

**SWEDISH MEDICAL CENTER / CHERRY HILL CAMPUS  
2015 MIMP ANNUAL REPORT**

**Updated February 2016**

**Swedish Medical Center/Cherry Hill Campus  
(formerly Providence Campus and before that the Providence Seattle Medical Center)**

**Major Institutional Master Plan Annual Status Report**

**I. Introduction**

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

B. Reporting Year: 2015

C. Major Institution Contact:

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D. Master Plan Adoption Date: July 25, 1994

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

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

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

The MIMP expired in August, 2011

**II. Progress in Meeting Master Plan Conditions** General overview of progress made up to and including 2015 in meeting the goals and conditions of the approved Master Plan:

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

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

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

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

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

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

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

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

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

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

An appeal for this decision with King County Superior Court was formally dismissed October 2012.

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

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

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

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

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

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

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

**Action taken in 2014:**

The Institution continued to meet throughout the year with the Citizen Advisory Committee on development of the new Major Institution Master Plan. Agendas and minutes from the meetings along with relevant documents are available on the City of Seattle's Department of Neighborhoods website.

The Institution submitted a Final Master Plan application to the Department of Planning and Development (DPD). DPD published a Final Environmental Impact Statement.

- I. Development Activity Initiated or Under Construction Within the MIO District Boundary During the Reporting Period
  - A. The following specific projects constitute the progress made in 2014 toward meeting the goals and conditions of the approved Master Plan.  
No projects in 2014. The Master Plan has expired.
  - B. Leasing Activity to Non-Major Institution Uses: None. All leasing activity is in compliance with the criteria established by the MIMP and governing SMC regulations. For example, new tenants with tenant improvement construction requirements are reviewed by DPD during the building permit approval process to ascertain compliance with this statement of use.
- II. Major Institution Development Activity Outside but within 2,500 feet of the MIO District Boundary
  - A. Land and Building Acquisition during the Reporting Period: None
  - B. Leasing Activity During the Reporting Period: None
- III. Progress in Meeting Transportation Management Program (TMP) Conditions

The Cherry Hill Integrated Transportation Board (ITB), formed in 2014, has quickly become a driving force for positive change to meet and, as intended, eventually exceed the campus commute trip reduction (CTR) goals. Formed in July 2014, this multi-stakeholder group is charged with building consensus and a unified approach to addressing the challenges of vehicular congestion and parking around the campus. Chaired by a senior member of the Swedish executive leadership team and vice chaired by a technical advisor, ITB membership was carefully cultivated to support frank discussion, consensus building, appropriate knowledge of transportation considerations, and, most important, transformation.

The ITB launched its work with several brainstorming sessions to develop strategies for short and long term improvement in campus CTR performance, with a special focus on reducing the impact of parking and traffic to members of the Squire Park community. Vigorous discussion at monthly meetings fleshed out these tactics, and many have since moved to operational status. Accomplishments to date include the creation and implementation of a vendor parking policy with progressive discipline, a dedicated staff member to monitor and influence employee and visitor off street parking, 3 transit screens, enhanced inter-campus shuttle service, funding of 3 Pronto stations, recruitment of additional Swedish and LabCorp transportation coordinators, and the use of technology such as LUUM to begin influencing employee and visitor transportation choices. Additionally, Swedish is pursuing an employee parking policy with progressive discipline and is engaged in active discussion with collective bargaining units to this end. Swedish implemented a Vendor Parking Policy that requires vendors to park in the garage and not in the neighborhood; if they are found parking in the neighborhood the vendor can lose their privileges to conduct business on the campus for up to one year.

Initiatives launched in 2014 that are expected to bear fruit in 2015 include the adoption of recommendations for developing a “Live Where You Work Program”, expansion of restricted parking zones and/or hours in the area around the campus, the development of a more robust Swedish transportation department, and additional integration of technology to discourage the use of single occupant vehicles. The focus for 2015 will be implementing agreed-upon strategies, with emphasis on measuring and reporting results to facilitate continual performance improvement.

### **Cherry Hill ITB Membership - 2014**

#### *Swedish Health System*

- Naren Balasubramaniam, Chief Human Resources Officer (Chair)
- Rick Armstrong, Manager, Financial Planning & Analysis
- Andy Cosentino, Vice President, Swedish Neuroscience Institute
- Karen Lee Kimber, Parking & Commuting Manager
- Kristine Kleedehn, Transportation Coordinator
- Sherry Williams, Community Affairs Director

#### *Cherry Hill Campus Employers & Service Providers*

- Eli Armistead, Republic Parking NW
- Jennifer Crowley, Sr. Property Manager, Sabey Corp (representing smaller tenants)
- Laura Larson, Sr. Vice President, Republic Parking NW
- Denise Matz, Human Resources Manager, Northwest Kidney Centers
- Stacie Cornwell, Transportation Coordinator, LabCorp

#### *Neighborhood Stakeholders*

- Bill Zosel, Resident
- Dylan Glosecki, Cherry Hill MIMP, Citizens Advisory Committee
- Selome Teshome, Business Owner

#### *Transportation Representatives*

- Mike Rimoin, Business Development Manager, Commute Seattle (Vice Chair)
- Gordon Clowers, Sr. Planning & Development Specialist, City of Seattle Department of Planning & Development
- Ref Lindmark, Transportation Planner, King County Metro
- Cristina Van Valkenburgh, Mobility Programs Manager, Policy and Planning Division, SDOT

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

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

Swedish Medical Center and Swedish Medical Group provides two zone bus passes (that are valid on 5 transit agencies including the Sounder train) and ferry passes to all employees, subsidizing 50% of the cost. Sabey subsidizes 100% of the cost; LabCorp 73%; and Northwest Kidney Center 55%.

While very costly, these subsidies provide an incentive for employees commuting to the Campus. Swedish has capped the employee monthly parking pass distribution to employees with a date of hire prior to 1990, unless needing their car for work or if in a manager or above position. Swedish and Sabey continue to fund and support the RPZ program around the campus. Swedish believes the effectiveness of the RPZ program is an important element to the success of the TMP program at the Cherry Hill Campus. Swedish has a Zipcar on each campus to allow employees to use to run errands during their lunch so they would not have to drive their vehicle to work.

One of the key measures of the success of the TMP Program is the CTR survey. Swedish Medical Center, Swedish Medical Group, LabCorp, Northwest Kidney Center and Sabey all complete CTR surveys every other year. In 2015, the reports will be aligned so that each entity is taking the survey in the same year.

The survey provides insights of the commuting habits of employees and is specific to the number of trips per week employees use SOV and non-SOV methods. Over the past ten years the survey results from those returning CTR surveys show the SOV rate between 43% and 55%. When the response rate is less than 70%, the survey results are adjusted by identifying the non-responding employees as 100% SOV commuters. This “fill in” adjustment to the survey results has a greater impact on years when the survey yields a lower response rate.

<b>Year CTR Surveyed</b>	<b>Organization</b>	<b># CTR affected employees</b>	<b>SOV (Drive Alone)</b>	<b>Non-SOV (Alternate Mode)</b>
2013	Swedish Medical Center	606	56%	44%
2014	Swedish Medical Group	335	63%	37%
2013	LabCorp	218	52%	48%
2014	Sabey	73	56%	44%
2014	NW Kidney Center	47	82%	18%
	<b>Total Campus</b>	<b>1279</b>	<b>58%</b>	<b>42%</b>

The SOV goal of 50% is the same for all parties. As part of the Major Institution Master Plan currently being developed, new elements to the TMP were developed in 2014 and are part of the draft master plan concept.

**B. Status of each goal and objective:**

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

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

Additional Program Requirements:

1. Establish and continuously maintain for the duration of this Agreement a Building Transportation Coordinator (BTC) to implement this TMP.  
*Action:* Ongoing compliance.
2. Provide on request to all Cherry Hill employees a transit pass to commute to work at a minimum 50% discount of the peak hour rate or the maximum allowed for a Federal subsidy (whichever is lower).  
*Action:* Swedish Medical Center currently provides 50% transit pass subsidy to all employees.
3. Provide parking in a preferential location for carpools or vanpools. Carpools of two people shall receive a parking discount equal to at least fifty percent of the lowest monthly parking rate charged for a parking space on campus. Carpools of three or more and vanpools shall park on campus at no charge.  
*Action:* Ongoing compliance. Carpools/vanpools select parking locations with BTC. Two people carpools subsidy greater than 50%. **Vanpools are 100% subsidized.** Provide off-street parking for Cherry Hill employees commuting in SOV's at a monthly parking fee equal to or greater than the then current public transit authority's market rate for peak period one-zone transit passes.  
*Action:* Ongoing compliance. Current monthly on-site parking fees are greater than the current public transit authority's market rate for peak period one-zone transit passes. Day shift monthly parking is not available for Swedish employees unless their vehicle is needed for work or their hire date is prior to 1990.
5. Continue to provide weather-protected, secure bicycle racks at no charge to Cherry Hill Building Employees at a preferred location on campus. The design of any additional or new bicycle racks shall be consistent with guidelines provided by the Seattle Engineering Department Bicycle Coordinator. Bicycle parking shall be out of major pedestrian pathways.  
*Action:* Ongoing compliance. Cherry Hill currently provides 26 bicycle spaces in racks located in the Parking Garage and adjacent to the Jefferson and James Towers. The Surgery/Entry Addition (Project IV) provides an additional 52 bicycle spaces for a campus total of 78 bicycle spaces. Bike lockers are provided in the Plaza garage.
6. Pay the costs for Residential Parking Zone (RPZ) stickers for residents residing in the vicinity of Cherry Hill and directly impacted by Cherry Hill, and pay a portion of the cost for RPZ's for those areas impacted by Cherry Hill, Seattle University and other employers, up to a maximum of one sticker for each adult automobile driver residing in a residential unit in said area and one visitor sticker per residential unit. Cherry Hill shall not provide Cherry Hill employees with RPZ stickers unless the employees are residents within the Cherry Hill boundaries or within the area of the RPZ  
*Action:* Ongoing compliance. Swedish and Sabey split the cost of 100% RPZ for areas affected by the Campus as well as 50% of RPZ for areas affected by the Campus and Seattle University.
7. Encourage and support alternative work schedules including flex time, compressed work weeks and staggered work hours to reduce the amount of traffic generated by Building Employees during peak commute hours of the day, to the extent possible without compromising institutional service requirements.  
*Action:* Ongoing compliance. Swedish Medical Center encourages alternate work schedules and flex times when appropriate. A number of clinical work schedules are 10-12 hour shifts. Swedish has moved a number of support positions off the Cherry Hill Campus.

**Action taken in 2015:**

The Institution's final Citizen Advisory Committee (CAC) meeting was held in March 2015 on development of the new Major Institution Master Plan. Agendas and minutes from the meetings along with the CAC's final report are available on the City of Seattle's Department of Neighborhoods website.

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  - B. Leasing Activity to Non-Major Institution Uses: None. All leasing activity is in compliance with the criteria established by the MIMP and governing SMC regulations. For example, new tenants with tenant improvement construction requirements are reviewed by DPD during the building permit approval process to ascertain compliance with this statement of use.
- II. Major Institution Development Activity Outside but within 2,500 feet of the MIO District Boundary
  - A. Land and Building Acquisition during the Reporting Period: None
  - B. Leasing Activity During the Reporting Period: None
  - C. Progress in Meeting Transportation Management Program (TMP) Conditions

The Cherry Hill Integrated Transportation Board (ITB), formed in July 2014, continued to meet monthly throughout 2015.

ITB 2015 Milestones:

- Vendor parking policy – implemented; enforcement ongoing.
- Employee parking policy – SEIU contract negotiations concluded September 2015 with a four year contract. Swedish is continuing its efforts toward an employee parking policy with progressive discipline and is engaged in active discussion with collective bargaining units to this end.
- Transportation Ambassador Program – a dedicated staff member was hired February 2015 to support all employers on campus. A Swedish branded electric assist bicycle and an electric vehicle were procured April 2015 to further monitor and influence employee, vendor and visitor off street parking. Attended Commute Seattle Vancouver, CA protected bike lane study group tour in October 2015.
- Community Events – increased presence throughout community with transportation messaging (i.e. Hop Scotch the Central District; Squire Park Summer BBQ and quarterly meetings; Seattle Brain Cancer Walk).
- New Employee Orientations – Swedish enhanced transportation communications for new employee on boarding with more staff and helpful documents such as transit maps, route mapping, instant ORCA sign ups and ride match ups. Additional employee benefits tabling at First Hill and Cherry Hill.
- Restricted Parking Zones – the East and West side of 22<sup>nd</sup> Ave between Cherry Street and Columbia Avenue are in the process of being added to the current RPZ program; a result of the visibility of the Transportation Ambassador electric vehicle roaming the neighborhood and outreach with near neighbors interested in pursuing RPZ options. The institution continues to work with SDOT to analyze further expansion of the program and/or revised hours in the area around the campus.
- Transit screens – three screens added on campus in March 2015; ongoing.

- Inter-campus shuttle service – Swedish added two more shuttle routes April 2015 bringing caregivers from Coleman Ferry Dock and King Street Station additional transit options.
- Pronto Bike Stations – funding has been approved; awaiting City timeline for implementation; anticipate 2017 roll out.
- Swedish Bike Committee – Swedish formalized a cycling team across campuses and has increased awareness, communication and participation in several events (i.e. Bike to Work Month; Light Your Ride).
- LUUM – Swedish executed an agreement with LUUM in August 2015. The additional integration of technology will further the institutions mission of discouraging the use of single occupant vehicles. Anticipate a summer 2016 launch of all Swedish employees with LabCorp and other small tenants on campus following closely behind. Parking garage equipment replacement is planned for installation in alignment with LUUM implementation to further enhance system capabilities.
- Live Near Work Program – ongoing analysis of program feasibility. Swedish retained an outside consultant, U3 Ventures, and received recommendations for an incentive program.

### **Cherry Hill ITB Membership - 2015**

#### *Swedish Health System*

- Craig Munos, Chief Marketing & Communications Officer (Chair)
- Rick Armstrong, Manager, Financial Planning & Analysis
- Andy Cosentino, Vice President, Swedish Neuroscience Institute
- Karen Lee Kimber Westling, Parking & Commuting Manager
- Kristine Kleedehn, Transportation Coordinator
- Sherry Williams, Community Affairs Director

#### *Cherry Hill Campus Employers & Service Providers*

- Aron Garavaglia, Republic Parking NW Manager; Swedish/Sabey Transportation Ambassador
- Eli Armistead, Republic Parking NW
- Laura Larson, Sr. Vice President, Republic Parking NW
- Jennifer Crowley, Sr. Property Manager, Sabey Corp (representing smaller tenants)
- Denise Matz, Human Resources Manager, Northwest Kidney Centers
- Kristine Thomas, HR Specialist, LabCorp

#### *Neighborhood Stakeholders*

- Bill Zosel, Near Neighbor
- Dylan Glosecki, Cherry Hill MIMP, Citizens Advisory Committee, Near Neighbor
- Selome Teshome, Business Owner

#### *Transportation Representatives*

- Mike Rimoin, Business Development Manager, Commute Seattle (Vice Chair)
- Gordon Clowers, Sr. Planning & Development Specialist, City of Seattle DPD
- Ref Lindmark, Transportation Planner, King County Metro
- Cristina Van Valkenburgh, Mobility Programs Manager, Policy and Planning Division, SDOT



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

The next CTR survey will align all four survey groups for the first time (Swedish Medical Center, Swedish Medical Group, LabCorp and Sabey which includes NKC) and is scheduled for completion May 2016.

The SOV goal of 50% is the same for all parties. As part of the Major Institution Master Plan currently being developed, new elements to the TMP were developed in 2015 and are part of the draft master plan concept.

**Transportation Management Program - Comparison of Current TMP, Proposed TMP and 2015 Update**

Element	Current TMP	Proposed TMP	2015 Update
<b>Transit</b>	<ul style="list-style-type: none"> <li>• Subsidize 50 percent of transit pass cost including ferry, rail</li> </ul>	<ul style="list-style-type: none"> <li>• Provide all tenants with access to a 50 percent subsidy of transit pass cost including ferry, rail</li> <li>• Engage with tenants to inform about employee transportation benefits and options</li> </ul>	<ul style="list-style-type: none"> <li>• Continued compliance; all employees on the campus have access to a 50% transit subsidy through the ORCA Passport program</li> <li>• Ongoing Transit Seminars, Fairs and email/newsletter communication efforts</li> </ul>
<b>High Occupancy Vehicle (HOV)</b>	<ul style="list-style-type: none"> <li>• Preferred parking carpool/vanpool</li> <li>• Parking cost for carpools for two people subsidized 50%</li> <li>• Carpools of three or more and Vanpools subsidized 100%</li> <li>• Rideshare Online Network</li> </ul>	<ul style="list-style-type: none"> <li>• Preferred location for carpool and vanpool parking</li> <li>• Create a parking rate structure that incentivizes vanpools and carpools</li> <li>• Provide free vanpool parking for tenants</li> <li>• Facilitate rideshare match-ups for carpool and vanpool</li> <li>• Encourage cooperation among tenant companies to promote vanpools and carpools</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing compliance; established preferred parking for carpools and vanpools; carpools of two subsidized 50% and carpools/vanpools of three or more subsidized 100%; continuing efforts for rideshare matching</li> <li>• Swedish and LabCorp continue to promote cross-company rideshare match-ups for carpool and vanpool options</li> </ul>

Element	Current TMP	Proposed TMP	2015 Update
<b>Bicycle</b>	<ul style="list-style-type: none"> <li>• Weather-protected, secure bicycle racks at no charge to Cherry Hill employees at preferred locations</li> <li>• Shower accessibility in most cases</li> <li>• Bike lockers for a fee</li> </ul>	<ul style="list-style-type: none"> <li>• Weather-protected, secure bicycle racks at no charge to Cherry Hill employees at preferred locations</li> <li>• Shower accessibility</li> <li>• Bike lockers for a fee</li> <li>• Promote bicycle amenities</li> <li>• Signage indicating bike parking locations</li> <li>• Provide access to basic bike tools. Provide access to a bikeshare system when available</li> </ul>	<ul style="list-style-type: none"> <li>• Achieved; weather protected bicycle racks and secure bicycle lockers available at no charge; showers are accessible</li> <li>• Transportation Fairs and seminars promoting bicycle amenities and incentives</li> <li>• Signage in place for bike parking locations</li> <li>• Pronto bikeshare program approved - anticipated installation in 2017</li> </ul>
<b>Parking</b>	<ul style="list-style-type: none"> <li>• Monthly parking rate set equal to or greater than the current King County Metro rate for peak period one-zone transit passes</li> <li>• Monthly parking is currently available only to employees hired prior to 1990 or if the vehicle is needed for work</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly parking rate set equal to or greater than the current King County Metro rate for peak period one-zone transit passes</li> <li>• Monthly parking restricted to key employees</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing compliance – monthly parking rate is set greater than KCM peak period one-zone transit pass and monthly parking is restricted to only eligible employees</li> <li>• LUUM agreement with Swedish executed – anticipated launch summer 2016</li> </ul>

Element	Current TMP	Proposed TMP	2015 Update
<b>Neighborhood Parking Reduction</b>	<ul style="list-style-type: none"> <li>• Subsidize the cost of the RPZ stickers for areas surrounding the campus</li> </ul>	<ul style="list-style-type: none"> <li>• Subsidize the cost of the RPZ stickers for areas surrounding the campus</li> <li>• Improve wayfinding signs to direct vehicles to on-campus parking</li> <li>• Engage with employees to discourage neighborhood parking</li> <li>• Regular contact with City parking enforcement to encourage patrolling</li> <li>• Regular meetings with community representatives to evaluate progress, communicate issues, consider solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing compliance; Swedish/Sabey cover the RPZ program expense for the Squire Park neighborhood</li> <li>• Regular contact with SDOT and community representatives achieved through the Integrated Transportation Board efforts</li> </ul>

<p><b>Other</b></p>	<ul style="list-style-type: none"> <li>• Building Transportation Coordinator</li> <li>• Intercampus shuttle between Cherry Hill, First Hill, and Metropolitan Park office buildings</li> <li>• Guaranteed ride home</li> <li>• Provide flex-car on campus</li> <li>• Telecommuting for some employees</li> <li>• Special taxi service for 10-12 hour shift employees that use transit</li> <li>• Encourage and promote alternative work schedules, where possible</li> <li>• Free taxi service to physicians that travel between First Hill and Cherry campuses</li> </ul>	<ul style="list-style-type: none"> <li>• Building Transportation Coordinator</li> <li>• Intercampus shuttle between Cherry Hill, First Hill and Metropolitan Park office buildings</li> <li>• Guaranteed ride home</li> <li>• Provide car-sharing options on campus (e.g., ZipCar)</li> <li>• Telecommuting for some employees</li> <li>• Special taxi service for 10-12 hour shift employees that use transit</li> <li>• Encourage and promote alternative work schedules, where possible</li> <li>• Continue to work with City to address misuse of handicapped parking placards</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing compliance; all major employers on the campus have a Transportation Coordinator as well as the newly established Transportation Ambassador program initiated in 2015</li> <li>• Ongoing compliance; guaranteed ride home through ORCA Passport program, two ZipCars available; telecommuting program; taxi service for 10-12 hour shifts and encouraging alternative work schedules</li> </ul>
<p><b>Marketing</b></p>	<ul style="list-style-type: none"> <li>• Conduct one to three transportation fairs per year on-campus to promote trip reduction programs</li> </ul>	<ul style="list-style-type: none"> <li>• Actively engage and promote alternatives through transportation fairs and other promotional opportunities to promote trip reduction programs</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing compliance; transportation fairs, bike to work month promotion, organized bike teams and do it yourself station</li> </ul>
<p><b>Element</b></p>	<p><b>Current TMP</b></p>	<p><b>Proposed TMP</b></p>	<p><b>2015 Update</b></p>