



BRIGHAM AND
WOMEN'S HOSPITAL

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March 30, 2007

Arthur Mombourquette
Vice President, Support Services

By Hand Delivery

Mr. Paul L. McCann, Esq.
Acting Director
Boston Redevelopment Authority
Boston City Hall, 9th Floor
One City Hall Square
Boston, MA 02201-1007

Re: The Brigham and Women's Hospital, Inc. - Institutional Master Plan Update as Required in Accordance with Article 80 of the Boston Zoning Code and Enabling Act

Dear Acting Director McCann:

The Brigham and Women's Hospital, Inc. ("BWH" or the "Hospital") is pleased to provide an update to its Institutional Master Plan ("IMP") as required in accordance with the provisions of Section 80D-7 of the Code. The IMP was approved by the BRA Board in January 2005 and adopted by the Zoning Commission in February of 2005. The purpose of this letter is to update you with respect to the projects described in the IMP and to report on the status/progress with respect to community benefits and mitigation offered in connection with the IMP approval. This letter is also intended to serve as a report on the implementation of the mitigation as outlined in the Memorandum of Understanding between the Hospital and the BRA dated January 20th, 2005.

I. Proposed Projects as Described in the IMP

BWH is proceeding with the Proposed Projects as identified in the IMP in substantial accord with the schedule outlined in Section 4.1 of the IMP. Where appropriate, BWH has made adjustments to the construction sequencing of certain of the Campus and Landscaping Improvements in order minimize the overall construction impacts upon patients, visitors, and neighbors of the Hospital.

II. Transportation

The transportation elements and transportation demand management strategies outlined in the IMP and the MOU are in the process of being implemented and will be completed as scheduled in 2008. Attached please find a letter to Vineet Gupta, Director of Planning

for the Boston Transportation Department ("BTD") which provides an update on compliance with the transportation and traffic related mitigation. Please note that this update to BTD identifies an adjustment to the implementation of the left turn lane into 45 Francis Street in an effort to mitigate overall construction related impacts. BWH will continue to work with BTD and provide updates to the BRA as appropriate. Upon completion of the transportation elements, evidence of such completion will be provided to BTD and the BRA.

III. Relocating Appropriate Uses

As described in BWH's IMP and its MOU, in an effort to mitigate BWH's likely transportation impacts within the Longwood Medical and Academic Area (LMA), it has relocated as many uses as possible outside of the LMA to other areas with the City of Boston. In particular, it took a leadership role in leasing 50,000 s.f. of administrative, research and non-clinical support space in Crosstown Center. In addition to the original 50,000 s.f., it has entered into a commitment to lease an additional 26,000 s.q. of space in Crosstown Center, resulting in a total leased area of 76,000 s.f. This commitment surpasses the goals of the "Interim Guidelines" as set forth by the BRA and BTD.

IV. Community Benefits

Since the approval of the IMP, BWH has maintained and enriched its strong commitment to community benefits and outreach.

A. Integrated Youth Programs

BWH has taken a leadership role in crafting innovative programs to provide outreach and educational opportunities to youth within the Mission Hill community. Examples of these programs include the following:

- 1. Health and Science Clubs in Elementary and Middle Schools** --In FY2006, BWH organized Health and Science Clubs at the Mission Grammar School and the Roxbury Preparatory Charter School. The Clubs met weekly for one hour at each school over a period of eight weeks, and a total of 37 students participated. The Clubs provided an informal learning environment in which students worked with each other and hospital employees on science experiments, listened to guest speakers, and went on field trips. The Clubs familiarized students with new health careers and showed them the types of education and training necessary to pursue specific health career paths. Eleven Brigham and Women's Hospital employees were recruited to serve as volunteers for the Health and Science Clubs.

At the start and end of each Health and Science Club project, every student completed a pre- and post-test designed to evaluate how much they already knew about the subject and how much they learned from the project. Each pre- and

post-test consisted of four to 13 questions about that week's science project. The test questions were formulated in collaboration with the participating science teachers.

Health and Science Club
Pre- and Post-Test
Mean Scores

	Electricity and Circuits 4 Questions		Sound Waves 5 Questions		Velocity, Speed, and Friction 4 Questions		Earth and Sun 13 Questions		Flotation and Density 8 Questions	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
Mission Grammar	3	3.72	2.6	3.76	1.9	3.2	9.8	11.4	N/A	N/A
Roxbury Prep	3.1	4	3.6	5	2.27	3.38	N/A	N/A	5.4	7.5

The results of these tests clearly demonstrate that the classes had a direct impact upon students understanding and absorbing health and science related knowledge.

2. ScienceWorks: Summer Science Lessons for 8th Grade Students --In FY2006, for the first time, BWH offered a series of science lessons that were held on Friday afternoons for nineteen 8th grade students from the Tobin School and Roxbury Preparatory Charter School. The topic of study for Summer 2006 was the human brain. A total of seven lessons were offered, and five neurologists presented and answered questions on different aspects of the brain. During the course of these presentations, the students had the opportunity to handle animal and human brain specimens.

The students took pre- and post-tests to determine what they had learned during these science lessons:

ScienceWorks
Pre- and Post-Test
Mean Scores

Brain Anatomy 10 Questions		Visual Perception 5 Questions		Memory and Learning 6 Questions		Nerve Cells 5 Questions	
Pre	Post	Pre	Post	Pre	Post	Pre	Post
2.47	5.41	1	4.94	3.11	5.17	2.4	4.46

As with the Health and Science Club, the results of these tests clearly demonstrate that the ScienceWorks classes had a direct impact upon students understanding and absorbing health and science related knowledge.

3. Student Success Jobs Program: Internships for High School Students--In September 2005, 10 additional students were accepted into the Student Success Jobs Program (SSJP), an after-school and summer work achievement program that is coordinated by BWH. The students were recruited from all of the Boston public high schools with which SSJP currently partners.

4. Student Success Jobs Program: College Scholarships --Eight of the 11 high school seniors in SSJP applied for and received one-year college scholarships that were offered by BWH for the first time in FY2006. Three students received \$2,000 scholarships, two students received \$1,500 scholarships, and three students received \$1,000 scholarships.

5. Student Success Jobs Program: Summer Internships for College Students --In FY2006, BWH provided full-time summer internships for college students. Eight graduates of SSJP, all of whom are majoring in science and health fields, began their 10-week internships at Brigham and Women's Hospital in June 2006. The students worked in the following hospital departments: Genetics, Labor and Delivery, Molecular Diagnostics, OB/GYN Outpatient Clinic, OWFCP, Oral Medicine, Psychiatry, and Thoracic Surgery.

6. Health Careers Academy --In FY2006, BWH provided grant support to the Health Careers Engagement Project at Health Careers Academy (HCA), a Horace Mann Charter School that prepares students in the ninth through twelfth grades for careers in the health sciences. The goals of the Health Careers Engagement Project are to promote student knowledge of health care professions and work sites, increase the number of HCA students who enter college programs designed to prepare them for health careers, and expand the number and variety of

internships and other workplace learning experiences that are available to HCa students.

7. Tobin Extended School Model --In January 2005, the Tobin School and BWH began to explore the feasibility of developing a full-service school model, which would enable the Tobin School to offer a broader, more coordinated network of after-school programs for children and parents. As a result of these initial discussions, a task force was convened to undertake a more thorough planning process. Implementation of the full-service school model is currently taking place in FY2007. To ensure that the full-service school model aligns with the Tobin School's academic goals, data is being collected to monitor students' classroom performance. A Tobin Community Resource Guide has been created and distributed to parents. Educational workshops will be organized on a variety of health topics. After-school programs have been expanded to include art, science, and music activities, and a before-school program will be developed.

In addition to the opportunities outlined above which were instituted during Fiscal Year 2006, (July 1, 2005 – June 30, 2006) BWH has continued these programs as well as instituting other programs during Fiscal Year 2007 (July 1, 2006 – June 30, 2007). BWH and the students, who have taken advantage of the programs, have enjoyed a successful and enriching interchange.

V. Workforce Development and Job Creation

A. Community Jobs Access

Project Hope, a multi-service, non-profit agency, was selected to receive a one-year contract for case management services. Through this contract, Project Hope will provide outreach, case management, and follow-up to residents of Mission Hill and nearby neighborhoods. Interested residents will be screened and receive an assessment customized action plan and job search assistance. In addition they will have access to supportive referrals, job readiness workshops, adult education and ESOL classes at Project Hope.

B. Massachusetts League of Community Health Centers

In FY2006, BWH provided grant support to the Mass League's Workforce Development, Training, and Human Resources Initiative. Through this initiative the Mass League:

- recruited and hired a Workforce Project Manager
- surveyed health centers on their need for a training program for entry-level employees
- began developing a program to train health center staff to serve as mentors for entry-level employees
- observed the workflow at three health centers
- met with supervisors about training needs at those health centers
- purchased a set of customer service training videos.

C. Workforce Development

In November 2006, BWH opened the HR One Stop Employment Center at 741 Huntington Avenue. This office is staffed with a full time recruiter and a full time Community Liaison. This is an example of BWH's unique commitment to bring job placement and recruiting opportunities to the community. BWH notes that the level of staff assistance provided exceeds the commitment set forth in the MOU.

The following is data from our hiring activity. We continue our outreach efforts in the community and with the addition of a case manager (see Community Jobs Access V.A. above). BWH will increase our success rate in placing people from the neighboring areas.

2005 Hiring Activity

Total Hires: 3,111

Total Boston hires: 370 (11.8%)

02115 hires: 107

02120 hires: 75

Overall Mission Hill hiring 5.85% of total hires

49% of the Boston hires were from the Mission Hill area.

2006 Hiring Activity:

Total Hires: 3,098

Total Boston Hires: 393 (12.7%)

02115: 89

02120: 92

Overall Mission Hill hiring 5.84% of total hires.

46% of the Boston hires were from the Mission Hill area.

As set forth in the MOU, BWH has undertaken significant efforts to attract and retain residents of the City of Boston, and in particular Mission Hill, to job opportunities and job training at BWH.

VI. PILOT

BWH is currently making a Payment in Lieu of Tax ("PILOT") contribution for the Nesson Ambulatory Services Building and Garage, as well as for the Thorn Building. At the time of approval of the IMP, although a PILOT had been agreed to for the 70 Francis Street Building, the PILOT agreement with the City had not been finalized. Final agreement has now been reached. Pursuant to BWH's agreement, in addition to the amounts already being paid, BWH will begin to pay a PILOT on the Shapiro Center (70 Francis Street) when a Certificate of Occupancy is issued. In addition to the PILOT payments noted above, BWH also continues to pay a M.G.L. c. 121A, Section 6A Excise Tax payment with respect to the Servicenter Garage, even though this property is now owned and utilized by tax-exempt entities.

VII. Green Guide for Healthcare – LEED Silver Certification

Although BWH was not subject to compliance with the provisions of Article 37 of the Code at the time its IMP was approved, its building design and practices have exceeded the standards set forth in Article 37. BWH has been at the forefront of environmentally sustainable design in the City of Boston, and has been a leader among health care institutions in this regard. BWH is currently pursuing LEED Silver Certification for the Shapiro Building (70 Francis Street) which is currently under construction.

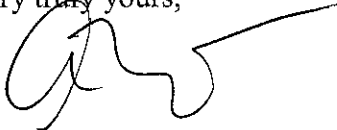
In addition to its commitment to sustainable design and construction practices, BWH has demonstrated a corresponding commitment to care for Mission Hill's natural environment. The \$10,000 which BWH annual contributes towards the upkeep and maintenance of Puddingstone Park is a significant contribution which evidences this commitment.

VIII. Linkage Payments

A one time job payment in the amount of \$364,032.00 was made on March 6th, 2007 for the Job's Exaction due in accordance with Section 3.1 of the Development Impact Project Plan ("DIP") agreement. The first payment for the Housing Exaction, due in accordance with Section 2.1 of the DIP Agreement, is not yet due and payable.

Please do not hesitate to contact me should you have any questions with respect to the above.

Very truly yours,



Arthur Mombourquette,
Vice President of Administration and Support Services

cc: Thomas Miller, BRA
Sonal Gandhi, BRA
Stephen M. Dempsey, BWH
Jonathan Katz, BWH
Jennifer Nadelson, BWH
Mary T. Marshall, Esq.



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Arthur Mombourquette
Vice President, Support Services

March 26, 2007

Mr. Vineet Gupta
Director of Planning
Boston Transportation Department
One City Hall Plaza, 7th Floor
Boston, MA 02201

Dear Mr. Gupta:

Over the past two years, Brigham and Women's Hospital, Inc. (BWH) has been very active with the ongoing construction of the new Carl J. and Ruth Shapiro Cardiovascular Center. The Shapiro Center is being built at 70 Francis Street and will directly connect to the rest of our main campus in Boston's Longwood Medical Area (LMA). When this new center opens in May 2008, it will be the most advanced cardiovascular center in the world and will add 350,000 square feet to our campus – space that is critically needed to support our mission of providing world-class patient care.

The purpose of my letter is two-fold. First, I would like to provide you with an update on our progress in implementing the comprehensive package of transportation improvements that we have committed to in connection with this project, as well as our entire Institutional Master Plan (IMP) that was approved by the Boston Redevelopment Authority (BRA) in 2005. We intend to submit an IMP Update to the BRA later this year, developing an inventory of our TAPA commitments is an important part of that update. The attached table provides a specific breakdown of BWH's TAPA commitments and the status of implementation of each specific element of that agreement. We believe we are on track with the implementation of all of the outlined commitments - many of which will be put in place and operational at the time construction of the Shapiro Center is completed next year.

The second reason for my letter is to explain to you a specific challenge that the hospital currently faces in implementing one piece of that mitigation plan – the construction of an exclusive left-turn lane along a portion of Francis Street into our off-street patient drop-off area at 45 Francis Street. In our approved TAPA, we have committed to the design and construction of this improvement prior to the receipt of a Certificate of Occupancy for the Shapiro Center. We are concerned about this schedule as there are several patient suites that are currently located on the first floor of the building that surrounds the 45 Francis street location that would be negatively impacted by the construction of this

roadway improvement. These suites are located directly adjacent to the proposed left turn lane and are used to support very sensitive diagnostic procedures and equipment. We are concerned that the construction of this improvement will create a serious impediment to our ability to continue to treat these cardiovascular patients over the short-term. After the Shapiro Center is opened in 2008, the activities that currently occur in these suites will be relocated into the new building and these spaces along Francis Street will be vacated and renovated to support other important hospital functions. If acceptable to the BTB, BWH would like to delay implementing the 45 Francis Street improvement until after these spaces are vacated, when it will have less of an impact on our ability to continue to provide the highest level of patient service.

This proposed modified implementation plan would result in beginning construction of the 45 Francis Street left-turn lane in summer of 2008 and would be completed within a year – before the summer of 2009. The balance of our transportation mitigation commitments will continue to be put in place as stipulated in our TAPA, dated April 14, 2005.

As always, BWH is fully committed to helping the city identify and solve area transportation issues – particularly within the LMA.

I look forward to discussing this issue with you further at your earliest convenience – and of course please do not hesitate to call me if you have any initial questions or comments.

Sincerely,



Arthur Mombourquette
Vice President, Support Services
Brigham and Women's Hospital

Cc: John Messervy
Jonathan Katz
Mary Marshall
Sean Manning, VHB
Steve Dempsey
Sonal Gandhi, BRA

Table 1: BWH Transportation Access Plan Agreement Commitments

Improvement Element	Location in TAPA (Section)	Implementation Status	In Compliance with TAPA (Yes/No)	
<u>Physical Transportation Mitigation Improvement Elements</u>				
1	Traffic signal modernization at Francis Street/Vining Street including traffic signal interconnection with Brookline Avenue, countdown pedestrian signals, upgraded controller, new signal displays, mast arms and traffic monitoring camera.	4.C.b	Design Completed Construction to be completed in 2008	YES
2	Reconstruct sidewalks around perimeter of 70 Francis Street site, possibly with textured materials.	4.C.a	Ongoing To be completed in 2008	YES
3	Reconstruct Francis Street between Vining and Binney Streets and install streetscaping materials. Widen Francis Street along frontage of the 70 Francis Street site for improved shuttle bus stop.	4.C.a	Ongoing To be completed in 2008	YES
4	Where feasible, install street furniture improvements along Francis Street and Vining Street as part of the 70 Francis Street project and the Amory Façade Improvements project.	4.C.e	Ongoing To be completed in 2008	YES
5	Include provision of a sheltered area along Francis Street to support its relocated shuttle bus stop in front of 70 Francis Street.	4.C.e	Ongoing To be completed in 2008	YES
6	Widen Francis Street on BWH property. Construct left-turn lane to serve 45 Francis Street.	4.C.a	Construction commencing in 2008	YES
7	Modify corner radii at the Francis Street/Binney Street and Fenwood Road/Binney Street intersections and make sidewalk and handicapped ramps ADA compliant.	4.C.a	Ongoing To be completed in 2008	YES
8	Upgrade, replace and reroute utilities from Francis Street to Vining Street and Fenwood Road.	4.C.f	Completed in 2006	YES
9	Relocate shuttle bus stop from area between Binney Street and Servicer driveway to the 70 Francis Street site per BTD approval.	4.C.d	To be completed in 2008	YES
10	Continue police officer traffic control at 75 and 45 Francis Street during hospital business hours.	4.C.f	Ongoing	YES

11	Construct interim road to replace Francis Street during construction, develop and implement a construction management plan approved by the BTB.	4.C.a	Completed in 2006.	YES
12	Reconstruct the Huntington Avenue westbound approach to Brigham Circle per the approval of the BTB and the PIC at the time the Brigham Green Enhancement and Parking project is to be constructed. If reasonably and economically feasible, as part of the project, this reconfiguration will include provision of a full-length right-turn lane on the Huntington Avenue westbound approach.	4.C.a	Component Of future Brigham Green project.	YES
13	Update/replace Francis Street pavement markings in thermoplastic between Brookline Avenue and Huntington Avenue.	4.C.c	To be completed in 2008	YES
14	Develop and implement updated loading management plan.	2.B	Completed in 2005.	YES
15	Campus signage upgrades along Francis Street and other appropriate locations.	4.C.c	To be completed in 2008	YES
16	Contribute up to \$100,000 to help fund traffic flow and pedestrian improvements at Brigham Circle with BTB input.	4.C.b	Working with Mission Hill Neighborhood Housing Services on developing improvement plans	YES
17	Contribute up to \$100,000 to help fund MASCO's traffic signalization improvement efforts in the LMA	4.C.b	Completed in connection with improvements at the intersection of Brookline Avenue and Francis Street. To be completed in 2008.	YES

Parking Management Plan

18	Construct a 400 space underground parking garage at Brigham Green (249 net new spaces).	3.C	Component Of future Brigham Green project.	YES
19	Restrict all new parking to patients/visitors only.	3.C	Component Of future Brigham Green project.	YES
20	Re-allocate 32 of its existing private off-street parking spaces in the Mission Hill Parking Garage into public parking spaces for Mission Hill residents with valid parking permits.	3.C	Completed in 2006.	YES
21	Obtain an approved parking procedure from BTB for the 32 spaces allocated to Mission Hill Residential	3.C	Ongoing program. Implemented in 2006.	YES

38	Continue to participate in CommuteWorks' Fit Program that provides rewards to employees who bike, walk, or rollerblade to work.	4.D.e	Ongoing	YES
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MASCO Coordination

39	Weekly facility operations meetings to understand how the LMA institution can function as a group more efficiently.	2.B	Ongoing	YES
40	Monthly construction coordination meetings.	2.B	Ongoing	YES
41	Monthly community meetings (the LMA Forum).	2.B	Ongoing	YES
42	Conduct transportation studies to understand issues such as illegal loading and parking, traffic signal operations, pedestrian safety, future parking needs, etc.	2.B	Ongoing	YES

Bicycle Parking

43	Continue to accommodate up to 200 bicycles on its Main Campus in safe, weather-protected areas on campus.	2.B	Ongoing	YES
44	Provide additional covered bicycle parking on the BWH campus (most likely in the Servicer Garage).	2.B	Ongoing	YES
45	Provide one new bicycle space for every 10 new parking spaces proposed during the term of the IMP.	2.B	Ongoing	YES
46	Continue to provide showers and lockers to its employees particularly for those who ride their bicycle or walk to work.	2.B	Ongoing	YES