

January 24, 2019

Ms. Sharon Rice

Hearing Examiner, City of Redmond

Dear Ms. Rice:

I am writing to create a comparison discussion to the testimony that was provided by Peter Steinbrueck relative to the conceptual master planning exercise conducted by Emerald Heights in 2010, and specifically to the placement of the Assisted Living and Independent Living buildings.

I have been a practicing architect for over 35 years. My resume is attached to this letter. Prior to my current leadership position at Rice Fergus Miller, I was a lead healthcare and senior living architect at NBBJ for 18 plus years. In my career, I have completed over 15 masterplans for major institution healthcare facilities and 11 senior living masterplans including Emerald Heights' 2010 master plan. I have overseen all the and design and city/state approvals for development on the Emerald Heights Campus since 2010, including the Assisted Living and Independent Living buildings.

While at NBBJ, I had major masterplan planning and design roles for healthcare projects including Swedish Medical Center, Virginia Mason Medical Center, St. Joseph Bellingham, Providence Everett, Scrips Institute San Diego, Renown Medical Center Reno, and Grays Harbor Hospital. I also spent over two years as the lead medical architect for NBBJ's work at Children's Medical Center in Seattle. In addition to these projects, I have led the master planning process for the following healthcare facilities in my current position at Rice Fergus Miller: Harrison Medical Center (multiple times), Jefferson Healthcare, Olympic Medical Center, CHI Franciscan St. Joseph Medical Center Tacoma, CHI Franciscan Highline Medical Center, CHI Franciscan St. Francis, and CHI Franciscan St. Claire. I have designed millions of square feet of senior living and healthcare facilities in my career.

In Mr. Steinbrueck's opening remarks qualifying his background as an expert in urban master planning and design, he noted that he had a prominent role in several master plans including Virginia Mason and Children's Medical Centers. Copied from Mr. Steinbrueck's web site, the cover of the Children's masterplan is below showing the condition of the site and surrounding neighborhood prior to implementing new construction.

Seattle Children's Hospital Final Master Plan

APPROVED BY: City of Seattle
PREPARED BY: Seattle Children's Hospital



One of the overarching issues in any master plan is to identify and create opportunities for growth without disruption to ongoing operations. To achieve this, you must identify what I call the “empty chair” defined as a place where development can happen without disruptive activity to the ongoing operations of the facility. While defining the empty chair, one must also assess the impact on surrounding uses.

Although I was not part of the discussions in the development of the Children's master plan, I can presume that a big part of the discussion was about how to achieve 1.4 million square feet of *new growth* over a 20-year horizon (as was noted in Mr. Steinbrueck's web site) without major disruption to or demolition and replacement of current functioning buildings. One of the solutions was to absorb into their site, the older multifamily apartments to the left of the campus (see image above). I assume they did this to as I say above, create an empty chair for development, which would then unlock the site, move departments from older buildings on campus to the new buildings, then allow the older buildings to be re-purposed or removed to continue the cycle of development. This is a totally reasonable approach and one that you would find in typical master planned developments, the same approach Emerald Heights is pursuing.

The new buildings at Children's that were placed on the previous multifamily site are tall, approximately 7 stories as they step up the hill, and prominently visible from the street scape and the surrounding single-family neighborhood of Laurelhurst. I have attached a site plan and several photographs from vantage points located in the surrounding neighborhood. The benefit of these new buildings is that they provide the urgently needed space for the most frail Children's patients.

Mr. Steinbrueck stated that the Emerald Heights master plan creates horrible impacts on the Abbey Road neighborhood across the street, and that we, the architectural design team, were not thinking

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about these impacts as we designed the plan. That is not accurate. In developing the design for Emerald Heights, we were very cognizant of our location within the neighborhood and worked to minimize any potential impacts to the Abbey Road neighborhood. In fact, the buildings are designed in a residential character (as confirmed and approved by the City of Redmond), set back from the property lines more than required, extensively landscaped to provide more than required screening from the street and surrounding neighborhood. Like Children's, Emerald Heights undertook an extensive evaluation of their options for the placement of these buildings and arrived at locations that created the best outcomes for the residents with the least disruption to ongoing operations while mitigating impacts to surrounding neighbors as much as possible.

By comparison, the placement of buildings at Children's allows them to develop with minimal disruption to ongoing operations, Emerald Heights does the same. Mr. Steinbrueck praised the beautiful landscape at the Children's campus. Emerald Heights provides a lush campus landscape with trails, places to gather, and natural settings for wildlife to co-exist with the built and neighborhood environment. The buildings at Children's are located in a way that landscape will eventually provide separation to the residential zone across the street, Emerald Heights Assisted Living and Independent Living buildings are similarly located to provide robust screening through the use of landscape zones adjacent to the buildings.

Although I respect Mr. Steinbrueck's background, I believe his assertion that Emerald Heights has ignored the neighborhood or environment is disingenuous given the solutions Mr. Steinbrueck authored for Children's, which resulted in direct impacts and visibility from the Laurelhurst neighborhood including additional traffic, tall buildings, displacement of existing housing, noise, and interior light from the buildings being visible, all specific criticisms that he lodged at the Emerald Height's proposal.

Respectfully,

Mike Miller, Principal



Rice Fergus Miller, Inc.

Enclosures:

- Overview Map and photographs of Children's Medical Center Seattle
- Mike Miller Resume

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Photo Key:

Photo 1 a view looking north east from the intersection of ne 45th St. and 40th Ave. NE showing the new buildings built on the site of a former multifamily residential development. This is the "empty chair" site

Photo 2 similar view from the front yard of a single-family home

Photo 3 similar view from the front yard of a single-family home uphill on NE 45th

Photo 4 intersection of NE 45th and 42nd Ave NE

Photo 5 from the front yard of a home on the east side of 42nd Ave NE

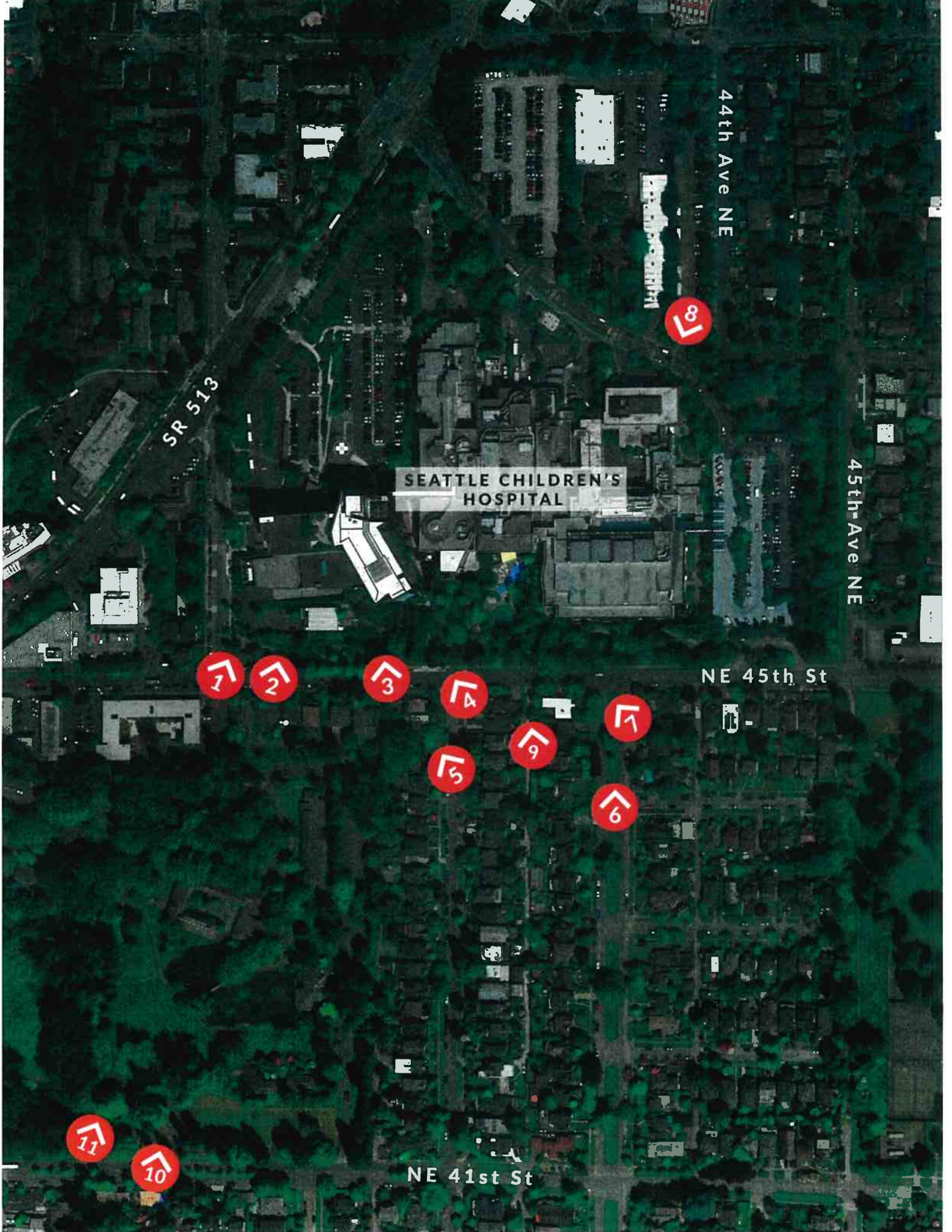
Photo 6 from the boulevard median of 43rd Ave NE looking into on of the older buildings on campus

Photo 7 from the intersection of NE 45th and 43rd Ave NE looking at the face of the newer building

Photo 8 looking southwest into campus from the northeast at an older building from 44th Ave NE

Photo 9 looking from the alley between 42nd Ave NE and 43rd Ave NE towards the new building

Photo 10 & 11 looking from NE 41st across the Talaris Institute site to the new development noting the building can be seen from about ½ mile away.



SEATTLE CHILDREN'S HOSPITAL

44th Ave NE

45th Ave NE

SR 513

NE 45th St

NE 41st St

18

7

2

3

4

9

1

5

6

11

10



IMAGE 1



IMAGE 2



IMAGE 3



IMAGE 4



IMAGE 5



IMAGE 6



IMAGE 7



IMAGE 8



IMAGE 9



IMAGE 10



IMAGE 11



“Vision is the art of seeing the Possible.”



MIKE MILLER
PRINCIPAL-IN-CHARGE
PRINCIPAL, ARCHITECT



BACKGROUND

Mike has over 35 years of experience in architecture and master planning of senior living and healthcare campuses. His extensive background in healthcare, housing, and hospitality design brings a valuable perspective to the teams that he advises as Principal in Charge. Mike has led the design of more than six million square feet of projects in these related industries and is a national speaker on design strategies.

Mike brings the right people together to interpret and solve complex planning issues. If he's developed a reputation, it's for pushing myself and our team to make project decisions the right way -- where at every step we balance the owner's needs and constraints with all the opportunity we can possibly bring.

RELEVANT PROJECTS

SENIOR LIVING and MASTER PLANNING

- Emerald Heights Retirement Community Master Plan
- Emerald Heights Trailside
- Emerald Heights Corwin Center
- Edward Rose and Sons
- Panorama Continuing Care Community Master Plan
- CRISTA Senior Living Shoreline Campus Master Plan
- Heron's Key Retirement Community
- Horizon House Retirement Community
- Bayview Retirement Community
- Martha and Mary Master Plan
- Timber Ridge at Talus Continuing Care Retirement Community
- Timber Ridge at Talus Phase II
- Trillium Woods Continuing Care Retirement Community
- Park Shore Retirement Community
- Caroline Kline Galland Home
- The Summit at First Hill
- Encore Communities. Clearbrook Inn
- Encore Communities. Northwoods Lodge
- Encore Communities. Country Meadows
- Spiritwood at Pine Lake
- Bay Vista Commons Assisted Living
- Cedar Sinai Park Master Plan

EDUCATION

Master of Architecture
University of Oregon

Bachelor of Arts, Environmental Design
University of Washington

HEALTHCARE and MASTER PLANNING

- CHI Franciscan Health System Master Facility Master Plan 2016
- CHI Franciscan Health System Master Facility Master Plan 2014
- Harrison Medical Center Bremerton and Silverdale Master Plan 2008, 2010, 2014
- Harrison Medical Center South Kitsap Medical Office Building
- Harrison Medical Center Emergency Department
- Harrison Medical Center Heart and Vascular Center
- Harrison Medical Center Hybrid OR
- Harrison Medical Center Imaging / Laboratory
- Harrison Medical Center Master Plan - Bremerton
- Harrison Medical Center Orthopaedic Hospital
- Harrison Medical Center Rehabilitation/Physical Therapy

AFFILIATIONS/MEMBERSHIPS

NCARB
ASHE
WSSHE

- Harrison Medical Center Urgent Care
- Harrison Medical Center Poulsbo Cancer Care Clinic
- Harrison Medical Center Bremerton Oncology
- Bremerton Oncology Healing Garden
- Harrison Medical Center Dietary Services
- Harrison Medical Center Primary Care at Cascade View MOB
- Virginia Mason Medical Center Bainbridge Island Primary Care Clinic + Urgent Care
- The Doctors Clinic Women's and Children's Clinic
- The Doctors Clinic Primary Care, Specialty Care/ENT, Laboratory, Imaging
- The Doctors Clinic Cavalon - Oncology, Cardiology, Allergy, Dermatology
- The Doctors Clinic Administration Offices/Physical Therapy/ Occupational Therapy
- Olympic Medical Center Master Plan
- Olympic Medical Center Emergency Department
- Olympic Medical Center MOB: Primary and Specialty Clinics
- Olympic Medical Center Laboratory
- Olympic Medical Center Cancer Center Renovations
- Olympic Medical Center On-call
- Harborview Medical Center Hazardous Drug Compounding (Chemotherapy)
- Harborview Medical Center Dietary Scullery
- Harborview Medical Center Pharmacy