



**Major Institution Master Plan
Annual Report
2006**

I. Introduction

A. Major Institution: Northwest Hospital & Medical Center

B. Reporting Year: 2006

C. Major Institution Contact Information:

Rose Dammrose
Director of Facilities, Property & Construction Management
Northwest Hospital & Medical Center
1550 N. 115th St. M/S "B-120"
Seattle, WA 98133
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D. Master Plan Adoption Date and Date of Any Subsequent Amendments:

The Master Plan was adopted November 12, 1991. Amendments include:

- Daycare Addition – Minor – 12/92
- Daycare Entry – Minor – 1/94
- Gamma Knife – Minor – 2/93
- Chapel Addition – Minor – 4/93
- OR Addition – Exempted – 6/97
- Linear Accelerator Addition – Exempted – 6/99
- Emergency Department and Main Lobby – Exempted - 8/00
- MRI Addition - Exempted - 9/00
- Street Improvements Related to Future Development – Minor – 7/01
- Elimination of Master Plan Expiration Date – Minor – 7/01

II. Progress in Meeting Master Plan Conditions

A. Provide a general overview of progress made in meeting the goals and conditions of the approved Master Plan:

Northwest Hospital & Medical Center has not started on any campus building development projects in 2006. The only campus development project completed in May was the Curran Fountain Plaza.

In addition, progress has been made with several of the other conditions of the plan, as described in this report.

In 2006, the hospital remained successful with its Transportation Management Program. The Metro #345 bus circled through campus to provide the hospital's staff and patients with a very convenient way to commute to and from work. We continue to provide our staff with a free annual bus pass. We had a great increase in vanpool rider ship according to our Commuter Trip Reduction Survey results. Northwest Hospital & Medical Center continued its commitment to single occupancy vehicle trips.

In 2006, Northwest Hospital contributed to approximately \$5 million in charity care and support to the community.

B. List each condition and provide a brief narrative statement about the progress made towards compliance:

Development Phasing

No major projects relating to the hospital's Master Plan were initiated in 2006.

Street Improvements/Traffic Mitigation

There were no new street improvements in 2006.

Transportation Management Plan (TMP)

During 2006, the hospital continued to implement measures to reduce the number of employees commuting to work in single occupancy vehicles. In 2006 we had a decrease to 71% in SOV transportation by our employees since the baseline survey. Several improvements were implemented to encourage HOV rider-ship. The Employee Transportation Coordinator's (ETC) job description was revised to 100% dedication to parking and transportation issues. Metro funded promotions are now being utilized that were not taken advantage of in past years. In many cases, the hospital exceeded the requirements of the TMP elements described in the hospital's Master Use Plan. The following are some of the hospital's successes:

- Northwest Hospital continued its commitment to providing employees with Flex Passes and issued over 900+ passes in 2006.
- Our hospital new Employee Transportation Coordinator (ETC) attended Commuter Network meetings. These meetings have resulted in Transit Partnerships, to include; shared vanpool and other ride share options. The ETC and Program Manager are actively involved in a vanpool themselves adding validity to the program and providing genuine experience when working to effectively communicate to other employee's alternate ways to get to work.
- A three-day parking fair event was held in March. This year's fair was very successful. We had a 91.8% participation of 1st shift employees, marking the highest turn-out for the CTR-Survey. Excellent employee response and the opportunity to address numerous commuter options with the help of the Metro Staff. Prizes were offered to attendees who came up with other options for commuting.
- Metro's Commuter Voucher program was utilized to help facilitate the commuting needs of noneligible contract employees that commute to work on campus.
- In January 2006, we issued "Carpool Punch Cards" to all of our carpoolers/vanpoolers to encourage carpooling and reward them with some free days of parking in the event they had to drive in alone. These vary in the amount of free days based on the number of days the employee works during the week, (i.e. 5 free days for the number of days a week they work – someone who works 5 days a week would get a punch for 25 punches.) appointments, etc. These employees were given a punch card to use anytime during the year for this purpose. This has been very successful. In 2007, we will also add punch cards for those that walk, ride a bike or bus into work. Improvements to this program will be reviewed in 2007 to encourage more freedom to those who actively participate in HOV commuting.
- In March 2006, a bicycle vendor was invited on campus to provide bike repair services for employees that ride bicycles to work. The vendor offered a substantial discount to our employees to reward them for finding an alternative way to get to work. This vendor continued to be a success with our employees. Several new convenient bike racks were added throughout campus and at the Outpatient Medical Center on Meridian.
- User friendly parking pamphlets were created to help employees navigate other commuter options.

- The Employee Parking Web Page continues to be evaluated and revised to provide easy access to information and registration for employees. The Web page is also linked to www.RideshareOnline.com and King County Metro Transit schedules.
- Two additional vanpools were started in 2006. Subsidies were maintained for NWHMC employees at 100% coverage. The vans remain full consistently. Vanpools are allowed to park anywhere on campus except in designated high volume patient parking areas. There is now a total of 10 running vanpools.
- We continue to utilize our new hire orientation session to aggressively promote HOV options. This program has received high marks from our employees.
- The hospital maintained a “guaranteed ride home” program for all employees commuting to campus by non-SOV modes.
- Free parking for carpoolers with two or more members is also provided.
- The agreement with Metro and North Seattle Community College for our 24/7 custom Metro route #345 bus service was renewed, which provides service to our staff and community between the hospital campus, the Outpatient Medical Center, the Northgate Transit Center, and other key points in the area. A bus shelter is maintained onsite to facilitate the needs of bus riders.
- Northwest Hospital & Medical Center continued a 100% subsidy for the Flex Pass Program, King County Metro Vanpools, in addition to 75% subsidy for transit systems outside of King County Metro and Sound Transit. Also a 75% subsidy was also offered for cross sound foot ferry, and other transit providers to employees as an incentive to leave their vehicles at home.

Vehicle Emission Mitigation

No air quality studies have been required to date.

Storm Water/Drainage Control

No changes were made to the current storm drain system. The hospital continues to clean out and maintain the system.

Access to Campus

No new driveways or interior road connections to N. 120th street or N. 115th Streets have been constructed.

Solid Waste Disposal

The hospital reported to the community about its waste management plan in the July/August 2006 and November/December 2006 issues of the Med-Info Community Newsletter.

In 2006, the hospital recycled approximately 1,459 cubic yards of mixed paper, glass, cans, milk cartons, plant material, and plastics. Over 483 cubic yards of shredded paper and 457 assorted printer cartridges were recycled. Overall, the Hospital removed more than 1,942 cubic yards of this material from the waste stream.

The hospital continued to use an outside company for the recycling/disposal of fluorescent lamps, batteries, hazardous waste and kitchen fat. In 2006, the hospital recycled/disposed of 1,731 lamps, 1,269 pounds of batteries, 410 pounds of computer monitors and televisions, 9,100 pounds of kitchen fat, 11,588 pounds of hazardous waste/chemicals, and 629 tons of garbage land filled.

Air Quality

Last year, the hospital generated 43 tons of combined infectious waste and sharps.

Water Service

No changes were made to the water service.

Aesthetics

Northwest Hospital continues to take pride in the aesthetics of the campus and natural landscape surroundings.

Basic Construction Limitations

All contractors working on the hospital campus is required to comply with the noise and traffic restrictions per the Master Plan.

Land Use Concerns – Decentralization, Policy Consistency and Process

Citizen Advisory Committee Composition/Activities: Our 2006 CAC meeting was held on January 22nd, 2007. The agenda included introduction of existing members and an overview of the current and future hospital services projects. 2007 will be a year to invite new members to the Committee.

Charity Care Update: In 2006, Northwest Hospital & Medical Center gave approximately \$5 million in charity care and support to the community. Of the estimated \$5 million, \$4.5 million were contributed to charity care and \$500,000 were for various community services, such as, health education, senior programs, and to charitable organizations and school programs.

Information regarding charity care and community service from July-December 2005 provided by Northwest Hospital was presented in the July/August 2006 Med-Info Community Newsletter. The January-June 2006 data was presented to the community in the November/December 2006 Med-Info Community Newsletter. The July-December 2006 information will be presented in 2007.

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

A. List & Describe Development Activity Initiated or Under Construction (Non-Leased Activity):

There were no building development projects during 2006. However, Northwest Hospital & Medical Center completed the Curran Fountain Plaza in 2006.

B. Major Institution Leasing Activity to Non-Major Institution Uses:

1. Non-Major Institution Leasing Activity During the 2006 Reporting Period:

Building Name: Medical Arts Building
Address: 1530 N. 115th St.
Use: On-campus medical office building
Lease SF: There were no "Non-Major Institution Uses" in this building in 2006. The hospital leased approx. 44% of the building for its own use, and the remainder of the building housed independent physician practices and other medical-related businesses associated with the hospital.

NWH Use Sq. Ft.:	13,070
Ind. Phys. Tenants:	16,283
Vacant	0
Retail/Cafe Sq. Ft.:	0
TOTAL sf:	29,353

Building Name: Medical Office Building
Address: 1560 N. 115th St.
Use: On-campus medical office building
Lease SF: There were no "Non-Major Institution Uses" in this building in 2006. The hospital leased approx. 40% of the building for its own use, and the remainder of the building housed independent physician practices and other medical-related businesses associated with the hospital.

NWH Use Sq. Ft.:	22,945
Ind. Phys. Tenants:	24,066
Retail/Cafe Sq. Ft.:	134

Vacant	10,161
TOTAL sf:	57,306

Building Name: Professional Building
 Address: 1570 N. 115th St.
 Use: On-campus medical office building
 Lease SF: There were no "Non-Major Institution Uses" in this building in 2006. The hospital leased approx. 49% of the building for its own use, and the remainder of the building housed independent physician practices and other medical-related businesses associated with the hospital.

NWH Use Sq. Ft.:	6,784
Ind. Phys. Tenants:	6,954
Vacant	0
Retail/Cafe Sq. Ft.:	0
TOTAL sf:	13,738

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:

During 2006, Northwest Hospital & Medical Center did not enter into any land or building acquisitions beyond the major institutional overlay district, or within the 2,500' radius of the hospital, as specified in the Master Plan.

B. Leasing Activity During the Reporting Period:

Northwest Hospital & Medical Center did enter into a lease agreement beyond the major institutional overlay district but within the 2,500' radius of the hospital.

Building Name: McMurray Building on campus
 Address: 801 N. 115th Street, Seattle, WA 98133
 Use: Lab and plastic surgery
 Leased Sq. Ft.: The hospital leased 381 square feet for the lab and 4,622 square feet for plastic surgery.

V. Progress in Meeting Transportation Management Program (TMP) Goals and Objectives

- A. Provide a general overview of progress made in achieving the goals and objectives contained in the TMP towards the reduction of single-occupant vehicle use by major institution employees, and staff and/or students:**

Northwest Hospital & Medical Center signed its eighth annual agreement with Metro, Sound Transit and North Seattle Community College to continue providing the custom bus service. Route #345 provided service between the hospital campuses, the Outpatient Medical Center, the Northgate Transit Center the Northgate Mall, and other key points.

Northwest Hospital & Medical Center is in its tenth year of providing the Flex-Pass program, allowing staff a better opportunity to use Metro to commute to work. The hospital provides a 100% subsidy to cover the Flex Pass program cost and vanpools. This exceeds the TMP subsidy requirement of 75%. A 75% subsidy also covers other bus service providers and walk-on ferry passes.

Goal 1 - To make a substantial commitment to the Transportation Management Program.

Commitment to the Transportation Management Program continues each year. The hospital entered its ninth year joining forces with Metro for a custom shuttle service serving the Northwest Hospital campus, Northgate Mall and the Northwest Outpatient Medical Center. Northwest Hospital continues its Flex Pass subsidy of 100% and 100% for vanpools. 75% subsidy to walk-on ferry passes and other transit provider programs.

Goal 2 - To reduce the percentage of all employees, including doctors who commute to work by single occupant vehicles, to seventy percent.

Northwest Hospital & Medical Center continued to promote a number of programs described in the TMP, such as carpooling; bike riding, vanpool use, and the use of transit and/or the shuttle. Our drive alone rate for 2006 according to our CTR Survey Report is 71%.

Goal 3 - To minimize adverse impacts of Northwest Hospital campus related on-street parking on neighborhood residences and businesses, consistent with the requirements of the Major Institutions Code.

Northwest Hospital continues to encourage staff to park on campus and not along 120th Street and 115th Street.

Goal 4 - To provide for enforcement of the TMP elements.

Northwest Hospital & Medical Center continued to maintain parking fees and enforce parking policy by using signage, security surveillance, and staffed controlled access gates.

Goal 5 - To ensure that all program elements can be effectively implemented, monitored, and updated.

Annual analysis and budget reviews are used to continuously search for new and updated ways to reduce the number of SOV users.

The following are the elements of the TMP:

Transportation Management Administration

Northwest Hospital's Transportation Management Administration's ETC (Employee and Tenant Transportation Coordinator) is Robert Werdell (206-368-6566). The ETC is active in the annual budgeting process to fund the transportation management programs. Working with the community, the City of Seattle, and Metro, Northwest Hospital continues to make efforts to find alternatives to SOV commuting.

Periodic Promotional Events

Northwest Hospital & Medical Center sponsored periodic promotional events that promote alternatives to SOV travel to the hospital campus. Some of the programs are campaigns, transportation informational fairs, and employee e-mail informational ads, and new hire orientation. For the 2006 survey, prizes were awarded to employees who participated in filling out the information regarding their commute modes by a drawing through the parking office at Northwest Hospital & Medical Center. We encourage employees and patients to use Metro's # 345 custom bus service and alternate modes of transportation for their visits/work at Northwest Hospital & Medical Center's campus.

Commuter Information Center

Northwest Hospital & Medical Center maintained a commuter information center in the main hospital lobby. Details and time schedules for the campus shuttle service route was posted in all of the medical office buildings, on and off campus. These schedules have been enlarged to assist the elderly and vision impaired participants. In addition, schedules are maintained in the Commuter Services office to assist employees for custom tailored route schedules. Use of Metro's Ride Share Web site for employees and tenants were promoted to increase involvement in carpools.

Strategies to Reduce Peak Period Single Occupancy Vehicle (SOV) Use

Working with Metro's marketing division continued to be effective to enhancing the custom bus service. Two buses ran simultaneously north and south, every half-hour, providing employees and patients with fast, efficient service. The organization of this program included a 100% subsidy, which greatly increases the potential for employee participation.

Carpool/Vanpool and bus strategies remain one of the most viable means of SOV reduction. The ride-match program through Metro www.rideshareonline.com were used as an integral part of the hospital-sponsored transportation fairs. Through the "Networking Group" chaired by Metro, the hospital supported our local Northgate area ETCs with their ride matching needs. Northwest Hospital & Medical Center maintains assigned parking spaces for staff that commute via vanpools. Vanpools are subsidized at 100% as an incentive for creation and continued use. All transportation methods other than SOV have a "guaranteed ride home" in the event of an immediate emergency. The hospital also provided a covered shelter for bicycles and mopeds.

Parking Management

We are able to track employee/tenants who are using their badges to access the parking gate system through our Data Base *Scan Net* and then cross-reference their pay status through our *Parking Web System*. We also are using *VIPS* through the State of Washington to be able to trace vehicle license plates for vehicles that are not parked appropriately or are not complying with Parking Policies. Our ETC has been trained to utilize the *Scan Net* software. Our ETC personally monitors the lots and issues tickets to employees and tenants who violated the policy. The tickets include a monetary fine as well as corrective action and/or loss of privilege.

Tenant Participation

Tenants are parking in the garage, which is monitored by Security and Parking personnel.

Reporting

An annual report was prepared by our ETC and Facilities Manager.

Program Evaluation

Northwest Hospital & Medical Center's Transportation department had a very successful year. Employees are excited about the vanpool subsidy. Our programs have been recognized by both King County and the Washington State Department of Transportation. Our employees have been very receptive and maintain alternative modes of transportation. Northwest Hospital & Medical Center's Administration is dedicated to the principal of reducing traffic and protecting our community's environment through the continued support of reduction programs both financially and action.

TMP File Number:

For Office Use Only

CITY OF SEATTLE
TRANSPORTATION MANAGEMENT PLAN (TMP)
REPORT for the period ending 12/31/06

WORKSITE DESCRIPTION

1. Building/campus name Northwest Hospital and Medical Center

2. Building/campus address/zip 1550 North 115th Street; Seattle, WA 98133

3. Owner/developer/property manager Shawn Rossiter, Facilities Manager

4. Official contact address/zip (if different than site) N/A

5. Official phone
Number: (206) 368-1742

6. Official fax
number: (206) 368-6544

7. What is the
Primary business
At this worksite?

☐ Agriculture, forestry,
Fishing, mining

☐ Finance, insurance,
Real estate

☐ Construction

☒ Health care

☐ Educational institution

☐ Information services/
Software

☐ Transportation

☐ Retail/trade

☐ Manufacturing

☐ Services

☐ Public utilities

☐ Government

☐ Other

Robert Werdell

8. Building Transportation Coordinator (BTC) name

9. BTC Address/zip (if different than site)

10. BTC phone
Number: 206-368-6566

11. BTC fax
Number: (206) 368-6544

12. BTC email address: rwerdell@nwhea.org

PARKING INFORMATION-post construction		
	On-Site	Remote OPMC or Satellite
13. Average number of monthly Single Occupant Vehicle permits issued:	800 estimated	150 estimated
14. Total parking stalls provided:	1,748	518
15. Numbers of carpool stalls provided:	60	10
16. Numbers of vanpool stalls provided:	10	0
17. Numbers of visitor (short-term) parking stalls provided:	1032	300
18. Numbers of disabled parking stalls provided:	97	32
19. Average # of carpool permits issued each month:	65	10
20. Average # of carpool participants each month who work in your building/campus:	135	15
21. Average # of vanpool participants each month who work in your building/campus:	65	10
22. Average # of vanpool permits issued each month:	10	2
23. Lowest monthly parking rate charged to any tenant:	\$30	
24. Monthly Single-Occupant Vehicle Rate:	\$30	
25. Monthly Carpool Rate:	\$no parking fees	
26. Monthly Vanpool Rate:	\$no parking fees	
27. Other Relevant Parking Rates:	Public: 30 min. is free, 30min.-1hr is \$2, 1-2-hours is \$3, 2-3 hours is \$4, over 3 hours is \$5 Employees \$5/day	

SITE CHARACTERISTICS AND AMENITIES			
578,970	18%		
28. Gross square footage See comments	29. % Of building/campus leased 2,140		
30. # Tenant companies ¹	31. Total # site occupants/employees		
¹ If site has tenant companies, attach a list with the following information for each tenant company: company name, Number of employees, number of parking spaces in lease, contact name.			
32. If site is a School:	# Of Staff	# of Faculty	Average # of Students

33. If eligible, how many employees are TMP exempt? N/A

34. Showers for bicyclists on-site: ☒ yes ☐ no

35. Clothes lockers on-site: ☒ yes ☐ no

36. Bike rack on-site: ☒ yes ☐ no If yes, how many bikes can be accommodated? 20

Location of bike racks: South side of Cafeteria, East side of D-Wing, SE corner in Garage, Lot W-west entrance of Ewing, Lot N-North entrance of Ewing, Lot T-North entrance to Bwing, North entrance of Medical Arts Building, East entrance of Medical Office Building and East side of Professional Building.

BUILDING OR CAMPUS COMMUTE MODE SPLIT SURVEY INFORMATION²

37. SOV: 71%

38. Carpool/Hov 15%

39. Bus: 6%

40. Vanpool: 5%

41. Bicycle: 2%

42. Walk: 2%

43. Drop off:

44. Unknown:

***Our information was taken directly from our CTR survey report mode split. Percentages do not sum to 100% if employees use more than one mode of transportation during the Transportation survey week.

PROGRAM ELEMENTS/ACTIVITIES

Building Transportation Coordinator:

Required Element: The city TMP requires your organization to appoint a Building Transportation Coordinator (BTC).

45. Where is name/phone of BTC displayed? Commuter Information Center in the Hospital's main lobby.

Promotions/Marketing

Required Element: The TMP requires distribution of information to promote HOV commuting.

Attach a printed piece from each activity below that was implemented:

46. Do you provide HOV commute information to tenants? ☒ Yes ☐ no

47. If yes, what types of commute information and how often are they distributed? Continuous email (average every other month), to employees regarding alternative commute modes. Several "Team Northwest" publications, hand bills to tenants, flyers to new employees at New Hire orientation including Power point presentations and dedicated parking/commuter services web site.

Last transportation fair held: August 2006

Your TMP requires your site to implement measures designed to reduce SOV commuting, some of which may be listed below. Please refer to your TMP specific requirements. Note all elements that have been implemented and offered to site occupants (please also include any that are in addition to those required) below:

48. Guaranteed Ride Home Program: ☒ yes ☐ no

49. Transit Fare Subsidy: ☒ yes ☐ no

Monthly subsidy amount: \$ _____ 100% Average # of transit subsidies provided each month
925 _____

50. Other Incentives (please describe: attach an additional sheet if necessary):

Custom bus service provided between campus, Northgate Transit Center, North Seattle Community College, & Outpatient Medical Center. Telecommuting program in place. Compressed work week offered (4 days / 40 hours. NWH Flex-pass in place. 100% subsidized vanpools.

Comments:

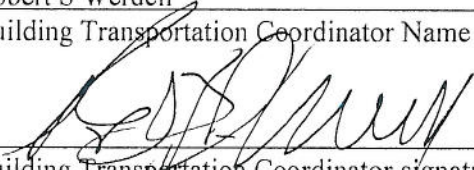
The mode split information is derived from the 2006 survey. This survey represents employees who regularly arrive between 6 and 9 AM three or more days per week over a period of a year. Master Plan conditions do not require tenant employees to participate in the TMP. A survey completed in March 2005 indicated that the total number of employees was 1,578 full and part-time statuses, all shifts including those whom are employed at Northwest Hospital's Outpatient Medical Center. The next survey will be done in March 2007. Ten vanpools are now in existence.

COMMITMENT STATEMENT

I am the Building Transportation Coordinator and certify that the information provided is true.

Robert S Werdell

Building Transportation Coordinator Name (please print)


Building Transportation Coordinator signature

3/2/07
Date

Mail your completed report to the address below. You may fax your report in order to meet your deadline. However, you must follow up by mailing the original.

Fidel Alvarez
SeaTran
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