



November 7, 2024

To: Andrew Davis, Chief Real Estate Officer
Camila T. Level, Swedish Parking and Commuting Manager

From: Gordon Clowers, Seattle Dept. of Construction and Inspections (SDCI)
Sarah Spicer, Seattle Dept. of Transportation
Ellie Smith, Seattle Dept. of Transportation

Dear Andrew and Camila,

Thank you for submitting an Annual Report for 2023. We appreciate the efforts you've made in the last couple of years, and look forward to continuing our relationship. The reports are a useful record of the institution's progress as it continues to grow and change.

We have reviewed your report and find it to be generally thorough on most topics, but have the following comments and questions.

SDCI

1. Gordon echoes SDOT's transportation related comments and interests in receiving requested information and updates, as noted below.
2. Page 5. Gordon notes the 56.6% SOV performance from the 2022 survey, and the anticipated 42% SOV goal for 2024. Overall, the comparison between 56.6% and 42% illustrates the degree to which the institution will need to continue implementing and improving the outcomes of its commuting-performance strategies. All of the groups operating at the campus will need to make a concerted effort to pursue improved performance toward meeting the goal over time. If the 2024 survey does not show a substantive improvement in performance, this will signal to SDCI and SDOT a need to have the institution even more proactively manage this to be more successful. In any case, this matter will continue to be discussed through the Integrated Transportation Board (ITB) meetings.
3. Pages 6 and 24. Your responses regarding not meeting the single-occupancy vehicle (SOV) goal in 2022 and references to lingering transportation-related challenges due to the effects of the pandemic prompt my comment here. In order to document this topic more clearly for our monitoring records, please provide a supplemental memo that will explain in reasonable detail:
 - What those challenges were in the 2020 – 2022 period when the pandemic was most impacting the institution's operations; and
 - What challenges and circumstances have continued in 2023 and 2024 as after-effects related to the pandemic, as they relate to transportation and commuting efficiency.



4. Pages 23-24. My review of the 2022 commuting performance data suggests a few observations:
 - The two Swedish medical groups maintained a commuting performance that was better than the average of all the groups operating at Cherry Hill. While, for the other entities operating at Cherry Hill, the SOV rate was 60-70%. In other words, the non-Swedish entities had proportionally more workers traveling by single-occupant vehicle at that time in 2022. This may suggest that a stronger focus be given by the non-Swedish entities to promoting non-SOV commuting options.
 - The data from 2022 and before generally suggest that a large portion of the vanpool/ carpool commuters may have shifted to telework during the pandemic, and transit use was down by 5 percent as a share of those surveyed. These were understandable outcomes given the level of disruption experienced by the general population from 2020-2022, which included limitations on transit service availability.
 - Anecdotally, Swedish leaders had previously noted that the pandemic resulted in greater staffing challenges to provide enough caregivers to meet expected demand. To the extent this likely involved many new employees, it may have posed a challenge for Swedish to integrate them into the workforce while also managing non-SOV commuting performance.
5. Gordon compliments Camila Level and Swedish leadership in the last two years, for their efforts in restoring and enhancing Swedish Cherry Hill's commute performance programs. The contents of this report have ample evidence that Swedish is again actively managing this function, including restarting the quarterly ITB meetings, which last met in September 2024. At the same time, Gordon notes there was an absence of institutional performance and a failure to fulfill reporting duties in approximately the 2020-2022 timeframe, despite the most responsible person being aware of our expectations. During the same period, other hospital major institutions continued to fulfill those duties. Going forward, we will expect that the institution will be responsive, and continue to perform well as it has been recently.
6. Page 16, Item 59, and Page 33. This item requests not only a biennial CTR study. It also says that a "directional capacity analysis" for employees and transit should be conducted every two years. One of these was done in the past. I am requesting that you prepare an updated version of this analysis using the prior one as a model. The goal would be to identify the geographic span of employees' homes' zip codes in reference to the commute and transit opportunities available to them.
7. Page 5: Council Condition 1 speaks to the need for a public meeting with the IAC for a 5-year review of the implementation status of the MIMP. Now that a quorum is established at the IAC, one of these 5-year review meetings should be scheduled with the IAC and appropriately advertised to the surrounding community. Please update your annual report response on this topic.

SDOT

Please see the following SDOT comments, requests for clarification, and requests for additional discussion going forward.

8. SDOT's general comments:

- a. Page 4: Thank you for including the objectives for the year. It's helpful to see how Swedish is planning to prioritize actions to make much needed progress on the SOV rate.
- b. Page 25: Thank you for continuing to engage King County Metro on this. We hope the situation improves, but let Ellie know if there is anything SDOT can do to support bolstering confidence in transit.
- c. Page 26: SDOT appreciates your efforts to provide a full subsidy to the vanpool program.

9. SDOT is requesting edits to be made to this report, with a re-submittal of the revised version to include:

- a. Page 2: Dates need to be updated in the Table of Contents.
- b. Page 3: Can you provide updated contact information for Rachel Jenner?
- c. Page 6: Council Condition 7. What methods are you using to assess bike demand, regarding the finding that it hasn't increased?
- d. Page 16: Condition 63. Please provide a more detailed explanation of progress on participation in Seattle 2030 District.
- e. Page 23: Please replace "community trip survey" and "CTR Survey" with "Seattle Commute Survey" to avoid confusion.
- f. Page 24: Related to "growing carpool and vanpool programs," can you please describe what this meant in 2023? What specific actions were taken?
- g. Page 24: Related to the mention of the ITB, it should be noted that the Charter was not finalized at end of Q1 2024 but was finalized in September 2024.
- h. Page 26: An outright requirement for the MIMP is to provide 100% subsidy for all employees on campus. Please indicate the plan for the other employers (e.g., LabCorp, Northwest Kidney Center or new tenants) to provide a 100% subsidy.
- i. Page 26: Please confirm the level of subsidy for parking costs for carpool and vanpool; the MIMP outlined a minimum of 50% for carpool and 100% for vanpool.
- j. Page 29: Any update to provide on the Commuter Incentive Pilot?
- k. Page 30: Any update to provide on bikeshare partnerships?

- l. Page 32: Thank you for re-starting operation of the inter-campus shuttle in 2023. Do you know how well used this shuttle is by the Cherry Hill staff specifically? Please indicate this in the report.
- m. Page 32-33: Can you clarify what the Intercampus Commute Pass is, and how it differs from a shuttle. Is this an on-demand system? Is a regular, daily offering? What type of vehicle provides this service? More info in the "background" section on page 33 would be helpful for understanding this service better.
- n. Page 35: For Guaranteed Ride Home, you indicate no changes were made; please indicate if this service is provided or not.
- o. Page 35: Note that the portion of the report related to the 2023 Transportation Fair is written in future tense about 2023 activities. Please update to report what happened in 2023.
- p. Page 36: For Free Taxi services: please indicate if this is provided or not.
- q. Page 39: Table 5.4: Can you specify how/when this data was collected? What time of day does this represent?
- r. Page 39: Do you mean "Anticipated Transportation Activities for 2024"?
- s. Page 39: Do you have an overall strategy for 2024, similar to what was articulated in 2023's objectives? Given there is a substantial gap between SOV performance and the goal, we would like to see what the specific priorities and investments are for reducing SOV. Are the key strategies from 2023 carrying forward in 2024? The table alone doesn't make clear what the overarching strategy or emphasis is for 2024.
- t. Page 40: Consider how the origin/destination data can be leveraged to identify shuttle stop locations.
- u. Page 41: Related to "expand bike shower and locker facilities": Please provide an update from the 2023 report (*The Swedish Transportation office will work with the Swedish Center for Health and Fitness to re-grant access to additional shower and locker facilities located in its gym. New shower and bike facilities are being planned for 2023 in the Cherry Hill campus.*) Did this happen?
- v. Page 41: Related to "Install second Bike Fix-It Stand": Based on 2023 report, it sounds like the third was installed in 2023 in the Plaza Garage bike cage? Please confirm location of the three Bike Fix It Stands.
- w. Page 41: Related to "Bike rewards/reimbursements:" Is the description of 2024 activities for bike rewards similar to what's described in the Commuter Incentive Pilot identified on page 29?
- x. Page 41: Related to "Bike rewards/reimbursements:" Were the Bike Tune Ups completed in 2023, as described in the 2022 Annual Report?

10. SDOT requests that Swedish be aware of the following topics, and our interest in having continued discussion to advance the goals of your TMP.

- a. Page 6: Council Condition 8. While the Pronto Bikeshare Program may no longer be operational, it's worth discussing how this requirement might be applied to the current state of bikeshare/scooter-share, which is a free-floating, vendor-operated system. Has Swedish discussed providing discounts to employees? How is on-site management of the parked bikes/scooters handled?
- b. Page 24: It's great to hear about the good work being done by the Caregiver Commute Team, especially proactively before new employees' commute habits have been set. Are there any strategies you're using to reach existing employees as well?
- c. Page 26, 27: It's great to see increased interest in carpool and vanpooling, key strategies for reducing SOV to campus. What approaches did you use to increase interest? Do we know which mode these carpoolers and vanpoolers are switching from?
- d. Page 32: Are you also exploring shuttles to/from other destinations, like transportation hubs for last mile solutions? (e.g., locations discussed for the Intercampus Commute Pass section of the report.)
- e. Page 33: Any sense of how many of the Cherry Hill employees use the Intercampus Commute Pass, how often, and if their destinations are proportionally the same as those listed on page 33?
- f. Page 33: As also mentioned in SDCI's comments, we should discuss what the directional capacity analysis means for the 2024 Seattle Commute Survey.
- g. Page 42: SDOT strongly agrees that a shuttle service to major transportation hubs (such as the Capitol Hill light rail station) is a valuable strategy that would assuage concerns heard about perceptions of safety at bus stops and reliability of the bus service on/near campus. It would provide critical first/last mile connections to regionally connected transit systems, especially useful for employees traveling long distances via transit. This action would demonstrate an intended progress towards the TMP, which is important because the 2022 SOV surveyed performance was well below the goal.

For coordination with SDOT, please e-mail Ellie Smith (@seattle.gov).

Sincerely,

<signed>
Gordon Clowers

<signed>
Ellie Smith

cc: Nelson Pesigan, DON
Dipti Garg, DON
Sarah Spicer, SDOT