

Appendix J2 City of Hope Memorandum

Appendices

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MEMORANDUM

Date: June 17, 2016

To: City of Duarte and Fehr & Peers

From: City of Hope

Re: **Responses to Fehr & Peers Population Data Collection Request dated 4/13/16**

BACKGROUND

The Walker Parking Study (WPS) submitted with City of Hope's application materials used existing data compiled from City of Hope (COH) on February 13, 2014—the day Walker surveyed the parking supply inventory at the COH campus (the “Survey Day”)—as a basis to develop parking demand ratios for various user groups considered to be representative of the overall parking demand at the campus. (WPS at p. 14.)

The Survey Day activity data included (1) the inpatient bed census for that day; (2) outpatient visits for the entire campus; (3) total number of employees at the campus on that day, including (i) the total number of individuals employed by COH on a full-time basis on that day; (ii) the total number of individuals employed by COH on a part-time basis on that day; and (iii) the total number of non-employee “contractors” to COH; and (4) the total number of physicians employed by COH as of that day (noting that these physicians were likely not all on campus at the same time). (WPS at pp. 21-22.)

To model the number of parking spaces required to meet parking needs of all patrons at the COH campus, the parking occupancy at the campus on the Survey Day was compared to these user group statistics. (WPS at p. 22.) Walker developed parking demand ratios for each user group. (WPS at pp. 22-23.) Then, to assess the parking impacts of the project, Walker developed a “Design Day,” which represents the 95th percentile level of parking demand, equivalent to a very busy day that may occur once or twice a month. (WPS at p. 23.) To develop this Design Day, Walker obtained 365 days of outpatient activity and bed census data from COH, and selected the 12th busiest weekday of the year. (WPS at pp. 23-24 & Table 14.)

The user groups for which Walker developed parking demand ratios to assess the Project's parking impacts included: (1) Visitor/Patient (Outpatient Visits and Average Daily Bed Census); (2) Overnight Hospitality (residences – the 40 short-term stay hospitality units currently maintained at the COH campus); (3) Employees (full-time, part-time, and contractors); and (4) Physicians. (WPS at pp. 22-24.) As such, these user groups include all of the seven categories of population identified by Fehr & Peers in the April 13, 2016, memorandum.

REVISED WALKER PARKING STUDY

In reviewing the questions provided by Fehr & Peers, as well as the data provided to Fehr & Peers for November 17-19, 2015, COH noticed that there may have been some incorrect data

used in the WPS. COH went back and looked at the underlying assumptions and data used in the WPS, and determined that there was some over-counting of outpatient visits and the number of contractors on the Survey Day.

First, with respect to outpatient visits, COH determined that it had been counting the number of appointments per day, rather than the number of visits per day. Some outpatients come to the COH campus for multiple appointments in one day, although those appointments should only count as one individual visit. COH went back to the underlying data and determined the number of individual outpatient visits on the Survey Day as well as the November 17-19, 2015, days (for Fehr & Peers). COH sent the revised Survey Day data to Walker, and Walker has revised the WPS to account for the corrected data.

Second, with respect to “contractors,” which are discussed further below, the WPS used the number of 2,104 contractors as part of the employee user group category. Walker obtained that information from COH. In reexamining this information, COH determined that the 366 of these contractors were also counted as the 366 physicians in a separate user category. Thus, the WPS double-counted physicians in the contractor group, overinflating the number. In addition, COH determined that 750 of the contractors included in the 2,104 number were “vendors,” the vast majority of whom do not come to the COH campus on a regular basis. As such, based on COH’s experience with vendors at the campus, Walker has revised the WPS to assume that only 10% of vendors (75 of the 750 on the Survey Day) would have been potential regular visitors to the campus.

COH is providing the City and Fehr & Peers with a revised WPS (“Revised WPS”) that addresses these issues.

RESPONSES TO FEHR & PEERS’ QUESTIONS

The below responds to the questions in Fehr & Peers’ April 13, 2016, memo:

1. *How do the 7 categories identified in the Walker Parking study relate to the in-patient and out-patient information provided to Fehr & Peers for November 2015?*

Response: As noted above, the Average Daily Bed Census and Outpatient Visits for the 2015 Design Day in the WPS were established by Walker collecting 365 days of outpatient activity and bed census data from COH (between February 14, 2013, and February 13, 2014, which was the “Survey Day” for the WPS), and then selected the 12th busiest weekday of the year. The daily inpatient count between November 17-19, 2015 is generally consistent with the Average Daily Bed Census for the 2015 Design Day provided in the WPS.

Similar to outpatient visits for the Survey Day, COH also determined that the outpatient information provided to Fehr & Peers for November 17-19, 2015, incorrectly counted the number of appointments per day rather than individual visits. The below represents corrected information for the those days:

November 17, 2015: 903 outpatient visits
November 18, 2015: 847 outpatient visits
November 19, 2015: 860 outpatient visits

The total outpatient count between November 17-19, 2015 is higher than Walker's calculation of outpatient visits. This is because outpatient visits increased at the campus from the period of time Walker collected data for the campus and November 2015.

2. *How do the 7 categories identified in the Walker Parking study relate to the employee information provided to Fehr & Peers for November 2015?*

Response: Walker's 2015 Design Day included 5,104 "employees" – consisting of full-time employees, part-time employees, and contractors. As noted above and in the WPS, as of February 13, 2014, 2,436 of those 5,104 employees were full-time employees, 564 of those employees were part-time employees, and 2,104 of those employees were considered contractors. As noted above, the "contractor" number was overinflated, and the Revised WPS includes a lower number for contractors to reflect the actual number of contractors that would have been considered regular visitors to the campus on the Survey Day.

The data provided to Fehr & Peers for November 17-19, 2015, showed between 3,633 to 3,634 total employees at the campus. This consisted of between 3,080 and 3,081 full-time employees and 552 to 553 part-time employees. The numbers did *not* include contractors.

3. *How do the 7 categories identified in the Walker Parking study relate to the previous employee zip code information provided to Fehr & Peers for November 2015?*

Response: City of Hope is not aware of employee zip code information being provided to Fehr & Peers. Can Fehr & Peers provide more details about this? We would be happy to discuss this issue with you further.

4. *What are contractors? What role do they play on the City of Hope campus?*

Response: Contractors, as that term was used for the WPS, consist of full and part-time individuals working for COH as independent contractors, as opposed to employees. They include cafeteria staff, pharmaceutical monitors, medical center students and trainees, instructors, consultants, and others not considered employees.

5. *What are residents? What role do they play on the City of Hope campus?*

Response: for the WPS, residents are the individuals staying in the short-term hospitality units along Duarte Road. There are currently 40 such units on the campus. As noted in the draft specific plan that COH provided with its entitlement application, Hospitality uses are defined as "short-term lodging for patients, Campus guests, and others, including hotel and other similar short-term accommodations."

6. *What was the number of each type of person employed on or visiting the City of Hope campus on each day from November 17th to November 19, 2015?*

Response:

	11/17/2015	11/18/2015	11/19/2015
a. Inpatient	174	175	179
b. Outpatient	903	847	860
c. Full-Time Employees	3,081	3,080	3,080
d. Part-Time Employees	552	553	553
e. Contractors	1,310	1,310	1,312
f. Physicians	418	418	418
g. Residents	40	40	40

7. *What is the projected number of each type of person employed on or visiting the City of Hope campus for the future build out date?*

Response: Please see Table 32 on page 46 in the Revised WPS.