



SWEDISH

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February 29, 2016

Gordon Clowers
City of Seattle
Department of Planning and Development
700 Fifth Avenue, Suite 2000
PO Box 34019
Seattle, WA 98124-4019

RE: 2015 SMC First Hill Major Institution Master Plan Status Report

Mr. Clowers,

Enclosed is the Swedish Medical Center, First Hill Campus annual MIMP report for the year 2015.

If you have any questions, please contact me at (206) 215-3363 or lee.brei@swedish.org.

Sincerely,

Lee Brei
Administrative Director of Facilities Services
Swedish Medical Center

Enclosures:
SMC First Hill MIMP Report 2015
CRT Employee Survey Report 2015



SWEDISH

FIRST HILL

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**Annual Major Institution Status Report
Swedish Medical Center / First Hill Campus
Report Year -2015
(Pursuant to DPD Director's Rule 9-99)**

I. Introduction

- A. Name of Major Institution: **Swedish Medical Center / First Hill Campus**
- B. Reporting Year: 2015
- C. Major Institution Contact
Lee Brei, Administrative Director of Facilities Services
747 Broadway
Seattle, Washington 98122
Phone: 206/215.3363
Fax: 206/386.2350
Email: lee.brei@swedish.org
- D. Master Plan Adoption Date: October 2005 (Ordinance #121965)
No subsequent amendments have occurred.

II. Progress in Meeting Master Plan Conditions

Note: Comments are in bold, non-italics

- A. Overview of Progress in meeting goals of conditions of approved master plan.
This report covers reporting year 2015. No major construction or modification to the campus occurred during the reporting year. Site work and building foundations work was initiated in 2015 in preparation for an interim facility to provide sterile processing functions. This work anticipates demolition and replacement of the hospital's CSSD as part of a larger campus renovation and expansion project for which a MUP application has been submitted. All aspects of this larger project will be within the parameters of the existing MIMP.
- B. List of conditions and status of fulfillment (progress made, level of compliance, strategies used and success, future measures to be used)
(Conditions are distinguished by italic type)

General Conditions

There was no new construction that required a MUP in 2015.

Council Condition 1: *“All Final EIS conditions and mitigating measures set forth in the Appendix to this attachment shall be implemented”*

Status: There was no new construction requiring an EIS in 2015.

Council Condition 2: *“A standing CAC shall review and evaluate all proposed and potential projects prior to submission of a MUP application”*

Status: The standing CAC was reconstituted in 2015, and the CAC (or SAC) unanimously approved the proposed project as consistent with the terms of the MIMP, prior to an anticipated submission of a MUP application in 2016.

Council Condition 3: *“Prior to the approval of any MUP for construction of a Planned or Potential project as outlined in the MIMP, the review of a proposed Wayfinding Plan by the standing CAC and approval of the plan by DPD shall occur. The plan shall address or include the following elements:*

- a) Signage and other measures to direct motor vehicles to parking locations in ways that minimize adverse impacts on the surrounding neighborhood;*
- b) Increased pedestrian safety and convenience;*
- c) A Traffic Management Plan for the existing parking facilities, in particular to the Nordstrom garage;*
- d) Improvements that promote better distribution and circulation to existing parking facilities;*
- e) How the location of emergency access will impact traffic circulation;*
- f) Parking demand management programs to improve access and supply of parking throughout the campus;*
- g) Proposed improvements to rights-of-way that support better access to and within the campus, and ;*
- h) An analysis of current and proposed parking including the location of short term and long term parking for visitors and staff.”*

Status: Items a) through h) were reviewed with and approved by the standing CAC, which will continue to meet as additional details of these elements of the way finding plan are developed.

Council Condition 4: *“The Design Guidelines included at Attachment A to the CAC Report shall be an Appendix to the MIMP. The Design Guidelines will be used by the standing CAC for evaluation and concurrence of all planned and potential projects outlined in the MIMP prior to the submission of an application for a MUP. In addition, the site specific design guidelines recommended on pp 8-12 of the CAC report shall be considered by the standing CAC in its review and comments on the planned and potential projects”*

Status: The standing CAC has reviewed and approved the planned project as consistent with the Design Guidelines, prior to the anticipated submission of the MUP application in 2016.

Council Condition 5: *“Swedish shall develop a Construction Management Plan to be reviewed and approved by the CAC prior to the approval of any planned or potential project discussed in the MIMP. This plan should be designed to mitigate impacts of all planned and potential projects, to include mitigating measure to address the following:*

- a) Construction impacts due to noise;*

- b) *Mitigation of traffic, transportation and parking impacts on arterial and surrounding neighborhoods*
- c) *Mitigation to impacts on pedestrian network; and*
- d) *Mitigation of impacts if more than one project outlined in the MIMP are under concurrent construction.”*

Status: A Construction Management Plan was under development at the end of 2015. It is anticipated that the CMP will be reviewed with the CAC during the first quarter of 2016.

Development Standards

Council Condition 6: *“Setbacks shall be provided along public rights-of-way as required by SMC 23.69.030.C.3.a. This code section requires that setbacks be no less than is required in the underlying zone or by setback requirements applicable to structures on abutting lots or structures directly across a street or alley from a structure in the MIO District, whichever is greater. Setbacks may vary from this requirement if any of the following occur:*

- a) *SMC 23.69.030 is amended to delete the minimum setback requirement along public rights-of-way, in which case the amendment will be applied to the Swedish Master Plan retroactively; or*
- b) *DPD authorizes different setback requirements via and Administrative Conditional Use Permit approved as part of the Master Use Permit for a planned or potential project in the approved Master Plan.*

Unless any of the above events occurs, the required setbacks shall be as follows:

- I. *Street-level setbacks shall be provided as shown in the approved Master plan in Section 3 and Figure 3.2 (i.e., 10’ or 5’ setbacks on all Major institution Overlay (MIO) boundaries and no setbacks internal to the MIO District.*
- II. *As generally depicted in Figures 2.13 and 2.17 of the MIMP, upper level setbacks shall be provided for the tower portion of projects (above base structures) in MIO zones with height limits greater than 70’ as determined by DPD in consultation with Swedish and the Standing Advisory Committee; provided that no setbacks shall preclude Swedish from achieving the minimum tower floor plates shown in Table A below in the absence of substantial and compelling reasons to protect the health and safety of the public.”*

Table A

Minimum Required Floor Plates for Tower Structures

<i>Project A</i>	<i>14,000 GSF</i>
<i>Project B</i>	<i>45,000 GSF</i>
<i>Project C</i>	<i>45,000 GSF</i>
<i>Project D</i>	<i>35,000 GSF</i>
<i>Project E</i>	<i>30,000 GSF</i>
<i>Project F</i>	<i>25,000 GSF</i>
<i>Project G</i>	<i>30,000 GSF</i>

Status: The proposed project is designed to be in compliance with the setbacks required in Council Condition 6, as well as with the Minimum Required Floor Plates for Tower Structures listed in Table A.

Council Condition 7: *“Landscaped Areas and plazas designated on the Open Space inventory on page 51 of the MIMP shall be amended to require Landscaped Areas and Plazas as follows:*

- a) *Increase required Open Space from 5% to 9.5%, or approximately 62,000 square feet;*
- b) *Open Space areas shall include existing and proposed setbacks areas identified in the MIMP, to the extent that they meet the criteria in the proposed Design Guidelines;*
- c) *Open Space should be provided in locations at ground levels or, where feasible, in other spaces that are accessible to the general public;*
- d) *The MIMP should be amended to include Exhibit 7, a map of future open spaces, which may be modified as long as the 9.5% figure is maintained;*
- e) *To ensure that the 9.5% open space standard is implemented with the MIMP, each planned or potential project should identify an area that qualifies as Open Space as defined in the MIMP;*
- f) *Open Space that is specifically designed for uses other than landscape or building setback area, such as plazas, patios or similar functions, should include improvements to ensure that the space contains Usable Open Space as defined under SMC 23.84.028.”*

Status: The proposed project is designed to be in compliance with the landscaped areas and open space requirements of Council Condition 7.

Rezone

Council Condition 8: *“To mitigate the bulk and scale impacts that would result from the approval of the rezone request at the Columbia/Ekland Building site, an upper level setback as required by setback conditions in the Major Institution Master Plan is required.”*

Status: Construction was completed on the Columbia / Ekland site by the Trammel Crow Corporation in 2015. It was not submitted under the MIMP but rather under the underlying zoning. This building and property is not owned or controlled by Swedish.

Council Condition 9: *“To mitigate the bulk and scale impacts that would result from the approval of the rezone request at the Broadway Annex site, an upper level setback as required by setback conditions in the Major Institution master plan is required.”*

Status: This condition applied to the 601 Broadway, SOI site, and was complied with during the construction completed in 2008.

State Environmental Policy Act (SEPA)

Council Condition 10: *“Additional environmental review may be required for individual Master Use Permits per SMC 25.05.600 to disclose and mitigate site specific impacts of planned and potential projects.”*

Status: Construction was begun on the Columbia/Ekland site by the Trammel Crow Corporation in 2014. It was not submitted under the MIMP but rather under the

underlying zoning. This building and property is not owned or controlled by Swedish.

Additional environmental review is not anticipated for the proposed project to be submitted for a MUP in 2016.

Council Condition 11: *“An update to the wind study appendix should be provided for all planned and potential structures under the MIMP located along Minor, to determine what if any mitigation for wind impacts on pedestrians is required.”*

Status: A wind study was conducted for the proposed project to be submitted for a MUP in 2016. That study will be submitted with the 2016 report in 2017.

Council Condition 12: *“Swedish shall submit a Construction Management Plan to DPD for concurrent review and approval with SDOT to mitigate impacts associated with construction related impacts throughout the MIO. The plan shall identify management of construction activities including construction hours, noise, parking, traffic and issues concerning street and sidewalk closures. The plan will be required to be updated with each planned and potential project identified in the MIMP at the time of site specific SEPA review. (See also Major Institution Master Plan condition regarding Construction Management Plan, above.)”*

Status: A Construction Management Plan for the proposed project will be submitted to DPD and SDOT during the first quarter of 2016.

Council Condition 13: *“Implementation of all FEIS conditions concurrent with adjacent development (See Appendix).”*

Note the referenced Appendix conditions from the FEIS are attached and are organized by Element of the Environment for long-term and short-term impact mitigation.

Status: All aspects of the proposed project are in compliance with the FEIS conditions.

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

A. Development Activity Initiated or Under Construction (Non-Leased Activity)

A MUP application will be submitted for a major campus renovation and expansion project in 2016, all of the parameters of which are consistent with the existing MIMP.

B. Leasing Activity to Non-Major Institution Uses

All leasing activity in 2015 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 2500 feet of the MIO District boundary

A. Land and Building Ownership

There was no change or activity in 2015

B. Land and Building Acquisition

None

C. Leasing Activity

All leasing activity in 2015 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.

V. Progress in meeting Transportation Management Program (TMP)

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 First Hill Campus. Swedish's efforts have been focused on providing incentives for employees to ride the bus and carpool, providing disincentives for employees to drive SOV's and to actively promote the program throughout the year at new employee orientations.

Swedish provides 50% subsidized ORCA Passport cards to all employees. Swedish has capped the employee dayshift 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 position. Swedish has four Zipcars on the First Hill campus to allow employees to use to run errands during their lunch break so they would not have to drive their vehicle to work. The Zipcar business account is subsidized at 100%. Personal membership in Zipcar is also subsidized, but to a lesser amount.

One of the key measures of the success of the TMP Program is the CTR survey. 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. The 2015 survey indicated a 42.1% SOV rate with a 76% survey response rate.

B. Status of each goal and objective:

The goal of the current TMP is to reduce the number of SMC commuter trips in employee SOV to fifty percent (50%) of the total number of weekday, day shift commuter trips excluding employees whose work requires the use of a private automobile during working hours. Program participants will include all SMC employees meeting the following criteria:

- arrive on weekdays between 6:00 am and 8:00 am

- leave on weekdays between 4:00 p.m. and 6:00 p.m. do not require private vehicle to conduct their work as
- not require private vehicle to conduct their work assignments

Status: Ongoing compliance, the 2015 CTR Employer Survey Report indicates a 42.1% SOV rate.

Additional Program Requirements:

1. *Requirement: A transportation coordinator (TC) will be appointed to implement the TMP. The TC will be available to employees and tenants during regular business hours to promote the TMP and stock the Commuter Information Center(s).*

Status: Ongoing compliance.

2. *Biannual Promotional Events. At least twice per year, the TC will organize and staff events to promote the TMP elements. Information on the TMP will be provided to new employees.*

Status: Due to compliance rate SMC now has one transportation fair per year.

3. *Commuter Information Centers (CIC), including ridesharing and transit information, will be located in convenient locations for employees. Bicycle and pedestrian information also will be included in the CICs.*

Status: Ongoing compliance.

4. *Tenant Participation in TMP. Tenant participation in the transit pass subsidy program shall be required.*

Status: Ongoing compliance.

5. *Ridematch Programs. The TC will promote and administer a ridematching service for employees.*

Status: Ongoing compliance.

6. *Height Clearance and Turning Radii for Vanpools. Design criteria for accommodating vanpool vehicles will be incorporated in the design for new garages in which vanpool parking will be provided.*

Status: No new parking garages have been constructed during the reporting period.

7. *Secure Preferential Parking for Carpools and Vanpools. Preferential Parking will be designated for carpools and vanpools in secure locations.*

Status: Ongoing compliance.

8. *Secure Bicycle Parking. Covered bicycle racks will be provided in weather protected areas convenient to potential users including employees and visitors.*

Status: Ongoing compliance.

9. *Shower / Locker Rooms. Showers and lockers will be made available for employees.*
Status: Ongoing compliance.

10. *Transportation Management Associations. SMC will continue to participate in the First Hill Transportation Network Group.*
Status: Ongoing compliance.

11. *Parking Fees. Fees at SMC parking garages and lots will be reviewed annually in order to establish peak and off-peak rates to encourage non-SOV use.*
Status: Ongoing compliance.

12. *Non-SOV Incentives/Subsidies. A discounted parking fee of at least 80% will be offered by SMC to each participating carpool member and vanpool parking will be free. SMC will provide a fully subsidized transit pass for any SMC employee commuting to work at SMC by transit. SMC will also provide a fully subsidized ferry pass for employees as walk on passenger.*
Status: Parking for registered vanpools is free. Carpool parking is 25 dollars per month per person via payroll deduction. Currently Orca passport cards are subsidized at 50%, walk-on ferry passes are subsidized at 50%. Vanpool subsidy is \$90/month and Vanshares are subsidized at 100%.

13. *Unbundling of Parking Charges from Tenant Leases. The price of parking spaces in SMC garages will not be included in tenant leases, but shall be priced separately from the cost of building space.*
Status: Ongoing compliance.

14. *Alternative/Flexible Schedules. SMC will permit flexible hours or vary shift times to the extent possible to accommodate use of high occupancy vehicles to and from work.*
Status: Ongoing compliance.

15. *Subscription Bus Services. SMC will continue to provide access to the First Hill Express service for its employees assuming that other participants in the service continue their participation.*
Status: Ongoing compliance. Swedish worked with Virginia Mason and Harborview for Transit Now dollars to increase trips of existing bus service that arrives at the First Hill Campus without transfers down.

16. *Telecommuting. Some departments will allow telecommuting if possible to reduce commute trips.*
Status: Ongoing compliance.

17. *Reduced SOV Parking Supply.* The total proposed parking supply of 5,180 stalls is 600 stalls less than the maximum allowed by code. HOV parking that will be provided for carpools and vanpools to meet demand will replace SOV parking stalls.

Status: Ongoing compliance.

18. *Guaranteed Ride Home.* SMC will offer a guaranteed ride home for registered program participants.

Status: Ongoing compliance, up to 8 rides per year are provided to employees who commute to work in non SOV mode.

19. *Annual Program Reports.* The TC will prepare and submit annual reports documenting the TMP programs and compliance with goals.

Status: Ongoing compliance.

20. *Biennial Surveys.* Employee surveys will be conducted every two years to be used in measuring compliance with the SOV goals.

Status: Ongoing compliance.

Additional Program Elements

- Swedish provides 50% ferry subsidy for employees.
- Swedish provides 100% Zipcar business account subsidy for employees.
- Swedish is a part of the Guaranteed Ride Home Program – providing 8 rides home per year to employees that commute to work.
- Swedish provides free taxi service to physicians that travel between First Hill and Cherry Hill Campuses.
- Swedish provides a shuttle service between the Cherry Hill Campus, First Hill Campus and Met Park location for employees traveling between campuses and to improve access to transit center. Also have a shuttle service from the King Street Station to Cherry Hill and First Hill and a shuttle service from Colman Dock to Cherry Hill and First Hill
- Swedish provides 50% train/rail subsidy for employees.

FINAL ENVIRONMENTAL IMPACT STATEMENT (FEIS) CONDITIONS

Note: Comments are in bold, non-italics

Mitigation of Long-Term Impacts

EIS-1 Earth

Building owners are not required to bring older buildings up to current seismic standards unless there are substantial changes to the occupancy of the building or major renovations that extend the life of the structure. Swedish Medical Center, on a voluntary basis, is planning to demolish the higher seismic risk structures (those that do not currently meet life-safety level) and replace with state-of-the-art facilities designed to current Seattle Building Code standards.

The replacement of the older structures will enhance structural and seismic safety by the following improvements:

- *Replacing higher seismic risk structures with buildings built to current standards.*
No building replacement projects took place during the reporting year. Demolition of all buildings on Block 95 and the North West section of the campus is planned for 2016. In their place two new buildings are planned as part of a proposed major campus renovation and expansion project. These are being designed to current seismic standards.
- *Replacing structures that cannot support the weight of modern diagnostic equipment and file storage systems.*
No replacement projects were completed in 2015. See comment above.
- *Replacing structures that do not have efficient floor plans for modern patient services.*
No replacement projects were completed in 2015. See comment above.
- *Develop a central plant and utility service tunnel that will be designed to the highest seismic safety level (operational level) to reduce loss of services during an earthquake. Since utilities are vital to continuing service in many of the structures and emergency services they will be designed as an essential facility. This level of design criteria is more stringent than building code requirements but for the reasons given above is thought to be an important improvement at minimal added construction costs.*
The new central plant and utility service tunnel planned as part of the proposed major campus renovation and expansion project are designed to the highest seismic safety level (operational level.)
- *Older utility systems will be replaced with new services that are secured by better seismic*

bracing. This will reduce disruption to hospital services caused by breakage of piping. Reports from recent California earthquakes have shown that water damage alone has shut down and caused evacuation of major hospitals even in a moderate earthquake, at a time of great need.

Utility systems in the hospital's buildings are replaced on an as-needed basis. A new emergency generator plant is included in the planning of the new buildings. In the future this plant will be cross-tied to the existing campus, providing an added level of redundancy. An emergency water well that can be tied to the entire campus will also be part of the project.

EIS-2 Air

The identified air quality impacts appear likely to be adequately mitigated by compliance with existing, applicable Federal, State and Local regulations.

The predicted wind conditions for the area satisfy the RWDI pedestrian wind criteria. No mitigation measures are recommended. To further enhance the pedestrian wind conditions around the development, conceptual design guidance has been provided.

If any odor source is determined by the City at the time of project permit applications, then the City will consult with PSCAA to assure regulatory compliance.

Diesel exhaust impact mitigation, particularly associated with the proposed physical plant/materials management facility, will be implemented by Swedish to the extent possible, such as:

- *When making construction contracts, require that contractors are at the least using ultra-low-sulfur-diesel (available in Puget Sound-"biodiesel"), and ideally have equipment that has been retrofitted with diesel control technology.*
No major construction requiring continued use of idling equipment has occurred in 2015.
- *Ongoing anti-idling measures (with applications as simple as posted signboards) can be taken to reduce diesel particulate matter (DPM) near the loading docks.*
Trucks are not allowed to idle at the loading docks.
- *Maintaining contracts with operators who practice regular fleet maintenance will likely help to reduce DPM in the area.*
Comment noted.

EIS-3 Water

See Utilities.

EIS-4 Energy

The Proposed Action and the alternatives would be required to incorporate requirements of the Seattle Energy Code intended to reduce energy consumption. Consumption measures would also result in energy savings.

The hospital is continually looking for and implementing energy-saving measures. Energy consumption in 2015 was at an EUI of 167, which is very low compared to other healthcare facilities. The new buildings will be constructed to meet or exceed the Seattle Energy code.

EIS-5 Natural Resources

None are required. Swedish will continue its consumption reduction and recycling programs as well as consider applicable sustainable design criteria (including LEED and GGHC) with the Proposed Action.

EIS-6 Environmental Health/Noise

Hazardous Materials and Waste

- *Continue to rigorously manage and comply with all applicable Federal, State, and local regulations for hazardous materials, spill response and waste management.*
Ongoing compliance.
- *Continue training and education programs for emergency response to hazardous materials and spill incidents with protocols for 1) recognition and information, 2) evaluation and safety, 3) control, 4) disposal and 5) record keeping and notification.*
Ongoing compliance.
- *Assemble and maintain Spill Response Cart with materials and supplies, personal protection equipment, and reference documents needed to respond to typical hazardous substance release.*
Ongoing compliance.
- *Continue to cooperate, participate in compliance inspections and report waste streams in the Dangerous Waste Annual Report (DWAR) as required by the Washington State Department of Ecology.*
Ongoing compliance.
- *Strive for high performance healthcare facilities as directed by the Green Guidelines for Healthcare Construction-GGHC (Draft Version 1.0 PC December 2003).*
No new construction has occurred during the reporting year.

Asbestos

- *Perform inspections and complete asbestos abatement consistent with state and PSCAA regulations.*
PSCAA regulations are always followed when asbestos is encountered during construction or remodeling. An asbestos management plan was created and implemented in 2013.

Noise/Building Operation

- *Comply with the requirements of the Seattle Municipal Code (SMC) Chapter 25.08 Noise Control.*
No MUP construction has occurred during the reporting period.
- *Prepare designs for all noise generating equipment for all buildings including the central plant to ensure compliance with SMC Chapter 25.08.*
No MUP construction has occurred during the reporting period.
- *Consider orienting loading areas, waste facilities, parking structures, away from residential receivers.*
No work on these types of structures has occurred.
- *Use acoustic barriers and other noise control measures to control rooftop equipment noise.*
No new roof top equipment was added in the reporting year.
- *Continue to implement policy of "shutting-down" emergency vehicles within two blocks of the hospital, except when prevented by safety and traffic conditions.*
This policy is still in place.
- *Acoustical reprints will be completed with permit applications if any major noise operations are proposed.*
No other construction has occurred.

EIS-7 Land Use/Plans

The First Hill Neighborhood Plan identifies the preference for ground floor uses that encourage pedestrian activity: Land use impacts of the Proposed Action may be mitigated by including such amenities that serve the needs of the campus and the community, such as restaurants and convenience retail.

No other MUP construction has occurred during the reporting period

Swedish should coordinate with the ongoing First Hill park planning of the Seattle Parks and Recreation Department. Campus open space, landscaping and other pedestrian amenities should be planned within the neighborhood context.

No other MUP construction has occurred during the reporting period

The proposed development standards of the master plan would mitigate land use impacts.

EIS-8 Population/Employment

Employment population impacts could be mitigated by varying shift schedules where possible, to prevent all employees from arriving or departing at similar times. Encouraging retail uses to have longer or later hours would vary the timing of retail employees arriving and departing work and would give all visitors and employees reason to lengthen their stay on campus.

Swedish is a 24/7/365 operation with multiple shifts throughout the day.

EIS-9 Housing

Impacts to neighboring residents could be mitigated by including retail amenities on the ground floor of new, non-hospital projects particularly along Madison Street. This would address the goals of the neighborhood plan, encourage pedestrian traffic and provide new retail options for local residents. The PI pedestrian overlay zone along Madison requires street-level uses including retail, eating/drinking, customer service office, entertainment, etc. Swedish proposes to meet the PI zone requirements to mitigate impacts and reinforce the intended pedestrian oriented streetscape.

No construction along Madison has occurred.

EIS-10 Light Glare Shadows

- *Shield exterior lighting fixtures and direct site security lighting away from any nearby residential or other sensitive receivers.*
 - *Utilize low-reflectivity building glazing and building materials throughout the campus*
 - *Install screening or shielding to minimize spillover lighting impacts, particularly across from sensitive receivers*
 - *Provide landscape features and street trees to diffuse or obscure direct light and glare impacts*
 - *Use materials and surface design details to minimize glare impacts, including skybridges crossing over streets*
 - *Consider timers and other lighting controls to minimize spillover illumination impacts and generally reduce ambient light levels*
 - *Include pedestrian oriented lighting for safety along sidewalks, parking areas, street crossings, and building access points*
- No construction or significant lighting retrofits occurred during the reporting period.**

EIS-11 Aesthetics

Proposed mitigation may include:

- *Architectural designs that use scale-reducing techniques, such as detailing, modulation, material changes, and fenestration, particularly at the corners of Broadway at James and at Cherry.*
No activity has occurred in this area during the reporting year.
- *Modified ground-level building configurations, facade alignments, massing and architectural detailing and landscape pockets, for project A along Madison/Minor and for Project D along the Broadway/James frontages to reduce apparent bulk and improve the campus edge transition.*
No activity has occurred in this area during the reporting year.

- *Pedestrian level building and streetscape improvements that enhance the pedestrian experience, safety and appearance.*
A small park themed a famous Swedish horticulturist was constructed on the corner of Cherry and Broadway utilizing specimen plants and incorporating a short pathway and seating bench. Several areas along Broadway, Cherry, Minor and James had new plant material installed. The plant selection achieved higher level of botanical interest and an upgrade in appearance.
- *Artworks, lighting, signage, landscaping and other graphics that reduce apparent building scale and bulk.*
No activity during the reporting period.
- *Compliance with the pedestrian zone overlay requirements along the campus Madison Street frontage.*
No construction has occurred along Madison.
- *Test buildings that are less than the maximum allowed building envelope when specific projects are proposed.*
No construction occurred during the reporting period.
- *Streetscape designs for the Minor and Madison corridors that create inviting pedestrian gateways to the campus at major arterial intersections, with signage, landscaping, lighting and other improvements.*
See comment above regarding small park constructed on the corner of Cherry and Broadway.
- *Light and transparent design of pedestrian skybridges to minimize visual and other impacts upon the streetscape.*
There was no construction activity during the reporting period.
- *A standing Citizen Advisory Committee to review and comment on specific project designs during the MUP process.*
A standing CAC was convened on several occasions during 2015 to review and approve the proposed major campus renovation and expansion project It is anticipated that the CAC will meet again in 2016 to review and comment on additional details of the proposed project prior to MUP application submission.

EIS-12 Historic Preservation

None proposed

EIS-13 Transportation and Parking

The Proposed Action and the two build alternatives are expected to result in a proportional impact on overall traffic operations at study intersections and roadways near the project site. Traffic operations would continue to degrade at the primary access points to I-5 from pre-existing LOS E and F conditions, including the 7th Avenue and 6th Avenue intersections on James Street, with or without the Proposed Action. SDOT is undertaking a study of the James

Street corridor to identify potential measures to improve traffic flow and safety.

Potential measures that may be examined in the study include improvements to signal timing along the corridor and possible restrictions on left turns at the 7th Avenue intersection.

Other study intersections are expected to operate at LOS D or better with the Proposed Action. As a result, no intersection-specific mitigation measures are identified to mitigate project impacts.

Site-specific measures to mitigate impacts may include the following:

- *Remove on-street parking on one side of Marion Street and Minor Avenue within the project site. Limiting on-street parking to one side of the street will provide adequate lane widths for opposing vehicles to pass within the existing 30-foot street widths. The proposed parking garages would have sufficient capacity to accommodate the displaced parking.*
SDOT removed parking on the west side of Minor in this block.
- *Improve operations at the Nordstrom Garage access on Madison Street to avoid impacting traffic flow at the Madison Street / Summit Avenue intersection. Potential improvements include:*
- *Enhanced way-finding signing to other on-site garage locations to reduce demand at the Nordstrom Garage including directing hospital visitors to the Broadway garage;*
Not needed at this time. Note that due to a change in tenants the demand for parking is reduced since the MIMP. The need for improvements is greatly reduced.
- *Allow pre-paying parking tickets before returning to cars in the garage to enable faster exiting;*
Continued compliance during this reporting period
- *Provide an express exit for valet operations so they would not be subject to waiting in line with other exiting vehicles;*
Due to physical limitations of the exit lane(s), additional staffing would not improve speed of exiting.
- *Increased staffing during periods of peak demand on weekdays;*
Due to physical limitations of the exit lane(s), additional staffing would not improve speed of exiting.
- *Provide multiple reversible entry and exit lanes corresponding with peak flows;*
Due to physical limitations of the garage design, this isn't feasible.
- *Improve visibility and use of the existing Boylston Avenue garage entry/exit;*
It is expected that the new street car stop and related street vacation at Boylston will significantly alter traffic flow. An evaluation of the impact to the Boylston entrance will be made once the project is finished and in service for a period of time.

- *Have garage users pay their parking fees at a central location before returning to their cars in order to reduce delays at the garage exit lanes;*
A new parking control system was installed in 2014 that includes pre-pay ticket kiosks in the main lobby and lobby of the SOI building.
- *Provide a separate exit line for monthly parking card holders; and consider directing only visitors of the Nordstrom and Arnold Buildings to this garage.*
The garage does not have a lane that can be singled out for monthly parkers without blocking exiting queues for visitors (we tried this unsuccessfully).
- *Explore a full range of Madison/Summit access improvements, including garage changes, external changes, and programmatic changes.*
See above.
- *Implement a comprehensive campus way-finding plan. Traffic management and pedestrian access should be addressed. Directing and parking cars and pedestrian convenience and safety may be improved by physical and operational actions. Phased implementation would occur with each building project contributing to the comprehensive campus improvement.*
A way-finding plan was developed in 2006. This plan informed the development of signage for the SOI. No other MUP projects have been started since the SOI completion in 2008. It is anticipated that a new way-finding plan will be developed as part of the proposed project for which a MUP application will be submitted in 2016.

EIS-14 Transportation Management Program

Modifications to the current Transportation Management Program (TMP) are proposed to enhance the existing TMP in order to reduce the number of vehicle trips to and from the project site. The proposed TMP is described in detail in the Draft Major Institution Master Plan document. The major changes proposed in the TMP include:

- *Fully subsidized transit passes*
- *Fully subsidized ferry walk-on*
- *Annual renewal of SOV permit rate*
- *Discount of at least 80% per person per month for carpool permit*
- *Fully subsidized vanpool parking*
- *Bike parks, lockers, showers provided*
- *Guaranteed ride home benefit*
- *Accommodate telecommuting where applicable*

See the description of the TMP above.

EIS-15 Public Services

None appear necessary except continued implementation of safety programs and coordination with SPD and SFD. Swedish proposes to work with the Seattle Parks and Recreation Department to assure coordination of campus open space with the on-going First Hill park planning. Swedish has been coordinating with SDOT on their design of the street car stop and park

at Marion and Broadway.

EIS-16 Utilities

Increase waste minimization and recycling programs by continued application of the Hazardous Materials and Waste Management Plan. 2013 waste reduction/recycle rate was 45% of all waste streams. Swedish goal is to achieve and sustain a 50% waste reduction/recycle rate for our facilities. Minimization of hazardous wastes and regulated medical wastes continue to be employed.

Swedish would be responsible for utility relocations associated with the proposed alley vacation.
Alley vacation has not been done at this time.

Swedish will continue with other conservation measures to reduce utility consumption.

Energy conservation is a key consideration in any equipment replacement projects.
Various lighting retrofits are implemented as opportunity presents itself. Most of these have to do with transitioning to LED lights.

Swedish will work with Seattle Public Utilities in the design of service improvements to mitigate capacity impacts.

Ongoing compliance.

Mitigation of Short-Term Construction Related Impacts

EIS-17 Earth - Short-term Construction-related

Mitigating measures would be consistent with City of Seattle Construction Stormwater Control Technical Requirements Manual (DR 16-2000), including:

- *Temporary sediment catchment basins would be constructed near site drainage exit points to catch sediment runoff.*
- *Construction would be done during the drier parts of the year, when possible, and disturbed area would be re-paved or re-planted as soon as possible.*
- *Conduct further geotechnical investigations as part of project design to engineer the appropriate demolition, excavation and shoring techniques.*
- *Silt fences would be placed at the lower side of construction sites to reduce the amount of sediment transport.*
- *When possible, construction vehicle wheels would be washed before leaving the site to minimize the amount of soil tracked on to nearby streets*
- *Cover truck loads when possible, to minimize spillage and wind blown dust.*
- *Streets impacted by construction traffic would be cleaned regularly by the contractor.*
- *Identify material disposal sites and coordinate route planning with SDOT, SPD and SFD.*
- *Post construction conditions on site.*

Requirements for the above measures were identified on Sheet C-300 (TESC / Mass Excavation Plan) of the construction documents and by references to city standards.

EIS-18 Air - Short-term Construction-related

Short-term air impacts can be effectively mitigated by Swedish compliance with The Puget Sound Clean Air Agency's (PSCAA) Regulation I, Section 9.15 regarding reasonable precautions to avoid fugitive dust and odor emissions such as washing of truck wheels and frames prior to travel on public streets, wetting of exposed soils and debris, and prompt clean-up of any spilled materials tracked on to public streets. Efforts will also be taken to minimize diesel exhaust fumes from construction equipment and vehicles. "Biodiesel" fuel use will be encouraged

EIS-19 Environmental Health/Noise and Vibration - Short-term Construction-related Construction

- *Comply with the requirements of the Seattle Municipal Code (SMC) Chapter 25.08 Noise Control.*
- *Implement a construction noise monitoring program.*
- *Publish a periodical newsletter to share construction news and noise monitoring results.*
- *To the extent possible, re-route construction truck traffic away from residential areas. .*
- *To the extent feasible, noise from the site will be reduced through the use of temporary walls or other sound barriers.*
- *Locate noisy equipment on site as far away from noise-sensitive receivers as possible.*
- *Combine noise operations in the same time period. The overall noise produced will not be significantly higher than the level produces by the individual operations.*
- *To the extent possible, avoid noise generating construction activities at night.*
- *Consider mixing concrete off site and consider prefabricated building components.*
- *Turn off all unnecessary idling equipment*
- *Use electric rather than diesel equipment where possible.*
- *Avoid impact pile driving. Drilled piles or the use of a sonic or vibratory pile driver are quieter alternatives.*
- *Use specially quieted equipment, such as quieted and enclosed air compressors and power generators,*
- *Use efficient mufflers on all engines.*
- *Select quieter demolition methods, where possible. For example, sawing slabs into sections that can be loaded on trucks is a quieter process than demolition by pavement breakers.*
- *Equip portable pneumatic drills and pavement breakers with exhaust mufflers, when possible.*

Construction activities associated with installing the foundations and utility infrastructure for the interim CSSD project in 2015 were in compliance with all required noise and vibration requirements.

EIS-20 Transportation and Parking - Short-term Construction-related

The following measures could serve to reduce traffic impacts during construction of the Master Plan projects:

- *Construction Traffic Management Plans should be developed for each development phase in coordination with the Seattle Department of Transportation. The objective of the plans would be to ensure that movement of construction workers, equipment, and materials to and from the site is done in a safe and efficient manner and to minimize*

potential disruptions to background traffic and pedestrians. Multiple, concurrent First Hill projects should consider coordinated mitigation.

- *Lane closures should be minimized on Madison Street, Broadway, James Street, and Boren Avenue in order to avoid disruption on the heavily traveled arterial streets.*
- *When possible, construction trucks should be staged within the construction site.*
- *Safe pedestrian and vehicular circulation should be maintained adjacent to the construction site through the use of temporary walkways, signs, and manual traffic control.*
- *Construction material deliveries should be scheduled and coordinated to and from the site to minimize congestion during peak travel times.*
- *Provide designated parking areas for construction worker parking in order to minimize impacts to other parking facilities in and around the site and to minimize unnecessary circulation associated with searching for parking. On-site and off-site parking arrangements for construction parking should focus on facilities with existing unused capacity in order to minimize displacement of existing parking.*

No major exterior construction occurred in 2015.

- *Phase development to minimize temporary decreases in parking supply during construction. Development could be phased to construct elements or phases of the Master Plan that provide additional parking supply.*

No construction that reduces parking has occurred during the reporting period, no action taken.

EIS 21 Public Services and Utilities - Short-term Construction-related

- *Coordinate with utility providers to minimize shutdown frequency and duration.*
- *Coordinate construction disruption to traffic, access, or safety with SPD and SFD*
- *Develop projects to minimize interference with existing utilities.*
- *Notify neighbors of impending shutdowns.*
- *Make utility connections at times that least impact neighbors.*

On-going compliance.