

Case Study of



The Northwest's largest pediatric medical and research center, Seattle Children's Hospital needed creative solutions to manage employee commuting and parking and capture lost revenue.

With the help of a dynamic commuter management system designed by Goose, the hospital has improved its bottom line while encouraging and rewarding the use of alternative transportation.

"Goose delivered a really perfect package."

— **Paulo Nunes-Ueno**,
Director of
Transportation

Improved Shuttle Security

Seattle Children's is a secure facility where employees are used to swiping and showing their identification badges frequently at work to protect patient privacy and safety.

Deploying a system where "badging" also works on shuttles and at parking gates was an easy transition for SCH employees. Connecting the onboard systems to a remote server replaced tedious and burdensome manual data-entry and allowed for accurate reporting and system planning.

Introduction

One of the top ten children's hospitals in the country and the pediatric referral center for four Western states, Seattle Children's Hospital not only provides excellent patient care but conducts leading-edge pediatric research in conjunction with nearby University of Washington. Long recognized for its efforts to reduce drive-alone commuting and encourage alternative transportation, Seattle Children's must carefully manage commute patterns, parking ratios, and attendant costs in order to meet growing demand while also respecting the residential neighborhood adjacent to the hospital.

Challenge

Thanks to vigorous growth, Seattle Children's was looking at a major expansion of its facilities. That meant a pressing need to collect all appropriate parking fees; encourage and reward alternative commutes via public transportation, carpool, vanpool, bike or walk; and accurately capture data on actual use and trends in order to fulfill goals set out in the hospital's Transportation Management Plan. Seattle Children's was using a variety of on-campus and offsite parking combined with a fleet of 18 shuttles to meet employee transportation needs.

It was a problematic system. Offsite parking lacked gates or other mechanized controls, so capturing actual parking activity and assessing charges was difficult – and required a tedious data-entry system on the backend. Discrepancies between pledged parking and carpool activity and actual use resulted in lost parking revenue and less incentive for employees to use alternate modes of transport. Without real-time feedback and data, employees had little built-in accountability for transportation choices and little incentive to change their commute behavior.

Solution

“We knew what was missing,” says Director of Transportation Paulo Nunes-Ueno. “Goose was willing to innovate, coming up with a comprehensive solution for us that brought this really complex and inaccurate system into harmony.” Before working with Goose, employees would pre-report their commute plans. For each pay period, they were charged parking fees for those days they pledged to drive and park, and were given commute bonuses for days they pledged to use alternative transportation.

One of the most critical aspects of the new system was the change from this static, manual system to one with the flexibility to capture employees’ actual behavior, and thus actual charges, on a daily basis. Goose uses hardware to collect commuter activity as it happens and software to track and analyze that activity in the Goose Commute Management Platform to meet Children’s goals.

Better Data

By accurately and automatically tracking shuttle ridership, carpool rates, and use of on-campus parking facilities, Seattle Children’s is able to deploy resources to employees and non-employees alike and can use data to reduce drive-alone rates and encourage alternative behavior.

“Children’s is a data-driven institution,” says Transportation Systems Manager Sandy Stutey. “Being able to present employees with actual numbers is a great way to get our commuters on board with positive change.”

“Impact dashboard provide a real incentive to change behavior. Being able to monitor the financial as well as environmental impact of your daily choices really makes a difference at an individual level.”

— **Sandy Stutey**,
Transportation
Systems Manager



Above:
On-Board Employee ID
Badge Reader

Left:
Seattle Children's
Shuttle Bus

- Goose designed and installed hardware on the Seattle Children’s shuttle buses to read badge swipes as each rider boards and apply parking charges based on the location and time of the boarding. In essence, this transforms each shuttle into a mobile security gate for the various employee lots serviced by the shuttles. On-campus lots are able to read two subsequent badge swipes as a carpool, dividing parking costs between employees and crediting them with carpooling bonuses as well.
- Back-end tools convert data captured by the shuttle and gate card readers to parking charges, which are in turn fed automatically to payroll (for Children’s employees) or accounts receivable (for vendors and contractors). Transportation managers use predefined reports to monitor parking and shuttle ridership patterns so they can deploy resources quickly in response to changes in commuter behavior.
- The Goose Commute Management Platform also runs and hosts the hospital’s transportation services website, allowing employees to plan and check their actual commute activity with attractive, interactive web-based tools. Appealing reports show the avoided expense and environmental impact of different commute modes, making the employee aware and responsible for their individual transportation choices. Shuttles buses are GPS-equipped, making it easy for employees to accurately time their trip.

Easy to Use

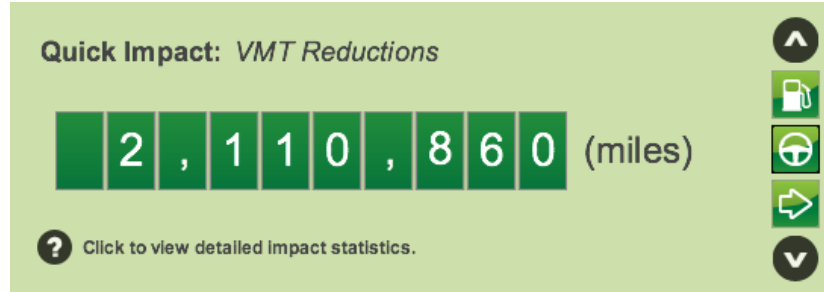
Approximately 7,500 users are eligible to access the hospital's transportation services website to report and track their commute options. Bold graphics and a display that blends seamlessly with the hospital's existing web platform make the site an appealing resource, allowing employees to claim bonuses and track daily charges.

"There are a lot of online calendar systems out there," says Paulo Nunes-Ueno, "but none provide the visibility into actual commuter behavior and the associated impacts like Goose's tracking tools. Our Goose-powered transportation management system gives my transportation team and our commuters the total picture."

For more information, visit: www.goosenetworks.com

Results

Since implementation of the Goose Commuter Management platform, the hospital has experienced a 25 percent increase in the number of employees paying for parking. The number of employees receiving commuting bonuses for alternative transportation has decreased by 13 percent. The ability to accurately measure commuter activity – both parking charges and rewards-eligible alternative commutes – generated \$1.2 million in increased revenue for Seattle Children's in just the first six months of the program.



Left:
Goose Networks
Impact Dashboard

In place of drivers manually recording 1,000+ daily shuttle boardings, shuttle use and relative charges are automatically captured and collected through onboard electronic card readers. "The daily reporting system is a huge change," according to supervisor Lior Caspi. "Prime time parking charges are \$5.00 a day. Choose to bike or bus and you receive a bonus of \$3.25. The transportation services website makes it clear to employees that they will see a net saving of \$8.25 every day they choose to leave their car at home. That's a real incentive." The hospital has seen an 8 percent drop in parking demand since implementing the Goose Commute Management System.

Conclusion

Overall, Seattle Children's has achieved an increase in parking revenue that allows the hospital to provide financial incentives and rewards to commuters who choose to carpool or use alternative modes of transportation. There is improved awareness and engagement from employees in the hospital's effort to manage the number of cars on and around campus and promote sustainability. Hard data has improved the ability of managers to strategically allocate transportation resources and aid in realistic planning with the city and surrounding neighborhood regarding future planned facilities expansion.

"Our Goose-powered transportation management system gives my transportation team the total picture."

— Paulo Nunes-Ueno, Director of Transportation

"Goose delivered a really perfect package," Nunes-Ueno said. "They were able to help us focus our financial incentives in the right place and at the same time put information that supports transportation alternatives in an accessible, user-friendly format that encourages employee participation."

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