

# Marquam Hill Transportation Partnership Plan



Oregon Health Sciences University  
Veterans Administration Medical Center  
Shriners Hospital for Crippled Children  
City of Portland  
Tri-Met

August 1995

**MARQUAM HILL  
TRANSPORTATION PARTNERSHIP PLAN**

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**Adopted August 1995**

*Oregon Health Sciences University  
Shriners Hospital for Crippled Children  
Veterans Affairs Medical Center  
Tri-County Metropolitan Transportation District of Oregon  
City of Portland Office of Transportation*

**ACKNOWLEDGEMENTS**

The Marquam Hill Transportation Partnership Plan represents the first concerted effort between Oregon Health Sciences University, Shriners Hospital for Crippled Children, Veterans Affairs Medical Centers, Tri-County Metropolitan Transportation District of Oregon and the City of Portland to address the transportation and parking problems on Marquam Hill

This plan is built on the work of the Marquam Hill Transportation Partnership Task Force. The ideas and proposals in this plan represents tremendous amount of time, creative energy and effort on the part of Task Force members

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## EXECUTIVE SUMMARY

The Marquam Hill Transportation Partnership Plan is a concerted effort between Shriners Hospital for Crippled Children, Veterans Affairs Medical Center, Oregon Health Sciences University, the City of Portland and Tri-Met to develop a comprehensive set of strategies that can meet the growing needs and local concerns for transportation and parking on Marquam Hill

The Plan is organized into three major sections Program Goals which highlight the goals and objectives of the Partnership Plan, Program Elements which outline the specific service, marketing and program evaluation elements of the plan, and Program Responsibility which outlines in a matrix format the roles and responsibility for plan implementation

### Partnership Plan Goals

The goals, objectives, performance standards and measures for the Marquam Hill Partnership Plan have been created to reflect regional ridership and mode split targets, local transportation and parking requirements as well as the transportation needs on Marquam Hill

The five Partnership Plan Goals are

- Goal 1        Establish a formal structure between the City, Tri-Met, OHSU, VAMC, Shriners and the Homestead neighborhood that provides on-going coordination and commitment for alternative transportation options and related issues on Marquam Hill
- Goal 2        Address the diverse transportation needs of the employees and visitors to Marquam Hill while continuing to reduce the per capita number of auto trips to and from Marquam Hill
- Goal 3        Increase awareness of the alternative transportation options that are currently available for travel to and from Marquam Hill
- Goal 4        Ensure long-term funding for the TDMP through shared resources, appropriate parking management policies, use of cost effective strategies, and the appropriate use of current and future resources
- Goal 5        Continue land use and transportation planning for satellite campus/clinic activities off Marquam Hill

### Plan Elements

#### Fixed Route Service Element

The Marquam Hill fixed-route service design includes three new AM/PM direct express routes The three routes will operate within the Tri-Met Service District and penetrate areas with the highest population concentration The service plan has been allocated \$298,450 for the first year of service (September 1, 1995 to August 31, 1996) The three health care providers will provide 70% of the program costs or \$208,915, to Tri-Met for service implementation Tri-Met will provide 150 hours of service per week, or 5 hours per bus each weekday Service implementation will begin September 5, 1995

A map of the three routes can be found on the following page. The route frequencies are outlined below.

- Line 64X Tigard Transit Center - Marquam Hill  
AM/PM Peak - 30 minute frequency
- Line 65X Milwaukee Transit Center - Marquam Hill  
AM/PM Peak - 30 minute frequency
- Line 66X Hollywood Transit Center - Marquam Hill  
AM/PM Peak - 30 minute frequency

### Rideshare and Walk Element

The rideshare and bicycle/walk element is designed to provide additional transportation alternatives to the employees and students on Marquam Hill. These include:

1. Carpool Program — The Marquam Hill carpool program is designed as a shared facility-matching database program. This shared database can help to maximize the number of potential carpool matches. The carpool program has been allocated \$71,305. Administration of the program will be carried out by the Veteran Affairs Medical Center (VAMC), and will be accepted as partial payment for their portion of the comprehensive fare program. (See following page.) The VAMC as the designated Marquam Hill carpool/vanpool administrator will maintain the database, assist in forming carpool groups, and facilitate follow-up evaluations of the program.

2. Vanpool Program — A Marquam Hill vanpool program will be offered, through Tri-Met, as one of the services available to an employee/student at Marquam Hill who participates in the comprehensive fare program. The Marquam Hill vanpool program has been allocated \$93,600 for the first year (October 1, 1995 - September 31, 1996). The three health care providers will provide 70% of the program cost, or \$65,520, to Tri-Met for program implementation. Tri-Met will use a vanpool services provider to manage and administer the program.

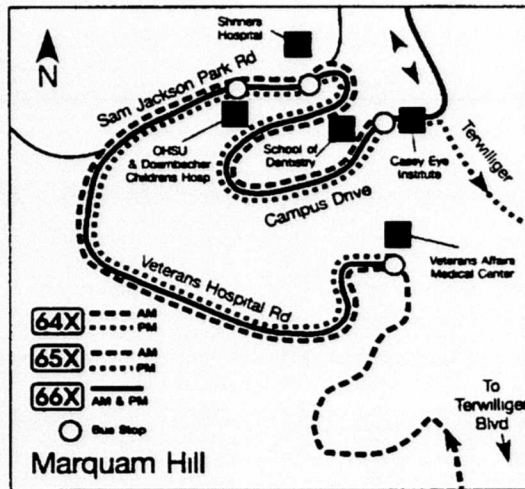
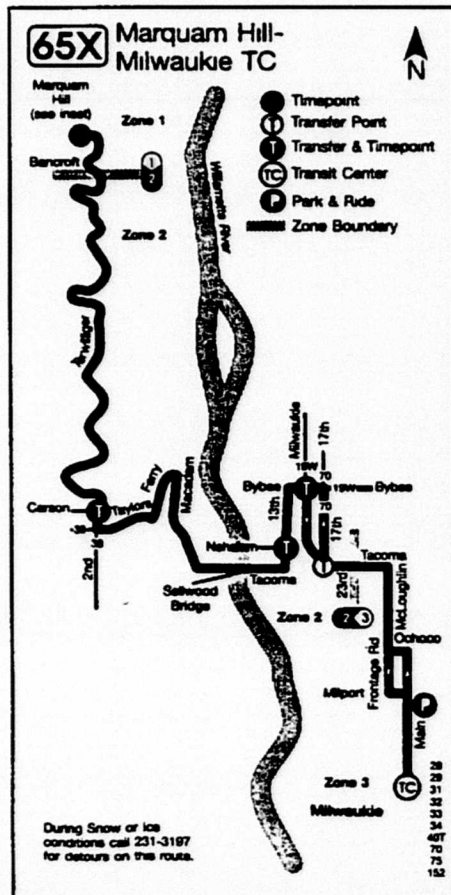
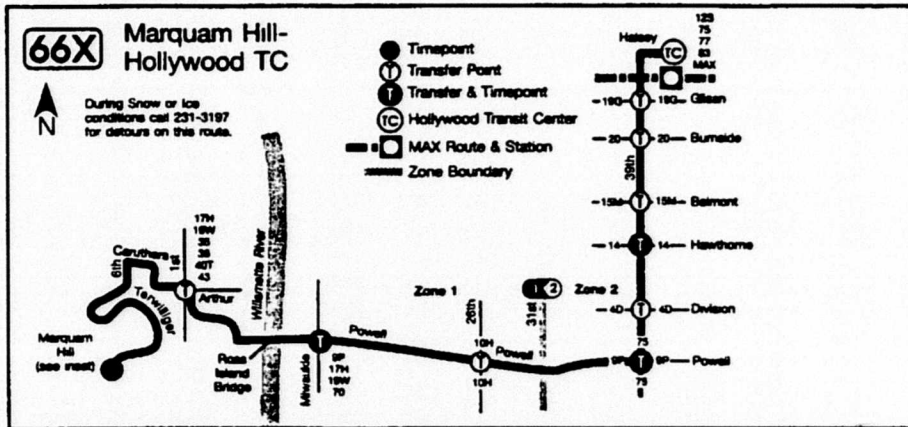
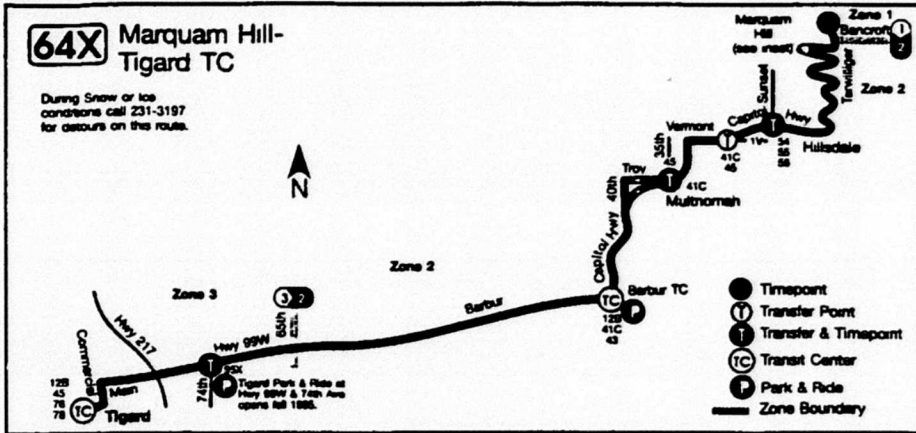
3. Bicycle/Walk Program — The initial focus of the Marquam Hill bicycle/pedestrian facilities program will be to prioritize those pedestrian and bicycle improvements that have been identified. Project will be prioritized based on their ability to:

- Address the Americans with Disabilities Act requirements,
- Improve pedestrian and bicycle safety and access to Marquam Hill,
- Encourage the use of alternative transportation, and
- Provide connections to local and regional pedestrian and bicycle plans.

As pedestrian and bicycle network improvement projects are identified, the Oversight Board will work to identify potential public or private funding sources for their implementation.

### Marketing Plan

The marketing plan has been allocated \$28,695 for the first year of implementation (September 1, 1995 to August 31, 1996). There are four major components of the marketing plan: the Comprehensive Fare Program, the Emergency Ride Home Program, passenger facilities and promotional activities.



The specific implementation elements of each include

1 Comprehensive Fare Program — Tri-Met will establish a comprehensive pass program that is based on a cost-per-employee/student figure. The cost-per-employee/student will be allocated based on the current fare revenues plus guaranteed revenues on new services, divided by the total employee/student population on the Hill. The three health care providers will pay an annual fee (directly or through in-kind services) based on the cost-per employee/student on the Hill. In turn, Tri-Met will provide an all zone fare instrument to each employee/student on the Hill. This fare instrument will allow each employee/student access to any current or new service within the Tri-Met service district.

The comprehensive fare program will be provided on a contract basis for one year. The program will be implemented September 1, 1995, and run through August 31, 1996.

		<b>One Year Program Costs</b>	
		<b><u>Tri-Met</u></b>	<b><u>Marquam Hill</u></b>
<b><u>Calculation of Program Costs</u></b>			
Lost Fare Revenue	\$305,483		\$305,483
430,258 annual trips x \$0.71 Average Fare for Marquam Hill			
New Service Costs			
Fixed Route	\$298,450		
Vanpools	<u>93,600</u>		
Total	\$392,050	\$188,920	\$203,130
<b>Other Costs</b>			
Carpool Capital Expenditures (One Time Only)	\$ 27,195		
Carpool Program (Continuing Expense)	44,110		
Marketing (Continuing Expense)	<u>28,695</u>		
Total	\$100,000	\$ 28,695	\$ 71,305
<b>TOTAL ONE YEAR PROGRAM COSTS</b>	<b><u>\$797,533</u></b>	<b><u>\$217,615</u></b>	<b><u>\$579,918</u></b>

**Allocation of Costs Between Partners**

Total Employees/Students on the Hill	10,375
Charge per Employee/Student (Total \$/Total Employees/Students)	\$ 55.90
<b>Institution Costs (Based on Total per Employee/Student Population)</b>	
VAMC (2,289 employees/students x \$56)	\$127,945
Shriners ( 235 employees/students x \$56)	13,136
OHSU (7,851 employees/students x \$56)	<u>438,837</u>
TOTAL	<b><u>\$579,918</u></b>

2 **Emergency Ride Home** — Tri-Met has allocated \$10,000 to provide a limited number of subsidized taxi rides to the Marquam Hill employee/students. Taxi rides are available to eligible employees in case of emergency. The health care facilities will provide additional Emergency Ride Home (ERH) funding to assure wider service levels.

3 **Passenger Facilities** — Passengers facilities will be provided for the designated direct service bus stops on Marquam Hill. Once these bus stops have been identified, necessary and appropriate bus stop improvements and/or additions will be made based upon standard amenities installation criteria.

4 **Promotional Activities** — Promotional activities will be designed to extend a sense of one-to-one contact and to reach and educate Marquam Hill students/employees interested in using alternative transportation. Promotional activities will include such things as workshops, transit fares, electronic mail messages, brochures, posters, flyers, trip planning activities, and new employee orientation.

### Program Evaluation Element

1 A nine-month evaluation of the program will be conducted to determine if there has been a reduction in per capita auto trips. A baseline survey of employee transportation usage was conducted April 24, 1995. A follow-up survey will be conducted in April/May 1996.

2 Quarterly ridership counts will be conducted to review usage of the new services. Service strategies not meeting target ridership goals will be addressed as follows:

**Fixed Routes** Minimum ridership numbers for each route will be established for each quarter. Routes not meeting target goals will receive additional marketing support for the next three months. Routes not meeting target goals after that will be reviewed with our partners for revision or termination.

**Vanpools** Minimum ridership numbers for vanpools will be established. If the van falls below minimum ridership levels the group will be notified and will have 30 days to meet the minimum number of passengers. Marketing will be provided to the vanpool. If ridership is not improved in 30 days, the group will lose the van and the carpool/vanpool administrator will work with participants to form carpools.

3 Parking and traffic counts were conducted in February 1995. Beginning September 1995, quarterly parking will be conducted on the Hill by the health care providers to assess the program's impact on facility parking. In addition, the City of Portland will conduct quarterly traffic counts on Terwilliger to assess the impact of the program on local streets.

4 Additional surveys may be conducted on specific transportation issues, as needed.

### Roles and Responsibilities

Program roles and responsibilities have been outlined in matrix format. This matrix can be found at the end of this report.



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## **I. PURPOSE AND ORGANIZATION**

### **1.1 Background and Purpose of the Marquam Hill Partnership Plan**

Marquam Hill is located about 1.5 miles to the southwest of downtown Portland. The hill is home to three major health care facilities — Oregon Health Sciences University (OHSU), Shriners Hospital for Crippled Children, and the Veterans Affairs Medical Center (VAMC) — who provide a variety of medical, research, educational and public services. Approximately 10,375 employees, students, patients, and visitors travel to one of the three facilities each day.

Parking and traffic have been an issue for many years on Marquam Hill. Access is geographically limited and the health care facilities are surrounded by residential neighborhoods. Traffic generated by the health care providers creates severe problems in these neighborhoods. In 1990, in an effort to mitigate the impacts of continued development, the City of Portland placed a lid on the number of parking spaces allowed on Marquam Hill. The current parking ratio is approximately one parking space for every two employees travelling to the Hill. Even so, the facilities are bumping against the 1990 parking lid.

In the past, each of the health care providers has attempted to meet its transportation needs individually. OHSU has an off-site parking lot shuttle program. The VAMC developed an extensive employee carpool program and Shriners offers a variety of benefits to their employees for alternative transportation use. Despite these efforts, parking, traffic, and transportation problems on or near the Hill continue to be a major concern for local neighborhoods and the City of Portland. With the pending loss of significant off-site parking, the transportation situation on the hill has reached a turning point.

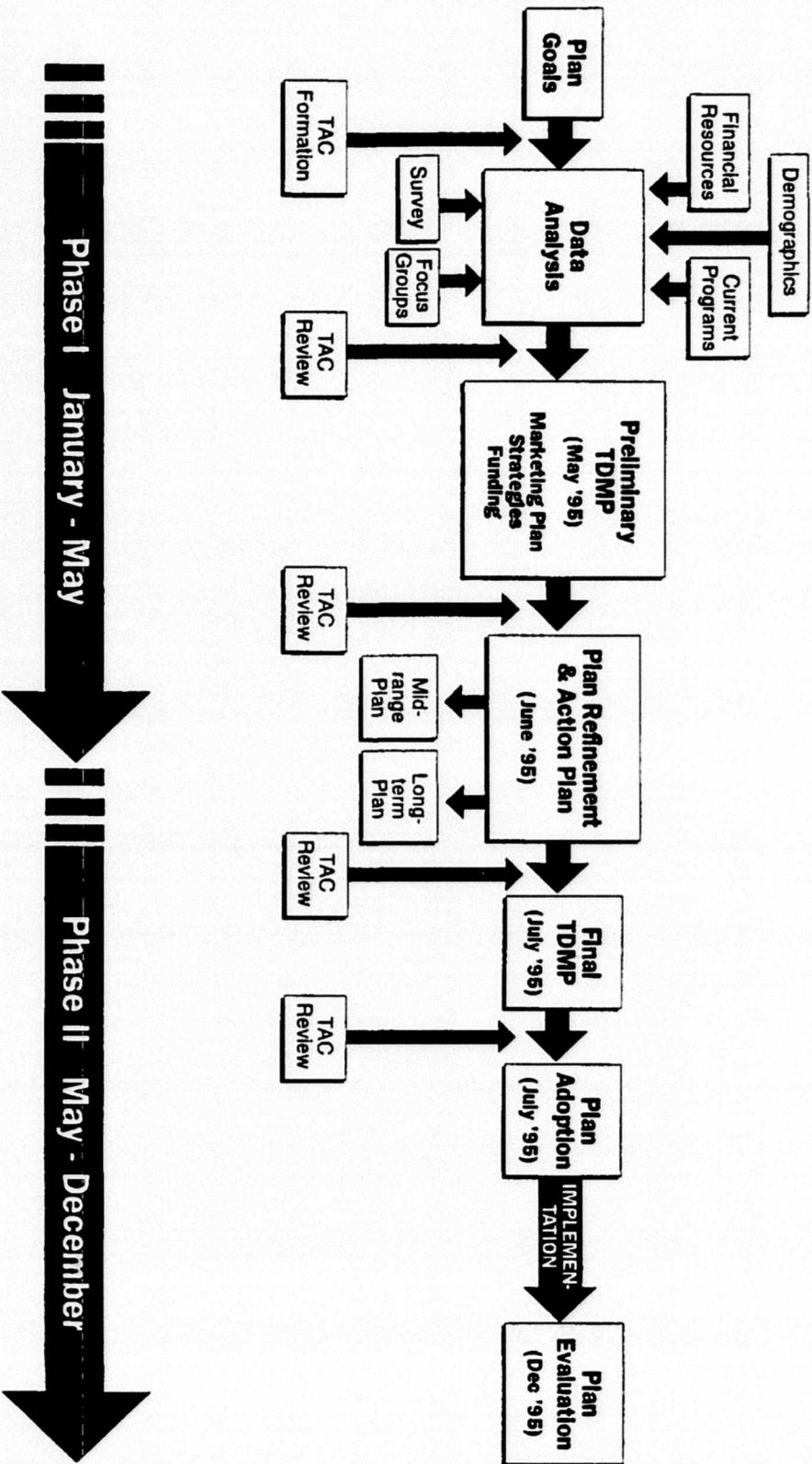
The Marquam Hill Transportation Plan is a concerted effort by the three health care providers, the City of Portland, and Tri-Met to combine resources and to create a comprehensive set of strategies to directly address the growing needs and local concerns for access and parking on Marquam Hill. The partnership builds on the strengths of the individual transportation demand management efforts on Marquam Hill, providing an opportunity to expand programs which have been effective as well as provide new services that can target unmet needs.

The plan reflects a comprehensive planning process that included (1) the establishment of a Marquam Hill Task Force to guide plan development, (2) extensive data collection and analysis, (3) employee/student surveys, and (4) six public workshops. (The process used to develop the plan has been illustrated on the following page.) The information gathered as part of this process can be found in a separate report titled Marquam Hill Technical Report #1. Background and Context.

### **1.2 Partnership Plan Organization**

The Partnership Plan is organized into three major sections: Program Goals which highlights the goals and objectives of the Partnership Plan, Program Elements which outlines the specific service, marketing and program evaluation elements of the plan, and Program Responsibility which outlines in a matrix format the roles and responsibility for plan implementation.

# Marquam Hill Planning Process



## II. PROGRAM GOALS

### 2.1 Introduction

This section presents the goals, objectives, performance standards and measures for the Marquam Hill Partnership Plan. The goals and objectives have been created to reflect regional ridership and mode split targets, local transportation and parking requirements as well as the transportation needs on Marquam Hill.

Performance standards and measures have been developed, based on the goals and objectives. The standards and measures provide specific criteria for strategy implementation and will serve as a tool to monitor plan performance, provide accountability and serve as a basis for plan implementation or service changes.

### 2.2 Goals, Objectives, Performance Standards & Measures

**Goal 1: Establish a formal structure between the City, Tri-Met, OHSU, VAMC, Shriners and the Homestead neighborhood that provides on-going coordination and commitment for alternative transportation options and related issues on Marquam Hill.**

**Objective 1.1** Provide for the coordination of alternative transportation programs and services among the Health Care Providers, City, and Tri-Met on Marquam Hill

**Standard** Development of a formal arrangement to deal with transportation issues on Marquam Hill

**Measure** Decision made regarding Marquam Hill Partnership Plan structure and format adopted by January 1996

#### Specific Strategies

1 Alternative Marquam Hill Partnership Plan Structure — Develop a report that explores the advantages of different types of institutional arrangements (including a TMA) and makes the most appropriate recommendations for the Hill based on Partnership Plan goals and objectives

**Objective 1.2** Maintain a current and relevant Partnership Plan for Marquam Hill

**Standard** TDM program evaluation and new program development

**Measure** Annual Partnership Plan Updates, On-going Evaluation, and Program Oversight

#### Specific Strategies

1 Annual Program Evaluation Report — Evaluate the partnership plan on an annual basis. The program evaluation should include an overview of the current services available, a highlight of strategies implemented, and a specific analysis of results. The results should provide a direct comparison with past year's data (i.e., trend information) and should be provided in a way that

meets and is consistent with any City of Portland transportation "condition of approval" requirements for OHSU

2 Oversight Board — Maintain an oversight board (based on the institutional arrangement selected) that would supervise the implementation of the Partnership Plan and related strategies. The Board makeup should reflect the institutional arrangement selected.

3 On-going Partnership Plan Meetings - Scheduled meetings six times a year with those involved in alternative transportation on the Hill.

**Objective 1.3** Ensure the Marquam Hill Partnership Plan is integrated with neighborhood, local, regional transportation planning efforts

Standard On-going updates on related local and regional transportation initiatives

Measure Quarterly report on local and regional transportation planning efforts

Specific Strategies.

1 Adequate Representation — City staff and neighborhood representation on Marquam Hill Partnership Plan planning committee and oversight board

2 Bi-Annual Outreach Efforts — Provide bi-annual outreach and Partnership Plan updates to neighborhood groups

3 Transportation/Land Use and Parking Requirements — Ensure that Partnership Plan policies for alternative transportation use and support infrastructure are consistent with state, regional and local transportation, land use and parking requirements

4 Participation — Appoint a Marquam Hill Oversight Board member to participate in local and regional transportation and land use planning efforts

**Objective 1.4** Assure consistent and standard tools are used to evaluate the Partnership Plan program and strategies

Standard Evaluation tools remain consistent from year to year

Measure Tools used for evaluation agreed upon and consistent with local, regional and state assessment needs

Specific Strategies

1 Annual Student/Faculty/Staff Surveys — Conduct student/faculty/staff surveys to review Partnership Plan success, receive input on strategies, and develop new strategies. These should be conducted annually in May while the students are still in classes. At a minimum, the survey should be designed to provide information on annual transportation mode use.

2 Quarterly Use Counts — Conduct quarterly use counts (November/February/May/September) to review strategy use This would include use counts for transit, vanpools, carpool parking, automated trip planning, emergency ride home, and other support services or marketing incentives

3 On-going Customer Satisfaction/Orientation Surveys — Conduct questionnaires to assess new rider information or general customer satisfaction This would include new employee orientation questionnaires, carpool/vanpool participant questionnaires, or on-board surveys

4 Quarterly Traffic and Parking Status Counts — Conduct quarterly (November/February/May/September) traffic and parking status counts on the Hill that meet and are consistent with any City of Portland transportation “condition of approval” requirements for OHSU

**Goal 2: Address the diverse transportation needs of the employees and visitors to Marquam Hill while continuing to reduce the per capita number of auto trips to and from Marquam Hill.**

**Objective 2.1 Expand transit opportunities and transit use to and from Marquam Hill**

Standard Hours of transit service to the Hill  
Measure Increase in the number of transit service hours to the Hill

Evaluation Tool Tri-Met Recapitulation and Analysis of Schedules (Available January/November)

Standard Current mode split for transit/parking shuttle use on the Hill is 15.3% For OHSU is 15.3%, for Shriners is 12.7% and for VAMC is 16.3%  
Measure Increase transit use by 9.7 percentage points the first year  
Increase transit use at OHSU by 9.7 percentage points  
Increase transit use at VAMC by 8.7 percentage points  
Increase transit use at Shriners by 12.3 percentage points

Evaluation Tool Annual Student/Faculty/Staff Survey

Standard Current ridership for service to and from Marquam Hill is 2,775 boarding rides per week day  
Measure Increase boarding riders to and from Marquam Hill by 33%

Specific Strategies.

1 Comprehensive Fare Program — Work with Tri-Met to reduce transit fares through employer and Tri-Met subsidies or incentives

2 AM/PM Direct Transit Service — Work with Tri-Met to provide direct AM/PM Transit Service to Marquam Hill from different neighborhoods in the region

3 Transfer Connections — Work with Tri-Met to enhance transfer connections from Downtown on the Mall and to provide adequate connections with the new Westside light rail system

**Objective 2.2** Manage the parking supply both on and off Marquam Hill to encourage the use of alternative modes by employees and students

**Standard** 6,295 parking spaces are available for the use of Marquam Hill employees, students, visitors and patients This is 61 total (on and off Hill) spaces per person or 50 Hill spaces per person

**Measure** Reduce employee/student parking spaces on and off Marquam Hill per capita

**Evaluation Tool** Parking Status Counts

**Standard** 4,746 single occupancy vehicle parking spaces on and off Marquam Hill available to employees and students (3,719 - OHSU, 903 - VAMC and 124 - Shriners)

**Measure** Reduce the number of parking spaces available to employee/student single occupancy vehicle on and off the Hill by 5% per year

**Evaluation Tool** Parking Status Counts

Specific Strategies.

1 Off-Hill Shuttle Lot Reduction — In coordination with alternative transportation improvements, gradually reduce the number of off-Hill parking/shuttle lots

2 On-Street Space Reduction — Work with the City to identify and reduce (through residential permits, “no park” or short-term park striping) the number of on-street parking spaces available to employees/students on Marquam Hill

3 Convert SOV Spaces — Convert employee/student single occupancy vehicle spaces to carpool or vanpool spaces for employees/students

**Objective 2.3** Create new options by coordinating programs and expanding rideshare (carpool/vanpool) matching opportunities

**Standard** Current carpool/vanpool trips account for 14.4% of all trips to Marquam Hill OHSU is 13.1%, Shriners is 7.8%, and VAMC is 34%

**Measure** Increase carpool trips by 4.2 percentage points the first year  
Increase carpool trips to OHSU by 4.9 percentage points  
Increase carpool trips to Shriners by 13.2 percentage points

**Evaluation Tool** Annual Students/Staff/Faculty Surveys

**Standard** Number of organized vanpool on the road after the first year

**Measure** Six (6) active vanpools implemented by May 1996

**Standard** Current ridesharing program  
**Measure** Number of new options or program improvements implemented each year

**Evaluation Tool** Parking Status Counts (filled carpool/vanpool spaces)  
Vanpool Passenger Counts (vanpool service provider data)  
Number of Carpool Match Lists and Follow-Up Surveys (carpool program data)

Specific Strategies.

- 1 Coordinated Carpool Program — Develop a coordinated Marquam Hill carpool database and program among the three health care providers
- 2 Coordinated Vanpool Program — In coordination with Tri-Met develop a Marquam Hill Vanpool program for all of the employees/students on Marquam Hill
- 3 Rideshare Incentives — Provide consistent carpool/vanpool parking fees among Marquam Hill

**Objective 2.4** Increase the bicycle/walk opportunities and bicycle/walk use to and from Marquam Hill

**Standard** Current campus mode split for bicycle/walk use on Marquam Hill is 5.8% OHSU is 6.2%, Shriners is 2.5%, and VAMC is 3.2%  
**Measure** Increase mode split for bicycle/walk on the Hill by 1 percentage point  
Increase OHSU bicycle/walk by .8 percentage points  
Increase VAMC bicycle/walk by 1.8 percentage points  
Increase Shriners bicycle/walk by 1.5 percentage points

**Evaluation Tool** Annual Student/Faculty/Staff Surveys

**Objective 2.5** Refine and implement capital financing plan for street, pedestrian, and bicycle improvements

**Standard** Implementation of street, pedestrian, bicycle improvements  
**Measure** Number of improvements implemented by target date

**Standard** Current bicycle/pedestrian facilities or support facilities  
**Measure** Number of new facilities or facility improvements implemented each year

**Evaluation Tool** Bicycle parking facilities  
Feet of new sidewalks, bicycle lanes, or pedestrian paths  
Employee/student ability to use shower or locker facilities



### Specific strategies

- 1 Complete Pedestrian Facilities Network — Work with the City and the Homestead neighborhood to complete the pedestrian facilities that have been identified as part of the pedestrian framework plan in the Oregon Health Sciences University Master Plan
- 2 Safer Pedestrian Crossing — Work with the City to identify and improve pedestrian crossings areas on Marquam Hill
- 3 Identify Bicycle Network Improvements — Work with the City Bicycle Program and the Homestead neighborhood to identify appropriate bicycle facility improvements
- 4 Shower and Parking Facilities for Bicycles — Work with the City Bicycle Program, current users and the Bicycle Transportation Alliance to reassess and, where appropriate, improve bicycle parking and access to shower facilities at the OHSU, Shriners and VAMC campuses

**Goal 3: Provide marketing and outreach efforts that work to increase awareness of and encourage the use of alternative transportation options on Marquam Hill.**

**Objective 3.1** Designate a Transportation Coordinator staff position at each institution to provide on-going support for the implementation of the Partnership Plan

- Standard Develop position requirements based on Partnership Plan goals and objectives  
Measure Established position requirements based on the roles and responsibilities outlined in the Partnership Plan

### Strategies for Transportation Coordinator

- 1 On-going TDM Training — TC should be provided with on-going TDM training
- 2 Monthly Coordination with Service Providers — TC should hold monthly informational meetings with on-campus service providers
- 3 New Program Development and On-going Program Evaluation — TC should work to develop new TDM strategies and provide a system for feedback and on-going evaluation

**Objective 3.2** Improve marketing and educational efforts targeted to faculty, students and staff for alternative modes through the development of an annual marketing plan

- Standard Annual marketing plan that identifies target populations and highlights marketing program and strategies  
Measure Annual increase in the number of students/faculty/staff who are aware of available services

**Objective 3.3** Expand marketing programs to include visitors and patients through an annual marketing plan

**Standard** Annual marketing plan that identifies target population and highlights marketing programs and strategies

**Measure** Annual increase in the number of visitors and patients making use of the marketing and outreach programs offered

**Specific Strategies**

1 **Six Planning Workshops** — Conduct six (6) workshops that allow for employee/student input on new service options

2 **Five Alternative Transportation Fairs** — Provide five (5) alternative transportation fairs which highlight program strategies and allow an opportunity for on-site trip planning and carpool/vanpool matching

3 **Automatic Trip Planning Kiosk** — Trip planning computers or direct line phone access to trip planning information on Marquam Hill

4 **Emergency Ride Home Program** — Provide a guaranteed ride home for those employees/students who have taken an alternative transportation option to work and need to get home in an emergency

5 **Parking Lot Flyers** — Provide program and trip planning information flyers to all off-site shuttle parking lots

6 **Media Releases** — Provide information, as appropriate, to the media that highlights the specific elements of the Partnership Plan

7 **On-site Information Center** — Designate specific area(s) at each institution where a full range of alternative transportation information is posted. These area(s) may include direct phone or computer access for route and trip planning, or may be staffed periodically by the Transportation Coordinator

8 **Promotional Materials** — Provide promotional materials that target specific modes highlighting routes, schedules, options (bikes on transit, carpool matching, etc ) or provide information numbers for the different modes. These brochures are typically distributed to employees/students and available in high traffic area on-campus

**Objective 3.4** Provide on-going orientation and education of alternative transportation options to new employees/students on Marquam Hill

**Standards** On-going distribution and promotion of marketing materials and information to new employees/students

Measure Alternative mode orientation and information provided as needed for incoming faculty, staff, and students

Specific strategies

1 Pre-registration Information — Alternative transportation information developed to place in new and returning pre-registration packets

2 New Employee Information — Provide alternative transportation orientation and information packets to new employees

**Goal 4: Ensure long-term funding for the Partnership Plan through shared resources, appropriate parking management policies, use of cost effective strategies, and the appropriate use of current and future resources.**

**Objective 4.1** Minimize overall cost and maximize use of alternative transportation options

Standard Program Cost divided by Number of Persons per Car  
Measure Cost per person car reduced

Standard Total Number of Fare Instruments available for distribution  
Measure Number of Fare Instruments distributed

*Specific parking management objectives and additional funding opportunities will be developed as the strategies are implemented, new transportation needs are identified and the program evaluation occurs.*

**Goal 5: Continue land use and transportation planning for satellite campus/clinic activities off Marquam Hill.**

**Objective 5.1** Evaluate moving medical programs/facilities to major transit corridors off Marquam Hill

### **III. PLAN ELEMENTS**

#### **3.1 Fixed Route Service Plan**

##### **3.1.1 Introduction**

This section contains the service plan and service specification for the fixed route component of the Marquam Hill Transportation Partnership Plan. The service plan was developed by the Marquam Hill Task Force in conjunction with Tri-Met staff. The service design is also based on input received from the employees/students who attended six public workshops on Marquam Hill, and a review of geographically coded residential origin data that indicated most employees/ students lived within five miles of Marquam Hill.

The Marquam Hill program was allocated six buses operating five hours per weekday for a total of 150 weekly service hours, or 6500 hours per year. Given these parameters, a variety of service design options were developed and reviewed at the public workshops and with the Marquam Hill Task Force. Based on this input the following service criteria was developed:

- Penetrate neighborhoods with the highest concentration of Marquam Hill employees
- Serve park and ride lots, existing, and where applicable develop shared use lots (e.g., with churches)
- Routes will be limited stop-express, serving only transit centers and major transfer points (e.g., streets with an intersecting Tri-Met line)
- Maintain a maximum one way running time of 35 minutes. This enables buses, under normal circumstances, to deadhead back to their point of origin in time to begin a subsequent trip with the 30 minute frequency.
- Operate on streets served by existing Tri-Met lines, so passengers have an alternative means of public transportation
- Establish minimum target ridership of 10 boarding rides per vehicle hour for the first year.

Given these criteria, the task force reviewed route prospects linking Marquam Hill with Beaverton, Tigard, Northeast Portland, Northwest Portland, Milwaukie, and Vancouver, Washington. Ultimately, routes from Tigard, Milwaukie, and Northeast Portland were confirmed as the preferred routes, because they appear to have the highest potential for ridership. Suburban destinations such as Hillsboro, Gresham, Tualatin were considered as well but dropped due to resource limitations (i.e., availability of buses) and the comparatively low population densities in these areas.

Finally, using the key work start times at the Hill (7:00, 7:30, 8:00, and 8:30) as a guide, the Task Force opted to provide three routes with half hour frequency (2 buses/4 trips) during the peak, thereby assuring consistent service given available resources.

##### **3.1.2 Routes and Estimated Ridership**

The Marquam Hill express-limited stop route program has been allocated \$298,450 for the first year of service (September 5, 1995 - August 31, 1996) with the three health care providers contributing 70% of program costs or \$208,915. Tri-Met will respond with 150 hours of fixed route service per

week or five hours per bus per weekday Service will begin September 5, 1995 Routes and a ridership estimate are described below, route maps can be found at the end of the Fixed Route Service Plan section

### **LINE 64X: Tigard Transit Center - Marquam Hill**

1 Route Tigard Transit Center, Main Street, Highway 99W, Barbur Boulevard, Barbur Transit Center, Taylors Ferry Road, Capitol Highway, Vermont Street, Capitol Highway, Terwilliger Boulevard, Veterans Hospital Road, Sam Jackson Park Road, Campus Drive PM peak route operates in reverse beginning at the Veterans Hospital, Veterans Hospital Road, Sam Jackson Park Road, Campus Drive, Terwilliger Boulevard and then reverse of route to Marquam Hill (It was originally planned to operate in both directions on SW 35th Avenue between Capitol Highway and Vermont Street However, there is a history of residents on this street opposing the existing bus service on Line 45-Garden Home, therefore, it was concluded it would be appropriate to continue on Capitol Highway to its intersection with Vermont Street at approximately SW 30th Avenue )

2 Minimum population In catchment area, approximately 150 persons, who are known parking permit holders, not total anticipated catchment area population The potential for park and ride users may be high for this line assuming the new 350 car Park & Ride lot adjacent to the Tigard Cinemas is complete by fall 1995 It is assumed a minimum of 25% of the catchment area will use the service, or 37

#### 3 Running time comparison

- First trip inbound, Line 64X 32 minutes estimate
- Equivalent existing service, Lines 8 and 12 36 minutes

#### 4 Schedule

- Leave Tigard Transit Center 6 20 a m , 6 50 a m , 7 22 a m , 7 57 a m  
Arrive Veterans Hospital 6 45 a m , 7 15 a m , 7 50 a m , 8 22 a m
- Leave Veterans Hospital 4 04 p m , 4 34 p m , 5 10 p m , 5 40 p m  
Arrive Tigard Transit Center 4 34 p m , 5 04 p m , 5 45 p m , 6 12 p m

The above will require two buses operating on an approximately 30-minute frequency and designed to meet the key work start and finish times on Marquam Hill Total daily platform hours are 10 14 and revenue hours total 4 54

5 Proposed stops **To Marquam Hill:** (1) Tigard Transit Center, (2) Tigard Park & Ride Lot (Tigard Cinemas), (3) Taylors Ferry Road and Barbur Boulevard (Barbur Transit Center and Barbur Park & Ride Lot), (4) Multnomah Village (Capitol Highway and SW 35th Avenue), (5) Vermont Street and Capitol Highway, (6) Hillsdale (Capitol Highway and Sunset), (7) Veterans Hospital, (8) University Hospital, (9) Shriners Hospital, (10) Casey Eye Institute

**From Marquam Hill:** (1) Veterans Hospital, (2) University Hospital, (3) Shriners Hospital, (4) Casey Eye Institute, (5) Hillsdale (Capitol Highway and Sunset), (6) Capitol Highway and Vermont Street, (7) Multnomah Village (SW 35th Avenue and Troy Street), (8) Taylors Ferry Road and Barbur Boulevard (Barbur Transit Center and Barbur Park & Ride Lot), (9) Tigard Park & Ride Lot (Tigard Cinemas), (10) Tigard Transit Center

6 Destination Sign Specification **To Marquam Hill — Marquam Hill Express, From Marquam Hill — Tigard Transit Center** Name of route for timetable purposes is **Marquam - Tigard Transit Center Express.**

7 Timing Points Tigard Transit Center, Barbur Transit Center, Multnomah Village, Hillsdale (Sunset @ Capitol Highway), Veterans Hospital

8 Park and Ride Lots There is one park and ride lot presently on this Line, i e the Barbur Park & Ride lot at the Barbur Transit Center (368 spaces) This lot is heavily utilized, however, there are usually 30 - 40 available spaces each weekday Tri-Met will be developing a 250 - 300 car Park & Ride lot adjacent to the Tigard Cinemas at SW 72nd Avenue and Highway 99W It is expected to be completed by October/November 1995

### **Line 65X: Milwaukie Transit Center - Marquam Hill**

1 Route Milwaukie Transit Center, via Jackson Street, Main Street, Ochoco Street, McLoughlin Boulevard, Tacoma Street, SE 17th Avenue, SE Bybee Street, 13th Avenue, Tacoma Street, Sellwood Bridge, Macadam, Taylors Ferry Road, Terwilliger Boulevard, Veterans Hospital Road, Sam Jackson Park Road, Campus Drive P M peak route begins at Veterans Hospital, then Veterans Hospital Road, Sam Jackson Park Road, Campus Road, Terwilliger Boulevard and reverse of A M peak route to Milport Road, then Main Street, Jackson Street to Milwaukie Transit Center (1)

2 Minimum Population In catchment area, approximately 100 persons who are known parking permit holders, not total anticipated catchment area population The potential for park and ride users may be favorable for this line because of the proximity of the Southgate Park & Ride lot and the number of residents south and east of the Milwaukie Transit Center It is assumed a minimum of 20% of the catchment area will use the service, or 20

3 Running time comparison

- First trip inbound, Line 65X 33 minutes
- Existing service, Lines 33 and 8 45 minutes

4 Schedule

- |                                   |   |
|-----------------------------------|---|
| • Leave Milwaukie Transit Center  | 6 16 a m , 6 42 a m , 7 17 a m , 7 47 a m |
| • Arrive Veterans Hospital        | 6 45 a m , 7 15 a m , 7 50 a m , 8 20 a m |
| • Leave Veterans Hospital         | 4 06 p m , 4 36 p m , 5 07 p m , 5 37 p m |
| • Arrive Milwaukie Transit Center | 4 35 p m , 5 05 p m , 5 42 p m , 6,12 p m |

The above will require two buses operating on an approximately half-hour frequency and designed to meet the key work start and finish times on Marquam Hill Total daily platform hours are 7 56 and revenue hours total 4 16

5 Proposed stops **To Marquam Hill:** (1) Milwaukie Transit Center, (2) Southgate Park & Ride Lot, (3) Tacoma and McLoughlin Boulevard, (4) Tacoma and SE 17th, (5) Bybee and SE Milwaukie, (6) SE 13th Avenue and Nehalem Street, (7) Taylors Ferry Road and SW 2nd Avenue, (8) Terwilliger Boulevard and Carson Street, (9) Veterans Hospital, (10) University Hospital, (11) Shriners Hospital, (12) Casey Eye Institute

**From Marquam Hill:** (1) Veterans Hospital, (2) University Hospital, (3) Shriners hospital, (4) Casey Eye Institute, (5) Terwilliger Boulevard and Carson Street, (6) Taylors Ferry Road and SW 2nd Avenue, (7) SE 13th Avenue and Nehalem Street, (8) Bybee and Milwaukie, (9) Tacoma and SE 17th Avenue, (10) Tacoma and McLoughlin Boulevard, (11) Southgate Park & Ride Lot, (12) Milwaukie Transit Center

6 Destination Sign Specification **To Marquam Hill — Marquam Hill Express. From Marquam Hill —Milwaukie Transit Center Express.** Name of route for timetable purposes **65X - Marquam - Milwaukie Transit Center Express.**

7 Timing Points Milwaukie Transit Center, Milwaukie and Bybee, SE 13th Avenue and Nehalem Street, Terwilliger Boulevard and Carson Street, Veterans Hospital

8 Park & Ride lots There is one major Park & Ride lot on this line at the Southgate Cinemas in Milwaukie This lot has 300 parking spaces

### **LINE 66X: Hollywood Transit Center - Marquam Hill**

1 Route Hollywood Transit Center, Halsey Street, SE 39th Avenue, Powell Boulevard, Ross Island Bridge, SW Kelly, Arthur, Carruthers, SW 6th Avenue, Terwilliger Boulevard, Campus Drive, Veterans Hospital Road to Veterans Hospital P M peak route operates in reverse to SE 39th Avenue and Sandy Boulevard, then Sandy Boulevard, SE 42nd Avenue to Hollywood Transit Center

2 Minimum Population In catchment area, approximately 200 persons who are known parking permit holders, not total anticipated catchment area population The potential for "walk on" passengers may be higher on this line in light of the population density in Northeast Portland as the potential for transfers from MAX at the Hollywood Transit Center It is assumed a minimum of 25% of the catchment area will use the service, or 50

3 Running time comparison

- First trip inbound, Line 302X 31 minutes, estimate
- Equivalent existing service, MAX and Line 8 36 minutes

#### 4 Schedule

- Leave Hollywood Transit Center            6 30 a m , 6 50 a m , 7 19 a m , 7 51 a m  
  Arrive Veterans Hospital                    6 54 a m , 7 14 a m , 7 47 a m , 8 19 a m
  
- Leave Veterans Hospital                    4 05 p m , 4 35 p m , 5 07 p m , 5 40 p m  
  Arrive Hollywood Transit Center        4 33 p m , 5 03 p m , 5 36 p m , 6 10 p m

The above will require two buses operating on an approximately 30 minute frequency and designed to meet the key work start and finish times on Marquam Hill Total daily platform hours are 8 50 and revenue hours total 4 29

5 Proposed stops **To Marquam Hill:** (1) Hollywood Transit Center, (2) SE 39th Avenue and Glisan, (3) SE 39th Avenue and Burnside, (4) SE 39th Avenue and Belmont, (5) SE 39th Avenue and Hawthorne, (6) SE 39th Avenue and Division, (7) Powell Boulevard and SE 39th Avenue, (7) Powell Boulevard and SE 26th Avenue, (8) Powell Boulevard and SE Milwaukie, (9) Arthur Street and SW 1st Avenue, (10) Casey Eye Institute, (11) Shriners Hospital, (12) University Hospital, (13) Veterans Hospital

**From Marquam Hill:** (1) Veterans Hospital, (2) University Hospital, (3) Shriners Hospital, (4) Casey Eye Institute, (5) Arthur Street and SW 1st Avenue, (6) Powell Boulevard and SE Milwaukie, (7) Powell Boulevard and SE 26th Avenue, (8) SE 39th Avenue and Powell Boulevard, (9) Division, (10) Hawthorne, (10) Belmont, (11) Burnside, and (12) Glisan, (13) Hollywood Transit Center

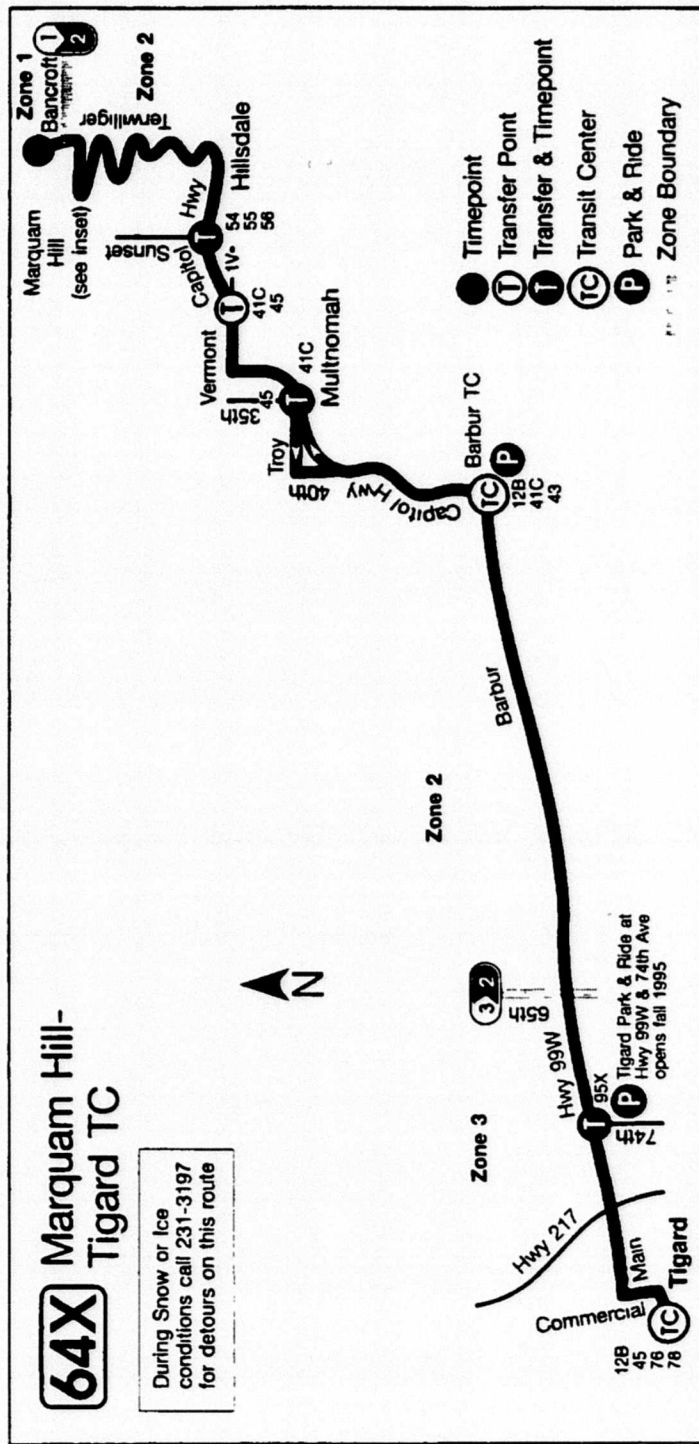
6 Destination Sign Specification **To Marquam Hill — Marquam Hill Express. From Marquam Hill — Hollywood Transit Center. Name of route for timetable purposes Marquam — Hollywood Transit Center Express.**

7 Timing Points Hollywood Transit Center, SE 39th and Hawthorne, SE 39th and Powell, SE Milwaukie and Powell, Veterans Hospital

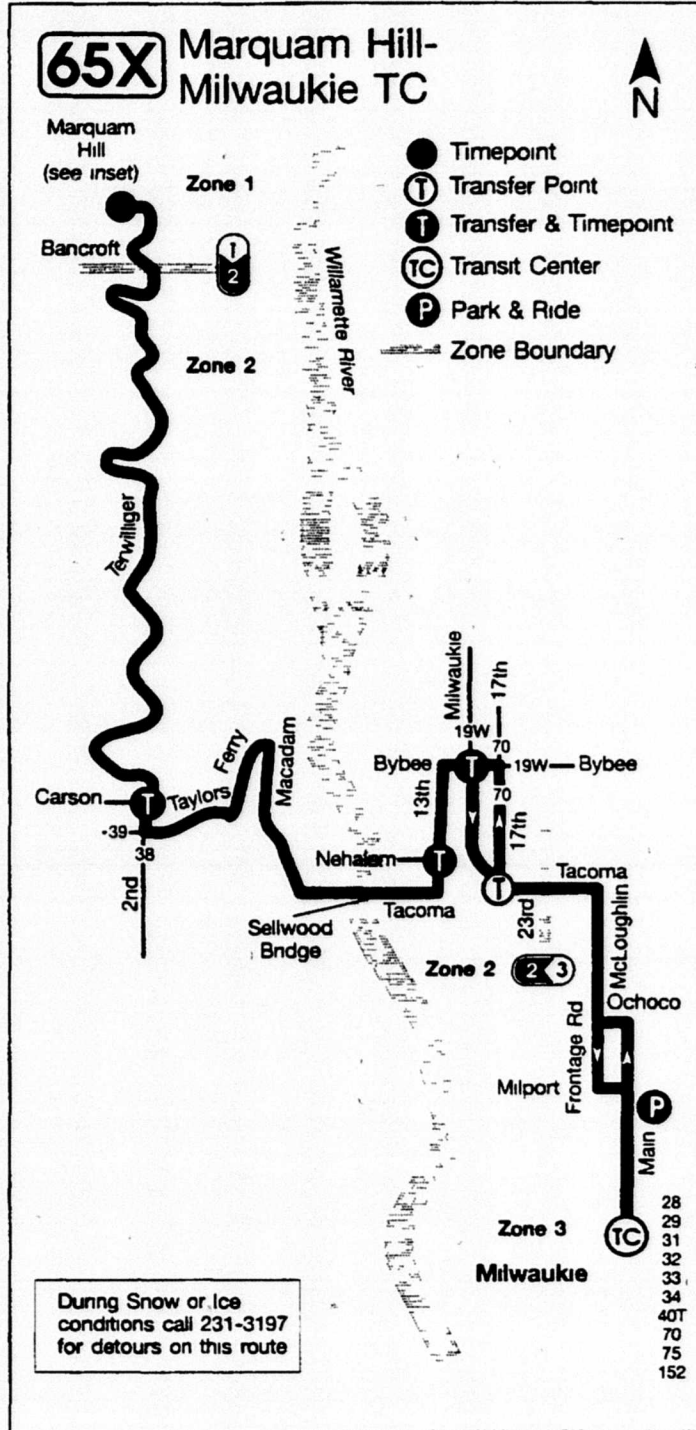
8 Park & Ride Lots There are no existing Park & Ride lots on this line



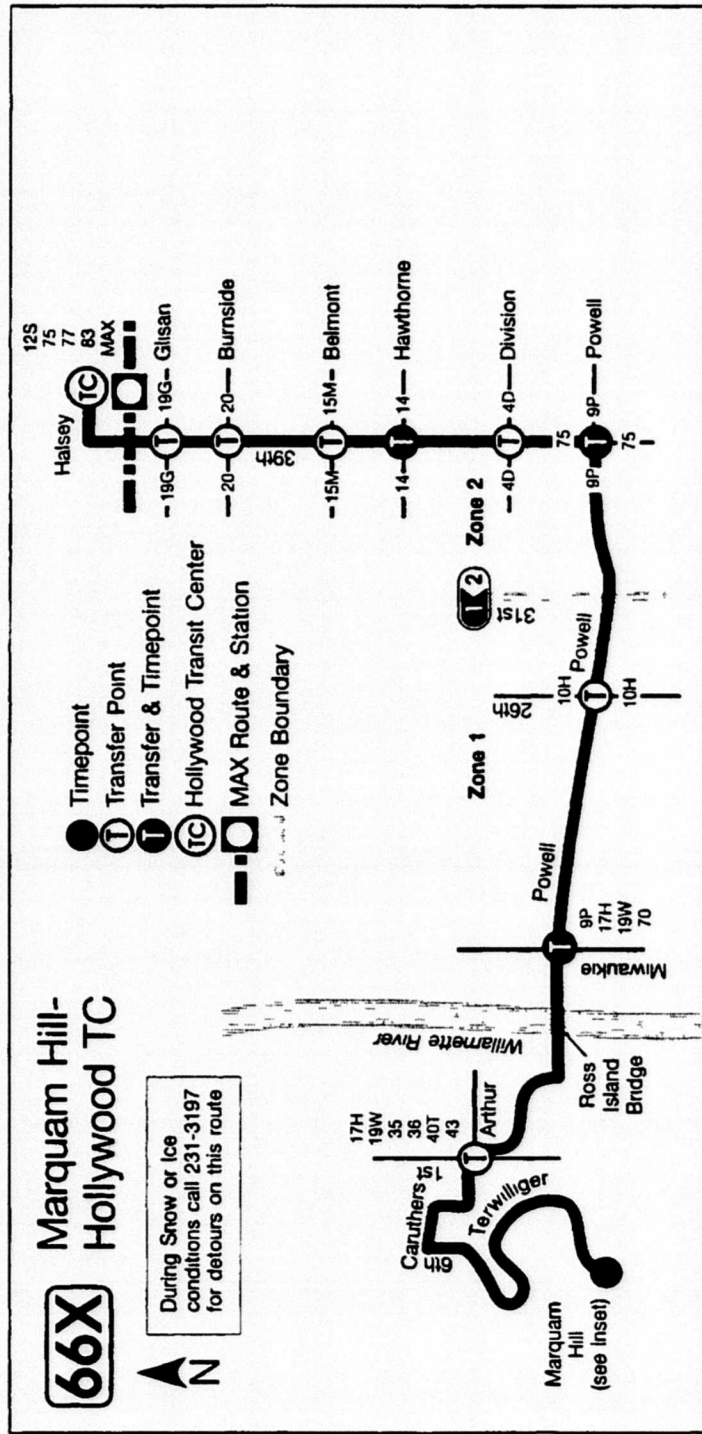
LINE 64X



LINE 65X



LINE 66X



## **3.2 Rideshare and Bicycle Walk Plan**

This section presents the rideshare and bicycle/walk elements of the Partnership Plan. The plan includes the specific implementation elements for the carpool and vanpool program including specific roles and responsibilities, an outline of potential bicycle and pedestrian improvements, and an action plan and time frame for implementation.

The rideshare and bicycle/walk element is designed to provide additional transportation alternatives to the employees and students on Marquam Hill. It highlights the opportunity for a new, coordinated approach to carpooling and vanpooling on the Hill and builds on the pedestrian and bicycle improvements that have already been identified for improvement by the City, the institutions and the surrounding neighborhoods.

### **3.2.1 Overview of Carpool Program Plan**

Carpools consist of two or more people who live and work near each other and commute together in a car. The specific elements will be defined by the program members, such as who will drive, what their travel times will be, and where they will park. At least one employee must ride in a carpool to park at their respective facility lot. One common carpool database will be shared by all three facilities on Marquam Hill. This should maximize the number of potential carpool matches, minimizing the number of cars parking on the Hill.

The Marquam Hill carpool program has allocated \$71,305 for the first year of service (September 5, 1995, - August 31, 1996). Administration of the carpool program will be carried out by the VAMC, and will be accepted as partial payment for their portion of the comprehensive fare program. (See page 24 for details.) The VAMC as the designated Marquam Hill carpool/vanpool administrator will provide the following services:

- 1 Maintain carpool/vanpool program database
  - a Work with partner transportation coordinators to increase match database through on-going program promotion to include Campus-wide brochure distribution, monthly e-mail/inter-office mail sign-up opportunities
  - b Verify the accuracy of match lists through customer contacts of unmatched names annually
  - c Perform regular backup of computer data for carpool/vanpool matching service and arranges for the safe storage of backup information
- 2 Provide customer services for carpool/vanpool program
  - a Distribute, receive and process applications and renewals for the Marquam Hill Transportation Partnership Plan
  - b Promote and explain program criteria and eligibility to customers

- c Assure customer telephone access to carpool/vanpool program six (6) hours per day
  - d Work with Tri-Met and vanpool services provider to match vanpool groups with vans
  - e Work with vanpool groups to meet and maintain minimum ridership
  - f Maintain a dedicated telephone number for customer access to carpool/vanpool program
  - g Respond to customer requests for general information on program within three (3) working days
  - h Respond to customer requests for match information within three (3) working days
  - i Provide a follow-up contact the first month after general/match information is provided
  - j Address and/or refer (based on the nature of the complaint) vanpool/carpool customer complaints to the appropriate contact person (i e , OHSU/Shriners Transportation Coordinator, Vanpool Services Provider or Tri-Met vanpool/carpool administrator)
- 3 Assist in the development, marketing and implementation of carpool/vanpool promotions and transit incentives
- a Work with Tri-Met and other partners to identify appropriate incentives
  - b Coordinate the needs of partner transportation coordinators, monitor and order marketing and promotional materials from Tri-Met, as needed, for on-site alternative transportation information centers
  - c Work with Tri-Met Transportation Coordinator Project Manager to guarantee distribution of updated promotional materials to partner transit coordinators, such as
    - new employee packets
    - carpool/vanpool updates
    - route and/or schedule changes
    - transit incentives and promotions
    - Tri-Met collateral materials
  - d Coordinate quarterly carpool/vanpool matching fairs with transportation coordinators at the three institutions
- 4 Assist in the administration and evaluation of the Marquam Hill Emergency Ride Home (ERH) program
- a Provide backup to transportation coordinators for questions, administration or other issues involving the emergency ride home program

- b Monitor and report on quarterly use of ERH vouchers by partner transportation coordinators
- 5 Provide program reports to the Oversight Committee
- a Maintain records for program evaluation
  - b Provide monthly updates on customer contacts and numbers of match list opportunities
  - c Work with Tri-Met and other partners to participate in quarterly review of vanpool, carpool and emergency ride home program
  - d Attend all Oversight Board committee meetings

The following elements are specific to the program

- Shared carpool data base will be developed between the participating facilities on Marquam Hill
- Carpool/vanpool administrator will assist in forming carpool groups
- Marquam Hill Transportation Partnership members will work together to design a system for cooperative carpool plan and parking space allocation
- Guaranteed adequate parking spaces will be provided for carpools
- Incentives will be established by individual facilities to support the Transportation Partnership
- Participants in the carpool will be identified on employee/student ID tags
- Facilities will collect written permission from staff/students for inclusion in a carpool matching database
- At least one employee must be in a carpool to park at their respective facility lots
- License plate numbers for all participating vehicles in a carpool will be collected in the database to prohibit abuse of the system
- Each of the three health care facilities will design their own carpool parking program, designate parking locations, and set parking fees if appropriate

### 3.2.2 Overview of Vanpool Program Plan

Vanpools consist of 7 to 15 people who live and work near each other and commute together in a van. One person usually drives and maintains the van, while the riders split the expenses. A Marquam Hill vanpool program will be offered, through Tri-Met, as one of the services available to an employee/student at Marquam Hill who participate in the comprehensive fare program.

The Marquam Hill vanpool program has been allocated \$93,600 for the first year (October 1, 1995 - August 31, 1996). The three health care providers will provide 70% of the program cost, or \$65,520, to Tri-Met for program implementation. Tri-Met will use a vanpool services provider to manage and administer the program. Program implementation will occur as follows:

- 1 The designated Marquam Hill carpool/vanpool administrator will assist in forming vanpool groups that have a minimum one way trip of five (5) miles and/or are at least three (3) miles outside the direct Marquam express service area
- 2 Once a group is formed, the carpool/vanpool administrator will notify the vanpool services provider and a van will be reserved for the group
- 3 The vanpool services provider will contract the group A driver and, at least, one back-up driver will be selected and approved based on minimum program requirements for the vanpool operation which will include the following
  - minimum age of 21
  - five (5) years of driving experience
  - current Oregon driver's license
  - one day mandatory training
  - motor vehicle driving record check on all driver applicants not to exceed four points in a three year period

The approved driver(s) will sign driver agreements with the vanpool service provider At a minimum the driver agreement will outline the driver's responsibilities The riders will be required to sign rider agreements with the vanpool services provider The rider agreements specify conditions for their participation in the vanpool At a minimum the rider agreements will contain the following

- description of pick-up and drop-off points
  - time points and contract to be prompt for morning and evening pickups
  - 30 day notification of intent to withdraw from vanpool
- 4 Once the drivers have been selected and the minimum ridership confirmed, the vanpool services provider will order the van Minimum ridership will be confirmed by the number of signed rider agreements Minimum ridership is as follows
    - 7 people for a minivan (seats 7)
    - 10 people for a 12 passenger van (seats 12)
    - 13 people for a 15 passenger van (seats 15)
  - 5 The driver and backup driver are registered for a driver orientation course The primary driver takes delivery of the van after he/she has completed the orientation course
  - 6 Once the van is on the road, the driver will maintain ridership and other data on the vanpool and vehicle The driver will also work with the carpool/vanpool administrator to fill and/or maintain a full van
  - 7 The van must maintain the minimum ridership outlined above If the van falls below minimum ridership levels, the group will be notified and will have 30 days to meet the minimum number of passengers If ridership is not improved in 30 days, the group will lose the van and the carpool/vanpool administrator will work with participants to form carpools

The following are elements specific to the program

- To participate in the program employees/students must have a Tri-Met all zone fare instrument (i.e., sticker) and must live at least five (5) miles from the worksite, and be at least three (3) miles outside direct Marquam express service area
- A vanpool group will be considered formed when a minimum of 7 people have expressed interest in vanpooling together
- First preference will be given to those vanpools with a one way trip of 10 miles or more to the workplace
- Vanpool parking is free and will receive priority at all institutions on the Hill
- Vanpool drivers may choose to register and park at any of the three institutions
- In addition to any cost associated with the Tri-Met fare instrument, riders will share the cost of all commute gasoline (determined by the price of the gasoline and the daily round-trip miles) Any vanpool that provides service to employees outside the Tri-Met Service District will also pay a premium for the service. The premium will be based on the monthly vehicle cost per mile for each mile travelled outside the District. For example, if the lease cost for a van travelling 100 miles per day is \$1200, then the monthly vehicle cost per mile is \$12.00. If 40 miles per day of the commute is outside the Tri-Met District, and there are 15 passengers then each passenger will be responsible for an extra \$32.00 a month (calculated  $\$12.00 \text{ vehicle cost} \times 40 \text{ miles} / 15 \text{ passengers}$ )

### 3.2.3 Overview of Pedestrian/Bicycle Facilities Plan

The initial focus of the Marquam Hill bicycle/pedestrian facilities plan will be to prioritize those pedestrian and bicycle improvements that have been identified. Projects will be prioritized based on their ability to

- Address the Americans with Disabilities Act (ADA) access requirements
- Improve pedestrian and bicycle safety and access to Marquam Hill
- Encourage the use of alternative transportation
- Provide connections to local and regional pedestrian and bicycle plans

As pedestrian and bicycle network improvement projects are identified, the Oversight Board will work to identify potential public or private funding sources for their implementation.

### 3.3 Marketing Plan

This section outlines the marketing element of the Partnership Plan. The marketing plan is designed to augment the use and understanding of specific services and strategies. It includes the specific implementing elements for the comprehensive fare program, outlines support strategies, highlights passenger facility elements, and details promotional activities.

The marketing plan has been allocated \$28,695 for the first year of implementation (September 3, 1995, to August 31, 1996). There are four major components of the marketing plan: The Comprehensive Fare program, the Emergency Ride Home program, passenger facilities and promotional activities. The specific implementation elements of each are detailed below.



### 3.3.1 Comprehensive Fare Program

Tri-Met will establish a comprehensive fares program that is based on a cost-per-employee figure. The cost-per-employee/student would be allocated based on the current fare revenues plus guaranteed revenues on new services, divided by the total employee/student population on the Hill. The three health care providers will pay an annual fee (directly or through in-kind services) based on the cost-per-employee/student on the Hill. In turn, Tri-Met will provide an all zone fare instrument to each employee/student on the Hill. This fare instrument will allow each employee/student access to any current or new service within the Tri-Met service district.

The comprehensive fare program will be provided on a contract basis for one year. The program will be implemented September 3, 1995, and run through August 31, 1996.

		<b>One Year Program Costs</b>	
		<b><u>Tri-Met</u></b>	<b><u>Marquam Hill</u></b>
<u>Calculation of Program Costs</u>			
Lost Fare Revenue	\$305,483		\$305,483
430,258 annual trips x \$0.71 Average Fare for Marquam Hill			
New Service Costs			
Fixed Route	\$298,450		
Vanpools	<u>93,600</u>		
Total	\$392,050	\$188,925	\$203,130
Other Costs			
Capital and Amenities (One Time Only)	\$ 27,195		
Carpool Program (Continuing Expense)	44,110		
Marketing (Continuing Expense)	<u>28,695</u>		
Total	\$100,000	\$ 28,695	\$ 71,305
<b>TOTAL ONE YEAR PROGRAM COSTS</b>	<b><u>\$797,533</u></b>	<b><u>\$217,615</u></b>	<b><u>\$579,918</u></b>

#### Allocation of Costs Between Partners

Total Employees/Students on the Hill	10,375
Charge per Employee/Student (Total \$/Total Employees/Students)	\$ 55.90
Institution Costs (Based on Total per Employee/Student Population)	
VAMC (2,289 employees/students x \$56)	\$127,945
Shriners (235 employees/students x \$56)	13,136
OHSU (7,851 employees/students x \$56)	<u>438,837</u>
<b>TOTAL</b>	<b><u>\$579,918</u></b>

### Distribution of the All Zone Fare Instrument

Tri-Met will use a hologram sticker as the all zone fare instrument. Distribution of the all zone fare instruments will be handled by the institutions. The following conditions will apply:

- The fare instruments can only be distributed to full or part-time employee/students of the institution
- Only one fare instrument can be distributed per employee/student
- Employees/students receiving a fare instrument must sign for the sticker and provide the institution with their employee/student number
- The institutions must provide Tri-Met with employee numbers/signatures at the Oversight Board meetings
- Fare instruments must be placed on the front corner of an employee/student identification card
- Employee/student identification and stickers must be surrendered to their employer upon separation from employment

### **3.3.2 Emergency Ride Home Program**

Tri-Met will provide a limited number of subsidized taxi rides to the Marquam Hill health care providers at the time the partnership plan commences. Taxi rides are available to eligible employees in case of emergency. The health care facilities will commit internal resources, such as by providing vehicles or rides in the case of emergency, to assure wider service levels.

Tri-Met has allocated \$10,000 to the Marquam Hill ERH program for the first year (September 1, 1995 - August 31, 1996). These funds will be allocated to the three health care providers based on employee/student population on the Hill. Program components would be as follows:

- 1 Eligible employees contact the designated Transportation Coordinator (TC) with an emergency
- 2 The TC must authorize ERH prior to each use. The TC will first attempt to arrange transportation through internal resources (i.e., accessing available vehicles and/or coworkers). If no alternative is available, the TC will make the call to the taxi, identifying it as an ERH ride for the employee.
- 3 The TC must sign ERH voucher prior to each use.
- 4 The employee presents the voucher to the taxi driver at the beginning of the ride.
- 5 The taxi driver fills in the amount on the voucher at the end of the ride, employee signs verifying the amount.
- 6 The employee retains one copy and returns it to the TC for company records.
- 7 Taxi company will bill Tri-Met for the entire amount of the ERH trip plus 15% gratuity.
- 8 Tri-Met will pay taxi company in full.

- 9 Abuse of the program may result in cancellation of the program
- 10 Use of the program and vouchers will be reviewed at three, six, and twelve months with the transit coordinators/designee

The following are elements specific to the program

- The cost of an average ERH voucher is \$30 The range has been \$15 to \$65 per taxi ride The \$10,000 will be allocated as follows
  - \$2,000 to Veterans Administration Medical Center (estimated 67 vouchers)
  - \$7,800 to Oregon Health Sciences University (estimated 267 vouchers)
  - \$200 to Shriners Hospital for Crippled Children (estimated 6 vouchers)
- A TC will be identified at each facility This person will be responsible for authorization, distribution and accounting for vouchers A backup person will be designated to administer the program in the absence of the TC
- ERH eligibility requires that each partner/employer must
  - Have a dedicated Transportation Coordinator
  - Register with Tri-Met and sign an ERH agreement
- ERH eligibility requires that each employee/student must
  - Have a Tri-Met all-zone fare instrument
  - Use alternative means of transportation to and from work
  - Work at one of the three institutions on Marquam Hill or within the Tri-Met service district
- Authorized reasons for using the ERH program are detailed in the contract and program procedures for Emergency Rider Home In summary these include illness, accident or death of a close family member, serious crisis, or a carpool/vanpool driver leaving early to address an emergency
- Exclusions from use of the ERH program are detailed in the contract and procedures for Emergency Ride Home In summary these include, unexpected or pre-planned overtime, personal errands, natural disasters (e.g., earthquake or flood), business-related travel or on the job injuries

### 3.3.3 Passenger Facilities

Passenger facilities will be provided for the designated direct service bus stops on Marquam Hill Once these bus stops have been identified, necessary and appropriate bus stop improvements and/or additions will be made based upon standard amenities installation criteria Funds have been allocated within the marketing budget to accommodate necessary improvements for direct service bus stops These might include bus shelters, shelter benches, trash receptacles, curb improvements, schedule racks, and/or landscaping

### 3.3.4 Promotional Activities

Promotional activities will support the basic marketing concept to extend a sense of one-to-one contact to reach and educate Marquam Hill students/employees interested in using alternative transportation

Specific implementation dates for these promotional activities have been highlighted in a matrix on the following page

- 1 Workshops — A series of six workshops were conducted in May with a two-fold focus, presentation of the basic plan and collection of anecdotal data to help define the needs of those most apt to take advantage of alternative transportation
- 2 Transit Fairs — Five transit fairs will be held, on-site during August and September, at one satellite parking lot and each of the Marquam Hill facilities to launch the partnership. A Tri-Met bus and driver will be present to assist in "How to Ride" training. Tri-Met and Marquam Hill staff will be available to respond to individual queries and trip planning requests. Future transit fairs will be held annually or as needed.
- 3 Electronic Mail — Will be employed to educate and inform the Hill population of transportation alternatives and updates. Messages will be transmitted bi-weekly during July, and weekly during August and September, thereafter on an as-needed basis, based upon service changes.
- 4 Brochures, Posters and Flyers — Distributed at parking lots, through inter-office mail, registration packets, on-campus publications, and bulletin boards. These materials will reinforce information transmitted through electronic mail.
- 5 Media Launch — Advance news releases and media events will be produced to promote and publicize the September 5, 1995, initiation of new service. Riders on new direct service lines will be greeted with special incentives.
- 6 Trip Planning — The Automatic Trip Planning Kiosk will be installed in September at OHSU. A follow-up event will be staged September/October to launch the kiosk. The kiosk will offer easy access to the Hill population and the general public. Trip planning software will also be installed at each Marquam Hill facility for campus-wide use during this period.
- 7 New Employee Orientation — Information will be provided to transportation coordinators to conduct transportation orientations as needed for all new employees and students. Additional transit fairs will be coordinated with students registration whenever necessary and appropriate.
- 8 Transportation Coordinator — Each facility will designate a transportation coordinator (TC) who will participate in Tri-Met's existing TC incentive plan. TC will be responsible for ongoing support and regular distribution of information at each facility.
- 9 Information/Ticket Outlets — Five outlets will be supplied with schedule racks, route, fare, and general service information. Bus tickets will be available for sales at these outlets. These visible, easy access, campus-wide outlets will provide ongoing information to the Hill population and general public.

**Marquam Hill Transportation Partnership Marketing Plan Timeline**

<b>Strategy</b>	<b>Time Frame</b>	<b>Tri-Met Action Plan</b>	<b>Partners Action Plan</b>
Mobility Partnership Planning Workshops	Week of May 1, 1995	Tri-Met will conduct workshops at each of the three facilities to introduce this plan to staff/students and gather input for new routes	Facilities will provide meeting space and will publicize workshops internally
Parking Lot Flyers	August September	Tri-Met will provide copy for monthly flyers promoting the transportation partnership and carpool entry forms	Facilities will produce copies of flyers, and distribute them to all parkers in lots
On-Campus Transportation Announcements	July August September	Tri-Met will provide copy for newsletters, bulletin boards and e-mail to reveal details of transportation partnership	Facilities will promote and distribute information
Media Releases	August September	Tri-Met will coordinate with Marquam Hill to develop and promote media event and coverage of the plan	Facilities will provide information to Tri-Met and the media
Hawthorne Lot Transit Fair	August	Tri-Met will provide staff, information and literature at the lot	OHSU will provide staff support and supplies (tables, etc )
On-Campus Transit Fairs	September	Tri-Met will hold on-campus transit fairs at each facility Tri-Met will provide copy, schedules, a bus and rider information, trip planning and staff	Schedule to be determined by each facility to optimize number of attendees Facilities will print and distribute information to promote fairs, and will provide staff assistance for each transit fair
Sign-up for Tri-Met Transportation Stickers	August/September	Tri-Met will produce and provide Transportation Partnership and Carpool stickers to facilities	Each facility will distribute transportation stickers in a secure and timely manner to coincide with the September 5 start of new service
New Express Service Start-up	September 5, 1995	Tri-Met will provide special incentives, snacks and information to all riders of new service	OHSU provides staff and supplies (tables etc ) for event
Trip Planning Software Installation	July 15, 1995	Trip planning software available to other partners	Facilities provide a PC (486+ with Windows) and a contact person responsible for data updates Facilities promote trip planning PC
Kiosk Trip Planning Unit Start-Up	September 5, 1995	Tri-Met transit fair to launch trip planning kiosk at OHSU Additional opportunity for Tri-Met to respond to questions	Facilities provide staff and supplies (tables etc ) and promote event

Marketing Plan Continued

Strategy	Time Frame	Tri-Met Action Plan	Partners Action Plan
Ticket Incentives for Patients/Visitors	Ongoing	Tri-Met provides discounted single tickets, schedules and trip planning to facilities for patient/visitor orientation	Institution purchases discounted tickets, distributes tickets and information to patients
New Employee Orientation	Ongoing	Tri-Met provides schedules, trip planning, other materials and support functions to institutions	Facilities conduct regular transportation orientation for new employees and students
Marketing Materials	Ongoing	Carpool Entry Forms Promotional Posters Sticker sign-up alerts Transit-Fair notices New Route Schedules "Easy Rider" How to Ride Fact Sheet Kiosk Trip Planning Start-Up Notice	Facilities help to distribute and post signage Announcing and promoting program through e-mail and bulletin boards as appropriate
Bus Stop Improvements	September 5, 1995	Potential improvements may include additional shelters, updated bus signs, benches, curb and cross walk improvements	Extent of improvements based upon facility participation
On-Campus Tri-Met Info Outlets	September 5, 1995	Tri-Met provides signage, maps, schedule racks and information for high traffic on-campus outlets	Facilities help to identify location for information outlets
Joint Carpool/Vanpool Database	Ongoing	Coordination of database, on-line carpool/vanpool matching program VAMC will take the lead on matching	Develop matching agreement between institutions and/or Tri-Met Define carpools, space availability, allocation and carpool parking policy
Carpool/Vanpool Parking	September 5, 1995 ongoing	Tri-Met not directly involved in implementation, but would advise in this process	Institutions would examine and update location of carpool/vanpool parking to reinforce plan, and market program
Emergency Ride Home for Employees	ongoing	Tri-Met funding of ERH is based upon institution commitments to fund Partnership Plan	Facilities provide ERH to all alternative transportation users, and fund Partnership Plan

### **3.4 Program Evaluation Plan**

This section presents the program evaluation component of the Partnership Plan. The program evaluation element is designed to provide an on-going assessment of program effectiveness. It allows a review of the specific strategies outlined in the Partnership Plan as well as the overall effectiveness of the plan.

Two different types of effectiveness measures will be used to assess the on-going effectiveness of the Marquam Hill Transportation Partnership Plan. The measurements that will be the foundation for overall plan evaluation are direct assessment tools. Direct assessment tools assess the actual impact of the program on automobile use and traffic congestion. The two direct assessment tools that will be used for this plan include the commute mode surveys and the Terwilliger Boulevard traffic counts.

The measurements that will evaluate the effectiveness of specific plan elements are indirect assessment tools. These tools evaluate the success of a particular strategy but will not provide a direct measure of the strategies' impact on automobile use or traffic congestion. Examples of this type of evaluation tool are ridership counts, questionnaires, on-board surveys, etc.

#### **3.4.1 Program Evaluation**

Tri-Met will provide 225 hours of staff support and will lead the Partnership Plan program evaluation efforts. The three health care providers will assist in the collection of data for the quarterly and annual review. Program evaluation will be based on the standards and measures outlined in the Program goals section. Implementation will be as follows:

1. A baseline survey of employee transportation usage was conducted April 24, 1995. A follow-up survey will be conducted in April/May 1996 to determine if there has been a reduction in per capita auto trips.
2. Quarterly ridership counts (November 1995/February 1996/May 1996/September 1996) will be conducted to review strategy use. Service strategies not meeting target goals will be addressed as follows:

**Fixed Route Ridership** Each line should average a minimum of 10 rides per vehicle hour. Routes not meeting these minimums will receive additional marketing support for the next three months. Routes not meeting these minimums after six months will be reviewed with the Oversight Committee for revision or termination.

**Ridership on Vans** Minimum ridership numbers for vanpools are as follows:

- 7 people for a minivan (seats 7)
- 10 people for a 12 passenger van (seats 12)
- 13 people for a 15 passenger van (seats 15)

If the van falls below minimum ridership levels the group will be notified and will have 30 days to meet the minimum number of passengers. Marketing and match support will be

provided to the vanpool. If ridership is not improved in 30 days, the group will lose the van and the carpool/vanpool administrator will work with participants to form carpools

- 3 Quarterly (November 1995/February 1996/May 1996/September 1996) traffic and parking status counts will be conducted on the Hill to assess the program's impact Terwilliger Boulevard auto traffic, vanpools operating and the number of vanpool participants, on-site parking utilization (as available), automatic trip planner kiosk usage (as available), emergency ride home program use, and carpool formed from database matching
- 4 Additional surveys and questionnaires will be conducted, as appropriate, on specific transportation issues These could include such tools as new employee orientation questionnaires, carpool/vanpool participant questionnaires, or on-board surveys

### **3.4.2 Oversight Board**

The on-going review of the plan will be assessed by the Marquam Hill Transportation Partnership Plan Oversight Board The Oversight Board will supervise the implementation of the Plan and the related strategies and will be given authority by the participating members to make final decisions on changes or concerns regarding program policies, strategies, implementation or evaluation In addition, the Board will make final recommendations for program expansion or termination The Oversight Board will operate as follows

- 1 Oversight Board Members — The voting members of the Oversight Board will include two members from each of the plan participants (OHSU, VA, Shriners, Tri-Met, and the City of Portland) and one member who can represent the interests of the Homestead Neighborhood Association
- 2 Appointment of Oversight Board Members — The Oversight Board members from each of the plan participants will include the identified project manager plus one additional member who is to be selected by the organization/agency that he/she represents The neighborhood representative will be selected, in consultation with the Homestead Neighborhood Association, by a simple majority of the appointed Board members
- 3 Addition of Voting Members — Other members representing groups impacted by the plan (i.e., students, faculty, patients, volunteers, other neighborhood groups) may be added as voting members, when deemed necessary by the Board The addition of new members will be decided by a majority of the voting members of the Board at which a quorum is attained The total number of voting members on the Oversight Board cannot exceed 15 voting members
- 4 Oversight Board Meetings — The Oversight Board shall meet a minimum of six times a year with special meetings called as necessary The meetings will be held on Marquam Hill during lunch hours (11 00am - 1 00pm) and will be open to the public The meetings will not exceed two (2) hours in length and at least 15 minutes of each meeting shall be dedicated to a public comment period



The Oversight Board meetings for this year will be

September 28, 1995 - Shriners Hospital  
November 30, 1995 - Oregon Health Sciences University  
January 25, 1996 - Veterans Affairs Medical Center  
March 21, 1996 - Shriners Hospital  
May 23, 1996 - Oregon Health Sciences University  
July 25, 1996 - Veterans Affairs Medical Center

The meeting will be chaired by a member from and meeting minutes will be responsibility of the organization where the meeting is to be held. The first agenda will be developed by the Tri-Met project manager, subsequent agendas will be decided by Board members.

Agendas and previous meeting minutes will be mailed to each committee member and a posted public notice will be provided at the three institutions on the Hill, at least one week in advance.

5 Special Meeting - Special meetings may be requested by three (3) members of the Board. Notice of special meetings shall be given two (2) days previous, in person or by mail, to each member, where possible a public notice shall also be posted at the three institutions on the Hill.

6 Quorum - A majority of Board members shall constitute a quorum for the transaction of business at any meeting of the Board. The act of the majority of the Board members present at a meeting at which a quorum is present shall be the act of the Board.

7 Vacancies - Board vacancies shall be filled as outlined in paragraph 2.

#### **IV. PROGRAM RESPONSIBILITY**

##### **4.1 Responsibility Matrix**

The roles and responsibilities for program implementation have been highlighted on the matrix that is presented on the following page.

Board meetings for this year will be

28, 1995 - Shriners Hospital  
30, 1995 - Oregon Health Sciences University  
, 1996 - Veterans Affairs Medical Center  
1996 - Shriners Hospital  
1996 - Oregon Health Sciences University  
1996 - Veterans Affairs Medical Center

It will be chaired by a member from and meeting minutes will be responsibility of the member where the meeting is to be held. The first agenda will be developed by the Tri-Met Board; subsequent agendas will be decided by Board members.

Previous meeting minutes will be mailed to each committee member and a posted public notice provided at the three institutions on the Hill, at least one week in advance.

Meeting - Special meetings may be requested by three (3) members of the Board. Notice of meetings shall be given two (2) days previous, in person or by mail, to each member, and a public notice shall also be posted at the three institutions on the Hill.

A majority of Board members shall constitute a quorum for the transaction of business of the Board. The act of the majority of the Board members present at a meeting at which a quorum is present shall be the act of the Board.

Board vacancies shall be filled as outlined in paragraph 2.

## **VI RESPONSIBILITY**

### **Responsibility Matrix**

Responsibilities for program implementation have been highlighted on the matrix that is on the following page.

**Marquam Hill Partnership Role and Responsibilities Matrix**

<b>Strategy</b>	<b>Type of Strategy</b>	<b>Implementation Process (lead organization)</b>	<b>Partnership Needs</b>
Mobility Partnership Planning Workshops	Service - Support	Tri-Met will conduct workshops at each of the three facilities to introduce this plan to staff/students and gather input for new routes	Facilities will provide meeting space and will publicize workshops internally
Transit Fairs	Marketing - Awareness	Tri-Met will sponsor T-fairs to educate riders, launch, and support Partnership Plan	Institutions help for kick-off by providing staff and locations for promotion of events Institutions hold their own T-fairs, on-going basis
Automatic Trip Planning	Marketing - Awareness	Tri-Met works with institutions to provide employees, visitors, patients with info and access to Tri-Met trip planning software	Depends on strategy Institutions may need to collect legal address info , provide on-site computer access, etc
Ticket Incentives for Patients/Visitors	Marketing - Awareness	Tri-Met provides discounted single tickets and trip planning for patient/visitor orientation	Institution purchases discounted tickets, distributes tickets and information to patients
New Employee Orientation	Marketing - Awareness	Institutions work with Tri-Met to provide info on alternative transportation to new employees	Tri-Met provides schedules, trip planning, other materials and support functions to institutions
Tri-Met Publications	Marketing - Awareness	Tri-Met works with institutions to develop posters, signage promoting alternate transportation	Institutions assist Tri-Met with wide-spread, cohesive distribution of literature and signage
On-Campus Publications	Marketing - Awareness	Tri-Met works with institution to develop specific alternative transport information for existing publications	Institutions print and distribute
Increased Number of On-Campus Fare Outlets	Marketing - Awareness	Facilities identify locations of additional fare outlets	Tri-Met provides signage, maps, schedule racks and information for additional high traffic on-campus outlets
Pass Incentives	Service - Support	Tri-Met takes lead to develop subsidy strategy in line with Partnership Plan goals	Institutions commit financially to the partnership and subsidy

Partnership Planning Workshops		three facilities to introduce this plan to staff/students and gather input for new routes	workshops internally
Transit Fairs	Marketing - Awareness	Tri-Met will sponsor T-fairs to educate riders, launch, and support Partnership Plan	Institutions help for kick-off by providing staff and locations for promotion of events Institutions hold their own T-fairs, on-going basis
Automatic Trip Planning	Marketing - Awareness	Tri-Met works with institutions to provide employees, visitors, patients with info and access to Tri-Met trip planning software	Depends on strategy Institutions may need to collect legal address info , provide on-site computer access, etc
Ticket Incentives for Patients/Visitors	Marketing - Awareness	Tri-Met provides discounted single tickets and trip planning for patient/visitor orientation	Institution purchases discounted tickets, distributes tickets and information to patients
New Employee Orientation	Marketing - Awareness	Institutions work with Tri-Met to provide info on alternative transportation to new employees	Tri-Met provides schedules, trip planning, other materials and support functions to institutions
Tri-Met Publications	Marketing - Awareness	Tri-Met works with institutions to develop posters, signage promoting alternate transportation	Institutions assist Tri-Met with wide-spread, cohesive distribution of literature and signage
On-Campus Publications	Marketing - Awareness	Tri-Met works with institution to develop specific alternative transport information for existing publications	Institutions print and distribute
Increased Number of On-Campus Fare Outlets	Marketing - Awareness	Facilities identify locations of additional fare outlets	Tri-Met provides signage, maps, schedule racks and information for additional high traffic on-campus outlets
Pass Incentives	Service - Support	Tri-Met takes lead to develop subsidy strategy in line with Partnership Plan goals	Institutions commit financially to the partnership and subsidy

Role and Responsibilities Matrix Continued

Strategy	Type of Strategy	Implementation Process (lead organization)	Partnership Needs
AM/PM Express Bus Service	Service	Tri-Met takes the lead to determine routes and provide service	Institutions commit to fund 70% of this service and encourage use by support of marketing efforts and adjusting staff schedules when possible
Vanpool	Service	Tri-Met takes the lead to initiate contracted service, determine routes and meets	Institutions commit preferential parking to vanpools, encourage participation and support marketing efforts
Telecommute Jobs	Service - Support	Institutions design and fund telecommute program for appropriate positions	Tri-Met not directly involved in implementation Would work to market program and provide coordinator between ODOE
Joint Carpool Database	Service - Support	Coordination of database Could include on-line carpool matching program, Tri-Met matching, or one institution lead matching	Matching coordination agreement between institutions and/or Tri-Met Develop definition for carpools, space availability and carpool parking policy allocation
Carpool Shelters	Service - Support	Institutions provide sheltered areas on hill as carpool pick up points	Coordination with Tri-Met, so carpool shelters complement rather than compete with bus stops
Informal Carpool Meet Points	Service - Support	Institutions provide space for informal (i.e., daily) carpool formation option	Tri-Met not directly involved in implementation Would help to market program
Improve Marquam Hill Bicycle Access	Service - Improve Option	City of Portland identifies appropriate bicycle network and potential funding source To be provided by City of Portland	Institutions work with City to fund improvements Tri-Met would market program and provide Bikes on Transit Coordinator
Carpool Parking	Parking - Land Use	Institutions would reexamine ration and location of carpool parking to reinforce Partnership Plan	Tri-Met would advise in this process, not directly involved in implementation
Satellite Facilities	Parking - Land Use	Institutional expansion occurs through facilities located off hill on major transit corridors or at LRT stations	City and Tri-Met provide information relevant to new site selection and assist in supporting off-site facilities

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Satellite Facilities	Parking - Land Use	Institutional expansion occurs through facilities located off hill on major transit corridors or at LRT stations	City and Tri-Met provide information relevant to new site selection and assist in supporting off-site facilities

Role and Responsibilities Matrix Continued

Strategy	Type of Strategy	Implementation Process (lead organization)	Partnership Needs
Carpool Parking	Parking - Land Use	Institutions would reexamine rations and location of carpool parking to reinforce Partnership Plan	Tri-Met and City would advise in this process, not directly involved in implementation
Redevelop Surface Lots for Non-Parking Uses	Parking - Land Use	Institutions and City would work to redevelop parking areas with office, retail, commercial or other uses, as appropriate	Tri-Met would not be involved in this initiative, but would support reduction of inventory if demand is reduced
One-Day Parking	Land Use - Parking	Institutions design and manages, decision to implement based upon final Partnership Plan	Tri-Met would help to shape, not implement this benefit in order to better "sell" the Partnership Plan to Hill population
Complete Pedestrian Facilities on Hill	Land Use - Support	City of Portland will identify need facilities and work with institutions to identify potential resources	Tri-Met not directly involved in implementation Would help to market program
Increase On-Site Services	Service - Support	Institutions and City work to encourage new on-site services including childcare, retail, food, etc	Partners, including Tri-Met, work to develop option package that makes these support services work
Emergency Ride Home for Employees	Service - Support	Institutions provide ERH to all alternative transport users	Tri-Met funding of ERH is based upon institution commitments to fund the Partnership Plan
Shower Access for Bicyclists	Service - Support	Allow all employees access to shower facilities	Tri-Met not directly involved in implementation Would work to market policy change
Baseline Survey	Evaluation	Tri-Met will provide a baseline survey and produce a survey report for all facilities	Facilities will distribute, promote and collect surveys
Quarterly and Annual Program Evaluation	Evaluation	Marquam Hill TAC responsible for development of criteria, implementation and evaluation	All members of TAC agree to standards and measures



CITY OF  
**PORTLAND, OREGON**  
OFFICE OF TRANSPORTATION

35435

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August 17, 1995

**MEMORANDUM**

TO Portland City Council  
FROM Gabe Onyeador, <sup>OP</sup>Transportation Planning

**SUBJECT: Resolution Supporting Marquam Hill Transportation Partnership Plan**

On August 23rd, Tri-Met and the Portland Office of Transportation will be asking Council for approval of the attached Resolution supporting the implementation of the Marquam Hill Transportation Plan

This memorandum summarizes the Marquam Hill Transportation Plan and the agreement between the health care providers and (Tri-Met) for the implementation of the plan. The Marquam Hill Partnership has been developing the plan since March 1994 and the Tri-Met Board of Directors adopted the Plan in July, 1995. The plan is scheduled to be implemented beginning September 5th, 1995.

**Background**

In March 1993, the Tri-Met Board of Directors adopted Resolution No. 93-10-85 which gives special consideration for transit and ridershare investments which can be shown to

- Result in efficient and effective approaches to increasing transit ridership, improving air quality and reducing vehicle miles traveled,
- Encourage transit supportive development, and
- Encourage use of alternative travel modes through demand management programs

Based on this Resolution, the Tri-Met Board of Directors established the Strategic Initiative Reserve (SIR) as a means of implementing transit service improvements to make noticeable difference in the community. The Marquam Hill Transportation Plan is the first project to be implemented as part of the Strategic Initiative Reserve.

Marquam Hill is the home of three major health care providers: Oregon Health Sciences University (OHSU), Shriners Hospital for Crippled Children and the Veterans Affairs Medical



Center (VAMC) Over 20,000 employees, students, patients and visitors travel to and from these facilities every day

The area has long been characterized by parking and traffic issues Access is generally limited due to the geographic nature of the area and demand on transportation facilities on the hill is continuously increasing Up until now, each of the health care providers has individually attempted to solve its transportation needs

The Marquam Hill Transportation Plan is supportive of Conditional Use 91-00794 of the Master Plan which requires OHSU to meet the following conditions

- Condition "A" Requires OHSU to submit an implementation schedule for actions contained in the Transportation Management and Mitigation Plan
- Condition "N" Requires OHSU to prepare a Transportation Demand Management plan and schedule to meet the strategies
- Condition "P" Requires OHSU to coordinate with Tri-Met to provide the most efficient transit service possible to the Hill

The Marquam Hill Transportation Plan is a partnership effort by the three health care providers, the City of Portland and Tri-Met to address transportation problems on Marquam Hill The primary objectives of the plan are

- 1 Provide relief to parking and traffic congestion on the Hill
- 2 Mitigate neighborhood traffic impact
- 3 Allow the health care providers on Marquam Hill to meet the City's goals for alternative transportation use
- 4 Reduce the vehicle miles traveled in the region as required by the transportation planning rule

The purpose of the plan is to achieve these objectives through a wide variety of measures The primary focus of the plan is to expand the transportation options available to employees and students of the three health care providers by providing

- New express route service,
- New vanpool program
- Highly subsidized transit pass

### **Goals of the Program**

- 1 Establish a formal structure between the neighborhood, jurisdictions and employers that provides coordination and commitment for alternative transportation options
- 2 Address the transportation needs while reducing the number of auto trips per person
- 3 Increase awareness of transportation alternatives on Marquam Hill
- 4 Ensure long-term funding for the demand management plan

- 5 Continue land use and transportation planning for off-site locations

### **Elements of the Partnership**

#### **Marquam Hill**

- 1 Close OHSU's off-campus parking lot under the Hawthorne Bridge and review the closure of other off-campus lots after the program has been implemented
- 2 Establish parking permits on the Hill that support alternative transportation use (such as one free day of parking per month for alternative transportation users)
- 3 Participate in the emergency ride home program
- 4 Provide carpool preferential parking spaces, waiting shelters, and meeting points
- 5 Coordinate a carpool database for Marquam Hill
- 6 Complete pedestrian and bicycle facilities on Marquam Hill
- 7 Distribute and track Tri-Met transit pass stickers
- 8 Print and distribute marketing and promotional materials provided by Tri-Met Provide space for on-site information
- 9 Provide on-going staff support for marketing initiatives
- 10 Provide financial support for the program, as outlined below

#### **Tri-Met**

- 1 Develop new peak hour express routes from outlying park and rides to the Hill, totaling 25 weekday hours (125 weekly hours) of service
- 2 Establish a vanpool program, of which Marquam Hill would be the first participant Six vanpools would be made available to Marquam Hill
- 3 Establish an employer-based fare program that allows employees access to all Tri-Met services using their employee identification card with a Tri-Met sticker affixed to the front Employers may sell the stickers to their employees
- 4 Provide print ready materials, software information and staff support for marketing and promotional activities, including transportation fairs, on-site brochures and information centers, and new employee trip planning
- 5 Provide and market the emergency ride home (ERH) program

#### **Financial Agreement**

- 1 The new service would be subject to the service standards for any increases or decreases in service provided

- 2 The cost-per-employee would be adjusted annually to meet any service changes to meet demand and reflect any changes in operations, costs of fare levels

	<b>One Year Program Costs</b>		
	<u>Tri-Met</u>	<u>Marquam Hill</u>	<u>Combined</u>
• <b>Total One Year Program Costs</b>	<b>\$217,61</b>	<b>\$583,185</b>	<b>\$800,800</b>
• <b>Total Employees/Students on the Hill</b>			10,375
• <b>Charge per Employee/Student (Total \$/Total Employees/Students)</b>			\$55 90

### **Program Measurement and Evaluation**

- 1 A nine-month evaluation of the program will be conducted to determine if there has been a reduction in per capita auto trips. A baseline survey of employee transportation usage was conducted April 24, 1995. A follow up survey will be conducted in April/May 1996.
- 2 Quarterly ridership counts will be conducted to review usage of the new service. Service strategies not meeting target ridership goals will be addressed as follows:

**Fixed Route.** Minimum ridership numbers for each route will be established for each quarter. Routes not meeting target goals will receive additional marketing support for the next three months. Routes not meeting target goals after that will be reviewed with our partners for revision or termination.

**Vanpools.** Minimum ridership numbers for vanpools will be established. If the vanpool falls below minimum ridership levels, the group will be notified and will have 30 days to meet the minimum number of passengers. Marketing will be provided to the vanpool. If ridership is not improved in 30 days, the group will lose the van and the carpool/vanpool administrator will work with participants to form carpools.

- 3 Parking and traffic counts were conducted in February 1995. Beginning September 1995, quarterly parking and traffic counts will be conducted on the Hill by the health care providers to assess the program's impact on parking demand and local streets.
- 4 Additional surveys may be conducted on specific transportation issues, as needed.

### **Program Mangement**

The Marquam Hill Transportation Plan is a partnership effort by OHSU, Shriners Hospital for Crippled Children, the Veterans Affairs Medical Center (VAMC), the City of Portland and Tri-Met to address transportation problems on Marquam Hill.

Following the implementation of the plan in September, an oversight board involving OHSU, Shriners Hospital for Crippled Children, the Veterans Affairs Medical Center (VAMC), the City of Portland, Tri-Met and a Neighborhood Representative will be formed to monitor and maintain progress on the program and to provide interagency coordination with decision-makers as well as to make adjustments to the program as needed.

For further information, please call Gabe Onyeador at 823-7794.

RESOLUTION NO.

**35435**

**Support efforts by the Tri-County Metropolitan Transportation District of Oregon for the implementation of a Marquam Hill Area Employer Experimental Fare and the Marquam Hill Transportation Partnership Plan. (Resolution)**

WHEREAS, the Tri-County Metropolitan Transportation District of Oregon previously adopted Resolution 93-10-85 Tri-Met's Land Use Policy that gives special consideration for transit and rideshare investments,

WHEREAS, in 1995, the Tri-Met Board of Directors established the Strategic Initiative Reserve (SIR) projects as a means of implementing transit service improvements to make a noticeable difference in the community, and the Marquam Hill Transportation Partnership Plan is the first project to be implemented as part of the Strategic Initiative Reserve Efforts,

WHEREAS, the three major health care providers ( Oregon Health Sciences University, Shriners Hospital for Crippled Children and the Veterans Administration Medical Center) located on Marquam Hill, and are major employers within the city, with more than 10,000 employees and students,

WHEREAS, over 20,000 daily trips are made by employees, students, visitors and patients to and from Marquam Hill,

WHEREAS, parking, traffic and transportation problems on or near the Hill are a major concern for local neighborhoods and the City of Portland,

WHEREAS, in 1988, a parking lid was placed as part of a master plan on the number of spaces allowed on OHSU campus With continued expansion OHSU has nearly reached that parking maximum,

WHEREAS, the Marquam Hill Transportation Partnership Plan is supportive of Conditional Use 91-00794 of the Master Plan which requires OHSU to meet the following conditions

- Condition "A" Requires OHSU to submit an implementation schedule for actions contained in the Transportation Management and Mitigation Plan,
- Condition "N" Requires OHSU to prepare a Transportation Demand Management plan and schedule to meet the strategies, and
- Condition "P" Requires OHSU to coordinate with Tri-Met to provide the most efficient transit service possible to the Hill,

WHEREAS, the Marquam Hill Transportation Partnership Plan is a partnership effort by the three health care providers, the City of Portland and the Tri-County Metropolitan Transportation District of Oregon to address transportation problems on Marquam Hill,

WHEREAS, Marquam Hill Transportation Partnership Plan will expand the transportation options available to employees and students on the Hill by providing new express routes, a new vanpool program and highly subsidized bus pass,

WHEREAS, an oversight board involving OHSU, Shriners Hospital for Crippled Children, the Veterans Affairs Medical Center (VAMC), the City of Portland, Tri-Met and a Neighborhood Representative will be formed to monitor and maintain progress on the program and to provide interagency coordination with decision-makers

WHEREAS, the expansion of transportation modes on the Hill is projected to reduce the vehicle miles traveled in the region, thus reducing ozone, and helping the Portland region's ability to meet federal ozone air quality standards, and

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Portland, a municipal corporation of the State of Oregon, supports efforts by the Tri-County Metropolitan Transportation District of Oregon for the implementation of a Marquam Hill Area Employer Experimental Fare

BE IT FURTHER RESOLVED that the City Council endorses the Marquam Hill Transportation Partnership Plan and the implementation strategies to assure the use of alternative modes on the Hill

BE IT FURTHER RESOLVED that the City Council designates staff from the Portland Office of Transportation to sit on the Oversight Board for the Marquam Hill Transportation Partnership to assist in supervision of the Partnership Plan and related strategies

Adopted by the Council,

**AUG 23 1995**

Commissioner Earl Blumenauer  
Gabe Onyeador  
August 23rd, 1995

**Barbara Clark**  
Auditor of the City of Portland  
By

*Butte Olson* Deputy

1357

Agenda No

RESOLUTION NO **35435**

Title

Support efforts by the Tri-County Metropolitan Transportation District of Oregon for the implementation of a Marquarm Hill Area Employer Experimental Fare and the Mqrquarm Hill Transportation Partnership Plan (Resolution)

INTRODUCED BY  <b>Commissioner Blumenauer</b>	Filed  <b>AUG 17 1995</b>
NOTED BY COMMISSIONER	Barbara Clark Auditor of the City of Portland
Affairs Finance and Administration Safety Utilities	By <u>          Cay Kershner          </u> Deputy
Works <u>          EB/JP          </u> BUREAU APPROVAL	For Meeting of
Bureau <b>Transportation Planning</b>	Action Taken
Prepared By           Date <b>Gabe Onyeador       August 2, 1995</b>	___ Amended  ___ Continued to _____
Budget Impact Review ___ Completed <u>  X  </u> Not Required	
Bureau Head <b>Felicia Trader</b>	

AGENDA		FOUR-FIFTHS AGENDA	COMMISSIONERS VOTED AS FOLLOWS		
			YEAS	NAYS	
Consent	Regular <input checked="" type="checkbox"/>	Blumenauer	Blumenauer	✓	
NOTED BY		Hales	Hales	✓	
City Attorney		Kafoury	Kafoury	—	
City Auditor		Lindberg	Lindberg	✓	
City Engineer		Katz	Katz	✓	