



Get on Board!

Maine Medical Center

Transportation Demand Management Program
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Introduction

Purpose

The purpose of Maine Medical Center's Transportation Demand Management program, Get on Board, is to reduce the amount of single-occupancy vehicles by enabling and promoting alternative modes of transportation to and from MMC's Bramhall Campus for MMC employees.

Maine Medical Center

Maine Medical Center is a complete health care resource for the people of greater Portland, the entire state of Maine, and northern New England.

Incorporated in 1868, Maine Medical Center is the state's largest medical center, licensed for 637 beds and employing more than 6,000 people – with approximately 2,000 of those employees residing in the City of Portland. Maine Medical Center's unique role as both a community hospital and a referral center requires an unparalleled depth and breadth of services, including the state's only medical school, through a partnership with Tufts University School of Medicine, and a world-class biomedical research center, the Maine Medical Center Research Institute.

Our care model includes the state's largest multispecialty medical group, Maine Medical Partners. Maine Medical Partners provides a wide range of primary, specialty, and subspecialty care delivered through a network of more than 40 locations throughout greater Portland and the southern Maine region.

Maine Medical Center is the flagship hospital of MaineHealth, a 12-member health system touching central, southern, and western Maine and eastern New Hampshire. The collaboration of MaineHealth's members allows greater availability to community health improvement programs, access to clinical trials and research, and shared electronic medical records.

The strength of the health system, anchored by Maine Medical Center, enables its members to invest in shared programs and services that improve the quality of care while reducing costs whenever possible. As a nonprofit institution, Maine Medical Center has provided more than \$200 million annually in community benefits, delivering care to those who need it, regardless of their ability to pay.

MISSION, VISION AND VALUES

Maine Medical Center is dedicated to maintaining and improving the health of the communities it serves by:

- Caring for its community
- Educating tomorrow's caregivers
- Researching new ways to provide care

It proudly carries its unique responsibility as Maine's leader in patient care, education and research. MMC is dedicated to the traditions and ideals of not-for-profit healthcare. It provides care to all who seek it.

MMC's efforts to execute its Mission are aimed at achieving a simple, yet powerful Vision: "Working together our communities are the healthiest in America."

MMC is guided by a set of Values, helping to meet and exceed the expectations of those it is privileged to serve. MMC's Values:

- Patient-Centered
- Integrity
- Ownership
- Excellence
- Respect
- Innovation

MMC Facility Planning

Maine Medical Center recently announced a project that will expand and modernize much of its patient care facilities. Over the next five years Maine Medical Center plans to spend \$512 million on the construction, renovation and expansion of inpatient and outpatient facilities and services. The majority of this investment will occur at MMC's main Bramhall campus.

Every aspect of this project is designed around the needs of patients. The project will optimize current bed capacity at the state's largest hospital and calls for increasing the number of single rooms available to patients as well as well replacing surgical and treatment areas with ones that conform to 21st century standards. About \$50 million of the total project cost will be invested in other outpatient facilities through the hospital's multi-specialty medical group organization - Maine Medical Partners.

The project also involves the replacement of the largest parking garage on the campus, a 1,200-space structure used by employees that sits along Congress Street. The need to replace that garage creates an opportunity to reorient the hospital's main entrance to Congress Street, one of the city's main thoroughfares. The hospital's current main entrance faces Bramhall Street in the city's largely residential West End.

The project is organized into three separate site plan descriptions:

- Site Plan #1:
 - Two floor addition to the East Tower housing 64 private universal rooms.
 - Relocation of the helipad which is currently on the employee garage to the top of the East Tower. Patients arriving via the helipad will have a direct vertical connection via elevator to MMC's Emergency Department and trauma services on the first floor of the East Tower.
 - Three floor addition to the visitor garage on Congress St.
- Site Plan #2:
 - New employee parking garage on St John St that will include over 2,400 parking spaces. The location of the new garage is roughly a quarter mile from the main campus and MMC will encourage employee to walk during nice weather.
- Site Plan #3:

- Removal of the current employee parking garage on Congress St.
- Construction of a new hospital tower with 64 private universal rooms, 19 procedure rooms, and space for an additional 32 private universal rooms. This building will also include a new hospital entrance and drop-off area with direct connection to the visitor garage.

The project is expected to be completed in the fall of 2022.

Commitment to TDM

MMC has a long-standing history of promoting health outside of and within its organization. The medical center developed a Transportation Demand Management (TDM) program in 2008, becoming one of the first in Maine to publish such a plan.

In 2008, MMC became one of the first in Maine to develop an independent TDM program.

Known as “Get on Board!,” the program supports alternative commuting options such as carpool, mass transit, bicycling, and walking. MMC also engages in an extensive campaign to educate employees about the benefits of alternative modes of transportation and the Get on Board! program. Total enrollment in Get on Board continues to increase year after year.

Over the years, MMC has added elements to strengthen the program’s offerings. In 2015, for example, MMC installed additional bicycle parking in its South Parking Lot to enhance cycling access to the main areas of the campus.

The following Plan documents MMC’s current TDM efforts, planned program enhancements, as well as new TDM programs. The Plan is intended to serve as a living document. Monitoring reports will be submitted annually to the City’s Planning Department.

While MMC encourages sustainable commuting practices across its organization, this TDM Plan applies to MMC’s main campus in the west end of Portland, ME, where the majority of MMC’s staff is located. Presently, the main campus has approximately 4,400 employed individuals on any given week day. Maine Medical Center employs more than 8,000 people throughout Southern Maine, roughly 6,000 of MMC employees work at the Bramhall Campus.

Context

Land Use

CURRENT

MMC's Bramhall campus is located at a high point in the west end of the Portland peninsula that is renowned for the Western Promenade—an 18-acre park and national historic landmark designed by the Olmsted Brothers, among others. The campus abuts the Western Promenade in a dense urban setting that serves, in many ways, as a transitional zone between areas with diverse character, land uses, and demographics.

The campus, which serves the entire state of Maine as well as eastern New Hampshire, is located within less than a mile's distance of I-295, which links Portland to destinations across New England. To the north, the campus fronts on Congress St —Portland's main thoroughfare that extends along the spine of the peninsula to Portland's downtown and beyond. The MMC campus is located at the western gateway into the City.

FUTURE

The area surrounding MMC is identified in the City's Comprehensive Plan as an area with transformational potential. MMC's TDM plan aligns with this future vision. As part of the project, MMC will add a new entrance to Congress Street and envisions providing active ground floor uses in new buildings. This change will heighten the level of pedestrian activity on Congress Street, and serve to promote the corridor.

Parking

CURRENT SUPPLY

MMC offers its patients, visitors, physicians, and employees several options for parking. MMC currently controls approximately 2,877 total off-street parking spaces either via ownership or through leases with others that specifically serve the Bramhall Campus. Of the 2,877 spaces, 850 spaces are available for public use by patients and visitors, and 2,027 parking spaces are subscribed to staff and physicians.

TABLE 1 Existing Parking Spaces

		Patient / Visitor	Employee	Total at Facility	Ownership
ON-CAMPUS	Employee Garage	0	1,274	1,274	Owned
850 patient / visitor	Patient / Visitor Garage	480	0	480	Owned
1,538 employee spaces	South Lot	370	0	370	Owned
	887 Congress (Forest St Garage)*	0	178	178	Owned
	7 Bramhall St	0	26	26	Leased
	905 Congress St (Sportsman Lot)	0	60	60	Leased
OFF-CAMPUS	222 St John St (First Atlantic Lot)	0	283	283	Leased
489 employee spaces	181 High St (Gateway Garage)	0	100	100	Leased
	993 Congress St (Classic Lot)	0	97	97	Owned
	321 Brackett St	0	9	9	Leased
TOTAL PARKING SPACES		850 Patient / Visitor	2,027 Employee	2,877 Total	

* The Forest St Garage has an additional 222 spaces that are dedicated to medical office staff and patients.

CURRENT DEMAND

MMC has continued to witness demands on the existing parking supply intensify due to increased patient volumes and higher acuity patients with longer lengths of stay. Under current conditions, MMC’s staff parking system typically operates at capacity during the weekday daytime hours. When off-site, remote staff parking facilities reach capacity, staff is directed to park on-campus in the Congress Visitor Garage. Some staff members independently choose to park nearby utilizing neighborhood on-street parking, although this is discouraged by MMC.

On behalf of MMC, VHB conducted on-site parking usage observations in January and March 2017. VHB collected parking count data during peak hours, which included late afternoon, evening, and overnight occupancy and turnover. The counts indicate that the parking system typically operates at or above capacity during weekday daytime.

The observed data reveals that peak parking demand at the Bramhall campus among patients, visitors, physicians, and staff total roughly 3,122. This number is 4.4% below the expected parking demand (3,264) for a suburban hospital of MMC’s size, according to Institute of Transportation Engineers (ITE) parking demand projections. The difference equates to 142 parking spaces.

VHB compared MMC’s parking ratio per licensed bed to other hospitals in New England and nationally. MMC’s 850 patient/visitor parking spaces equate to 1.33 parking spaces per bed is low compared to peers. The midpoint patient and visitor parking space/licensed bed ratio among MMC peers is 1.87. It is also important to note that based on a review of peer institutions, MMC would need to increase its patient/visitor allocation by 344 spaces, or 40%, to achieve a similar beds-to-spaces ratio as its peers. MMC’s 2,027 staff parking spaces equate to 3.18 parking spaces per bed is also low when compared to other peer institutions. The midpoint employee parking space/licensed bed ratio among MMC peers is 4.38.

Based on these comparisons and the onsite usage observations, VHB estimates that the MMC parking demand exceeds patient and visitor supply by roughly 350 and exceeds employee parking supply by roughly 200. Therefore, the average weekday parking demand in 2017 is:

- 1,200 for patient and visitor parking
- 2,250 for employees

The employee parking demand per Bramhall campus employee is roughly 0.375.

FUTURE

Looking towards the future, MMC will undertake a project to modernize its Bramhall campus. The project is detailed above and is anticipated to increase patient/visitor and employee parking demand. This demand will be offset by TDM methods described later in this document, along with expansions in its campus parking capacity.

Data Collection

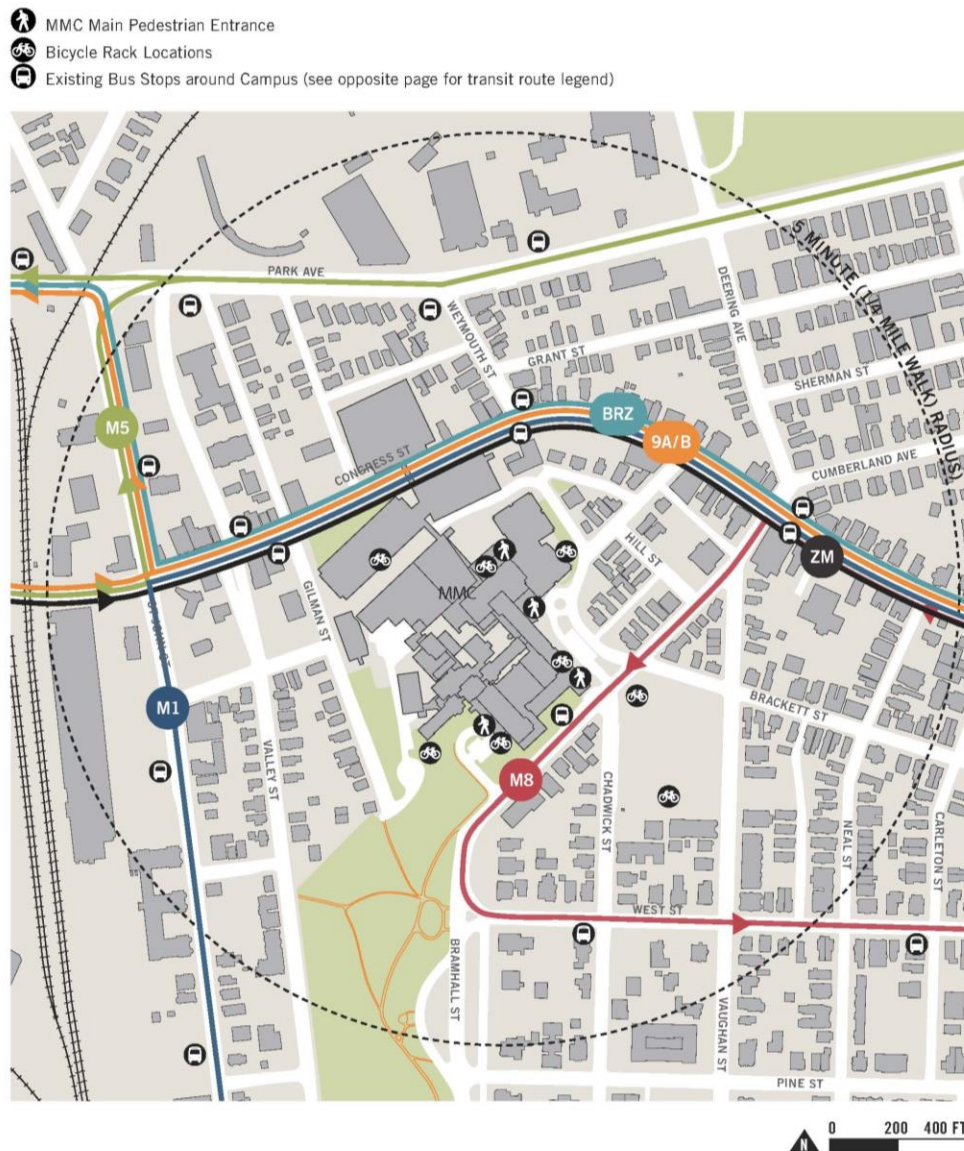
Currently, MMC has a limited transportation mode data collection system. MMC recognizes the need for an improved system. MMC employs a large number of individuals and tracking their commute behaviors will require a system that relies on automatic data collection wherever possible. MMC is exploring options to improve data collection such as a card reading system similar to EZ-PASS.

Transit

MMC's main campus is located in a section of the City that is served by the Greater Portland Transit system (METRO), which has multiple routes that stop within walking distance of the Medical Center. The campus is also served by the ZOOM turnpike Express route operated by ShuttleBus-ZOOM.

The METRO routes accessible from the Bramhall Campus have varying service spans with buses generally arriving every 30 to 60 minutes. They provide connections to the nearby Portland Transportation Center (PTC) and the Downtown Hub, which are served by additional METRO and regional bus lines. The PTC also serves as the local connection to Amtrak's Downeaster service that runs along the coast between Boston and Brunswick. The closest bus shelter to the hospital is along Bramhall Street, between the Dana Health Education Center and the South Entrance. This stop is served by METRO Route #8, which provides connections to other parts of the peninsula. There are two other nearby bus stops on the corners of Congress St and Gilman St and Congress St and Weymouth St. These bus stops are served by routes #9, #1, METRO's express service BREEZ, and the ZOOM turnpike express. For the most up to date METRO stops and routes, go to www.gpmetrobus.com.

FIGURE 1 Map of Existing Transit Routes and Stops



Bicycle and Pedestrian Infrastructure

MMC understands that all campus users walk at some point to arrive at their MMC destination. To enhance pedestrian accessibility, MMC maintains its network of campus pathways and public sidewalks adjacent to campus. Similar to other medical centers of its size, MMC provides elevated, covered, and temperature-controlled walkways between its parking garages and key campus circulation corridors.

The bike facility network surrounding MMC's campus is fragmented and lacks bicycle infrastructure as illustrated in figure 6 below. In addition, the hilly nature of the Western Promenade impacts bicycling and walking in this area.

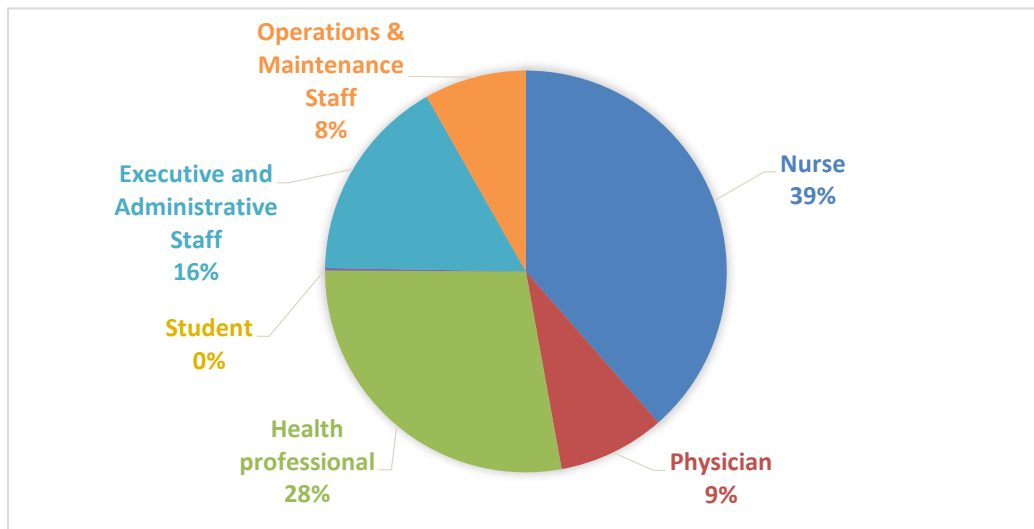
Current Travel Behavior

As part of its efforts to monitor and enhance the Get on Board program, MMC recently conducted a survey of its employees to understand how they commute, any barriers to using alternative transportation, and their interest in other TDM initiatives. The Medical Center also analyzed employee residence data using geospatial analysis tools to better understand employee commuting patterns. The findings from the survey and analysis are summarized below.

Commuting Survey

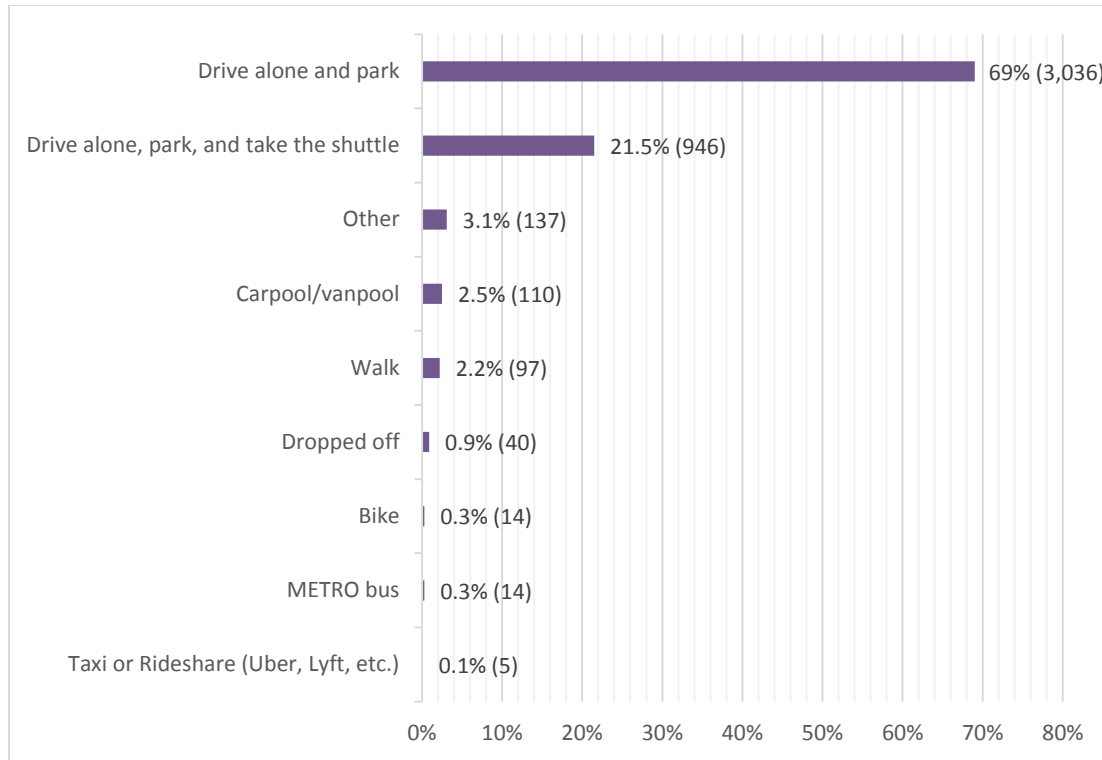
Approximately 1,600 MMC employees participated in the voluntary survey, administered in February 2017 – nearly a 40% response rate. Approximately 81% of the respondents work at the Bramhall campus. The respondents included a diverse spectrum of employees including operations and maintenance staff, students, executive and administrative staff, health professionals, nurses, and physicians. Figure 2 illustrates the various roles held by the survey participants.

FIGURE 2 Survey Respondents by Hospital Affiliation



The survey found that the majority of employees drive to campus. Among alternative modes, carpooling was the most used mode of travel, followed closely by walking. Figure 3 illustrates the commuting modes of MMC employees.

FIGURE 3 Estimated Employee Travel Mode To and From MMC on an Average Workday
(4,400 estimated employees on campus per average weekday)



The survey also revealed that among Get on Board enrollees who participate in the program, carpooling benefits were the most used benefits, followed by biking benefits and transit benefits.

As the Get on Board program evolves, MMC intends to administer a commuting survey bi-annually to track travel trends and to gauge the effectiveness of specific initiatives. The information collected will enable MMC to develop informed, data-based enhancements to Get on Board, providing a greater prospect for program success.

Geospatial Analysis

MMC analyzed the residence locations of its employees to understand the commuting patterns of its employees. The analysis showed that approximately 27% of employees live within a 3-mile radius and approximately 73% of employees live beyond a three mile radius of MMC (See, Figures 4 and 5). Three miles is generally considered a reasonable biking distance by industry standards.

FIGURE 4 MMC Bramhall Campus Employees, Distance to Work by Type of Employee

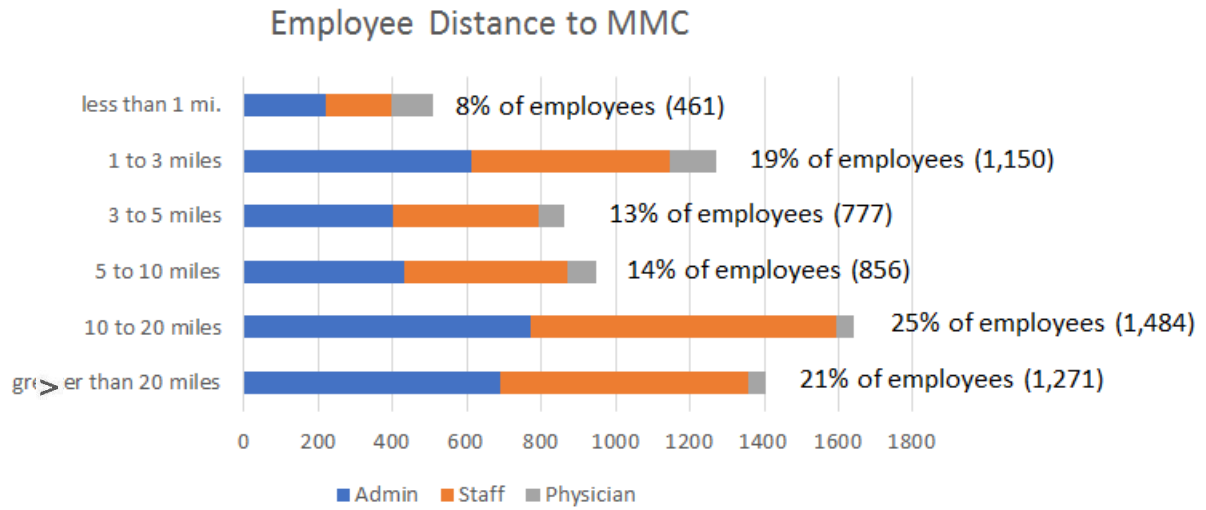
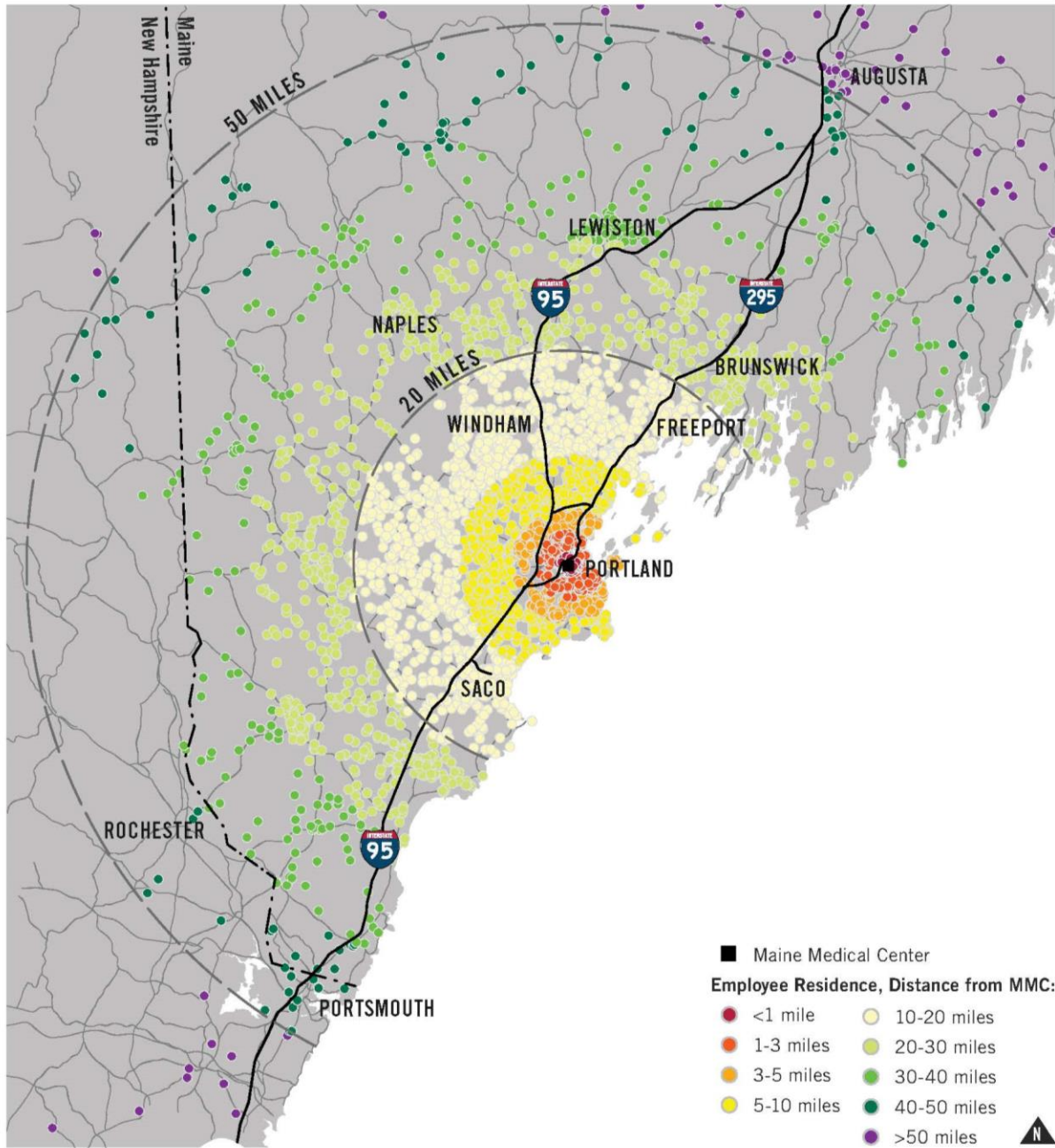


FIGURE 5 Map of MMC Bramhall Campus Employee Residences Illustrating Distance to Work and Travelsheds



Program Goals

The goal of the program is to reduce employee use of single-occupancy vehicles as they commute to work at MMC's Bramhall Campus. At this time, MMC has determined the best way to measure a reduction in employee single-occupancy vehicles is to monitor employee parking demand per employee.

$$\text{Employee Parking Demand Per Employee} = \frac{\text{Estimated Employee Parking Demand}}{\text{Bramhall Campus Employees}}$$

As the program grows and evolves with time, new goals and metrics may be identified.

VHB conducted a study to determine the existing parking demand for employees (refer to the Context section of this document). This study will serve as the baseline for future reduction targets

Peak parking demand at the Bramhall campus is 4.4% below the expected parking demand for a suburban hospital of MMC's size.

The Get on Board program aims to reduce single-occupancy vehicles on MMC's Bramhall campus through effective TDM measures. These measures include a parking "cash out" program, discounted transit fares, premium parking for carpoolers, and bicycle parking and facilities, among others. Additional details about the program elements are described in the next section. MMC believes the program has had a positive impact on employee travel behavior and has contributed to reduced parking demand over the years.

Based on a review of federal census data, employee travel origin and destination information, existing employee travel mode split, and transportation survey results, MMC believes it can further reduce the portion of employees driving alone to work, thus reducing trip making and resultant parking demands. An initial estimate is that an additional 65 individuals who currently drive to MMC could be shifted into alternative modes of accessing the campus over 5 years. This represents an additional 2% reduction from the ITE parking demand projections.

In consultation with the City, MMC has established the following aggressive short-term, mid-term, and long-term trip reduction goals. These targets are applied to the 2017 baseline identified in the Context section of this document.

	2017 Baseline	Short-Term (0-2 years)	Mid-Term (2-5 years)	Long-Term (5+ years)
Targeted Reduction		2%	4%	5%
Employee Parking Demand Per Employee	0.375	0.368	0.360	0.356

MMC hopes these targets will be achieved through the strategies outlined below. It will endeavor to reduce the number beyond the target identified above through further enhancements or program expansions in the coming years. MMC will continue to monitor parking demand and needs at the Bramhall campus, and re-evaluate its program goals after the initial five year period as needed.

Parking and TDM Strategies

Current Get on Board Program Elements

Get on Board is advanced through a range of incentives and the provision of services to support alternative modes. The individual program elements are described below.

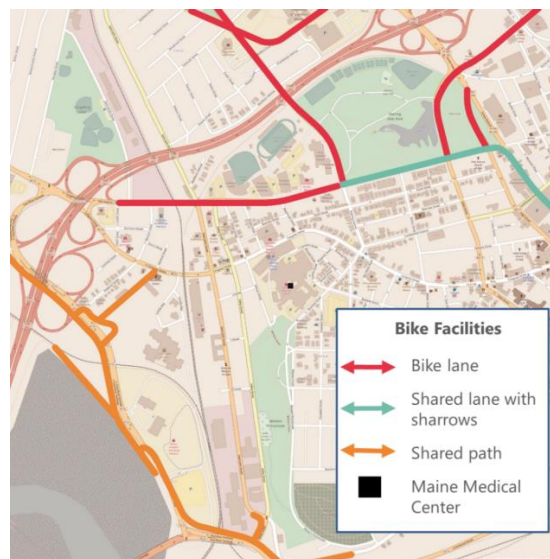
Biking

The MMC campus is located in close proximity to existing and planned routes in the City of Portland's growing bicycle network as shown in Figure 6. MMC offers a variety of bike facilities to make bicycle commuters feel welcome and safe. In 2008, MMC installed five strategically-located bike racks and ten bike lockers on its main campus. Three new bicycle racks were added in the vicinity of the Bramhall entrance and in the South Lot in 2016, bringing total storage capacity to 193 bicycles across campus. Bicycle commuters also have access to additional on-site facilities such as showers and lockers.

Beyond on-campus facilities, MMC is an advocate of the City of Portland's Bikeway Network Plan, which will provide bicycle infrastructure on streets adjacent to campus to connect bicyclists with existing and shared use paths.

The City of Portland's latest Comprehensive Plan proposes transforming the streets surrounding MMC into "neighborhood byways." This type of improvement would serve to encourage walking and biking for employees who live within a reasonable distance of the hospital. MMC also supports ongoing collaboration with the City of Portland, local and regional transit agencies, and neighborhood and advocacy organizations to explore opportunities to improve pedestrian, bicycle, and transit infrastructure and networks serving the Bramhall Campus. The City of Portland has plans to expand the bike lanes illustrated in Figure 6 and add a Neighborhood byway.

FIGURE 6 Bicycle Network Surrounding MMC as of 2017



Mass Transit

Under Get on Board (GOB), employees can purchase discounted bus tickets and Shuttle-Bus Zoom tickets conveniently on campus. This is a clear demonstration of MMC’s commitment to making the TDM Plan work for its employees and for the City of Portland. Table 2 lists the Greater Portland METRO Bus and Shuttle-Bus Zoom discounts provided through “Get on Board!”

TABLE 2 MMC Transit Discounts

	Regular Price	MMC Sale Price	% Discount
METRO	\$13.50	\$8.00	60%
S. Portland	\$13.50	\$8.00	60%
Zoom 10 Ride	\$39.00	\$29.60	76%
Zoom Monthly	\$100.00	\$84.50	85%
Zoom Quarterly	\$260.00	\$197.50	76%

The *Portland Peninsula Transit Study*¹ established several strategies for improving the utilization of transit in Portland. These strategies involved expanding the transit service to development areas, creating more direct connections, and increasing service frequency to compete with drive-alone commute times. The *Portland Transportation Hub Link Feasibility Study*² also proposed a route alignment along Congress Street that would increase transit frequency near the hospital. These improvements, if implemented, would highly benefit MMC’s campus population in light of the distance that most employees reside from MMC and the fluctuating nature of employees’ schedules.

Carpool

Carpooling is the most popular component of the Get on Board program. Over half of program participants at the main campus take advantage of this benefit. Currently, employees participating in a carpool are given access to preferred parking in an area of the Employee Garage that connects directly to the Main Lobby on the ground floor of the hospital. MMC is planning to relocate its employee parking garage to St John St. Appropriate incentives that encourage participation in the carpool program have not been fully identified. However, until other incentives are identified, carpool participants will have preferred parking in the St John St employee garage.

Parking Cash Out

Presently, MMC operates a “parking cash out” program that offers employees monetary payments in lieu of a parking space. Program participants submit a form each week that certifies their use of alternative transportation during the week to commute to work. Upon receipt of a certification, MMC issues the employee a payment equal to the cost of parking at MMC’s employee garage.

¹ Portland Transit Committee. *Portland Peninsula Transit Study* (2009), Retrieved from: <https://www.portlandmaine.gov/DocumentCenter/Home/View/3383>.

² Portland Area Comprehensive Transportation System (PACTS). *Portland “Hub Link” Feasibility Study* (2015), Retrieved from: <http://www.portlandmaine.gov/DocumentCenter/View/14793>.

MMC Shuttles

MMC operates employee shuttle services between the Bramhall campus and off-site parking locations Mondays-Fridays, 6:00 am to 11:00 pm. The shuttles include:

- MMC and off-site parking lots at 222 St. John Street and 993 Congress Street (Monday – Friday, 6:00 AM to 11:00 PM)
- MMC Bramhall campus and the 110 Free Street Office Building (Monday-Friday, 6:00 AM to 4:00 PM, every 20 minutes)
- MMC Bramhall and Brighton Medical Center (335 Brighton Avenue) (Monday-Friday, 6:00 AM to 4:00 PM)

MMC also provides shuttle service for contractors from the parking lot at 993 Congress Street to the hospital. The shuttles provide a predictable alternative to employees commuting between the three sites and serves to reduce vehicular traffic in and around MMC.

Scooters and Motorcycles

The campus provides a designated parking space for scooters and motorcycles on the first floor of the employee parking garage.



UCar

MMC currently dedicates a space in its Congress Street parking garage for a carshare vehicle, as part of the city-wide carshare program called U Car Share. The program allows members to borrow a car by the hour, providing employees who bike, walk, or ride transit to work with additional mobility for off-site meetings. Between mid-March and October of 2016, the UCar program had 96 reservations for a total of 4,105 miles.

TDM and GoMAINE website

The current employee GOB portal is linked to the GoMAINE Commuter Connections website, which is an alternative commuting program operated by MaineDOT. GoMAINE provides commuters with additional commuting resources and benefits that supplement those provided by MMC. These benefits include a carpool ride-matching program and a rewards program for participants.

Pay for Parking

MMC charges its employees no less than \$3 per paycheck to utilize MMC parking. MMC employees are paid bi-weekly.

$$\$78 = \$3 \times 26 \text{ pay periods}$$

Skiing



In the winter months, some employees chose to leverage their wintertime hobbies to get to work.

Enhanced Get on Board Program Elements

Program enhancements are anticipated to occur within 1-3 years.

Walking

As part of the modernization of Bramhall, MMC will orient entrances to public streets and provide active ground floor uses where possible to encourage pedestrian activity.

Biking

MMC will continue to offer bike storage, bike repair tools, and on-site shower and locker facilities to commuters who choose to bicycle to work.

MMC will also continue its parking cash out program to incentivize current bicyclists. To support "interested but cautious" bicyclists, MMC will seek out local bicycling support organizations to host educational safety seminars and/or adult bicycling skills classes at least once per year on the Bramhall Campus. MMC will also promote rewards programs, such as GO MAINE and Bicycle Benefits, to further motivate increased bicycle commuting.

MMC understands that Portland Bikeshare, a non-profit organization with a goal to establish a bikeshare system in the City of Portland, plans to launch a bikeshare pilot in 2018. MMC will support this effort in the future.

MMC also recognizes the importance of safe and accessible infrastructure to active transportation. The presence of infrastructure can provide the sense of security that cautious bicyclists seek to spur a change in travel behavior. Additionally, as active modes become more widespread throughout the City of Portland, the visibility of walkers and bicyclists in the community can encourage greater participation

among MMC employees. MMC supports the City of Portland in its work to improve public rights-of-way and promote active transportation modes.

The City of Portland has proposed a bike lane on Congress St and a proposed Neighborhood Byway on Bramhall St. Both of these proposed improvements are immediately adjacent to MMC's Bramhall campus.



Carpooling/Vanpooling

Given the success of its carpooling program, MMC will continue to provide carpoolers with premium parking in the new employee parking garage. Similar to bicyclists, pedestrians, and transit riders, carpoolers will also continue to be eligible for parking "cash out" benefits. To facilitate the formation of carpools and vanpools, MMC will promote GOMAINE's carpool matching program to facilitate carpool matching.

MMC Shuttle

Once the new employee parking garage is constructed, MMC will redesign its shuttle route system to serve employees parking at the new site. The new parking garage will consolidate previously dispersed parking options for MMC employees. MMC anticipates the new route will reduce traffic congestion into and around the campus area.

UCar

Working with UHaul and the City's Parking Department, MMC will continue to monitor the use of the UCar vehicle presently located in its Congress Street parking garage. In the event an additional car is warranted, MMC will work with its partners in finding a suitable location on the main campus for the storage and use of the additional UCar.

Enhanced Transit Subsidies

To further incentivize transit use, MMC will fully cover the cost of METRO bus tickets for employees who elect to use METRO as their primary mode of transit to the campus. If METRO ticket costs change, MMC will address program participation rates and work with METRO to find the best solution to support employees who wish to ride METRO. The type and amount of subsidy will depend upon ongoing discussions with METRO to enhance partnerships (see below).

Employees who use the METRO can apply for 100% reimbursement of METRO ticket costs. This project is administered on a reimbursement basis in order to minimize abuse of this benefit.

New Program Elements

In addition to enhancements to the initiatives described above, MMC intends to initiate complementary elements to ensure the program's continued success. The strategies are prioritized based on their implementation timeframe.

Short-Term (1-5 years)

The following actions MMC will pursue immediately (some are already underway) with the intention that all programs are fully operational within the 3-year time horizon.

Get on Board! Coordinator

MMC will hire a designated resource who will work to reduce employee single-occupancy vehicles on the Bramhall campus through the implementation, facilitation, and continuing sustainability of Get on Board. The coordinator will track the progress of the TDM program, oversee operations, and identify future opportunities to reduce single-occupancy vehicles on MMC's Bramhall campus by employees. The Coordinator will also be responsible for monitoring the progress of programs, data collection, and TDM program updates as required.



Way 2 GO MAINE

In October 2017, MMC participated in GOMAINE's Way 2 GO MAINE program for the first time. Way 2 GO MAINE is a 3-week business to business commuter challenge where employees log commute trips and earn prizes. In the first year participating, MMC ranked 2nd for large companies participating with 1,094 trips logged.

MMC will participate in the Way 2 GO MAINE B2B challenge in the future.

Improving Data Collection Capabilities

MMC will improve its data collection capabilities as described below.

Guaranteed Ride Home (GRH) Program

MMC will implement a Guaranteed Ride Home program to ensure that employees who regularly commute using alternative modes will have transportation in emergency situations.

Pay for Parking

MMC will evaluate employee parking fees in the mid-term. In evaluating future price, MMC will consider the prevailing market price for parking in the surrounding area at the time of implementation, as well as best practices in setting affordable parking prices in the region.

Long-Term Actions (5+ years)

MMC recognizes that the following program elements require partnerships with outside partners and agencies and, as such, will take longer to achieve. MMC has already laid the groundwork for all of these elements and will continue to pursue them in the coming years.

Regional Connections Partnership

Through its TDM Coordinator, MMC will seek to form partnerships with other major employers in the city, including the City itself, to foster a wholistic approach to travel management. The partnerships would enable the exchange of TDM-related information and experiences between institutions, and it would foster a community that is focused on promoting alternative transportation in the City of Portland. Such collaborations would afford the opportunity to think regionally and help guide both employer provided or sponsored benefits as well as critical external resources such as METRO transit, sidewalks, and bicycle infrastructure. Opportunities to improve existing transit infrastructure would be a focus of any regional connections partnership.

Supporting Mass Transit Commutes

MMC intends to explore a partnership with the METRO to identify strategies for increasing MMC ridership, such as service updates and/or pricing agreements. Service updates could include changes in existing routes, new routes, or alternative route schedules. The formation of a partnership could be mutually beneficial, by providing METRO with feedback for increasing ridership while maximizing the usefulness of the transit system for MMC employees. As MMC formalizes its ties to other local institutions through a regional partnership, its collaboration with METRO could also extend to other employers.

Education and Marketing Strategies

MMC has a number of approaches to raise awareness about the benefits of alternative transportation and opportunities for participating in the Get on Board program. These strategies are integrated into various aspects of the organization's engagement with employees to reinforce the importance of TDM.

Sharing TDM Program Information

Information about the Get on Board program is available to all MMC employees via the MMC intranet. MMC's intranet is a place where employees routinely go for information. The Get on Board page provides information about all of MMC's TDM programs as well as links to the GOMAINE.org webpage.

MMC will develop and deliver information about the Get on Board program using communications best practices that are refined throughout the program's lifespan. Communications methods that are effective will be further refined while elements that are less effective will be reevaluated. Some examples of communication methods include:

- Introducing the program to new employees at orientation: MMC has shared information about the Get on Board program with new employees during orientation but will evaluate whether this is an effective way to educate new employees about the program. There are many factors to consider when providing information to new employees. The biggest factor to consider is the large amount of information shared during orientation.
- Social Media: MMC will use social media as an effective tool to communicate with employees about the Get on Board program.
- Get on Board Kiosks: To supplement information available on the Get on Board intranet site, MMC will designate locations to communicate information to employees in real time. One location under consideration is near shuttle stops.

MMC will commit to reorganizing information on its intranet site within the first six months following the hiring of the TDM Coordinator.

Get on Board Fair/Seminars

MMC will explore offering educational sessions about the importance of TDM and specific TDM methods such as walking, biking, or riding the bus. Educational sessions will rely on the expertise of local organizations specializing in alternative modes of transportation.

Get on Board Blitz

October is National Rideshare month and the same month of GOMAINE's Way 2 GOMAINE business to business challenge. In the future, MMC will explore ways to increase marketing of the Get on Board program during the month of October, potentially leveraging social media and internal communications vehicles, such as electronic newsletters.

Comprehensive Data and Goal Monitoring

MMC understands from its prior experience with TDM initiatives that achieving change is an iterative process that involves tracking the effectiveness of its programming and making mid-term adjustments if necessary to improve program effectiveness. MMC will collect and analyze data on a regular basis to monitor progress towards its TDM targets. The data would be collected through a range of instruments and will be used to make annual comparisons and to identify trends, and areas for growth. MMC will submit monitoring reports that include a summary of the data monitoring results, comparisons of the data to trip reduction targets, and adjustments to programs as needed.

Parking Utilization Data

MMC is exploring options to improve data collection in the new employee parking garage. The most likely option utilizes Easy-Pass technology to automatically collect information about the vehicles parking in the garage.

In addition, MMC plans to install a parking guidance system in the new employee garage, as well as a controlled-access parking system in the visitor parking garages. Together, these systems will allow MMC to monitor occupancy in each garage and to collect data regarding who uses the parking facilities and the temporal fluctuations in parking demand across various periods of time.

MMC will utilize this parking usage data to assess its parking arrangement on a semi-annual basis.

MMC has received feedback on numerous occasions about inappropriate use of its parking garages. MMC hopes to reduce the misuse of its garages in the future by implementing these monitoring and controlling systems.

Employee Survey

MMC conducted an employee travel survey in 2017 to understand employee commuter preferences, and it intends to administer the survey bi-annually going forward. The survey is administered electronically using a survey platform and will produce data that MMC (or a third party) can use to identify changes and progress from one period to the next. The survey will seek information about the following topics to gauge the effectiveness of initiatives:

- TDM program participation rates
- Individual program effectiveness
- Barriers to TDM use
- Changes in commuting preferences
- Marketing effectiveness

Reporting Frequency

MMC will submit annual monitoring reports that will include a summary of progress toward targets established in the TDM Plan.

Conclusion

The purpose of Maine Medical Center's Transportation Demand Management program, Get on Board, is to reduce the amount of employee single-occupancy vehicles at MMC's Bramhall Campus by enabling and promoting alternative modes of transportation to and from MMC's Bramhall Campus for MMC employees. The program has aggressive short- and long-term goals. Success of this program partially relies on a cultural shift away from personal vehicles. Maine Medical Center is committed to implementing the programs outlined in this report and supporting the transition away from single occupancy vehicles.