



**City of Seattle**

Edward B. Murray, Mayor

**Seattle Department of Neighborhoods**

Kathy Nyland, Director



**Seattle Children's**  
HOSPITAL · RESEARCH · FOUNDATION

**MEMBERS**

- Janice Camp
- Kim Dales
- Theresa Doherty
- Shelley Hartnett
- Cary Lassen
- Richard Loo – Vice-chair
- Bob Lucas
- Myriam Muller
- Judith Nielson
- Wendy Paul
- Josephine Pompey
- Dolores Prichard
- Gina Trask
- Karen Wolf - Chair
- John Ellis (Alternate)
- Adam Vraves (Alternate)
- Sarah Swanberg (Alternate)

**Ex-Officio Members**

- Maureen Sheehan,  
Department of Neighborhoods
- Todd Johnson,  
Seattle Children's
- Colin Vasquez,  
Seattle Department of Constructions & Inspections

**Seattle Children's  
Standing Advisory Committee (SAC)**

**Meeting Minutes**

**Meeting #15**

**May 24, 2016**

**Adopted October 18, 2016**

Seattle Children's  
4800 Sand Point Way NE – Ocean Building, 7<sup>th</sup> Floor, Ocean Cafe  
Seattle, WA 98105

**Members and Alternates Present**

Janice Camp	Myriam Muller	John Ellis
Kim Dales	Judith Nielson	Sarah Swanberg
Shelley Hartnett	Wendy Paul	Adam Vraves
Cary Lassen	Josephine Pompey	
Richard Loo	Karen Wolf	

**Staff and Others Present**

Maureen Sheehan	City of Seattle, DON
Colin Vasquez	City of Seattle, SDCI
Todd Johnson	Seattle Children's, Facilities & Supply Chain
Jamey Cheney	Seattle Children's, Transportation & Sustainability

**I. Opening and Introductions**

Ms. Karen Wolf opened the meeting. Brief introductions followed.

Karen asked committee members who have not already to please send a short bio to Maureen Sheehan.

**II. Housekeeping**

The committee reviewed Meeting minutes #15 from December 7, 2015. Ms. Shelley Hartnett made a motion to adopt the minutes, and it was seconded by Ms. Josephine Pompey. The committee voted to adopt Meeting minutes #15 and the motion passed.

Ms. Maureen Sheehan opened the discussion for the nominations and election of a chair and vice-chair for the committee. A question was raised about other positions that needs to be filled, and Ms. Sheehan mentioned they are still trying to fill a Montlake seat and one alternate.

Ms. Wolf was nominated as a chairperson while Mr. Richard Loo, Ms. Myriam Muller and Ms. Kim Dales were nominated for vice-chair.

The committee voted by a show of hands and elected Ms. Wolf to be the committee's new chairperson, and Mr. Loo was elected by an anonymous paper ballot as vice-chairperson.

**III. Main Campus Project Updates (00:19:41)**

**Transportation – bike/ped upgrades (00:21:43)**

Ms. Cheney mentioned the U-Link ridership has been exceeding expectation, and it is currently beating the 2017 ridership targets of Sound Transit. U-Link has also added a third train to accommodate the peak periods. The new Children's Gold Line Shuttle that runs between Link light rail and Children's is exceeding ridership targets including 80 more riders per day than the Green Line to downtown.

She noted some of the Metro Transit improvements and investments including all day frequent service to North East Seattle, more bus service on Sand Point Way for Bus #65, 75, and 78. Metro also made better and closer bus stops to the Link light rail and Children's resulting in approx. 40-50 more Children's riders during morning peak periods. These are only preliminary reports, and more travel pattern changes will likely occur as commuters respond to the Link light rail and transit improvements.

Ms. Cheney does not know if they are scheduled to do an analysis, and if SDOT will do any traffic analysis on the traffic impacts. SDOT will probably need to wait 3 - 6 months in order to capture and analyze the changes happening.

There are a number of changes happening along 40<sup>th</sup> Ave NE: Metro proposing to install a new bus stop shelter on 40<sup>th</sup> Ave, Children's proposing to build a new secure bike shelter and adding safety improvements to 40<sup>th</sup> Avenue NE and NE 45<sup>th</sup> Street.

Children's supports the proposed bus stop shelter and has asked that it be a large shelter, double the normal size that can accommodate peak loads of waiting passengers at a location that has good visibility and lighting for safety. Children's has offered to add artwork to the shelter. The bus shelter is about nine months away from completion.

Ms. Wolf inquired about the routes that will go through 40<sup>th</sup> Ave NE, and Ms. Cheney noted that it will only be for Bus route #65, but it will come frequently.

A comment was made about the street along Ronald McDonald's house that it has no seat or shelter for commuters, and Ms. Cheney mentioned about suggesting it to Metro.

A comment was made about improving all of the bus stops that are currently used by Children's employees instead of looking at sections. Ms. Cheney mentioned that she will encourage Metro to look at this.

The intersection at 40<sup>th</sup> Ave and 45<sup>th</sup> St. is in need of improvements. The goal is to improve safety and access for pedestrians. A woman was injured when she was hit by a car turning onto 40<sup>th</sup> Ave. Current challenges include: frequent speeding, uncontrolled intersection, high percentage of vehicles turning onto 40<sup>th</sup> Ave NE. These safety improvements were high on the list of Livable Streets Initiative, but was not able to make it into Phase 1. Children's believes this intersection needs attention.

Ms. Cheney suggested some potential traffic and safety improvements for the intersection to SDOT. SDOT asked Children's complete a study on the intersection for volume and speed. The study is almost complete and Children's will submit it along with the design diagram to SDOT. Some of the suggested treatments Children's is requesting are: crosswalks across 45<sup>th</sup> St and 40<sup>th</sup> Ave, stop signs on both sides of the intersection, speed bumps, and extending the curb to provide more protection for pedestrians. Because Children's is interested in rapid improvements it will pay for these improvements.

Mr. Loo suggested a curb bulb could be added on the south side of 45<sup>th</sup> St to minimize pedestrians dashing through the streets. Ms. Cheney would consider that suggestion.

Approximately 9% of Children's employees' bike to work, which is about 3x higher than the average employer in Seattle. Children's goal is to have 10% of its staff bike to work, thus a need for accommodating the parking supply. Children's is looking at a bike shelter that will hold 50 bikes. It would not displace vegetation such as existing trees along the property and would have screening foliage as well as a controlled access. Children's is currently working with the Security Department to identify about possible designs that is accessible and secure

Children's would like to improve the current state of the 44<sup>th</sup> Ave connector for safety and connectivity that would connect to other bike streets around the neighborhood, accessible and comfortable for walkers and bikers. The new connector will be subtle with a safe grade and better pathway.

Mr. Loo asked about who currently access the connector, and Ms. Cheney answered that employees that live in the neighborhood and some bicyclist that travel south from the Burke-Gilman trail.

Ms. Lassen suggested if a route alteration along the connected can be done, and Ms. Cheney mentioned that this is the first step and would consider the suggestion.

Children's hosted a celebration station during Bike Everywhere Day sponsored by the Cascade Bicycling club with a photo booth at the Burke-Gilman trail. Approximately 700 bicyclist and pedestrians participated in the event.

#### **Infrastructure (01:05:05)**

Mr. Johnson summarized Children's infrastructure upgrades. He showed a graphic that describes the ages of the various buildings around campus. There are four core projects that are planned. One of the projects is a fuel tank replacement where Children's intends to replace two 20,000 gallon fiberglass diesel fuel storage tanks to provide energy for emergency generators in an event of a power failure.

The old tanks will be removed and replaced with a new vault for the transformer replacement. The transformer that Children's are relying today came from the 1953 building. The other work that is currently going on is in the F-wing of the building, and it was the last building on campus that did not meet the life safety code requirements for a serious seismic event. The original thought was to demolish the building, but a decision was made to reinforce the building because its current location make demo/replacement difficult. Lastly, Children's is proposing a two story building on the south side of the campus that will house a 3<sup>rd</sup> MRI. The project will involve construction on the south side of the campus. Children's has not yet sought a permit for this project.

#### **IV. Five-year Strategic Plan (01:10:08)**

At the last SAC meeting, Mr. Johnson shared Children's strategic plan done six years ago that involved growth, safety, reducing cost, and education and research. He related the five year plan with the facilities component. In order to achieve Children's mission, it needs enablers such as a strong IT infrastructure and buildings. Facilities embarked on building a new clinic to the east and south under the last strategic plan.

With the new CEO, it was time for a new strategic plan, and it is about to be rolled out. The Board of Trustees will be meeting tomorrow to hear the final form of the plan, and it will look different from the last plan.

Mr. Johnson provided an overview of the strategic initiatives. With growth and integration, he mentioned that Children's has a large research institute that was used to be on campus. In 2008, the research institute was moved to downtown Seattle due to its close proximity to the UW School of Medicine and the Fred Hutchinson Center and a favorable real estate. Children's growth and integration involves using research and clinical endeavors to make breakthrough gains.

Ms. Pompey commented on doing research on infectious disease through the insects. Mr. Johnson mentioned that Children's currently have an infectious disease program, but it is not called out as one of its priorities. Children's do continue to recruit researchers, seek funding from the National Institute of Health and others. Mr. Johnson noted that they thought about caring methods if such infectious diseases (i.e. Zika virus, ebola, etc.) comes in the campus

With regards to population and health, Children's goal is taking care of the children from across the spectrum from wellness to illness and working with others as well as primary care providers in the community.

With Digital Health, Children's leverages its IT capabilities to all patients they serve. He mentioned that Children's serve patients from Alaska, Wyoming and Montana that is very challenging to come to Children's. The current digital health of Children's is deficient and they plan to work on it.

Lastly, he mentioned about partnerships and community health, and he commented on the Odessa Brown Children's Center, a primary health clinic that is located on 23<sup>rd</sup> and Yesler. It is the center of Children's community health project and it is the intention to grow the center. Children's is investigating a possible location of a second Odessa Brown Center in Tukwila.

Along with growth and integration, Mr. Johnson mentioned about the research that is occurring in the downtown location. Children's has outgrown this research facility, and the plan is to build a new facility called Building Cure. It will be a 13 story research building and about 350,000 sq. ft. of work space and laboratory that will house a

manufacturing facility on the top floor where it will manufacture therapy that will be infused to patients to cure diseases such as cancer.

Currently, the project is in the permitting phase, and it has gone through the design review with the Seattle Design Commission. He is hoping to finalize the permits in the next few months and begin at the end of the year. The location will be at downtown Seattle.

Mr. Johnson mentioned about the work that is going on campus in order to meet the patient needs. He provided a summary of the Master Plan and Children's growth over the next 20 years. After Children's opened Building Hope, Children's immediately began to plan on the space that was vacated and identify the current needs and future breakthrough initiatives.

Children's began to prepare a 2020 Master Plan, an Infrastructure Upgrade Assessments that will look for locations for several years. Children's began a deep dive on its current state, shared its vision to leadership, looked at options, and began to do planning. This intersected with the strategic plan that was underway for the last seven or eight months. The final report will be presented to the Board of Trustees for approval.

Mr. Johnson showed a diagram of some of the campus needs. The Blood and Cancer Center currently sits at the oldest part of the campus and it is not meeting Children's current needs. The faculty work space is important because it allows Children's to recruit physicians to take care of patients and the space is no longer available.

He mentioned that all these needs boils down to four primary drivers for space growth. The clinical laboratory is 20,000 sq. ft. that was built as a medical office building in the 80's, and since then, the menu of tests and staff has doubled. It does not have the utilities to grow in the current location.

The operating rooms are being utilized at 90% compared to the industries norm which is 80%. These rooms are very small by current standards and are not large enough to accommodate the patients, and equipment.

The cancer patient volumes are growing. If Children's is successful in the immunotherapy that is happening in Building Cure, cancer patients projects to grow even more. Children's has no space to treat patients in the Hematology/Oncology clinic. And finally, the faculty growth has been phenomenal, and it needs more space to accommodate them. He noted that all of these activities need to occur on this campus in order to be in close proximity to the patients.

Mr. Johnson showed a diagram of all of the options Children's considered for these activities. The conclusion was that there is no existing building that can accommodate a clinical laboratory. Facilities looked at three buildings on campus, and the best location was to the west as it is most economical and proximal to the activities that it would support, it was also cost sufficient and consistent with the Master Plan.

He mentioned that the Master Plan involves four or more phases. Phase 1 is complete. Children's is proposing to building Forest B Phase 2. He showed cross-section of what Forest B would look like. In the building, Children's plan to put a number of support functions that would support patient care including an outpatient cancer center, new operating rooms, much larger intensive care operating rooms, sterile processing, state of the art clinical laboratories, a new lobby and parking stalls for visitor parking under the building. The building will be connected to Forest A building. The building is about 300,000 sq. ft. and it is about the same size of Forest A. It has a helistop on top of the roof.

## **V. Timeline for SAC review of proposed development**

Mr. Johnson reminded the committee what the Master Plan contemplated. He provided a diagram of the MIMP schedule that shows the timelines for various phases. Phase 1 was meant to be done in 2012, but it was finished in 2013, and it was contemplated to about 600,000 sq. ft. but it was finished about half of the sq. ft. Phase 2 was meant to begin in 2013, but it did not make into the timetable. Children's proposed to have Phase 2 begin in 2017 and going through 2020.

The reason for the schedule indicates that the projects is currently behind schedule, but will be building less that was previously anticipated.

Ms. Nielson asked if the hospital entrance will be replaced with the new building, and Mr. Johnson mentioned that it will be in addition to the entrance.

Mr. Johnson mentioned that they have not begun the design of the building. When the Board of Trustees approves the final plan, Children's will begin the initiation phase including planning and permitting, and construction will begin in 2018.

He noted about the work the committee has to do. Once the Board approves the plan, he suggested for this committee to come together and review the Master Plan requirements and design guidelines. The committee will need to look at the preliminary design and make sure what the architects put forth conforms to the design guidelines. He mentioned that the committee would like to understand the need that drives the new building. He will provide a qualitative and quantitative data as well as take tours to the existing facilities and review of the construction management plans, and it will be up to this committee to synthesize all of these information and provide comments.

Ms. Wolf commented that due to there are new members and a need for a Master Plan refresher, an early fall meeting is necessary. Mr. Johnson suggested once his team is complete with the work plan, a regular scheduled meeting will be necessary.

Mr. Loo commented that it would also be important to review transportation and traffic impacts. Mr. Johnson mentioned that they will also prepare an Environmental Impact Study (EIS).

A question was asked about the operating room suites, if an additional 11 suites will be added to the current rooms. Mr. Johnson confirmed it, but noted that they will not need the 14 old operating rooms. These rooms will be used for short stays. The plan is to renovate some of these rooms.

A question was asked about visitors utilizing outside the campus such as the Ronald McDonald House or other support facilities, and if these needs to grow as well. Mr. Johnson mentioned that Ronald McDonald House is looking for ways to grow as majority of the patient families depend on them as well as the other support facilities.

A question was asked if he has heard if families are using Airbnb websites. Mr. Johnson noted that Children's care for patients and families from all different financial backgrounds and abilities. Some of the families are allowed to stay in the room and Children's also provide them with hotel vouchers to the Hotel Nexus and the Silver Cloud Inn. He believes that this need will continue to grow.

## **VI. Public Comment (01:40:30)**

Ms. Wolf opened the floor for public comments.

There was a question raised to Ms. Cheney with regards to the new transportation plan with Bus Route #78 and to what degree Children's use the new bus route. Ms. Cheney responded that they have not look directly at the use, and will do a deeper evaluation on its use as well as the shuttle system and Metro Transit operations around it.

A question was asked about monitoring the parking spaces at Magnuson Park, and if the demand has changed. Ms. Cheney noted that she has not seen any decrease in parking at the park, it is because the people that utilize the park comes from the north, and travel patterns from the north of the hospital has not changed a lot.

The parking lot that has been affected the most is E1, and there was a significant drop of parking at that space. Ms. Cheney mentioned that these are the people that drives from the south and taking the shuttle to the campus.

A question was made if the Master Plan factors in the 3,000 additional parking spaces on the site. Mr. Johnson commented that they calculated the minimum required parking under the Master Plan, and the plan is to not build on that minimum. When all of the space are build out in 2030, that is what the number represents.

## **VII. Adjournment and scheduling of next meeting**

No further business being before the Committee, the meeting was adjourned. The next planned meeting will be scheduled sometime in the fall.