



Get on Board!

Maine Medical Center

Transportation Demand Management
Program

August 22, 2018



Contents

Introduction.....	3
Purpose.....	3
Maine Medical Center.....	3
MMC Facility Planning.....	4
Commitment to TDM.....	5
Contributors to this Plan.....	5
Context.....	6
Land Use.....	6
Parking.....	6
Data Collection.....	9
Transit.....	10
Bicycle and Pedestrian Infrastructure.....	11
Current Travel Behavior.....	12
Commuting Survey.....	12
Geospatial Analysis.....	13
Program Goals.....	16
TDM Strategies.....	17
Current Get on Board Program Elements.....	17
Active Transportation.....	17
Public Transportation.....	19
Carpool.....	19
Parking Cash Out.....	20
MMC Shuttles.....	20
Scooters and Motorcycles.....	20
UCar.....	20
Electric Vehicle (EV) Charging.....	20
TDM and GoMAINE website.....	21
Pay for Parking.....	21

Enhanced Get on Board Program Elements.....	21
Active Transportation	21
Carpooling/Vanpooling.....	22
MMC Shuttle	22
UCar.....	22
Enhanced Transit Subsidies.....	22
New Program Elements	23
Short-Term (1-5 years).....	23
Get on Board! Coordinator.....	23
Way 2 GO MAINE.....	23
Guaranteed Ride Home (GRH) Program.....	23
Pay for Parking.....	23
Improving Data Collection Capabilities.....	23
Long-Term Actions (5+ years).....	24
Regional Connections Partnership.....	24
Supporting Public Transportation	24
Education and Marketing Strategies	25
Sharing TDM Program Information	25
Get on Board Fair/Seminars.....	26
Get on Board Blitz.....	26
Commuter Challenges.....	26
Comprehensive Data and Goal Monitoring.....	27
Parking Utilization Data.....	27
Employee Surveys.....	27
Employee Surveys.....	27
Reporting Frequency.....	27
Conclusion.....	28

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 8,000 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 so 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, Maine Medical Center, the state's largest hospital and calls for increasing the number of single rooms available to patients as well as replacing surgical and treatment areas with ones that adhere to 21st century standards. In addition, patient rooms will be universal meaning that each rooms can meet the needs of patients at any point during their stay whether they require critical care or acute care services. About \$50 million of the total project cost will be invested in 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 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 employees will be encouraged 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, public transportation, 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.

Contributors to this Plan

MMC would like to thank the City of Portland, the West End, Western Promenade, Libbytown, St John Valley, and Parkside neighborhoods, and Vanasse Hangen Brustlin, Inc. (VHB) for contributing to this Transportation Demand Management Plan.

MMC engaged VHB to assist in the creation of this plan. VHB is a national consulting firm specializing in transportation engineering and a leader in the development and management of Transportation Demand Management plans.

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.

PARKING DEMAND

MMC has continued to witness intensifying demands on the existing parking supply 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.

Patients, visitors, and staff at MMC often comment on the lack of adequate and predictable parking. MMC parking facilities do not have integrated technologies to accurately report parking utilization. Therefore, current demand was estimated using a combination of observed data and comparisons to facilities similar to MMC’s Bramhall Campus.

Observations:

On behalf of MMC, VHB conducted on-site parking usage observations in January and March 2017. These months were ideal for parking observations because of the poor weather resulting in increased parking utilization. VHB collected parking count data during peak hours, which included late afternoon, evening, and overnight occupancy and turnover. Parking observations were completed during weekdays when MMC typically sees its biggest parking challenges – Tuesday – Friday. Historically, the highest patient volumes at MMC are on Thursdays and Fridays according to the MMC team responsible for managing parking. High patient volumes coincide with higher volumes of staff. The counts indicate that the parking system typically operates at or above capacity during weekday daytime hours. During the observations, it was difficult for VHB to differentiate staff from patients and visitors. Therefore, a total demand estimate is provided.

The observed data reveals that parking demand at the Bramhall campus among patients, visitors, physicians, and staff total roughly 3,125. MMC parking facilities have capacity of 2,877. The observed

parking demand is almost 110% of supply. The observed parking demand 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.¹ The difference equates to a shortage of 139 parking spaces.

In addition to VHB’s observations, the MMC staff responsible for managing parking has estimated the employee parking deficit to be between 200 and 300 spaces.

Comparison to Peer Group:

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 which is low compared to peers. The midpoint patient and visitor parking space/licensed bed ratio among MMC peers is 1.87. It is important to note that based on a review of peer institutions, MMC would need to increase its patient/visitor allocation by 341 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 which is also low when compared to other peer institutions. The midpoint employee parking space/licensed bed ratio among MMC peers is 4.38. MMC has 637 licensed beds.

When compared to peers, MMC has a shortage of 341 patient and visitor parking spaces and 763 staff parking spaces.

$$\begin{aligned}
 & \text{MMC Licensed Beds (637) * Comparison Group Patient \& Visitor Parking Space per Bed (1.87)} \\
 & = \text{Peer Equivalent Patient \& Visitor Parking Spaces (1,191)} \\
 & - \text{MMC Patient \& Visitor Parking Space (850)} \\
 & = \text{Patient \& Visitor Parking Space Deficit at MMC (341)}
 \end{aligned}$$

$$\begin{aligned}
 & \text{MMC Licensed Beds (637) * Peer Group Staff Parking Spaces per Bed (4.38)} \\
 & = \text{Peer Group Equivalent Staff Parking Spaces (2,790)} \\
 & - \text{MMC Staff Parking Spaces (2,027) = Staff Parking Space Deficit at MMC (763)}
 \end{aligned}$$

Current Demand:

MMC used the observed and peer group data to determine the estimated parking demand.

Based on data available, the estimated current MMC parking demand exceeds patient and visitor supply by approximately 25 parking spaces and exceeds employee parking supply by approximately 220 parking spaces. Therefore, the estimated parking demand in 2017 is:

2017 Estimated Parking Demand
- 875 for patient and visitor parking (875 = <i>Current Patient Visitor Parking Supply</i> (850) + 25)
- 2,250 for employees (2,250 = <i>Current Employee Parking Supply</i> (2,027) + 220)
- 3,125 total estimated parking demand

The current parking demand for MMC’s Bramhall campus is approximately 3,125 parking spaces.

MMC feels that the appropriate metric to measure parking utilization is parking demand per Bramhall campus employee. This metric is ideal because the number of employees will change over time. Other

¹ This approach is consistent with the City of Portland’s Technical Manual, which recommends using ITE for parking demand projections. <https://www.portlandmaine.gov/2148/TDM-Parking>

metrics such as parking space per bed or parking space per square foot would not accurately account for all factors impacting parking demand on campus. This metric allows for changes in both factors – the number of employees and parking demand. In addition, this metric focuses on MMC employees who are the target population of this transportation demand management plan.

MMC's Bramhall campus has roughly 6,000 employees as of 2017. Therefore the current employee parking demand per Bramhall campus employee is 0.375.

$$\frac{\text{Estimated Employee Parking Demand (2,250)}}{\text{MMC Bramhall Employees (6,000)}} = \text{Employee Parking per Bramhall Employee (0.375)}$$

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, in new parking buildings.

In addition, MMC is exploring various commute management platforms to better understand, manage, and influence employee commute behavior. The commute platforms can help raise awareness for alternative transportation choices, engage (and possibly reward) employees, and provide the data and tools to make informed transportation decisions. Many of the platforms also enable employees to participate in commuting challenges with colleagues (e.g. most cycling trips).

MMC has contacted several commute management companies that are used by employers to explore how commuting platforms can enhance MMC's data collection efforts while potentially rewarding its employees. One Seattle-based commute management provider is currently used by organizations, like Seattle Children's Hospital, Delta Dental of Washington, Boeing, and the Bill and Melinda Gates Foundation. Another provider is located in Santa Monica and is used by companies and institutions, such as Google, Patagonia, the University of Maryland, and MIT. Both platforms are mobile and desktop-friendly and allow employees to easily track their daily commutes, while giving employers the ability to manage commuting programs, data, resources, and rewards in one centralized system. These platforms, among others, will be explored as MMC looks to improve its data collection capabilities.

FIGURE 1: Commute Management Platforms



Commute management platforms offer enhanced opportunities to understand employee commuting behavior and potentially incentivize and reward staff who commute by alternative modes of transportation. Many of these platforms are mobile-friendly and offer easy ways in which to track personal commutes.

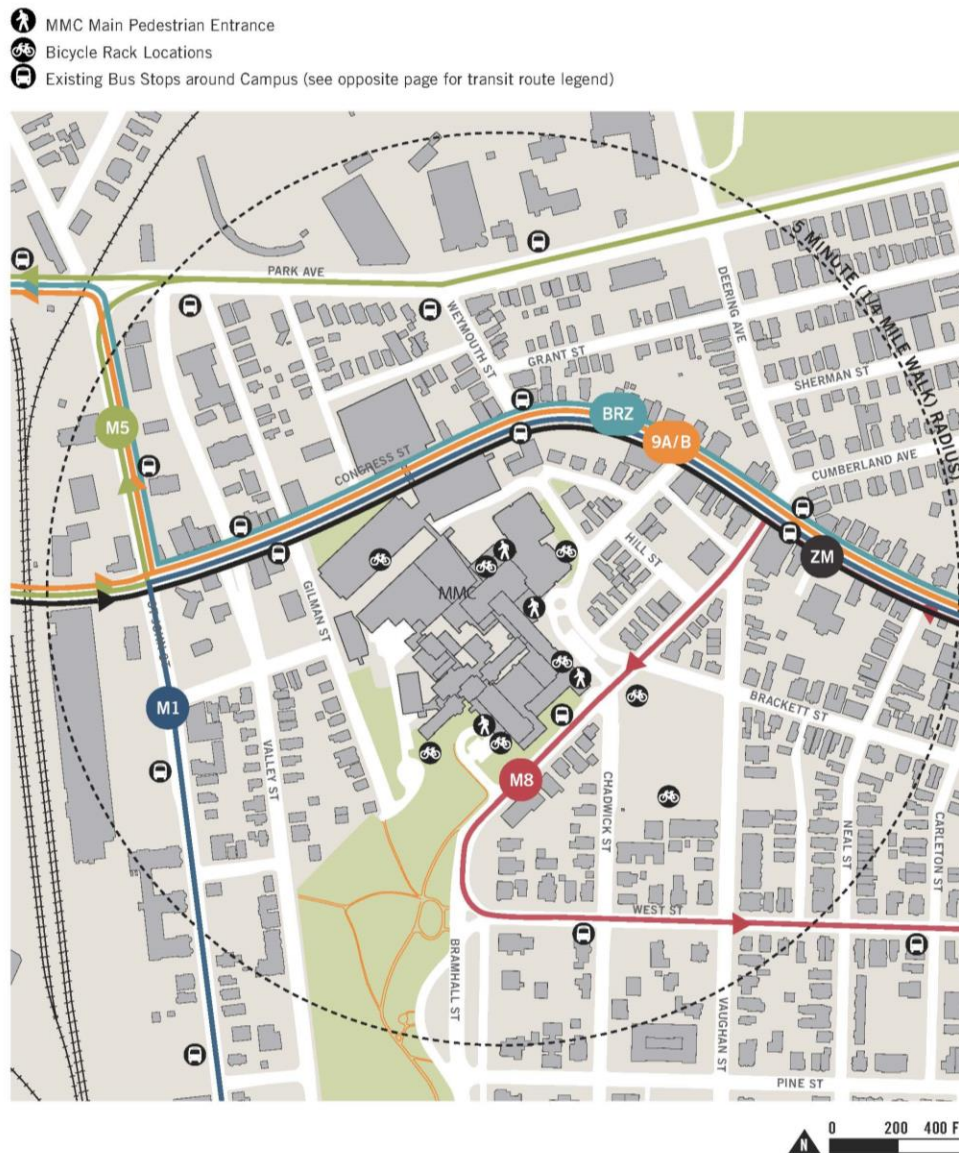
Source: Luum

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 2: 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 7 below. In addition, the hilly nature of the Western Promenade impacts bicycling and walking in this area.

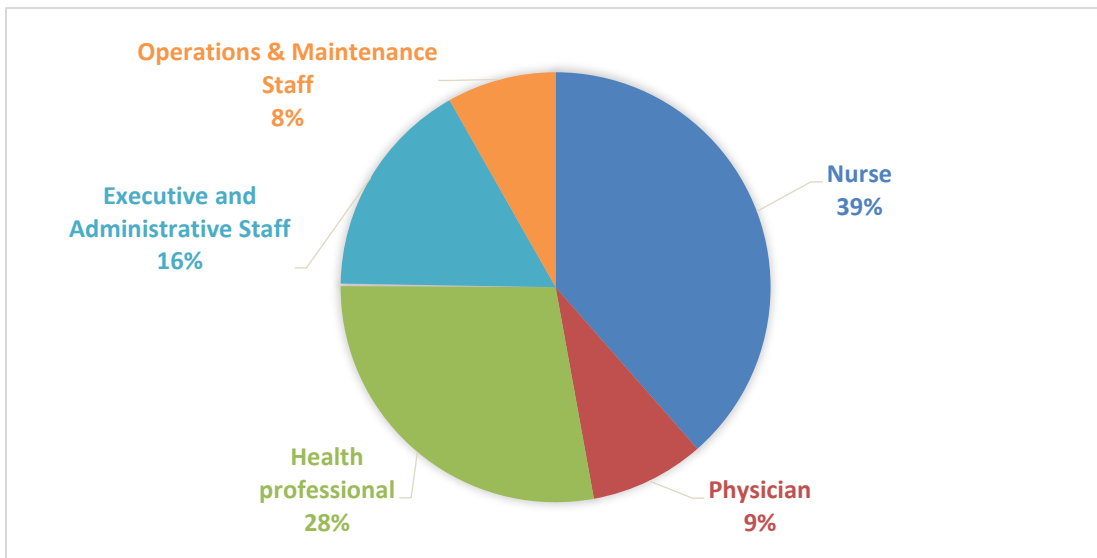
Current Travel Behavior

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

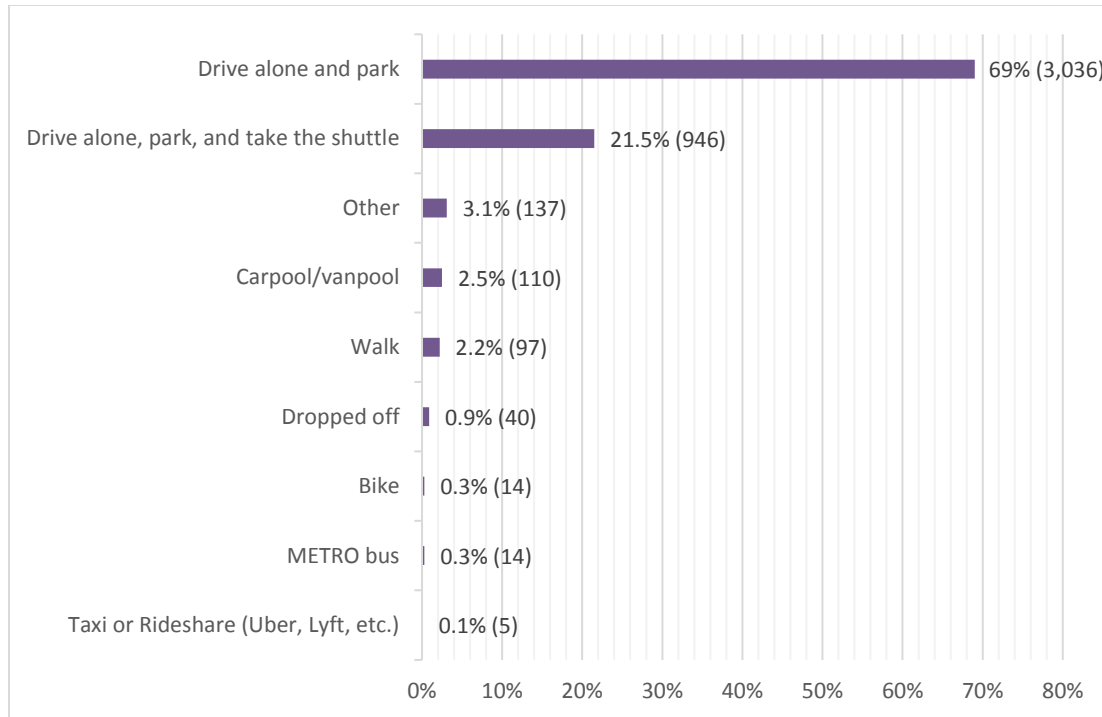
Approximately 1,600 MMC employees participated in the voluntary survey, administered in February 2017 – nearly a 40% response rate. Approximately 81% of the respondents work at the Bramhall campus. The respondents included a diverse spectrum of employees including operations and maintenance staff, students, executive and administrative staff, health professionals, nurses, and physicians. Figure 3 illustrates the various roles held by the survey participants.

FIGURE 3: 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 4 illustrates the commuting modes of MMC employees.

FIGURE 4: 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 once every two years 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 employee commuting patterns. 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 5 and 6). Three miles is generally considered a reasonable biking distance by industry standards.

FIGURE 5: MMC Bramhall Campus Employees, Distance to Work by Type of Employee

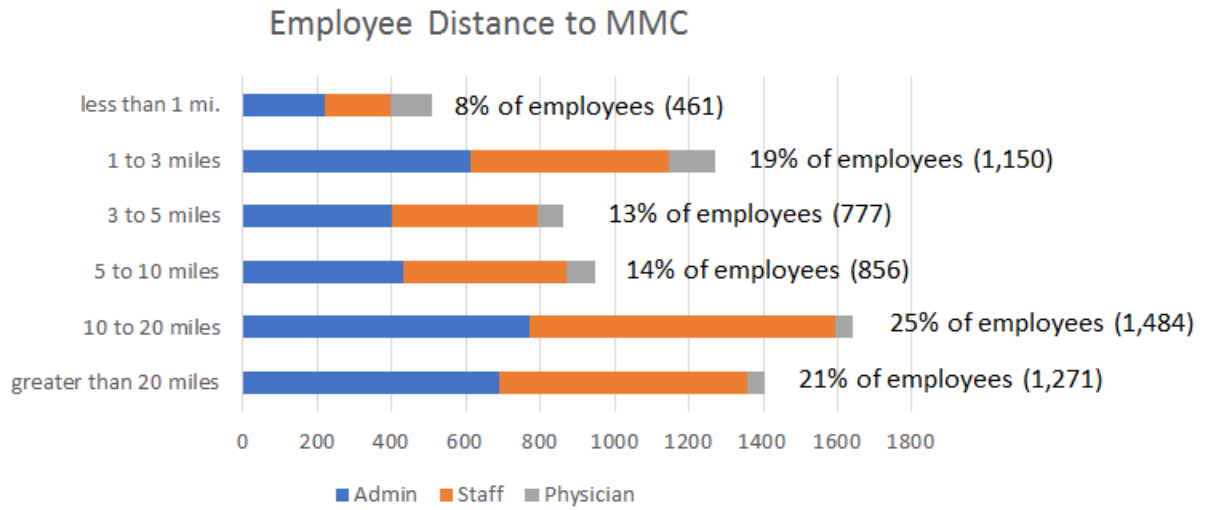
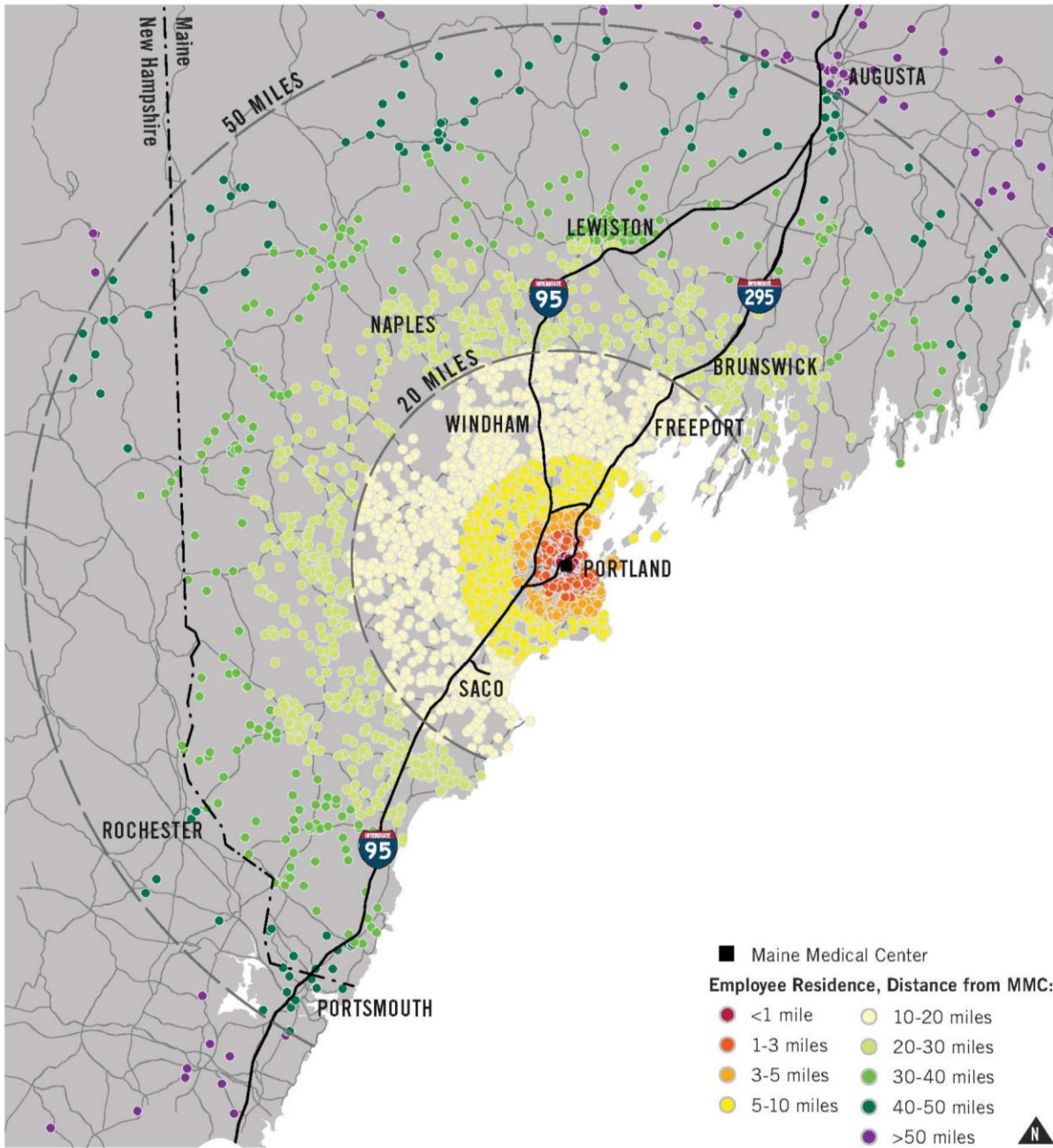


FIGURE 6: Map of MMC Bramhall Campus Employee Residences Illustrating Distance to Work and Travelsheds



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 and as data collection improves, new goals and metrics may be identified. MMC will also continue to conduct surveys as a way to measure the share of employees who commute by alternative modes of transportation.

VHB conducted a study to determine the existing parking demand for employees (refer to the Context section of this document). VHB’s observations and peer group comparison 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	0.367	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.

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.

Active Transportation

The MMC campus is located in close proximity to existing and planned routes in the City of Portland's growing bicycle and pedestrian network as shown in Figure 7. MMC offers a variety of bike facilities to make bicycle commuters feel welcome and safe. In 2008, MMC installed five (5) strategically-located bike racks and ten (10) bike lockers on its main campus. Three (3) 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. MMC will conduct a bike rack inventory in July/August 2018 to evaluate the location, condition, and model (or style) of existing bike racks. This assessment will ensure that the racks meet the City's standards regarding the quantity, quality, and distribution of bike parking across the Bramhall campus. MMC understands the city's strong preference for inverted u-racks and bike hitch (or post and ring) racks.

Bicycle and other active transportation commuters also have access to showers facilities across campus, including at Environmental Services, Engineering, the 5th floor of the Maine General Building, and at 229 Vaughan Street.

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", whose design treatments help reduce vehicle speeds and create a safer environment for active transportation users. Neighborhood byway design could 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 7 and add neighborhood byways.

FIGURE 7: Portland Bikeway and Pedestrian Network



Source: City of Portland

In the winter months, some employees choose to leverage their wintertime hobbies, like cross-country skiing, to get to work.



Public Transportation

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 MMC’s current Greater Portland METRO Bus and Shuttle-Bus Zoom discounts provided through “Get on Board!”. Note: MMC is dedicated to providing a 100% METRO discount in the short term (as discussed in the recommended Program Enhancements section).

TABLE 2: MMC Transit Discounts

	Regular Price	MMC Sale Price	% Discount
METRO	\$13.50	\$8.00	40%
S. Portland	\$13.50	\$8.00	40%
Zoom 10 Ride	\$39.00	\$29.60	25%
Zoom Monthly	\$100.00	\$84.50	15%
Zoom Quarterly	\$260.00	\$197.50	25%

The *Portland Peninsula Transit Study*² 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*³ 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.

In addition, an MMC representative was recently appointed to the PACTS/GPCOG Transit Committee. MMC is excited to participate in this dynamic group and looks forward to exploring ways in which to improve transit accessibility, connectivity, and reliability in the Greater Portland region.

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.

² Portland Transit Committee. *Portland Peninsula Transit Study* (2009), Retrieved from: <https://www.portlandmaine.gov/DocumentCenter/Home/View/3383>.

³ Portland Area Comprehensive Transportation System (PACTS). *Portland “Hub Link” Feasibility Study* (2015), Retrieved from: <http://www.portlandmaine.gov/DocumentCenter/View/14793>.

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 every three months 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. MMC will explore opportunities to help automate this process. For example, commute management platforms (discussed in Data Collection section of the Plan) could allow employees to easily track and manage their daily commutes, potentially reducing the need to submit paperwork.

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 995 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.

Electric Vehicle (EV) Charging

Electric vehicle (EV) charging stations can encourage motorists to commute by electric vehicles, thereby reducing carbon emissions. MMC offers free charging stations for staff and visitors.

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. Therefore, the annual employee parking cost is \$78.

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

Enhanced Get on Board Program Elements

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

Active Transportation

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.

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.

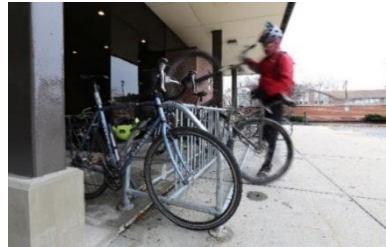
MMC is exploring additional active transportation incentives through commuter challenges, like a Bike Month Challenge (discussed in Education and Marketing section) with corporate-sponsored giveaways, like gift cards to local businesses.

MMC will also consider purchasing [Bicycle Benefits](#) memberships for bicycle commuters. The memberships cost \$5 (one-time fee) and include a helmet sticker, which provides discounts to dozens of local businesses in the Portland region.

MMC understands that Portland Bike Share, a non-profit organization with a goal to establish a bike share system in the City of Portland, plans to launch a bike share pilot in 2018. MMC has contacted the Executive Director of the North American Bikeshare Association regarding bike share opportunities and has conducted preliminary research on private bike share systems, which, if implemented, could help connect employees at MMC and MaineHealth, located on Free Street.

MMC also recognizes the importance of safe and accessible infrastructure to active transportation. The presence of infrastructure can provide the sense of safety and 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 pedestrians 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 expand its active transportation network.

The City of Portland has proposed a bike lane on Congress St. and a Neighborhood Byway on Bramhall St., both of which are adjacent to MMC's Bramhall campus. These improvements, among others, can help address gaps in the community's active transportation network and could help encourage more MMC employees to bike, walk, skate, and ski to work.



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 (100% subsidy) for employees who elect to use transit as their primary mode of commuting 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).

METRO's electronic fare deployment, scheduled for 2019, represents an opportune time for MMC to launch this enhanced subsidy program. MMC will explore ways in which employees can "purchase" transit passes up front, rather than on a reimbursement basis. This "payment-in-advance" option may be contingent on MMC's capacity to verify transit ridership (e.g. through electronic boarding data) in order to minimize abuse of this benefit. It is also possible that electronic fare collection and/or commute management platforms (discussed in Data Collection section), if implemented, could allow staff to easily log trips, potentially helping verify transit usage.

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 has hired 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 is responsible for program evaluation, 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 challenge in the future.

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.

Improving Data Collection Capabilities

MMC will improve its data collection capabilities as described below.

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 holistic 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 Public Transportation

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. The new TDM Coordinator provides MMC with an unprecedented opportunity to help educate and inform employees about the hospital's TDM programs.

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 is committed to reorganizing information on its intranet site within the first six months following the hiring of the TDM Coordinator.

MMC will develop and deliver information about the Get on Board program using communications best practices that are refined throughout the program's lifespan. Communication 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 currently shares information about the Get on Board program with new employees during orientation and understands that this information can be overlooked amidst all of the materials that are provided to new employees. MMC will transform its existing TDM orientation brochure into a more graphical, eye-catching pamphlet or postcard. MMC will also consider incorporating a brief TDM presentation at 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 Booths: To supplement information available on the Get on Board intranet site, MMC will explore opportunities to setup Get On Board booths to help market the program and potentially offer free giveaways, like bike lights or helmets. The booth could be installed and staffed at a high visibility location, such as the hospital's South entrance or outside the future employee parking garage.
- Leveraging Existing MMC Programs: The TDM Coordinator will explore possibilities to leverage (and learn from) other MMC employee programs, such as "Work on Wellness" and Moment to Shine. Work on Wellness (WOW!) allows employees to earn rewards for participating in various health and wellbeing programs, while Moment to Shine allows employees to recognize and reward colleagues for exemplary performance. Moment to Shine, available on the MMC intranet and on iPhone and Android apps, also allows "shining" employees to redeem their rewards through a user-friendly shopping portal. While it is important that the MMC employee programs maintain their autonomy, there could be opportunities for Get on Board to utilize some of the same features, like the rewards portal.
- Branding: There may also be opportunities to rebrand the Get on Board program as MMC looks to add new life to the program.

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.

Commuter Challenges

MMC will explore internal commuter challenges, such as a bicycle commuter challenge in the month of May, which has been nationally designated as "Bike Month" by the League of American Bicyclists. As discussed in the Data Collection section, commute management platforms could help MMC manage these friendly competitions and allow participants to log commutes and view leaderboards. MMC will contact businesses regarding potential sponsorships for the monthly commuter challenges.

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 EZ-Pass technology to automatically collect information about the vehicles 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. These systems will provide quantifiable information to assist in determining future utilization of MMC's parking facilities. MMC will utilize this parking usage data to assess its parking arrangement twice every year.

MMC has received feedback 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 Surveys

MMC conducted an employee travel survey in 2017 to understand employee commuter preferences and intends to administer the survey once every two years going forward. The survey is administered electronically using a survey platform and produces data that MMC (or a third party) can use to identify changes and progress from one period to the next. The surveys 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

Employee Surveys

As discussed earlier, MMC is also exploring contracts with various commute management platforms to help encourage, track, and incentivize alternative commutes. These platforms can provide robust data related to commuting patterns, trends, and changes.

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. While the program's success partially relies on a cultural shift away from personal vehicles, Maine Medical Center is committed to exploring and identifying the most impactful TDM strategies to reduce single-occupancy vehicle travel and encourage alternative commuting choices.