

**SWEDISH MEDICAL CENTER / CHERRY HILL CAMPUS  
2013 MIMP ANNUAL REPORT**

**Updated April 2014**

**Swedish Medical Center/Cherry Hill Campus (formerly Providence Campus and before that the Providence Seattle Medical Center)  
Major Institutional Master Plan Annual Status Report**

**I. Introduction**

A. Name of Institution: Swedish Medical Center/ Cherry Hill Campus

B. Reporting Year: 2013

C. Major Institution Contact:

Marcia Peterson

747 Broadway

Seattle, Washington 98122

Phone: 206/215.2295

Fax: 206/386.2769

Email: marcia.peterson@swedish.org

D. Master Plan Adoption Date: July 25, 1994

Minor Amendment adopted concerning reduction of setback at south end of Project 1B Parking Garage Expansion (July 6th, 2006)

Minor Amendments adopted concerning height and square footage increase and canopy extension into setback for Project II Family Medical Center (May 17th, 2007)

Minor Amendment to extend the expiration date of the Cherry Hill MIMP to two years to August 2<sup>nd</sup> 2011 (February 28<sup>th</sup>, 2008)

The MIMP expired in August, 2011.

**II. Progress in Meeting Master Plan Conditions General overview of progress made up to and including 2013 in meeting the goals and conditions of the approved Master Plan:**

The Standing Advisory Committee (SAC) continued to meet throughout 2007 to discuss MIMP related topics. Swedish Medical Center and Sabey Corporation participated on a collaborative basis in reviewing MIMP related topics with the CAC. Discussions were initiated with the CAC.

Swedish made a request to the Seattle Department of Planning and Development to approve a “minor amendment” to the existing MIMP extending the MIMP’s time period by five years. After discussion in the CAC meeting, the request was modified to extend the time period by 2 years instead of 5 years. DPD issued its decision that the request constituted a minor amendment in February, 2008.

### **Recap on 18<sup>th</sup> Avenue Proposal**

In January 2008, discussion began with the SAC re the vision for the new MIMP. With the facilitation of Vince Vergel de Dios of NBBJ, the group considered the important elements to be addressed when the new MIMP is undertaken.

The SAC also undertook to convene a subcommittee that would look at design issues for the proposed 18<sup>th</sup> Avenue project. Discussion around 18<sup>th</sup> Avenue had begun in 2007. Design proposals were submitted to the committee for review and comment throughout 2008.

During the November 8, 2008 meeting in response to whether or not the project proposed for 18<sup>th</sup> Avenue requires a minor rather than a major amendment to the MIMP, the SAC voted on the following language:

*That the Swedish Medical Center Major Institutions Master Plan Standing Citizens Advisory Committee recommend that the request of Swedish Medical Center And Sabey Corporation to transfer square footage from the Central Campus to the area bounded by 18<sup>th</sup> Avenue, the alley at the east margin of properties fronting 18<sup>th</sup> Avenue, E Jefferson Street and E. Cherry Street, be considered a major amendment to the existing Swedish Medical Center Cherry Hill Campus Master Plan.*

This was upheld with 8 in favor, 2 against and 2 abstaining.

DPD approved the 18<sup>th</sup> Avenue MUP application as a minor amendment in July 2010.

DPD's decision was subsequently appealed to Hearing Examiner Sue Tanner who reversed DPD's interpretation and DNS on October 25, 2010.

The decision is currently on appeal to King County Superior Court.

### **Action taken in 2011:**

A notice of intent to prepare a new Major Institution Master Plan was submitted in November, 2011. The letter of notice is attached.

### **Action taken in 2012:**

Pursuant to undertaking a new Major Institution Master Plan, a Citizens Advisory Committee was selected, convened, and approved by the City Council. Official meetings began in December, 2012.

### **Action taken in 2013:**

A concept plan was submitted to Department of Planning and Development and Citizens Advisory Committee on February 12, 2013.

Preliminary Draft Master Plan submitted to Department of Planning and Development and Citizen's Advisory Committee on November 7, 2013.

III. Development Activity Initiated or Under Construction Within the MIO District Boundary During the Reporting Period

- A. The following specific projects constitute the progress made in 2013 toward meeting the goals and conditions of the approved Master Plan.  
No projects in 2013. The Master Plan has expired.
  
- B. Leasing Activity to Non-Major Institution Uses: None. All leasing activity is in compliance with the criteria established by the MIMP and governing SMC regulations. For example, new tenants with tenant improvement construction requirements are reviewed by DPD during the building permit approval process to ascertain compliance with this statement of use.

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

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

V. Progress in Meeting Transportation Management Program (TMP) Conditions

- A. General Overview of progress in achieving the goals and objectives contained in the TMP:

Swedish continues to actively work towards improving the transportation program at the Campus. Swedish's efforts have been focused on providing incentives for employees to ride the bus and carpool/vanpool, provide disincentives for employees to drive SOV and to actively promote the program throughout the year at new employee orientations.

Swedish provides two zone bus passes (that are valid on 5 transit agencies including the Sounder train) and ferry passes to all employees, subsidizing 50% of the cost. While very costly, it provides an incentive for employees commuting to the Campus. Swedish has capped the employee monthly parking pass distribution to employees with a date of hire prior to 1990, unless needing their car for work or if in a manager or above position. Swedish continues to fund and support the RPZ program around the campus. Swedish believes the effectiveness of the RPZ program is an important element to the success of the TMP program at the Cherry Hill Campus. Swedish has a Zipcar on each campus to allow employees to use to run errands during their lunch so they would not have to drive their vehicle to work.

One of the key measures of the success of the TMP Program is the CTR survey. Swedish, LabCorp and Sabey all complete CTR surveys every other year. The TMP goal of 50% SOV is the same for all three parties.

The survey provides insights of the commuting habits of employees and is specific to the number of trips per week employees use SOV and non-SOV methods. Over the past ten years the survey results from those returning

surveys show the SOV rate between 43% and 55%. When the response rate is less than 70%, the survey results are adjusted by identifying the non-responding employees as 70% SOV commuters. This “fill in” adjustment to the survey results has a greater impact on years when the survey yields a lower response rate.

CTR surveys are taken every other year. In 2013, Swedish achieved an 80% response rate with a 56.6% SOV rate. LabCorp also conducted a CTR survey, achieving a 70% response rate and a 52.8% SOV rate. Because both response rates exceeded 70%, no “fill-in” was required.

Sabey will conduct a CTR survey in the Fall of 2014. At that time, the Northwest Kidney Center , a Sabey tenant, will conduct its own CTR, as will the Swedish Medical Group which has, until this time, been surveyed under Sabey’s CTR.

As part of the Major Institution Master Plan currently being developed, new elements to the TMP were developed in 2013 and are part of the draft master plan concept. The document is attached.

B. Status of each goal and objective:

1. **Goal:** Reduce the number of commuter trips in Building Employee SOV to Cherry Hill to 50% of the total number of weekday peak period (3 pm to 6 pm) commuter trips, excluding Building Employees whose work requires the use of a private automobile during working hours.

**Status:** In an effort to accomplish this goal, Swedish Medical Center/Cherry Hill Campus has created incentives for employees to travel to work using high occupancy vehicle methods instead of driving single occupancy vehicles. Most of these incentives are in collaboration with the additional program requirements. The Institution continues to subsidize bus passes to all employees which meets the minimum requirements for compliance with the TMP.

Additional Program Requirements:

1. Establish and continuously maintain for the duration of this Agreement a Building Transportation Coordinator (BTC) to implement this TMP.  
**Action:** Ongoing compliance.
2. Provide on request to all Cherry Hill employees a transit pass to commute to work at a minimum 50% discount of the peak hour rate or the maximum allowed for a Federal subsidy (whichever is lower).  
**Action:** Swedish Medical Center currently provides 50% transit pass subsidy to all employees.
3. Provide parking in a preferential location for carpools or vanpools. Carpools of two people shall receive a parking discount equal to at least fifty percent of the lowest monthly parking rate charged for a parking space on campus. Carpools of three or more and vanpools shall park on campus at no charge.  
**Action:** Ongoing compliance. Carpools/vanpools select parking locations with BTC. Two people carpools subsidy greater than 50%. **Vanpools are 100% subsidized.** Provide off-street parking for Cherry Hill employees commuting in SOV’s at a monthly parking fee equal to or greater than the then current public transit authority’s market rate for peak period one-zone transit passes.  
**Action:** Ongoing compliance. Current monthly on-site parking fees are greater than the current public transit authority’s market rate for peak period one-zone transit passes. Day shift monthly parking is not available for Swedish employees unless their vehicle is needed for work or their hire date is prior to 1990.

5. Continue to provide weather-protected, secure bicycle racks at no charge to Cherry Hill Building Employees at a preferred location on campus. The design of any additional or new bicycle racks shall be consistent with guidelines provided by the Seattle Engineering Department Bicycle Coordinator. Bicycle parking shall be out of major pedestrian pathways.  
**Action:** Ongoing compliance. Cherry Hill currently provides 26 bicycle spaces in racks located in the Parking Garage and adjacent to the Jefferson and James Towers. The Surgery/Entry Addition (Project IV) provides an additional 52 bicycle spaces for a campus total of 78 bicycle spaces. Bike lockers are provided in the Plaza garage.
6. Pay the costs for Residential Parking Zone (RPZ) stickers for residents residing in the vicinity of Cherry Hill and directly impacted by Cherry Hill, and pay a portion of the cost for RPZ's for those areas impacted by Cherry Hill, Seattle University and other employers, up to a maximum of one sticker for each adult automobile driver residing in a residential unit in said area and one visitor sticker per residential unit. Cherry Hill shall not provide Cherry Hill employees with RPZ stickers unless the employees are residents within the Cherry Hill boundaries or within the area of the RPZ  
**Action:** Ongoing compliance. Swedish and Sabey split the cost of 100% RPZ for areas affected by the Campus as well as 50% of RPZ for areas affected by the Campus and Seattle University.
7. Encourage and support alternative work schedules including flex time, compressed work weeks and staggered work hours to reduce the amount of traffic generated by Building Employees during peak commute hours of the day, to the extent possible without compromising institutional service requirements.  
**Action:** Ongoing compliance. Swedish Medical Center encourages alternate work schedules and flex times when appropriate. A number of clinical work schedules are 10-12 hour shifts. Swedish has moved a number of support positions off the Cherry Hill Campus.

### 3. Proposed Transportation Management Plan (TMP)

The overriding goal of the TMP is to decrease the number of vehicles accessing the Swedish Cherry Hill campus. The TMP applies to the entire Swedish Cherry Hill campus and all activities that occur within its boundaries. As noted above, the existing SOV goal is 50 percent, and the current SOV rate is 56 percent. The proposed TMP incorporates both elements from the existing TMP and proposed enhancements designed to achieve the 50 percent SOV goal. The TMP is also designed to address issues that have been identified by the neighbors, specifically, parking by Cherry Hill Campus staff in the neighborhood.

The program elements are intended to adjust the transportation patterns and habits of all the larger employee groups on campus as well as those of the auxiliary uses that operate there. In general the program elements that are currently utilized and proposed as part of the updated TMP include:

- Transit Incentives - Increased levels of incentives, communication regarding schedules, and enhanced facilities
- Alternative Modes – promote the use of alternative travel modes, such as bicycle and walking through improved on-site facilities and incentive programs
- HOV Incentives – promote HOV programs through incentives for carpools/vanpools, preferred parking, and utilization of rideshare programs
- Parking Management Programs – consider alternative payment technologies, parking policies, review of RPZ designations, and other programs to reduce spillover into the adjacent neighborhoods.

Transportation Program Table 4 summarizes the existing and the proposed TMP inclusive of proposed enhancements. In addition to the additional TMP elements identified in the proposed TMP, there are several pilot programs that have been identified and will be tested. Depending on the overall effectiveness, these programs may be considered for ongoing

implementation. The TMP applies to the entire major institute and all activities that occur within boundaries. The following provides an overview of the pilot projects, focusing on transit incentives, alternative transit modes, and parking management policies to better utilize the off-street parking supply and minimize impacts to the surrounding neighborhood.

- **Transit Incentives** – The intent of this pilot project is to increase transit usage at the Cherry Hill campus by working with King County Metro Transit to expand the ORCA passport program to all campus employees. The ORCA business passport program is a comprehensive, annual transportation pass program for employers. The passport program allows employers to manage their transportation benefits and gives employees access to bus, light rail, and ferry as well as subsidizes vanpool and vanshares and provides guaranteed rides homes.
- **Commuter Incentive** – The intent of this pilot would be to explore the potential of providing incentives to all employees to encourage alternative commuting as well as enhancing commuter incentives for the overall campus. The pilot would evaluate commuter incentive options campus-wide which could overlap with the Transit pilot’s evaluation of the ORCA passport program. In addition, an evaluation of campus-wide biking and walking incentives including benefits such as stipends for bicycle and walking equipment and free tune-ups for bicycles will be conducted. Lastly, contact will occur with the on-site retailers (e.g., Starbucks, gift shop, cafeteria) to see if benefits such as discounts on products could be offered for bicycle commuters.
- **Off-street Parking Management** – The current parking program offers monthly passes to encourage pass holders to drive to work once the pass is purchased. There is little signage to direct drivers to available off-street parking. The intent of the parking pilot project would be to develop a more flexible system that would allow commuters to make travel mode choices daily, as well as to evaluate parking rates for employees and visitors/patients, and review technology to provide drivers with information on parking availability and location. Working with the parking garage operators, this pilot project would explore a campus-wide flexible daily parking program with benefits such as on-demand carpool discounts and Smartcard access tied to parking debit accounts for employees. Parking policies would be reviewed for employees and visitors/patients and recommendations would be made to

potential adjustments to encourage employees to use alternative modes while minimizing parking along neighborhood streets.

- **Neighborhood Parking** – Some of the parking associated with the Cherry Hill campus currently occurs in the neighborhood. There are several potential causes for this including the cost of off-street parking vs. cost-free on-street parking. Another potential reason may be the relative convenience for commuters traveling to the east end of the campus since most public parking is at the west side. The neighborhood parking pilot would aim to reduce the amount of parking by Cherry Hill employees, visitors and vendors occurring on neighborhood streets. A program would be designed in consultation with campus employers to encourage off-street parking within the Swedish Cherry Hill garages as well as the use of non-SOV modes. This would include items considered as part of the Parking Pilot (described above) where parking policy is evaluated to encourage employees to park within the garages. In addition, Swedish would work with the City to address the significant misuse of handicapped parking placards as well as discuss potential enhancements of the RPZ program with the neighborhood.
- **Coordination w/ Residential Properties** – Data indicates that employees living closer to campus are more likely to walk and bike to work. This program will create a partnership with local apartment and condominium owners to determine the feasibility of offering incentives to employees who choose to live close to campus.

These pilot projects would be implemented incrementally so the effectiveness of each pilot project can be evaluated. Projects that are feasible and show merit in reducing the SOV rate, encouraging alternative modes, and meeting the overall intent of the specific pilot would likely be adopted into the enhanced TMP. An update on each project will be included in the annual report to the City.

Transportation Program Table D-4 Comparison of Current and Proposed TMP

Element	Current TMP	Proposed TMP	Pilot Projects with Commute Seattle
<b>Transit</b>	<ul style="list-style-type: none"> <li>Subsidize 50 percent of transit pass cost including ferry, rail for larger employee groups on-campus</li> </ul>	<ul style="list-style-type: none"> <li>Provide all tenants with access to a minimum 50 percent subsidy of transit pass cost including ferry, rail and increase this subsidy, if necessary, to achieve the SOV goal.</li> <li>Engage with tenants to inform about employee transportation benefits and options.</li> </ul>	<ul style="list-style-type: none"> <li><b>Transit Pilot:</b> Work with King County Metro Transit to expand eligibility to provide access to all campus employees</li> </ul>
<b>High Occupancy Vehicle (HOV)</b>	<ul style="list-style-type: none"> <li>Preferred parking car pool/vanpool</li> <li>Parking cost for carpools for two people subsidized 50%</li> <li>Carpools of three or more and Vanpools subsidized 100%</li> <li>Rideshare Online Network</li> </ul>	<ul style="list-style-type: none"> <li>Preferred location for carpool and vanpool parking</li> <li>Investigate alternative parking rate structures that incentivize vanpools and carpools and implement as appropriate.</li> <li>Provide free vanpool parking for tenants</li> <li>Facilitate rideshare match-ups for car pool and vanpool.</li> <li>Encourage cooperation among tenant companies to promote vanpools and carpools.</li> </ul>	<ul style="list-style-type: none"> <li><b>Parking Pilot:</b> Work with parking operator to explore a campus-wide flexible daily carpool program</li> </ul>
<b>Bicycle</b>	<ul style="list-style-type: none"> <li>Weather-protected, secure bicycle racks at no charge to Cherry Hill employees at preferred locations.</li> <li>Shower accessibility in most cases</li> <li>Bike lockers for a fee</li> </ul>	<ul style="list-style-type: none"> <li>Weather-protected, secure bicycle racks at no charge to Cherry Hill employees at preferred locations</li> <li>Shower accessibility</li> <li>Bike lockers for a fee</li> <li>Promote bicycle amenities</li> <li>Signage indicating bike parking locations</li> <li>Provide access to basic bike tools. Provide access to a bikeshare system when available</li> </ul>	<ul style="list-style-type: none"> <li><b>Commuter Incentive Pilot:</b> Work on a biking and walking incentive program. Work with onsite retail to offer bicycle benefits or other commuter incentives (e.g., Starbucks, gift shop, cafeteria)</li> </ul>



Transportation Program Table D-4 Comparison of Current and Proposed TMP

Element	Current TMP	Proposed TMP	Pilot Projects with Commute Seattle
<b>Parking</b>	<ul style="list-style-type: none"> <li>• Monthly parking rate set equal to or greater than the current King County Metro rate for peak period one-zone transit passes.</li> <li>• Monthly parking is currently available only to employees hired since 1990 or if the vehicle is needed for work.</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly parking rate set equal to or greater than the current King County Metro rate for peak period one-zone transit passes.</li> <li>• Restricted access to monthly parking passes</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Parking Pilot:</b> Work with parking operator to explore parking rates and flexible alternatives to encourage greater use of alternative transportation modes including: <ul style="list-style-type: none"> <li>• Flexible on-demand (daily) parking accounts</li> </ul> </li> </ul>
<b>Neighborhood Parking Reduction</b>	<ul style="list-style-type: none"> <li>• Subsidize the cost of the RPZ stickers for areas surrounding the campus</li> </ul>	<ul style="list-style-type: none"> <li>• Subsidize the cost of the RPZ stickers for areas surrounding the campus and review options to redirect RPZ permit payments into other neighborhood transportation funding sources.</li> <li>• Improve wayfinding signs to direct vehicles to on-campus parking</li> <li>• Develop a campus-wide policy to discourage employee and vendor parking in the neighborhood.</li> <li>• Regular contact with City parking enforcement to encourage patrolling</li> <li>• Regular meetings with community representatives to evaluate progress, communicate issues, consider solutions</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Neighborhood Parking Pilot:</b> Meet with employers to consult on designing solutions that get employees out of SOVs and the neighborhood</li> <li>• Evaluate parking policy to encourage employees away from neighborhood parking</li> <li>• Consider a hotline to alert institution to violations</li> <li>• Discuss Enhanced RPZ with neighborhood</li> </ul>

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Transportation Program Table D-4 Comparison of Current and Proposed TMP

Element	Current TMP	Proposed TMP	Pilot Projects with Commute Seattle
<p><b>Other</b></p>	<ul style="list-style-type: none"> <li>• Building Transportation Coordinator</li> <li>• Intercampus shuttle between Cherry Hill, First Hill, and Metropolitan Park office buildings</li> <li>• Guaranteed ride home</li> <li>• Provide flex-car on campus</li> <li>• Telecommuting for some employees</li> <li>• Special taxi service for 10-12 hour shift employees that use transit</li> <li>• Encourage and promote alternative work schedules, where possible</li> <li>• Free taxi service to physicians that travel between First Hill and Cherry campuses</li> </ul>	<ul style="list-style-type: none"> <li>• Create a Transportation Committee for the campus. The committee would include a Campus Transportation Coordinator and all employer transportation coordinators on campus. The committee would meet regularly and be responsible for implementing the TMP.</li> <li>• Intercampus shuttle between Cherry Hill, First Hill, and Metropolitan Park office buildings</li> <li>• Guaranteed ride home</li> <li>• Provide car-sharing options on campus (e.g., ZipCar)</li> <li>• Telecommuting for some employees</li> <li>• Special taxi service for 10-12 hour shift employees that use transit</li> <li>• Encourage and promote alternative work schedules, where possible</li> <li>• Continue to work with City to address misuse of handicapped parking placards</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Residential Pilot:</b> Partner with local apartment and condo building owners to explore partnership with employees who choose to live close to campus</li> </ul>