology programs, and programming and design are underway for the creation of an integrated breast care center in the Shapiro Clinical Center. It is possible that these projects will be undertaken in the next twenty-four months. In addition to these renovations and improvements, BIDMC generally upgrades several research labs each year, continually upgrades and replaces equipment as needed in the radiology/imaging departments, cardiac catheterization labs and surgical suites, and makes minor space improvements and cosmetic and general upgrades to areas throughout the hospital that do not involve relocating functions. BIDMC will also continue making ADA compliance program upgrades and a variety of power system, equipment and infrastructure upgrades to improve reliability and energy efficiency, as noted above.

Other Relevant Information:

A. Strategic Planning Activities

In addition to the projects discussed above, BIDMC is undertaking strategic planning and energy planning activities, as described below for informational purposes.

As our nation and state move forward with health care reform and focuses on improving the quality of care while controlling health care costs, BIDMC is engaged in strategic planning, and associated facilities planning, to enable the Medical Center to effectively respond to the challenges of continuing to provide world-class patient care, medical

education and cutting edge research in a rapidly changing healthcare environment. Dr. Kevin Tabb became BIDMC's President and Chief Executive Officer in October of 2011. As a result of strategic planning under his leadership, in the past two years BIDMC has affiliated with a number of physician groups and community hospitals, and is in discussions with other provider organizations in the Greater Boston area. These affiliations, and the general need for BIDMC to adjust to meet the changing needs of our patients, are expected to lead to changes over time in the mix of services provided and types of patients served at the Medical Center. These changes may lead BIDMC to propose new clinical facilities, for example, to meet the demand for more single bed in-patient rooms and to provide additional space for other programs.

BIDMC is one of six members of the Longwood Medical Energy Collaborative (LME), a consortium of Longwood-area institutions engaged in strategic energy planning. LME and its members are analyzing options for the provision of steam, chilled water, and electricity. As part of these analyses, BIDMC is studying in conjunction with LME, the siting of combined heat and power (CHP) and other types of energy facilities on the East and West campuses in order to meet BIDMC's and other LME members' future needs for these energy products. If the project were to be constructed the likely timeframe would be within the next five to seven years.

BIDMC will provide further updates to the BRA about the direction BIDMC's strategic facilities and energy planning will take as these planning efforts advance.

B. Leased Space

The Renewed BIDMC IMP includes a description of the Medical Center's leases in Boston (without extending the Institutional Master Plan Area to encompass such leased property), and we are providing you with a description of our Boston leasing activity over the past two years for informational purposes.

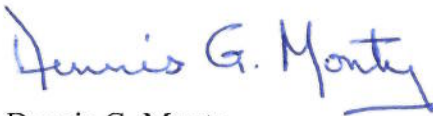
Since the 2011 IMP Update, BIDMC extended its lease from Northeastern University of office space at 1135 Tremont Street (Renaissance Park) for the period from January, 2014 through December, 2018. BIDMC renewed a lease for approximately 11,500 square feet of office space for BIDMC and affiliated entities in the MASCO building at 375 Longwood Avenue for the period February, 2012 through January, 2017. (Since 1997 this space has been occupied by various BIDMC-affiliated entities, however, CareGroup, Inc., BIDMC's parent holding company, was previously the tenant under the lease.) BIDMC also renewed its lease for administrative office space at 109 Brookline Avenue for the period from February, 2014 through January, 2024. To accommodate added administrative staff working in departments housed at 109 Brookline, BIDMC recently leased approximately 10,400 square feet of office space in the adjoining building at 21-27 Burlington Avenue, for an initial lease term expiring in August, 2023. This space at 21-27 Burlington Avenue is a portion of the premises BIDMC leased for more than fifteen years and used for research purposes as described in the BIDMC IMP, until such research

operations were relocated to the Center for Life Sciences Boston in 2008. As described in the BIDMC IMP and previous IMP Updates, for many years BIDMC has been leasing a small number of residential units at the Longwood Galleria for use primarily by cancer patients, and their families, who are receiving long-term treatment at BIDMC. Currently BIDMC leases four Longwood Galleria residential units.

BIDMC has no specific plans for additional leases in Boston over the next twenty-four months, but it continues to look for additional affordable, nearby locations to relocate office functions to free up space for clinical uses on campus, and to meet fluctuating demands for administrative space.

We appreciate the cooperation of the BRA in its review and oversight of our Institutional Master Plan projects, and we look forward to working with you and your staff now and in the future. Our mutual interest in providing the best patient care, research and teaching facilities and also in continuing our efforts to contribute to an improved environment in the Longwood Medical and Academic Area serves the City, the LMA and Beth Israel Deaconess Medical Center well.

Sincerely yours,



Dennis G. Monty
Director of Facilities Planning and Special Projects
Email: dmonty@bidmc.harvard.edu



Elizabeth H. Gerlach
Deputy General Counsel, and
Director of Real Estate Development & Land Use Planning
Email: egerlach@bidmc.harvard.edu

cc: Sonal Gandhi, BRA
Walter Armstrong, BIDMC SVP for Capital Engineering & Facilities