

**Maine Medical Center's
Draft First Year Plan for Transportation Demand Management
Portland Bramhall Campus
March 2008**

Project Background

The City of Portland required that MMC complete a travel/transportation demand management plan as a condition of their site plan approval for the most recent expansion to be completed in the summer of 2008. The specific conditions were as follows:

Conditional Rezone provision:

“18. MMC agrees that it will encourage its employees and visitors to use alternatives to single-occupant automobiles when traveling to and from the PROPERTY. In its application under the Site Plan Ordinance, MMC agrees to include among its written statements an Alternative Transportation Plan. The Alternative Transportation Plan will propose strategies to reduce single-occupant automobile trips to the PROPERTY. Such strategies shall include, but not be limited to, subsidies and other incentives for employees and visitors to use local and regional mass transportation, share rides (carpools and vanpools), ride bicycles and walk. The Planning Board will include the Alternative Transportation Plan in its consideration of sections 14-526(a)(1) and (2) of the City Code. In addition, an analysis of effectiveness and functioning of the Alternative Transportation Plan shall be provided to the City Council's Transportation Committee on an annual basis.”

Site Plan condition of approval:

“vi. MMC shall submit a revised Alternative Transportation/Travel Demand Management Plan for Planning Board review and approval, prior to issuance of a certificate of occupancy for the parking garage, which shall provide additional incentives for employees to use transit.”

The objective of the Transportation Demand Management Plan is to reduce single occupancy vehicle trips by a variety of specific strategies such as rideshare, transit, bicycling and walking. MMC is the largest employer in the City of Portland employing approximately 4,500 people at its Bramhall campus and thus the possibility exists for a significant reduction in the number of single occupant vehicles. However, there are a variety of initiatives currently underway that will influence this plan, such as the Peninsula Transit Study, the Metro Route Study, and MMC's plans to survey its 4,500 employees at its Bramhall location. Therefore, the purpose of this first year plan is to implement an initial (year one) plan with the understanding that it will need to be updated based on the findings of the ongoing initiatives mentioned in this TDM plan. Revisions will take place in future years as methods and practices are refined, and additional information, such as employee surveys, the Peninsula Transit Study, and the METRO Bus Route Study become available. The first-year TDM plan includes:

- Appointing a transportation coordinator

- Implementation of a rideshare program with preferential parking for participating employees
- Incentives to use Public Transportation
- Installing additional bicycle storage facilities
- Completion of an employee survey
- Participation in the Peninsula Transit Study as a Steering Committee member
- Review and feedback, as well as recommendations for the City-based review process

The implementation schedule is described in detail at the end of this narrative.

First Year TDM Plan

The following paragraphs describe the features of this first year plan. Each major component of the first year plan includes a discussion of the approach, followed by action items.

1. Identification of a Transportation Coordinator

MMC has activated its TDM Plan through the coordinated efforts of staff in the Parking, Engineering, and Operations Departments. The Operations Manager for Security and Parking, Steven Hobart, will serve as the TDM Coordinator and will be the point of contact for all questions from MMC's staff, volunteers and visitors, as well as the City of Portland. Steve will report directly to Michael Ryan, MMC Vice-President of Operations, with respect to his duties as TDM Coordinator. A TDM Advisory Committee composed of staff from across the hospital will assist the TDM Coordinator with planning, implementation and communication of the Plan. The TDM Coordinator will be responsible for working with the City of Portland Planning staff, Portland Area Comprehensive Transportation Committee (PACTS) and the Council of Governments in implementing the current Plan and subsequent year plans. The TDM Coordinator will actively participate in regional planning efforts to reduce the number of single-occupant vehicles by volunteering to be on the advisory committees for the Portland Peninsula Transit Study and the Portland Metro Regional Route study, as well as volunteering to serve on other committees as appropriate such as the PACTS transit committee, attending the annual transit summit and other meetings.

2. Transportation Demand Advisory Committee within MMC

MMC has mobilized an Internal Advisory Committee to oversee the development and implementation of the TDM plan. The TDM Advisory Committee consists of representatives from across the organization, including nursing staff, administration, human resources department, Facilities Development, Information Services, Engineering and others. The Committee has met monthly since December to guide development of the first-year Plan and is currently developing questions that will be part of the MMC Employee Transportation Survey discussed in item #8 of this proposed TDM Plan.

3. **Educational/Promotional Materials**

MMC is preparing educational/promotional material for employees to highlight the goals of the plan and their participation, the desired outcomes, and to obtain their thoughts and suggestions. This material will encourage maximum employee input and feedback on the program's features.

Promotional and educational outreach is being done in the following manner:

- Flyers are being prepared to be placed in conspicuous areas of the campus, such as break rooms, locker rooms, bathrooms, cafeteria, coffee shop, and major points of entry and exit. These flyers will have information about specific programs, incentives, and provide employees with contact information of the TDM Coordinator.
- Letters will be sent out to all MMC Employees at the Bramhall campus providing additional detail above and beyond that posted on the flyers.
- In addition, MMC already has a policy of providing information to patients scheduled to arrive at MMC for services, directing them to valet parking services. When the new garage is opened later in 2008, patients arriving for services available at the North end of the campus will receive pre-trip instructions to access the site via the new garage. Patients arriving for services at the South end of the campus will be instructed to park in the Bramhall Visitor's lot and enter the facility at the South Entrance.
- MMC will host an annual transportation fair for employees which will provide information about the TDM program in a relaxed setting. Prizes will be offered to those who have demonstrated the greatest commitment to reduction of single-occupant vehicle based commuting, as well as those who are able to envision changes or new aspects of the TDM program.

4. **Implement Rideshare/Vanpool Program**

This program includes a database program for matching rideshare candidates and will be administered by the TDM Coordinator and Human Resources staff. The rideshare plan will facilitate the identification of a cluster of employees from a compatible location and with comparable work schedules. The goal is to have between two and four riders per vehicle, based on locations and routes, and have a designated driver for each vehicle, with a second in case of illness, scheduling conflict, or family emergency. The driver will be given a priority space in the new Gilman Street/Congress Street parking garage. (An informal survey taken during the week of March 3, 2008, to determine who currently carpools to work, revealed six vehicles arriving at the Gilman Street Parking Garage with two or more occupants.)

The vanpool program is designed to serve employees who live closer than the rideshare employees, but still too far from the Bramhall Campus to walk or bike. However, these employees, typically in Portland, South Portland, Westbrook, Falmouth, Scarborough, and Cape Elizabeth, are in greater concentration where a larger vehicle can serve their needs. Vanpooling will require MMC to rent or lease these vehicles, and it will be administered on a preliminary basis, subject to re-evaluation after the end of Year One. In order to achieve the most success and utilize the most available knowledge base, this program will be coordinated with the Greater Portland Council of Governments regional rideshare program.

MMC will offer the following incentives for this program:

- Provision of a guaranteed-ride home program for the first year of the TDM plan.
- Reduced parking costs for carpool and vanpool users.
- Shift carpool spaces to the Gilman or new garages from St. John's Street and move displaced single-occupant spaces to the St. John's Lot, where drivers would access the MMC shuttle service.

The TDM Coordinator and the Committee will assess each portion of this program and refine each part to create an updated plan for future years. The carpool program will have a participation goal of five percent of employees by the end of Year One, and the Vanpool will have a participation goal of three percent.

5. Encourage Use of Transit

The Greater Portland Area is fortunate to have a variety of transit alternatives including Metro, the South Portland Bus Service, Zoom, The Downeaster and others. While the opportunity for participation in this program is currently somewhat limited for the current service schedule, the TDM Plan encourages use of transit in the following manner:

- Make transit passes available via payroll deduction at MMC. These passes would be subsidized by fifty percent (50%) by MMC.
- Provide input in the Portland Peninsula Transit Study to further improve transit service to the Bramhall campus.

This combination of incentives will be revisited and re-evaluated annually to determine their efficacy by the TDM Coordinator with input from the Advisory Committee.

6. Bicycling and Walking Program

Maine Medical Center currently has bicycle racks in three locations on the Bramhall campus. Bike racks are provided at the Congress Street level of our Gilman St. Parking Garage, at the Bramhall surface parking lot, as well as at the Dana Education Center entrance. However, as employees prefer more secure facilities, MMC will acquire bicycle storage lockers to provide additional incentive to bicycle users.

MMC will have a seasonal goal of having one percent of its workforce commuting by bicycle, and one percent by walking within the first year of the program, which translates into approximately forty five employees for each alternative mode. To reach this first year goal, MMC will provide (i) bicycle storage facilities at a minimum of two additional locations, including off of Bramhall Street and Gilman Street, and (ii) information for employees stating locations of showers and provisions of towels on-site.

Bicycle storage facilities (lockers), where outside, will be in well-lit and protected areas. The goal of future plans will be to construct other facilities indoors, so as to further improve bicycle safety

and to add to bicycle storage capacity. MMC is exploring incentives for bikers that will include reduced costs for bicycle tune-ups, bicycle clothing, and accessories at local bike shops.

Walkers will have additional incentives provided to them, including MMC-sponsored discounts on footwear from local footwear retailers. In addition, the provision of reflective walking clothing, while optional, will be provided by MMC.

7. Use of Flexible Hours, Staggered Shifts, and Other Hourly Incentives

MMC's typical shift for the majority of our nursing staff is 7:00 am to 3:30 pm; however a significant portion of clinical staff work 10 and 12 hour shifts. Those times are already staggered from the normal 8:00 am to 5:00 pm work day for many of the Portland area businesses, thus reducing traffic congestion. A significant portion of MMC's employees are required to be on-call at all hours, and working different hours or from home presents additional challenges to an employer such as a hospital.

However, during the course of Year One of the TDM Plan, MMC will conduct a study among its employees, their supervisors, and Human Resources to determine what further measures may be achievable with the use of other flexible hour configurations. If, after Year One, MMC determines that five percent of employees (approximately 225) could participate in such a program, a pilot program will be established for Year Two.

In August of 2007, Maine Medical Center opened a new Ambulatory Surgery Center at the Scarborough Campus. As a result of this new facility, approximately 250 surgical cases each month have been relocated from the Bramhall campus to the Scarborough campus thus continuing to reduce patient, family and related staff visits to the Bramhall campus.

8. Prepare and conduct a transportation survey of the employees

Maine Medical Center has experience surveying and communicating with its employees via electronic means, and will develop a computerized survey of staff. The survey questions will be submitted to the City Planning Department staff for input. The survey will consist of a variety of questions to determine employees' current commuting practices, work schedules, likeliness to utilize public transportation or carpool/vanpool initiatives with respective incentives, likeliness to walk or bicycle with respective incentives, and barriers preventing them from exploring alternative transportation methods.

The surveys would be completed on-line via a provider such as Survey Monkey, with the information being linked to a database program. The analysis of the information gained from the survey, coupled with demographic information available from MMC's Human Resources Department, will provide us with a comprehensive summary of the alternative transportation options for our employees.

MMC will share the results of its survey with the City Planning Department and such data will provide useful information for the Peninsula Transit Study as well as the Metro Route study in

developing regional routes and timetables that would be compatible with the schedules and travel routes of MMC's 4,500 Bramhall employees.

9. Multiyear TDM Plan

The first year TDM plan will be carefully documented and observed to determine how each component is effectively reducing private vehicle demand for MMC employees. It will strive to have one percent of employees participating in biking and one percent participating in walking, and five percent participating in public transportation by the end of the first year. In addition, the goal would be for five percent to participate in carpools and three percent to participate in vanpools by the end of Year One.

The program will also include the following spot check system, or equivalent, to verify participation:

- The carpool participants will be assigned stickers for their cars, renewable on an annual basis. There would be a prime designee who typically is responsible for the carpool (red sticker) as well as the alternate (yellow sticker). The two stickers for each car will have a number that will match up with a given parking space. (For example, a sticker with #501 would be required to park in space 501.) Compliance checks would occur randomly on a bi-monthly basis. Security staff would occasionally observe a section of carpool spaces to determine overall compliance for those spaces. If a carpool leader (or second) did not have users with him or her, they would be given a warning. If it were to take place a second time, an audit of that carpooler would be completed by asking the remaining carpool participants about their use of the carpool.
- Bicyclists would also be given stickers for their bicycles that would have matching numbers with a specific bicycle locker, which would come with a locker-specific bicycle lock. The bicyclists would be able to ask for bicycle storage at a specific part of campus based on their location of employment. As with the carpoolers, bi-monthly checks would be conducted to determine usage of the lockers.
- Bus users would be periodically greeted by campus security members on occasion during dropoffs by METRO at the Bramhall Campus. They would check in with riders, ask if they have their bus pass, and occasionally hand out additional incentives, such as gift certificates for free coffee from local coffee purveyors, gift cards to local movie theaters, and other similar incentives. The checks would serve a dual purpose of confirming compliance with the bus pass program as well as determining the overall level of bus usage by MMC employees.

The information from the program (overall participation, compliance check results, etc.) will be compiled in the spring of 2009 and analyzed by the Advisory Committee and the Coordinator before revising the TDM for 2009 and subsequent years. In addition, the employee survey, scheduled to be completed by May 2008, will also be utilized in revising and updating the plan.

The importance of the Peninsula Transit Plan and the METRO Route Study should not be overlooked as part of this process. The projects are intertwined with the MMC TDM plan, and each should contribute to and benefit from each other. MMC anticipates that recommendations

from the Transit Plan will be available prior to a review of the First Year TDM Plan, so it will be reviewed for relevant information to create the 2009 and beyond plans.

The 2009 plan will be presented to the City in June of 2009, for review and approval by the Transportation Committee, and potentially, a new association discussed below. This will be the first of ongoing annual reports on the effectiveness and functioning of each year's TDM Plan as required in the Conditional Rezone provisions. In addition, June is Commute Another Way Month, so it will also provide a venue to encourage other travel options citywide.

10. Timetable for plan actions items

The estimated time frames for each of the action items presented in this First Year TDM plan are summarized below:

<i>Action Item</i>	<i>Timeframe for Implementation</i>
Appoint Transportation Coordinator	January 2008 (Completed)
Develop a MMC Transportation Committee	January 2008 (Completed)
Complete first-year TDM Plan	March 2008 (Pending)
Attend Peninsula Transit Study Meetings	Jan. 2008-July 2008 (ongoing)
City Planning Board TDM Approval	March 2008
Draft Employee Survey	April 2008
Review Survey with City Staff	April 2008
Conduct Employee Survey	May 2008
Prepare Promotional Material	May 2008
Communicate TDM Plan to Employees	May 2008
Purchase and Place Bike Storage Lockers	May 2008
Offer discounted Metro passes	May 2008
Implement Rideshare Program	June 2008
Assess success of First Year TDM Plan	March 2009
Submit 2009 TDM Plan to Planning Brd	June 2009
Report to City on effectiveness of TDM Plan, Yr. 1	June 2009

MMC's Parking Plan

MMC currently is undergoing construction of a new patient and visitor's parking garage. Attachment A outlines MMC's current Parking Management Plan and the Plan once the new garage is open.

Attachment A

Maine Medical Center Parking Management Plan – March 2008

Maine Medical Center at the Bramhall Campus is currently undergoing a major construction project. This document provides a comparative overview of the current and future parking plan.

Current Parking Inventory

Parking Facility	notes	# of spaces
Gilman Parking Garage	Used for employees, physicians, volunteers, students and approximately 60 of these spaces are used for valet parking of patients.	1274
Forest St. Garage	Used for MMC employees working at Bramhall Campus	200
995 Congress Lot	Used primarily by nursing students	100
St. John Street Lot	Used by MMC employees	280
Chadwick St. Surface Lot	Used by patients and guests	328
		2182 total

Gilman Garage:

Prior to construction and during construction this garage is used to peak capacity. Staff privileges to this garage are limited to those who have earned a spot based upon several years participating in the MMC parking program. This is the current premium parking structure for Bramhall Campus.

Forest Street Garage:

This garage is the second tier in terms of employee parking at the Bramhall Campus. These spaces are limited to staff who have been participating in the employee parking program for several years but do not have enough tenure in the program to access the Gilman Garage during day shift. This garage fills to capacity on a daily basis.

St. John's St / First Atlantic Lot:

These spaces are utilized by newer staff who have not obtained enough tenure in the parking program to have access privileges for the garages at MMC during day shift. Convenient shuttle service is provided from 6:00am until 9:00pm Monday through Friday.

995 Congress Lot:

This 100 spaces lot fills to about 90% capacity on weekdays. A convenient shuttle is provided for students from 6:00am until 11:00pm Monday through Friday.

Chadwick Street Lot:

This is our primary patient parking lot which fills every morning. Mid-day lines stretch to the intersection of Brackett and Bramhall.

In addition, MMC leases short term parking at several locations to address parking stresses during current construction activity.

Post construction Parking Inventory

Parking Facility	notes	# of spaces
Gilman Parking Garage	Used for employees, physicians, volunteers, students and approximately 60 valet parking spaces.	1260
Forest St. Garage	Used for MMC employees working at Bramhall Campus	200
995 Congress Lot	Used primarily by nursing students	100
St. John Street Lot	Used by MMC employees	280
Chadwick St. Surface Lot	Used by patients and guests	328
New Garage	Planned for use by patients, guests, valet parking and potentially for carpoolers.	490
		2658 total

Gilman Garage:

After construction this garage will become less saturated by about 5% when sixty spaces that are used by valet are sent to the new garage. Additionally, in the fall of 2008 we will re-evaluate parking demand campus wide and may allot a few physician spaces at other areas that experience less demand, such as the Chadwick St. surface lot.

Forest Street Garage:

This garage is the second tier in terms of employee parking at the Bramhall Campus. No changes are expected at this location

St. John's St / First Atlantic Lot:

This lot will continue to be leased by MMC pending a review of parking demand in Fall of 2008. We may be able to reduce the evening hours of service.

995 Congress Lot:

No changes are expected for this lot. Pending a demand review in the Fall of 2008 we may reduce the hours of service to dayshift only.

Chadwick Street Lot:

This oversaturated lot will see relief in June of 2008 when the new garage opens up. Many of the users of this lot will find the new garage to be more convenient. The problem with congestion should be eliminated.

New Garage:

This new parking structure will be the primary, premium parking location for patients and guests with entrances at both Congress Street and Ellsworth Street. Patients and visitors will be provided pre-trip directions to encourage use of the Congress St entrance to this new facility. It will create an outlet for the congested Chadwick Street lot as well as relief for the Gilman Garage when the valet section is relocated.