COMPREHENSIVE TRANSPORTATION MANAGEMENT PLAN
FOR THE PROVIDENCE PORTLAND MEDICAL CENTER
AND PROVIDENCE OFFICE PARK CAMPUSES
PROVIDENCE’S MISSION

As people of Providence, we reveal God’s love for all, especially the poor and vulnerable through our compassionate service.

Providence Health & Services is a not-for-profit health system committed to providing for the needs of our communities across Alaska, California, Montana, Oregon, and Washington. With a system of over 76,000 caregivers, we strive to provide compassionate care to our patients in places of healing ranging from large hospitals and medical centers to private residential homes. In creating places of healing, we strive to minimize our impact to those who live near our campuses by developing trusting and lasting relationships with our community partners as we continue to expand our care to those who need it most.

This Comprehensive Transportation Management Plan (CTMP) exemplifies our vision to create healthier communities by identifying ways we can continue to reduce single-occupancy vehicle trips to our Providence Portland Medical Center (PPMC) and Providence Office Park (POP) campus through both education and the creation of alternative transportation resources. As stewards of our environment, we have developed this CTMP in the hope of influencing how our employees, visitors, and staff frequent our campuses. Additionally, we hope this plan continues to bridge our relationships between our communities as strategies develop and evolve.
TO DEVELOP A PLAN THAT WILL IMPROVE ACCESS FOR ALL MODES OF TRAVEL TO THE PPMC AND POP CAMPUSES, WHILE RECOGNIZING THE UNIQUE NEEDS OF EACH.

TO DEVELOP FUTURE STRATEGIES THAT WILL REDUCE SINGLE-OCUPANCY VEHICLE DEMANDS TO BOTH CAMPUSES.

TO APPLY PROVIDENCE’S MODEL OF INNOVATION IN “LEADING DYNAMIC CHANGE IN HEALTHCARE” TO OUR TRANSPORTATION EFFORTS.

TO ENSURE THESE STRATEGIES CONTINUE TO ENHANCE THE OVERALL PATIENT EXPERIENCE.

TO UPHOLD THE PROVIDENCE CORE VALUES OF RESPECT, COMPASSION, JUSTICE, EXCELLENCE, AND STEWARDSHIP.

OUR COMPREHENSIVE TRANSPORTATION MANAGEMENT OBJECTIVES
PRINCIPLES THAT GUIDE OUR FUTURE ACTIONS AND DECISIONS

Our CTMP is based on a set of “Guiding Principles” that will help us prioritize how we invest our transportation resources (time and dollars) over time. These principles are based on our commitment to provide our patients, visitors, physicians and employees the ability to walk, bike, ride public transit, ride our shuttle, use carshare or use technology to travel to the PPMC and POP campuses.

Enable users to choose and easily use the mode of travel they desire to access our campuses.

Reduce automobile trips to our campuses by providing alternative options that are convenient and practical.

Provide convenient parking for patients and visitors.

Ensure that access and circulation within our campuses is safe, well lit, and easily understood by all.

Promote transportation options that value sustainability and reduce greenhouse gas emissions.

Support transportation options that enhance individual and community health and well-being.

Collaborate with the neighborhoods and the city to provide a transportation system that is convenient, comfortable, and environmentally and fiscally responsible.
WHERE HAVE WE BEEN?

Since 1996, PPMC and POP have made significant progress toward reducing the percentage of people that drive alone to campus from 85% in 1996 to 66% today. This significant reduction in drive alone trips has occurred through collaboration with TriMet and the City of Portland as well as commitments to sustainability by physicians and staff. Despite this progress, a more deliberate approach is needed to continue decreasing auto trips to campus.
HOW WE WILL TRACK OUR PROGRESS

We will use quantifiable targets to help define success of our Plan. Progress moving toward these targets can be measured via the Employee Commute Options (ECO) survey that is administered by the Oregon Department of Environmental Quality and TriMet.

DESIRED MODE SPLIT TARGETS

<table>
<thead>
<tr>
<th>Single-Occupant Vehicle</th>
<th>Carpool</th>
<th>Transit</th>
<th>Walk</th>
<th>Bike</th>
<th>Other</th>
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<tbody>
<tr>
<td><strong>Existing</strong></td>
<td>66%</td>
<td>58%</td>
<td>19%</td>
<td>4%</td>
<td>3%</td>
</tr>
<tr>
<td><strong>2025</strong></td>
<td>66%</td>
<td>58%</td>
<td>19%</td>
<td>4%</td>
<td>3%</td>
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<tr>
<td><strong>2035</strong></td>
<td>75%</td>
<td>66%</td>
<td>19%</td>
<td>4%</td>
<td>3%</td>
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1 Other includes employees who work from home during regular business hours (i.e., telecommute) as well as those that work a full-time schedule in four or less days per week (i.e., compressed work week).
Below is a summary of what we are doing now, what we want to begin in the next two years, and what we may consider in the longer term to help us achieve our goals.

<table>
<thead>
<tr>
<th>CURRENT STRATEGIES</th>
<th>STRATEGIES PLANNED IN NEXT TWO YEARS</th>
<th>OTHER MEASURES WE MAY CONSIDER</th>
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<tbody>
<tr>
<td>5. Staff Telecommuting Options</td>
<td>19. Dedicated Carsharing Parking</td>
<td>25. Fill Infrastructure Gaps</td>
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<tr>
<td>6. Hollywood Transit Center Shuttle</td>
<td>20. Website Improvements</td>
<td></td>
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<td>7. Electric Vehicle Charging Stations</td>
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<td>8. Cycling Facilities</td>
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<tr>
<td>9. Reduce On-Street Parking at NE 53rd and Glisan</td>
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<tr>
<td>10. Provide Neighborhood Hotline</td>
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<tr>
<td>11. Good Neighbor Agreement</td>
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<td></td>
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<tr>
<td>12. Partner with Neighborhoods on Requests for Transportation Improvements</td>
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<tr>
<td>13. Provide Valet Parking on the PPMC Campus</td>
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<tr>
<td>14. Require Annual Parking Permits for Caregivers on PPMC Campus</td>
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WHAT DO WE HAVE PLANNED?
**WHAT WE ARE DOING NOW**

We have a number of current strategies in place on our campuses that we plan to continue.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>WHAT IT IS:</th>
<th>WHAT IT DOES:</th>
<th>FUTURE PLANS:</th>
</tr>
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<tbody>
<tr>
<td>1. <strong>FREE TRIMET EMPLOYEE PASSES</strong></td>
<td>All Providence employees receive an annual TriMet pass as part of their benefits package.</td>
<td>Free passes encourage employees to commute by public/mass transit, as there is no out-of-pocket employee cost.</td>
<td>Providence will continue to provide this employee benefit.</td>
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<tr>
<td>2. <strong>EMERGENCY RIDE HOME PROGRAM</strong></td>
<td>An employee who commutes by a mode other than via his/her car can receive a free taxi ride from their workplace (within the TriMet district boundary) in case of illness or a family emergency (e.g., sick child at school).</td>
<td>The program provides peace of mind for commuters who choose not to drive alone, as they know they can quickly get home in case of illness or family emergency.</td>
<td>Providence will continue to provide this employee benefit.</td>
</tr>
<tr>
<td>3. <strong>PPMC BICYCLE/PEDESTRIAN COORDINATOR</strong></td>
<td>A designated Providence employee who promotes bicycle and pedestrian commuting to employees in addition to his or her regular duties.</td>
<td>Raises awareness of commuting options among Providence employees. Helps to coordinate activities that incent others to commute via cycling or walking.</td>
<td>This role is planned to become a part of the Providence Oregon Transportation Demand Management Manager position.</td>
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4. PREFERENTIAL CARPOOL PARKING

WHAT IT IS: Providence provides close-in parking spaces reserved for designated carpools and vanpools.

WHAT IT DOES: Encourages carpooling by providing convenient, consistently located parking spaces for those who participate. Employees benefit from reduced commuting expenses.

FUTURE PLANS: Providence will continue to provide reserved carpool spaces.

5. TELECOMMUTING OPTIONS FOR SELECT STAFF

WHAT IT IS: Employees who can perform their job from home do so on selected days.

WHAT IT DOES: Reduces car travel to Providence facilities by allowing employees to perform their functions from home. Employees benefit from reduced commuting time and expense.

FUTURE PLANS: Providence will continue to provide this option to those employees who are capable of performing their function from home.

6. HOLLYWOOD TRANSIT CENTER SHUTTLE

WHAT IT IS: Providence provides shuttle service between PPMC and Hollywood Transit Center for use by employees, patients, and visitors.

WHAT IT DOES: Removes a barrier to using transit, by eliminating the need to walk up to a half-mile from the transit center to the campus.

FUTURE PLANS: Providence will periodically evaluate the schedule for route adjustments.

WHAT WE ARE DOING NOW

We have a number of current strategies in place on our campuses that we plan to continue.
7. ELECTRIC VEHICLE CHARGING STATIONS

**WHAT IT IS:** Providence provides 10 charging stations at PPMC, two at POP, and two at the NE 53rd and Glisan parking lot.

**WHAT IT DOES:** Promotes a more environmentally friendly commuting option by allowing vehicle owners to charge their electric car for their return trip from a Providence facility. This measure does not reduce vehicle travel to Providence facilities or the need for on-site parking, but it does help Providence and the region achieve sustainability objectives.

**FUTURE PLANS:** Providence will periodically assess the usage of these stations and the need to expand the number of stations.

8. CYCLING FACILITIES

**WHAT IT IS:** Providence provides secure bicycle parking, bike racks, and changing and showering facilities for those that commute via walking, running, and cycling, as well as employees who may exercise at lunch.

**WHAT IT DOES:** Supports walking and bicycle commuting by providing on-site bike parking and facilities to shower and change into work clothes.

**FUTURE PLANS:** Providence will continue to provide these facilities and monitor the need to expand them as demand grows.

9. REDUCE ON-STREET EMPLOYEE PARKING AT NE 53RD AND GLISAN

**WHAT IT IS:** Providence is committed to proactively monitoring and addressing employee parking at the 53rd and Glisan medical office building.

**WHAT IT DOES:** Focuses employee parking demand on-campus, not in the adjacent neighborhoods.

**FUTURE PLANS:** Providence will continue to provide this service to the neighborhood.
10. PROVIDE 24-HOUR HOTLINE FOR NEIGHBORS TO REPORT PARKING CONCERNS

WHAT IT IS: Providence provides a 24-hour telephone hotline that neighbors can call to report parking problems. Reinforces to Providence employees the need to park on-campus.

WHAT IT DOES: Provides a process for neighbors to report concerns about employee parking directly to PPMC.

FUTURE PLANS: Providence will continue to provide this service to the neighborhood.

11. GOOD NEIGHBOR AGREEMENT

WHAT IT IS: As part of the Conditional Use Master Plan, PPMC entered into a Good Neighbor Agreement with the Laurelhurst and Mount Tabor Neighborhoods to establish a process of collaboration on land use and transportation issues.

WHAT IT DOES: Provides a “foundation for on-going communication and collaboration among the parties and the community at large.”

FUTURE PLANS: Providence has a long-term commitment to the GNA.

12. PARTNER WITH NEIGHBORHOODS ON REQUESTS FOR TRANSPORTATION IMPROVEMENTS

WHAT IT IS: PPMC has committed to working with the Transportation Working Group (TWG) to identify possible transportation improvements that have mutual benefit to residents, PPMC, and other area visitors and employees.

WHAT IT DOES: Provides a forum for TWG and PPMC to collaborate on ideas and provide a “mutual ask” to the City of Portland, TriMet, and/or other public agencies.

FUTURE PLANS: Providence will continue to participate in these activities with the TWG.

WHAT WE ARE DOING NOW

We have a number of current strategies in place on our campuses that we plan to continue.
## 13. PROVIDE VALET PARKING FOR PATIENTS AND VISITORS ON THE PPMC CAMPUS

| WHAT IT IS: | PPMC operates valet service at the parking garages for patients and visitors. |
| WHAT IT DOES: | Enhances the patient experience by minimizing the frustration of trying to find available parking on-campus. Helps PPMC to make more efficient use of existing parking supply. |
| FUTURE PLANS: | Providence will continue to provide this service, and possibly expand over time. |

## 14. REQUIRE ANNUAL PARKING PERMITS FOR CAREGIVERS ON PPMC CAMPUS

| WHAT IT IS: | PPMC Caregivers are required to register their vehicles and receive an annual parking permit during the annual TriMet pass distribution. |
| WHAT IT DOES: | Ensures registered caregiver cars are parked in employee parking. |
| FUTURE PLANS: | Continue education and enforcement of parking regulations. |
## WHAT WE ARE PLANNING FOR CONSIDERATION IN THE NEXT TWO YEARS

We have a number of strategies we plan to implement between 2015 and 2017.

<table>
<thead>
<tr>
<th>15. TRANSIT TRACKER DISPLAYS</th>
<th>WHAT IT IS: Video monitors (connected to a computer with Internet access) are placed in high-visibility locations and display the next departure times for nearby TriMet lines.</th>
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<tbody>
<tr>
<td></td>
<td>WHAT IT DOES: Helps employees, patients and visitors plan their departure from the campuses, particularly during inclement weather or at night.</td>
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<tr>
<th>16. BICYCLE TUNE-UP PROGRAM</th>
<th>WHAT IT IS: Providence sponsors a bike mechanic to visit periodically (e.g., twice annually, spring and fall) to provide free bicycle tune-ups for employees.</th>
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<tr>
<td></td>
<td>WHAT IT DOES: Removes a barrier to bicycle commuting by keeping employee bicycles in good working order, and by providing the service at a time that is convenient for employees. Employees save some money and avoid the need for special trips to a bike shop to drop off and pick up their bicycle.</td>
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<tr>
<th>17. SELF-SERVICE BICYCLE REPAIR AREAS</th>
<th>WHAT IT IS: A stand for holding a bicycle, with tools for performing minor adjustments and repairs and for inflating tires. Stands would be located at the primary bicycle parking areas at PPMC and POP in areas with video monitoring. In addition to repair equipment, Providence could provide charging stations for electric bicycles.</th>
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<tbody>
<tr>
<td></td>
<td>WHAT IT DOES: Supports bicycle commuting by providing tools for bicycle commuters to make simple repairs to their bicycles on-site, prior to their trip home, rather than having to leave their bike on-site and find an alternative way to get home. Eliminates the need for employees to charge their electric bicycles in their offices or other locations within the PPMC and POP buildings.</td>
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18. PROVIDENCE OREGON TDM MANAGER

WHO HE/SHE IS: A full-time employee responsible for managing, monitoring, and promoting Providence’s TDM initiatives. The person should be an active user of non-auto travel modes in order to establish credibility and incent others.

WHAT HE/SHE DOES: This person could lead employee orientation and training sessions; develop and promote TDM information; work with the neighborhoods, the City and TriMet; monitor existing TDM programs; and identify changes/refinements to the TDM program to ensure its long-term success for all.

19. DEDICATED CARSHARING PARKING SPACES

WHAT IT IS: Providence dedicates a set number (e.g., 2) of on-site parking spaces to carsharing companies, such as Zipcar, whose model involves returning the car to a designated parking space.

WHAT IT DOES: Provides staff with an additional on-site mobility option for business travel during the day, reducing the need to drive to work because of an off-site meeting during the day. The cars would also be available for non-Providence carsharing members to reserve.

20. TRANSPORTATION OPTIONS INFORMATION ON PROVIDENCE WEBSITE

WHAT IT IS: Easy-to-find information for staff and visitors on the available options for traveling to Providence facilities.

WHAT IT DOES: Particularly for visitors, raises awareness of the various non-auto options available for getting to Providence facilities.

WHAT WE ARE PLANNING FOR CONSIDERATION IN THE NEXT TWO YEARS

We have a number of strategies we plan to implement between 2015 and 2017.
21. BIKE SHARING STATIONS

**WHAT IT IS:** The City of Portland plans to start a bike sharing program in 2016. The program would likely start in the central city and expand over time. Providence could offer a location at PPMC for a public bike sharing station at the time the program expands eastward.

**WHAT IT DOES:** For Providence staff living within the bike sharing program area, a bike sharing station could provide a new commuting option. For all PPMC and POP staff, the station would provide an opportunity to run short errands at lunchtime without using a car. The station would also serve residents of the adjacent neighborhood.

22. BIKE SHARING MEMBERSHIP SUBSIDY

**WHAT IT IS:** Providence could sponsor a portion of the cost of an employee’s annual membership in Portland’s future bike sharing program.

**WHAT IT DOES:** Provides unlimited bike rentals for one year (usage beyond a set time, such as 30 minutes per rental, costs extra).

23. CARSHARING MEMBERSHIP SUBSIDY

**WHAT IT IS:** Providence could subsidize a portion of the cost of an employee’s membership in a carsharing program.

**WHAT IT DOES:** Provides an option for having access to a car when needed makes it easier for employees to own fewer (or no) cars and to use alternative modes for the majority of their commuting.
OTHER MEASURES
WE MAY CONSIDER IN
THE LONGER TERM

24. BICYCLE HUB

WHAT IT IS:
A staffed facility at PPMC that could offer secure bicycle parking, bicycle repair services, bicycle accessory sales, and bicycle-related training (e.g., flat repair, brake and gear adjustments).

WHAT IT DOES:
Makes it easier for employees to commute by bicycle, by offering a variety of bicycle-related services on-site.

25. FILL INFRASTRUCTURE GAPS ON ACTIVE TRANSPORTATION ROUTES

WHAT IT IS:
Providence would provide financial support for completing missing links (e.g., missing bicycle lanes on NE Glisan Street, signalizing difficult street crossings) on active transportation routes to Providence facilities.

WHAT IT DOES:
Removes barriers to active commuting to Providence facilities. Benefits the broader community.

OTHER MEASURES WE ARE NOT CONSIDERING AT THIS TIME

As we developed our plan, we also identified a number of strategies that are not under consideration in the near-term but we may re-evaluate in the future. Some examples of these include:

- Vanpool for Providence staff;
- Mode choice incentives for non-auto use;
- Paid parking for employees; and
- Adjusting employee schedules.
WHERE DO WE GO NEXT?

We have formed a dedicated team to continue to evaluate, implement and monitor the strategies outlined in the plan. We look forward to working with the community as we continue to refine our plan over time.