

MEMORANDUM

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Date: February 14, 2020

Subject: Transportation Demand Management Plan
SSM Health Dean Medical Group – 1201 Fish Hatchery Road, Madison, WI

Kimley-Horn and Associates, Inc. (Kimley-Horn) was retained by Hammel, Green and Abrahamson, Inc. (HGA), on behalf of SSM Health, to evaluate traffic impacts related to the proposed redevelopment of the SSM Health Dean Medical Group clinic located at 1313 Fish Hatchery Road in Madison, Wisconsin. The subject site is generally bound by Fish Hatchery Road to the West, High Street and South Street to the East, Midland Street to the North, and Wingra Drive to the South, and includes the existing clinic and surrounding SSM Health parking lots. A site plan is provided as **Attachment A**. This memorandum documents bicycle, pedestrian, and transit connections currently available to the area and how users of the site will access those connections. It includes recommendations for transportation demand management strategies that SSM Health plans to implement on the site, including providing bike parking, B-cycle stations, and kiosks with information for transit and bicycles. In addition, the memorandum includes recommendations for transportation demand management strategies for SSM Health to investigate for implementation.

Commitment

SSM Health is committed to supporting TDM programs that encourage employees choose alternate modes of travel and welcomes the opportunity to partner with the City of Madison to implement and encourage TDM strategies for the new South Madison clinic. The development of a TDMP for the site was requested by City of Madison staff and was included as a recommendation in the *Traffic Impact Evaluation* report completed for the site by Kimley-Horn in November of 2019. The recommendations in this TDMP are intended to reduce single occupancy vehicle (SOV) trips to/from the site with a long-term stretch goal of achieving a 30% non-motorized mode split for employee travel to/from the clinic. As part of the development process, SSM Health will ensure that the infrastructure improvements supporting alternate modes are implemented in and around the site. SSM Health will designate a TDM point of contact for the City who will be designated for coordinating with the City for on-going and future TDM activities for the clinic. In addition, as requested by the City of Madison, SSM Health will complete follow-up

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mode share surveys at the site for up to five years after the clinic opens to assist the city in monitoring the success of TDM activities implemented for the clinic. Upon the opening of the new facility, SSM Health welcomes the partnership of the City of Madison to guide, promote, and monitor TDM activities at the SSM Health – South Madison Campus.

Multimodal Connections

The development site currently has access to public transit options near the site. There are also nearby bicycle and pedestrian trails, which are accessible from the site. **Attachments B, C, and D** display the existing bicycle/pedestrian paths, existing and planned B-cycle stations, and existing Metro Transit routes and bus stop locations.

PEDESTRIAN

The clinic is located in a walkable urban residential environment. As shown in **Attachment B**, there is a dense network of sidewalks in the study area, and sidewalks are present on all the roadways surrounding the site. Crossing locations surrounding the site are currently provided at the intersections of Fish Hatchery Road and Midland Street, Fish Hatchery Road and Spruce Street, Fish Hatchery Road and Appleton Road. Additionally, a midblock crossing is currently present on South Street at the existing site to support visitors and employees to access the site from the parking lot on the east side of the facility. All the surrounding streets have sidewalks. The residential nature and pedestrian infrastructure in the neighborhood have the potential to encourage walk trips to and from the site.

As shown in the site plan provided as **Attachment A**, the redevelopment of the clinic will facilitate the extension of Cedar Street from Fish Hatchery Road to Park Street (abandonment of Appleton Road), improving the existing grid structure that surrounds the site. As part of the roadway extension, the crosswalk at Fish Hatchery Road and Appleton Road will be relocated north and new signalized intersections will be installed in conjunction with the new east-west roadway at Fish Hatchery Road and Park Street. Sidewalks and pedestrian crosswalks will be provided on the new roads internal to the site, providing adequate pedestrian accessibility within and to/from the site.

BICYCLE

The site is well-situated to promote bicycling as a viable mode of transportation. Existing bicycle paths near the site are shown in **Attachment B**. Wingra Creek Bike Path provides access to the site from the south via a South Street and the west via Midland Street, two low-speed roadways. Olin Avenue bike lanes provide access near the site from the east and Brooks Street, a low-speed neighborhood street, and a wide shoulder on Fish Hatchery Road provide access to the site from the north. As shown in Attachment D, one B-cycle station is located within a ½ mile radius of the site. SSM Health is open to a new B-cycle station within the SSM Health development.

TRANSIT

Transit service in the project area is a strong asset, as Metro Transit has multiple routes that serve the development site area. As shown in **Attachment D**, the following transit routes have bus stop locations immediately adjacent to the development site: 4, 5, 13, 44, 47, 48.

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Descriptions for each route are provided below and detailed bus schedule information is provided in **Attachment E**.

Proximate Transit Routes

Route 4 is a local route serving Fish Hatchery Road, St. Mary's Hospital, Mills Street, UW Campus, State Street, Capitol Square, Jenifer Street, and Commercial Avenue areas. The route includes weekday service at 30-minute intervals between 5:30am-6:30pm and one-hour intervals between 6:30pm-midnight. Additionally, the route includes weekend and holiday service at one-hour intervals between 6:30am-11pm, with Sunday service beginning an hour later, at 7am. It provides access to the site via bus stops along Fish Hatchery Road including bus shelters at the northbound stops at Midland Street and Appleton Avenue.

Route 5 is a local route serving Park Street, UnityPoint Health - Meriter Hospital, W. Washington Avenue, Capitol Square, Johnson-Gorham, East HS, and Milwaukee Street areas. The route includes weekday service at 30-minute intervals between 5:20am-6pm and one-hour intervals between 6pm-midnight. Additionally, the route includes weekend and holiday service at one-hour intervals between 6am-10:45pm on Saturday, 7:30am-10:45pm on Sunday, and 7:30am-7:15pm on holidays. It provides access to the site via bus stops along Park Street.

Route 13 is a local route serving Park Street, Bram Street, Ardmore Drive, Alliant Energy Center, Olin Avenue, Goodman Park, and Unity Point Meriter Hospital areas. The route includes peak weekday service at 30-minute intervals between 5:40am-8:30am and 2:30pm-6:30pm and non-peak weekday service at one-hour intervals between 8:30am-2:30pm and 6:30pm-midnight. Additionally, the route includes weekend and holiday service at one-hour intervals between 6:30am-10pm on Saturday, 7:30am-10pm on Sunday, and 7:30am-7pm on holidays. It provides access to the site via bus stops along Park Street.

Route 44 is a local route serving Park Street, Olin Avenue, St. Mary's Hospital, Mills Street, UW Campus, Observatory Drive, and UW Hospital areas. The route includes peak weekday service at 30-minute intervals between 6:15-9:45am in the northbound direction and 2:45-6:15pm in the southbound direction. It provides access to the site via bus stops along Park Street.

Route 47 is a local route serving Greenway Cross, S. Beltline Frontage Road, Grandview Blvd, Cahill Main, Fish Hatchery Road, UnityPoint Health - Meriter Hospital, Park-Regent/ W. Washington Avenue, State Street, and UW Campus areas. The route includes peak weekday service at 30-minute intervals between 6:15am-9:30am and 3pm-6pm. It provides access to the site via bus stops along Fish Hatchery Road including bus shelters at the northbound stops at Midland Street and Appleton Avenue.

Route 48 is a local route serving University Avenue, UW Campus, UnityPoint Health - Meriter Hospital, and Park Street areas. The route includes peak weekday service at 30-minute intervals between 6:45-8am in the southbound direction and 4:30-6pm in the northbound direction. It provides access to the site via bus stops along Park Street.

TDMP Strategies

The following sections describe Kimley-Horn's recommended transportation demand management strategies for the proposed SSM Health South Madison redevelopment. The

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majority of the recommended strategies focus on employee travel to/from the clinic. The large majority of the planned infrastructure improvements will benefit both patients and employees.

A survey conducted on October 3, 2018 revealed that 52.5% of respondents would consider occasionally using an alternative mode and chose carpool, Metro Transit bus, and rideshare as their top three preferred alternative modes to driving alone. These survey results helped inform the below recommended strategies. Due to the service-oriented nature of the clinic's operations, flexible work schedules are not able to be implemented for employees at the site. A summary of the results of the 2018 mode share survey conducted at the existing clinic is attached as **Attachment F**.

TDM POINT OF CONTACT

SSM Health will designate a TDM point of contact the clinic¹. The point of contact will coordinate the following activities in cooperation with the City of Madison:

- Serve as the liaison to the Madison Traffic Engineering and Planning Departments regarding the TDMP, including providing City of Madison staff with updated contact information if the point of contact were to change.
- Identify a point of contact to serve as the liaison to the WisDOT RIDESHARE Coordinator and update contact information if the liaison were to change.
- Collect and report performance metrics to the City, as requested, no more than on an annual basis (metrics are defined in the *Performance Metrics* section of this document) for up to five years.
- Coordinate the implementation of recommended site wide infrastructure and internal infrastructure TDM strategies as outlined herein and within the project plans.
- Share TDM recommendations with appropriate administrative staff to investigate implementing internal programs

RECOMMENDATIONS FOR CITY

The following items are recommended for the City to investigate for implementation near the clinic:

- In coordination with the City, relocate the Park Street at Midland Street bus stop (stop ID: 0107) closer to the crosswalk at Olin Avenue to promote bus riders crossing at a signalized location.
- Bus Shelter for the southbound bus stops on Fish Hatchery Road at Midland Street (stop ID: 0146).

¹ SSM Health is committed to reducing healthcare costs as much as possible for its patients. As a non-profit organization, any increases in operating costs for the clinic must be directly passed along to its patients. Due to existing challenges associated with reducing healthcare costs as a result of healthcare cost increases across the nation, SSM Health is only able to hire direct-contact employees (or patient-oriented employees) and will not be able to hire a dedicated staff member to specifically oversee TDM activities.

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SITE WIDE INFRASTRUCTURE

The following items are being investigated for incorporation into the site as part of the development process:

- At least one Madison B-cycle station on the development site.
- Dedicated area for outdoor bike parking and a bicycle air / repair station.
- Dedicated parking for designated rideshare users (vanpool) as needed.
- Dedicated parking stalls for a car sharing program (e.g. Car2Go, HOURCAR, Zipcar).
- Dedicated parking stalls and charging stations for e-vehicles.

INTERNAL INFRASTRUCTURE

The following items are being investigated for incorporation within the clinic as part of the building design process:

- On-site shower and personal locker facilities for employees.
- Shared amenities for employees including, umbrellas, rain jackets, and other items available to facilitate midday walking trips during inclement weather.
- Transit and bicycle information at the entrances of the clinic.

INTERNAL PROGRAMS/STRATEGIES

The following programs/strategies will be evaluated by SSM Health for implementation at the clinic:

- Options to provide transit subsidies to employees to reduce the cost of transit by offering prepaid or discounted transit passes for those who are interested in commuting by bus (occasionally or regularly).
 - Cost sharing can be done in various ways, including employer subsidized, transit agency subsidized, shared cost partnerships or variations of each.
 - Federal tax law allows employees to receive a transit subsidy (to an IRS maximum) without incurring tax liability for the benefit, and Wisconsin offers employers tax credits for offering commuting options.
- Providing orientation information to employees detailing ways to reduce vehicle travel, including information on nearby transit and bicycle/pedestrian facilities and amenities. Orientation packets can include the following:
 - Transit passes or a pre-loaded transit card. These passes will promote trial or guest use of the local transit system.
 - Information on Wisconsin's Rideshare Program, RIDESHARE, etc. To encourage and match commuter carpools and vanpools since the work destination is a commonality.
 - Information on the Guaranteed Ride Home program provided through RIDESHARE, etc. The program offers a backup / emergency ride home from

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work to employees who regularly travel to work via carpool, vanpool, mass transit, or bicycle for up to six times per year.

- Information on car sharing programs (e.g. Car2Go, HOURCAR, Zipcar), including the location of the designated parking spaces for these vehicles near the site, as well as shared car parking instructions.
- Providing space for the City (or another entity) to hold up to two (2) sessions per year where Madison Metro, RIDESHARE, etc., B-Cycle, and shared bike and car providers can come to the site to conduct a commuter fair and educate employees on commuting options.
- Promoting biking as a mode of transportation to and from the clinic.
- Promoting Wisconsin's Rideshare Program, RIDESHARE, etc. to encourage and match commuter carpools, vanpools, and bike buddies since the work destination is a commonality.
- Promoting the Guaranteed Ride Home program provided through RIDESHARE, etc. The program offers a backup / emergency ride home from work to employees who regularly travel to work via carpool, vanpool, mass transit, or bicycle for up to six times per year.

EXPANSION

As the tele-health industry continues to grow, it is anticipated that some patients, that would otherwise travel to the clinic, may be able to be seen for initial appointments via a remote service. It is not anticipated that this will reduce trips to the site; however, it will allow for the clinic to increase appointments without added patient trips.

Performance Metrics

For the first five years after the new clinic is opened, the TDM point of contact will collect the following information annually at the request of City of Madison staff:

- Summary of TDM strategies that occurred within the previous calendar year for the clinic
- List of on-going strategies currently being implemented at the clinic
- Number of attendees that attended commuter fairs held at the clinic
- Estimated number of prepaid or discounted transit passes distributed
- Summary of mode share survey results for SSM Health

A summary of the results of the 2018 mode share survey conducted at the existing clinic, including the questions used in the share survey, is attached as **Attachment F**. For future surveys, it is recommended that questions 13 and 14 are modified to require additional information if respondent selects "other." An additional question should be added to the survey asking SSM Health employees if transportation options influence their decision to seek employment at or remain to retain their employment at the clinic.

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TDM Resources

The following transportation demand management resources are available for multimodal transportation options and transportation demand within the City of Madison.

- **Madison Metro Transit:** <http://www.cityofmadison.com/metro/>
- **Madison B-cycle:** <https://madison.bcycle.com/>
- **Healthy Air, Dane County Clean Air Coalition's "Employer's Guide to a Commute Solutions Program":** <http://www.healthyairedane.org/pdf/CommutingSolutionsGuide.pdf>
- **RIDESHARE, etc.:** <https://www.rideshareetc.org/rp2/Home/Home>
- **City of Madison Transportation Demand Management Objectives and Policies:** https://www.cityofmadison.com/dpced/planning/transportationmasterplan/documents/System2_TDM.pdf
- **Madison Area MPO Rideshare Information for Employers:** <http://www.madisonareampo.org/rideshare/foremployers.cfm>
- **Wisconsin DOT Commuter Benefit Program Information for Employers:** <http://wisconsin.gov/Pages/travel/road/rideshare/employer.aspx>

Attachments

The following attachments are included to supplement this memorandum:

- A. Site Plan
- B. Circulation Diagram – Bicycle & Pedestrian
- C. Circulation Diagram – Public Transit
- D. Bus Schedules for Routes near the clinic
- E. SSM Health - Mode Share Survey (2018)