

S. Waterfront
SW Moody

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Late night only



OHSU TDM Plan 5-Year Refresh



All photos are courtesy of John Landolfe at OHSU unless otherwise noted.

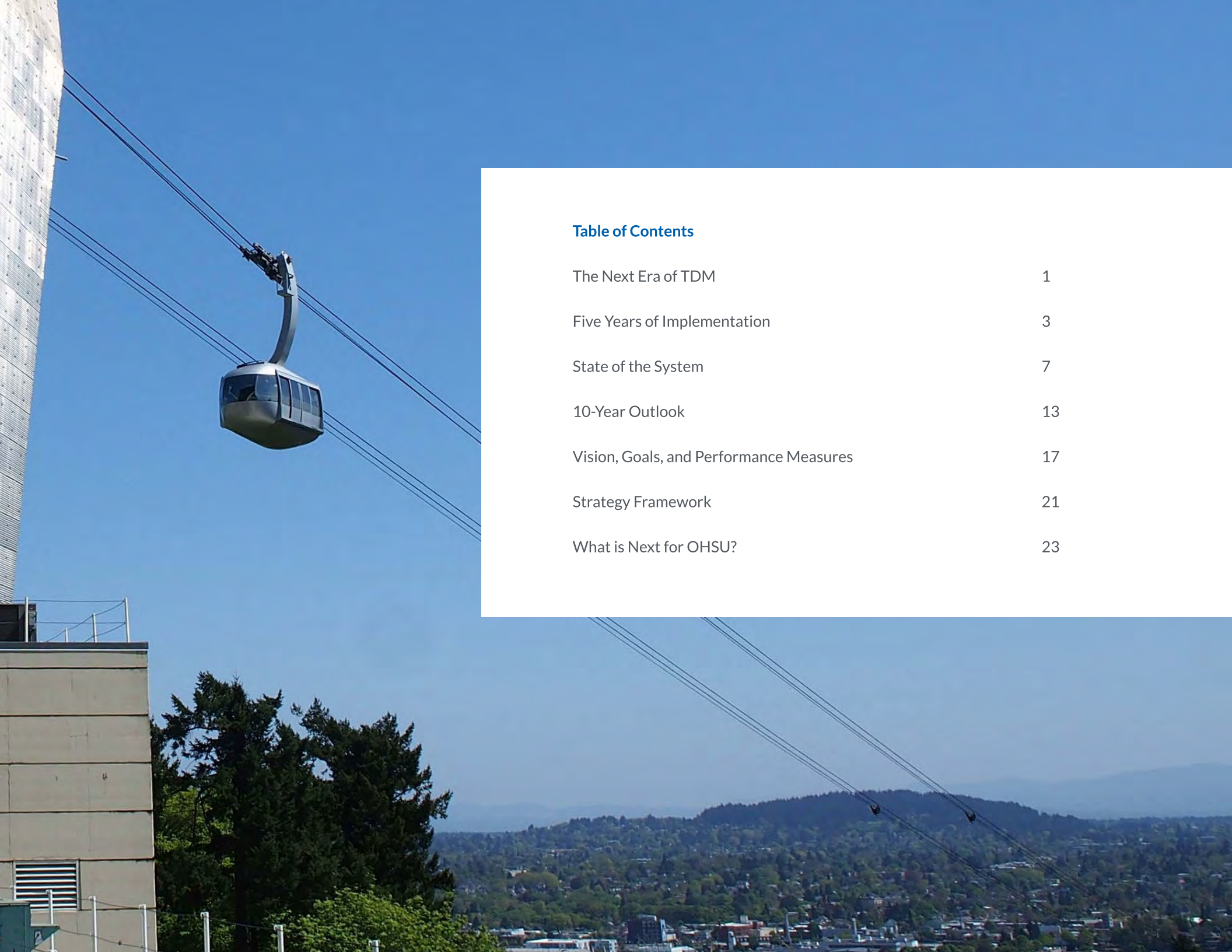


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1

The Next Era of TDM

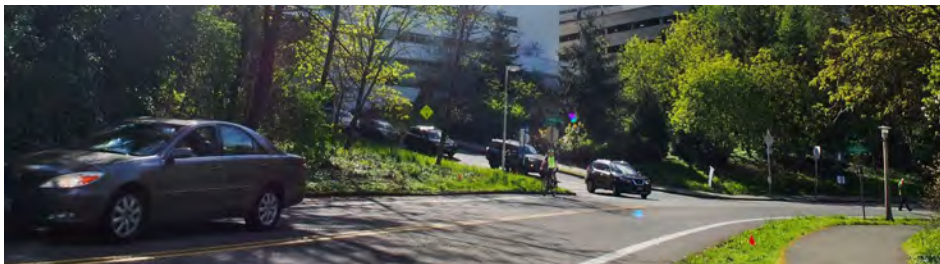
The 2017 TDM Plan

The 2017 Transportation Demand Management (TDM) Plan was OHSU's 10-year mobility roadmap to improve transportation access for its employees, students, patients, and visitors. It established a new mobility era for OHSU, presenting a comprehensive set of strategies to guide investment in infrastructure, programs, and policies that enhance multimodal access to OHSU facilities.

OHSU's TDM Eras



Implementation began immediately, and OHSU has made significant progress towards achieving its goals in the intervening years. The 2017 Plan listed 13 of its 34 strategies as "High Impact + High Priority." Since 2017 OHSU has implemented components of several strategies.



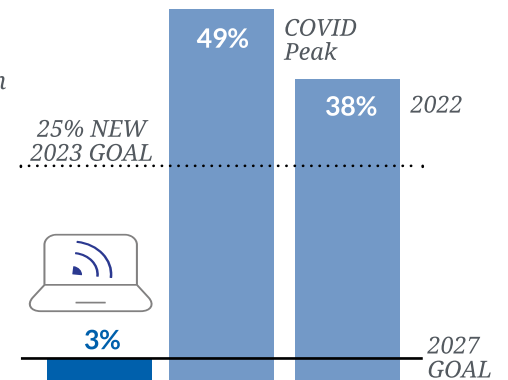
The Impacts of COVID-19

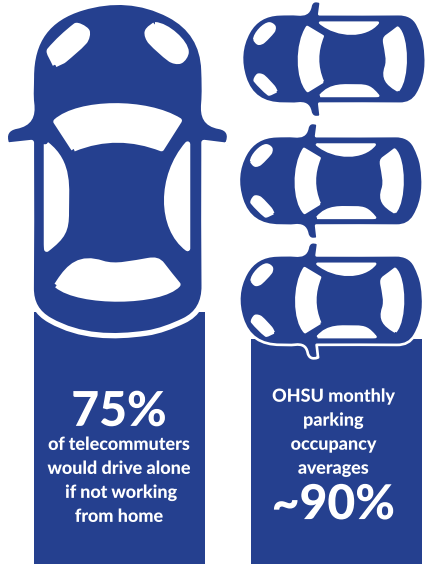
In March 2020 the global COVID-19 pandemic changed the way the world works and commutes. *The pandemic catalyzed an abrupt and massive transition from on-site work to telecommuting for all those who were able, and employers and employees were forced to adapt remote work at a rapid pace.* Oregon was one of the earliest states to adopt social distancing policies and was under an emergency order for just over two years, from March 8, 2020, to March 17, 2022.

Still, many of OHSU's staff were classified as essential workers and had to commute to on-site facilities. These workers often chose to drive to the hospital, likely for a variety of reasons – more access to parking due to limited staff on campus, public health concerns surrounding public transit and shared spaces, or significant reductions to transit service due low ridership and decreased funding.

Employees have been slow to return to on-site work across the Portland region, with most employers seeing lower on-site rates well into 2022 and even at the start of 2023. As acute pandemic concerns waned and employees began to return to the office, it became obvious that commuting at OHSU had fundamentally changed.

COVID-19 catalyzed a substantial expansion of telecommuting as an essential TDM practice. The TDM Plan set a goal of 3% by 2027, but remote work quickly rose to be the most common "commute" mode at 49%, and is anticipated to remain popular in the future, with more than 8,000 OHSU staff estimated to telecommute at least once per week. In 2023 OHSU set a new goal to maintain a 25% telecommute mode share.





When employees do travel to OHSU, however, they have a higher tendency to drive. Seventy-five percent of telecommuters indicated they would drive alone to work if they could no longer work at home. As 2023 begins, many employees have established new driving-based commute habits that are different than their pre-COVID behavior, which will be difficult to change without meaningful intervention. As a result, parking occupancy at OHSU averages 80-90% month over month, yet only about 43% of OHSU commuters are on-site on a typical day.

Defining the Next Era

OHSU continues to grow rapidly, with a projected 40% increase in population by 2032. While OHSU is building new facilities to support its growing population, its development plans include limited new parking. **The TDM Plan must ultimately balance the need to provide parking for patients, visitors, and employees and investing in other travel options.** Ultimately, OHSU cannot provide a parking space for everyone coming to OHSU – there is not enough physical space and it is simply too expensive.

The last five years have also included a new and stronger focus on equity and sustainability. Led by its commitment to inclusive care, OHSU is currently in the process of developing a strategic diversity, equity, and inclusion vision and goals for the entire organization. In 2022, OHSU pledged to be carbon neutral by 2050, establishing a serious commitment to environmental sustainability. As a result, OHSU’s commuting options and strategies must be reevaluated with these new goals in mind.

New commute habits, combined with a growing population and limited parking supply, highlight the need for updated commute programming and options.

Over the last five years OHSU has learned a great deal through its early program implementation and the COVID-19 pandemic. These factors converge to create an opportunity for OHSU to refresh its TDM Plan and right-size its goals, programs, and offerings to better serve an evolving organization.

What’s in the TDM Plan Refresh?



State of the System Report

A comprehensive review of OHSU’s current environment, including headcount, on-site rate, parking utilization, program implementation and participation, and more.



OHSU Parking Model

The model was developed to inform short- and long-term planning decisions, especially the balance between providing parking and investing in TDM. The model projects future parking demand based on population growth and mode split scenarios to identify: the SOV mode split needed to match parking demand to supply, how much additional parking supply is needed, and the realistic balance between new parking and SOV reduction.



TDM Plan (This Document)

A summary report of OHSU’s transportation achievements and the State of the System report. The TDM Plan also presents the parking model to be used in partnership with the Strategy Dashboard for communicating reasoning and goals of the 5-Year Refresh.



TDM Strategy Dashboard

The Dashboard serves as a detailed resource and workplan for staff, while also offering a resource to the broader OHSU community in regards to OHSU’s transportation investments and improvements in the coming years.

2

FIVE YEARS OF IMPLEMENTATION

The 2017 TDM Plan provided a strong foundation for program development and a roadmap for implementation. Over the last five years OHSU has made great strides towards implementation of the original vision, while also developing a more robust, well-rounded commute program. Campus Access and Commuter Services (CACS), formerly Transportation and Parking, OHSU's in-house commute management staff, has introduced many of the programs and strategies outlined in the 2017 Plan with great success.



Photo credit: 2017 TDM Plan

Policy



Telecommuting ★

COVID-19 accelerated the implementation of this strategy in 2020, pushing OHSU well past its 2027 goal of 3%. Today, OHSU continues to encourage teleworking for employees or departments that can do their work from home. But the decision is ultimately left up to each employee and their manager.



MyCommute ★

In 2018 OHSU launched its employee commute platform in partnership with Lum. Since launch, more than 22,000 users have engaged with MyCommute, and the average user logs 16 commute trips per month.



Data Dashboard

CACS has built out a data dashboard that provides quick insights into commute program performance. The dashboard provides a year-to-date view of key program metrics including parking utilization, logged MyCommute trips, aerial tram ridership, campus badge swipes, and more.



Mission and Branding

OHSU restructured its internal commute management staff in 2022, transforming the "Transportation and Parking Division" into "Campus Access and Commuter Services." This rebranding allows OHSU to focus on holistic mobility and ensure its affiliates have the necessary options and support to make informed and sustainable commute choices.

★ (High Impact + High Priority)

Programs & Communications



Wage-Based Daily Parking ★

The Wage Based Daily Parking program (WBDP), launched in late 2021, was a key step in the long-term transition away from monthly and annual permits. Daily parking was a priority strategy in the 2017 TDM Plan to remove the sunk costs of long-term permits and their inherent incentive to drive to work.

WBDP further enhances OHSU’s equity goals. Historic commute data showed that employees in the lowest wage bracket spent a disproportionately high percentage of their income on transportation. The WBDP program responded by indexing the daily cost of parking to the employee’s annual income, with lower-income employees paying less to park than higher-income employees. Today, daily parking costs range from \$5 to \$14 per day based on seven different wage brackets.

What we heard:

“I have been almost 100% teleworking and plan to remain at least 80%-90% teleworking for the foreseeable future. Pre-Covid I probably drove half the time and took an express bus half the time. I find commuting no matter which mode to be stressful and a waste of time and will remain teleworking as much as possible... Parking is one important reason why we need to continue to do work virtually when possible.”

“The new parking program structure is much better!”



Carpooling ★

OHSU established a peer-to-peer carpool program via Scoop , a third-party app that automatically matches nearby commuters and allows riders and drivers to share commute costs, and parking. The program was available to anyone with an OHSU email address traveling to or from OHSU’s central campuses.

Drivers were reimbursed for their parking, offered a small financial incentive, and riders paid a reduced rate. During Scoop’s peak use in early 2020 the app was facilitating 226 average daily carpool trips.

Note: OHSU’s partnership with Scoop ended in Dec. 2022. CACS is currently planning an update to the carpool program with a new vendor.



Lyft-off Program ★

The Lyft-Off program was one of the first outcomes of the 2017 TDM Plan. The program was launched in 2017-18 to provide off-peak workers who did have a safe and reliable option for either getting to campus or home. Since launch, the program has been very popular and served over 4,000 total users.



Active Commuting ★

OHSU expanded its bike incentive to include both walk and scooter trips. Inbound active commute trips logged in MyCommute earn \$1.50 per day. Incentives are paid out to commuters through the MyCommute platform.

In addition to bike racks and shelters across all areas of campus, OHSU also offers affiliates access to the Go By Bike valet service located at the Aerial Tram’s South Waterfront terminal. The bike valet is fully staffed from 6 a.m. to 7:30 p.m. and provides safe and secure storage for bike commuters accessing both the South Waterfront and Marquam Hill campuses. During the peak summer months, the bike valet manages roughly 500 bikes a day.

Since it was launched in Spring 2021, the Bike Loaner program, administered through MyCommute, has been extremely successful. OHSU maintains a fleet of 25 bicycles in varying sizes and cycling accessories that are available to any badge holder for 30 days. The program is geared towards new riders. Loans include guidance and resources for purchasing a personal bike at the end of the loan period , including \$200 off the purchase of a new bike or e-bike.



Photo credit: Cole Keister, Unsplash

What we heard:

“I already use Scoop when I can but there are not enough participants to guarantee a rider each day.”

“Sometimes if the bus is running late, it can throw off your connection. Also, the buses and streetcar randomly stop running. I had two issues with the streetcar not running last year, but luckily we have the 3 free Lyft rides.”

“I bike to work most days, and I would MUCH rather do that than take transit. However, because biking to work is so beneficial to lessening traffic, creating less greenhouse gases, etc., I think it should be incentivized way more than it is.”

“I would likely bike more often if the commute bonus was higher, but the \$1.50 doesn’t even cover tune ups for my 8-mile bike commute each way.”



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STATE OF THE SYSTEM

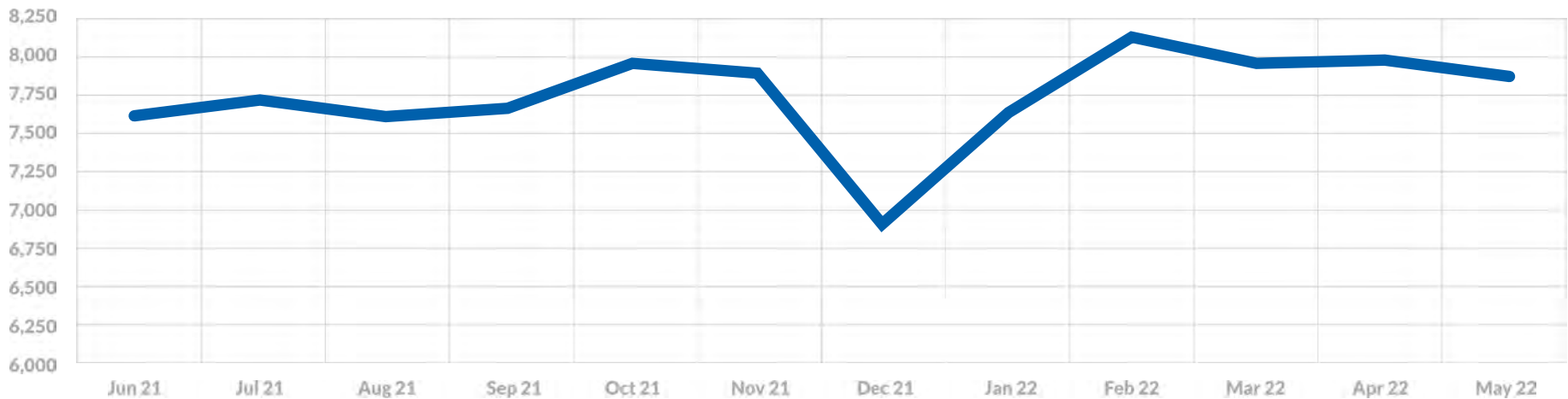
OHSU's past and ongoing investments in multimodal policies, programs, and infrastructure have been vital in allowing OHSU to grow and thrive to this point. However, OHSU must continue to innovate and push the status quo if it is to grow, diversify, and provide high-quality health care services and employment opportunities.

This chapter summarizes the existing conditions for OHSU commute and parking program. A detailed "State of the System" report is available with further analysis and findings.

A Growing Campus

- OHSU's population has grown rapidly in the past five years, particularly among employees, contractors, and patients. The overall systemwide **headcount is up 27% from 2017 and is projected to grow another 40%** over the next 10 years.
- OHSU experiences an **average daily on-site rate of around 43%**, or nearly 10,600 employees and students.
- About 64% of those on-site on a given day are at Marquam Hill, 25% are at South Waterfront, and 11% are in other locations.
- In the face of a rapidly growing population and the still nebulous future of on-site work, there is uncertainty around how the current on-site rate will change and how OHSU can best accommodate a larger share of affiliates traveling to and from its facilities in the next ten years.

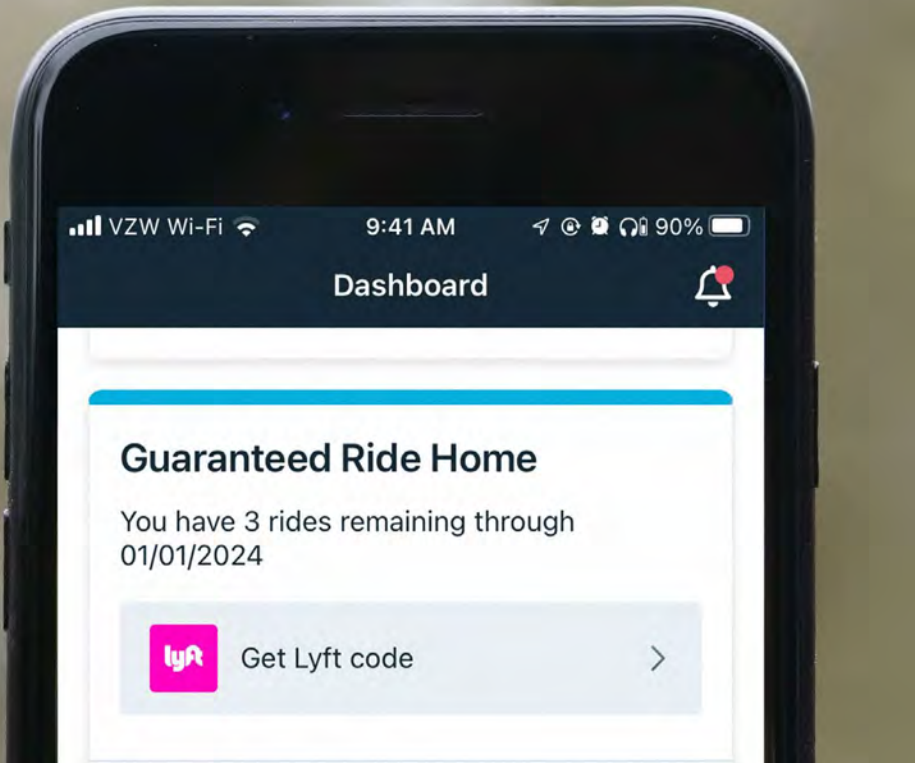
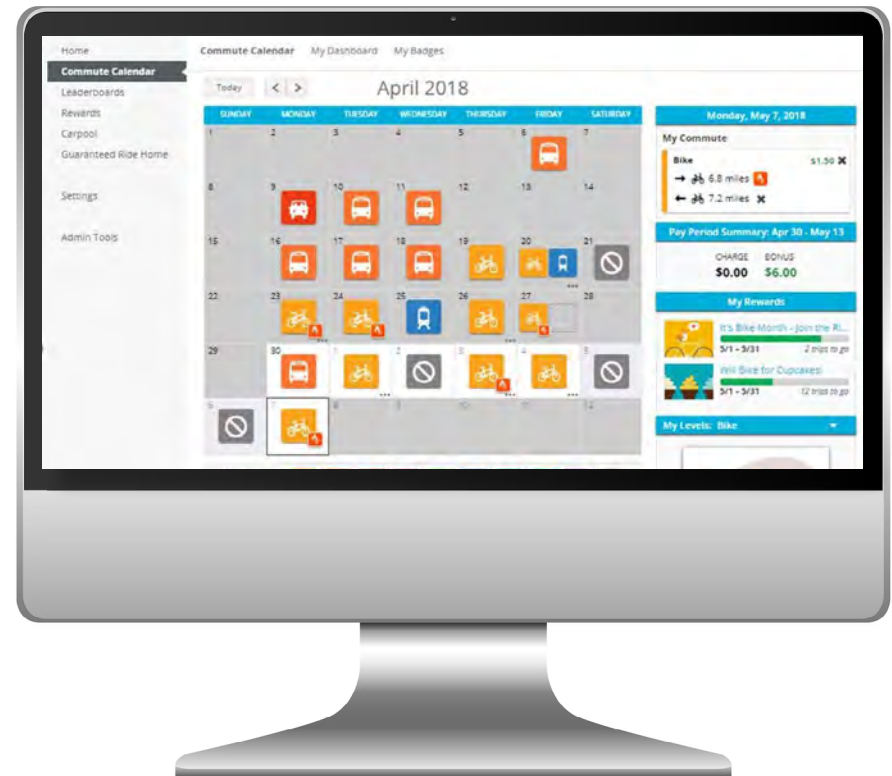
Average Badge Swipes by Day



*Note: badge swipe data likely underestimate the number of OHSU members on-site daily actuals ~20%.

Tracking Program Usage

- The CACS data dashboard can be used to generate long-term reports on program utilization. Access to timely and accurate data gives CACS a better understanding of program usage and allows staff to identify trends and issues early on.
- OHSU also relies on its annual Transportation Census, also known as the ECO Survey, to provide insight on commuter attitudes and behavior. However, **the survey is only conducted once a year and offers a snapshot of static commuting behavior that is heavily influenced by those who participate in the survey**, the time of year, and the availability and reliability of outside services.
- OHSU needs a more reliable source of real-time data about commute behavior to better inform its policies, inform program adoption and expansion, and be better equipped to leverage incentives and daily rewards to influence affiliate travel patterns.
- The next step is utilizing the data to make more real-time program adjustments to influence OHSU affiliate mode choice.



Managing a Multi-Faceted Program

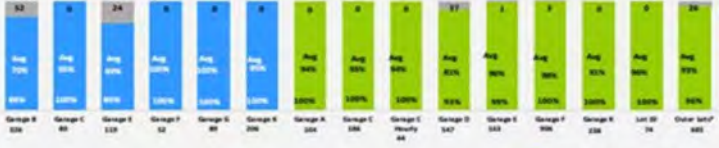
- Currently, there are just over **9,000 active monthly MyCommute users**, which represents about 36% of OHSU's total headcount.
- MyCommute functions as an interactive platform where employees can log and track their commute patterns. The program makes commute tracking feel like a game where users can participate in challenges, compete with their peers, and earn rewards.
- **The site also supports program administration** by facilitating parking reservations and automated payments, distributing financial incentives, administering Guaranteed Ride Home, facilitating carpool matching, and more. Additionally, **MyCommute provides CACS staff with detailed information and data reports** that can be used to further refine policy and improve program implementation.
- MyCommute is very effective for those who use it, but there are still many affiliates who do not use the platform **or do not have access to parking reservations because they are not on OHSU payroll.**



Transportation & Parking Operations Summary - Rolling Annual

May 2022

Marquam Hill Parking: Percent Occupied vs Open Stalls



South Waterfront Parking: Percent Occupied vs Open Stalls



*Clear Lots - Lots 20, 30, 40, 50, 60, 70
 **RSLB, CHS, RPS, Substation
 ***RCHB, RLSB, Substation, 3000
 ****Madsu, 5420
 *****Madsu, Bancroft, Education North, RPS, WPAUstar

Marquam Hill Maximum Occupancies per Month



South Waterfront Maximum Occupancies per Month



After 1 PM Passes Sold



All Day Permits Sold - Daily Averages per Month



Valet Parks & Retrievals



MyCommuter Trips by Type



Getting to OHSU

- Due to both planned programmatic changes and the unforeseen impacts of COVID-19, commute modes have shifted significantly since the 2017 TDM Plan.
- Drive-alone commuting **increased to 40% in 2022, up from 38% from 2017**. By contrast, all shared travel modes had a significant drop since the onset of the COVID-19 pandemic.
- **Transit use, once the most popular alternative commute mode, is down from 30% in 2017 to 9% in 2022**, and carpool use was cut in half, from 4% to 2% between 2017 and 2020.
- However, the pandemic was beneficial in that it rapidly scaled up the implementation of remote work for OHSU employees. Telecommuting is up from 1% in 2017 to 38% in 2022, down from a 2020 peak of 49%. While 3,500 employees log telecommuting in MyCommute daily, **OHSU staff estimate that approximately 8,000 employees telework at least one day per week**.
- While the adoption of telecommuting has brought many benefits, higher drive-alone rates and lower use of transit, biking, and walking present long-term challenges.

“Currently I am only in the office one day a week. If I need to go in more often than that going forward parking would be prohibitive, and I would need to look at other options.”

Recovering Transit Ridership

- Prior to the COVID-19 pandemic, transit was the most popular non-SOV commute mode, with 30% of staff regularly using transit to travel to OHSU.
- **Transit use dropped significantly since COVID-19 to less than 10% in 2020, a trend that was exacerbated by service reductions as transit providers faced low ridership and operator shortages**. Transit ridership at OHSU has yet to return to 2019 levels, and only 44% of employees anticipate using transit again in the future.
- When asked about barriers to transit use, the most common concerns were commute length, public health, and physical safety. However, the 2022 Transit Survey showed that **15% of respondents would be motivated to ride transit more frequently if there were a monetary incentive**. Other significant motivators included more frequent service (13%), expanded service (10%), and transit stop improvements (10%).

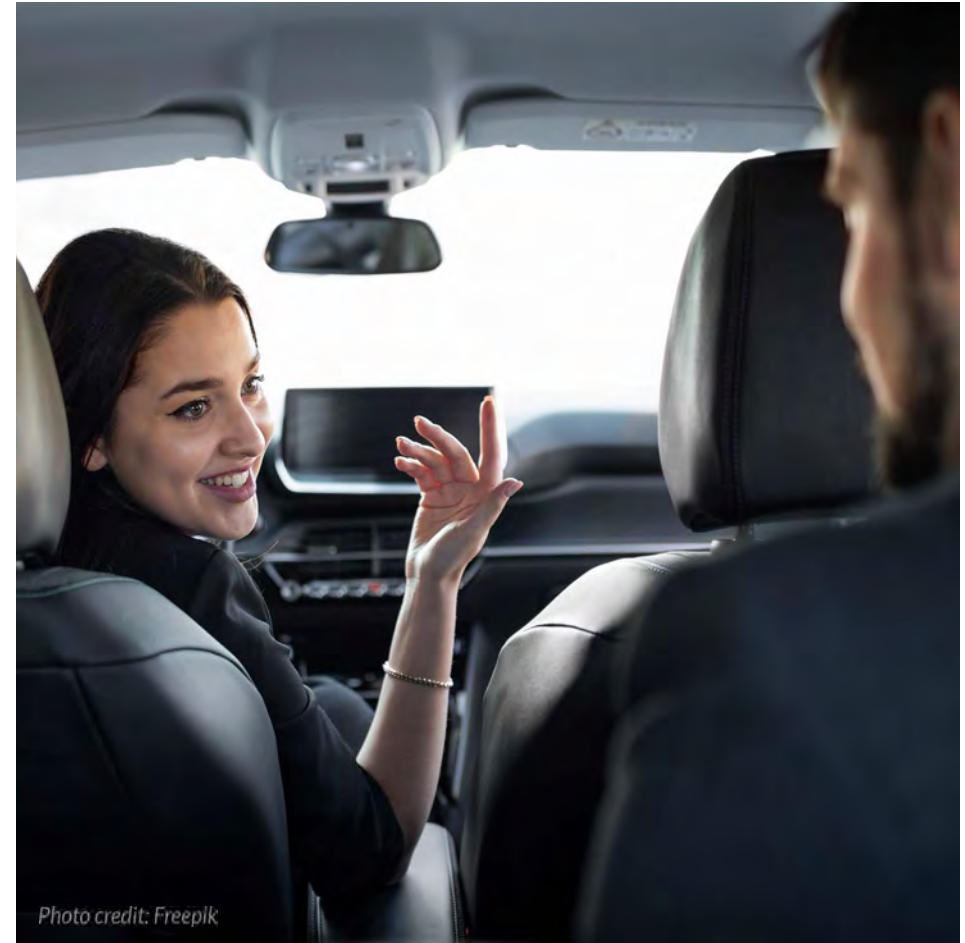
- OHSU will have to make a concerted effort through new policies and programs to entice commuters back to transit and increase its mode share back to pre-pandemic levels.
- TriMet is committed to improving bus service in the Portland Metro region. Forward Together, TriMet’s 2022 Revised Service Concept, will guide updates to the TriMet bus network, and its draft recommendations include commitments to improving frequency, extending services hours, and expanding into new service areas.
- Forward Together’s draft service concept increases frequency on certain routes and reroutes others to provide more direct service to OHSU, but also discontinues several local, direct, and peak-period routes, especially from the south and west. **OHSU will need to collaborate closely with TriMet to ensure the Forward Together plan addresses its affiliates’ concerns and improves overall service to OHSU facilities.**

“Transit works great for my commute, however the cutbacks in bus schedules that TriMet implemented at the start of the year has been a big negative impact on my commute. I hope that they prioritize reinstating the more frequent schedules from 2021.”



An Evolving Parking Program

- Although new parking facilities have become operational since 2017, OHSU does not have enough space for every person to drive alone to campus. In all, **OHSU has about 7,500 parking spaces, of which 25% is reserved for patients and visitors.**
- As of Fall 2022 parking demand is returning to pre-pandemic levels. **Peak parking utilization on a typical day is about 90% on Marquam Hill and about 75% at South Waterfront.** The most convenient facilities, such as Garages F and G, are consistently full, while less proximate facilities, such as RLSB and Schnitzer, have the most available spaces at peak.
- The new Wage Based Daily Parking (WBDP) program has significantly reduced the number of annual parking permit holders and provides more equitable access to parking for those employees who need it. **Daily average annual permit parkers have decreased from almost 3,000 in 2020 to just over 1,000 in May 2022.**
- As of May 2022, most parkers pay between \$7-\$14 per parking stay with rates aligned to parkers' earnings. **Now WBDP parkers have the lowest average cost per pay period out of all permit types at \$36.** The average cost of parking per Guaranteed Daily parkers (flat rate daily fee, no reservation required) is almost double, at \$61/pay period, and annual permit holders pay the most at \$82-\$103/pay period.
- Since it was implemented, more than 6,000 unique users have taken advantage of the WBDP program.
- Due to both the implementation of WBDP and the popularity of teleworking, parkers are parking less and therefore the OHSU facilities are able to accommodate more new parkers. **OHSU has seen a 25% increase in unique weekly parkers since December 2021.**
- Now that more employees have access to parking, more employees are using it. In the face of limited parking inventory and a growing population, this will likely present significant challenges soon without a major mode shift.



Creating a Ridesharing Culture

- OHSU made substantial progress on promoting and incentivizing carpooling by breaking down common barriers and making it easier to do.
- OHSU **established a peer-to-peer carpool program via Scoop**, a third-party app that automatically matches nearby commuters and allows riders and drivers to share commute costs, like fuel and parking.
- In addition, employees can also find carpool matches through the MyCommuter Carpool module.
- **The COVID-19 pandemic dramatically reduced carpooling and it has been slow to return.** In 2023, OHSU will be transitioning to a new dynamic carpool matching service to better serve its affiliates.

“Since moving to the hybrid model of work-from-home, my trips to campus are much fewer which cuts down on my cost to drive/park at OHSU.”

Advancing Active Commuting

- OHSU makes **active commuting more comfortable by providing shower facilities and lockers** where commuters can clean up after their ride and before they clock in.
- OHSU participates in and leads various campaigns and challenges to encourage active commuting. For example, prior to the pandemic OHSU was a leading participant in the Bike More Challenge, organized each May in conjunction with Love To Ride Oregon. These challenges incentivize commuters to bike to work with competition and prizes, such as a cash, gift cards, gear, or a new bike.
- Beyond the bike loaner program, **OHSU makes cycling easier for its affiliates through both the BIKETOWN and Bloom bikeshare programs.** BIKETOWN operates throughout Portland, with five BIKETOWN docking stations on OHSU's main campus, and free-floating bike parking is also permitted.
- Launched in Spring of 2022, Bloom bikeshare is available to anyone with an OHSU email address, and primarily targeted for use around the South Waterfront campus. There is currently a fleet of 20 bikes is available for use at 3 stations.



4

10-YEAR OUTLOOK

This chapter provides a high-level summary of the modeling effort undertaken as part of the TDM Plan Refresh. The model was developed to inform short- and long-term planning decisions, especially the balance between providing parking and investing in TDM. The model projects future parking demand based on population growth and mode split scenarios to identify:

1. What **SOV mode split** does OHSU need to achieve by 2032 to match parking demand to supply?
2. How much **additional parking** may OHSU need based on mode split scenarios?
3. What is the **appropriate balance between new parking and realistic SOV reduction** to guide the TDM Plan?

The model represents the best estimate of potential outcomes based upon available data and reasonable assumptions. Ultimately, the model should be viewed as a useful and ongoing tool to evaluate the “goal posts” and tradeoffs to arrive at the preferred path forward. The TDM Plan and its tools are “living,” intended for ongoing revision and recalibration over time.



Methodology and Assumptions



Population

- Estimate average weekday peak population for Marquam Hill (MH) and South Waterfront (SW)
 - » *Typical weekday peak for employees was estimated using badge swipe data plus an adjustment factor to account for buildings/clinics without badge control*
 - » *Patient and visitor daily peak was estimated based on parking occupancy data in patient/visitor parking facilities*
- Estimate future growth based on annual growth factors by year by affiliate group
 - » *Employees: range of 2%-6.4%*
 - » *Students: range of 1%-8%*
 - » *Contractors/Vendors/Volunteers (CVVs): 0%*
 - » *Patients and Visitors (PVs): 4.1%*



Parking Inventory

- Based on the Fall 2022 Space Catalog, document existing parking inventory by: 1) location - MH, SW, and Satellite; and 2) type – Patient/Visitor, Employee/Permit, Other
 - » *7,578 spaces (with Satellite) and 7,085 spaces (without Satellite)*
- Estimate future parking inventory by year based on known and anticipated parking supply additions/losses
 - » *Net gain of approximately 153 spaces*
 - » *Loss/Swap = -588 spaces*
 - » *Add/Swap = +741 spaces*
- Include a 5% “buffer” so that average daily demand does not “max out” supply



Parking Demand

- Estimate current parking demand by: 1) “observed” facility counts from September 2022; and 2) “mode split” from 2022 ECO data for drive alone and carpool trips
 - » *2022 mode split for employees, CVVs, and students**
 - *SOV – 40.3%*
 - *HOV – 1.5%*
 - *Non-driving – 58.2%*
- Calibrate weekday peak population so that mode split demand approximates observed demand

**Note: The employee mode split was applied to CVVs and students, as specific mode share details are not known for these groups due to data limitations.*



Future Mode Split Targets and Parking +/-

- Iterate future mode split scenarios for SOV, HOV, and non-driving
 - » “Status Quo” scenario: 2022 mode split stays constant
 - » “Match to Supply” scenario: mode splits are adjusted to meet supply minus 5% buffer
 - » “Aggressive” scenario: test mode splits that max out SOV reductions
- Identify balance between mode split targets and need for additional parking supply (“satellite” and/or new construction)

KEY FINDINGS

Figures 1 and 2 summarize 10-year parking demand estimates versus supply. Figure 1 shows parking supply without any “new/satellite” parking, while Figure 2 shows parking supply with approximately 500 “new/satellite” parking spaces.

- **Doing nothing is not an option.** If mode splits stay as they are now, it is estimated that OHSU will have a consistent daily parking deficit within the next two years and a long-term deficit of 860-1,335 spaces by 2032.
- **OHSU must provide additional parking,** with either new construction or satellite parking. Without any satellite or new parking, OHSU will need to achieve an estimated mode split of 28% SOV / 8% HOV / 64% non-driving by 2032. These mode splits are likely infeasible due to a combination of factors including dispersed employee home locations, reduced transit service, lingering COVID-19 impacts, and available financial resources.
- **But... OHSU cannot build its way out of its parking deficits.** OHSU is limited in its ability to build new parking due to city land use policies, available land, and costs. At current construction costs of over \$70,000 per space, it would cost OHSU at least \$60-94 million to meet projected parking demand by 2032 at the current mode splits.
- **OHSU must also reduce its SOV mode split.** By providing about 500 “new or satellite” spaces, OHSU will need to achieve an estimated mode split of 32% SOV / 6% HOV / 62% non-driving by 2032. These long-term targets are ambitious, but achievable.
- **OHSU should update key model inputs periodically** to refine mode split targets and plans for additional parking. The model is a living tool to inform CACS planning and overall transportation investments. Changes to key inputs should be accounted for as they would have substantial impacts on parking demand. For example, an increase in average daily on-site population due to a shift from telecommuting to SOVs would increase employee parking demand. By contrast, slower than projected population growth would reduce anticipated parking demand.

Figure 1 - Parking Demand vs. Supply, by Mode Split Scenario (NO New/Satellite Spaces)

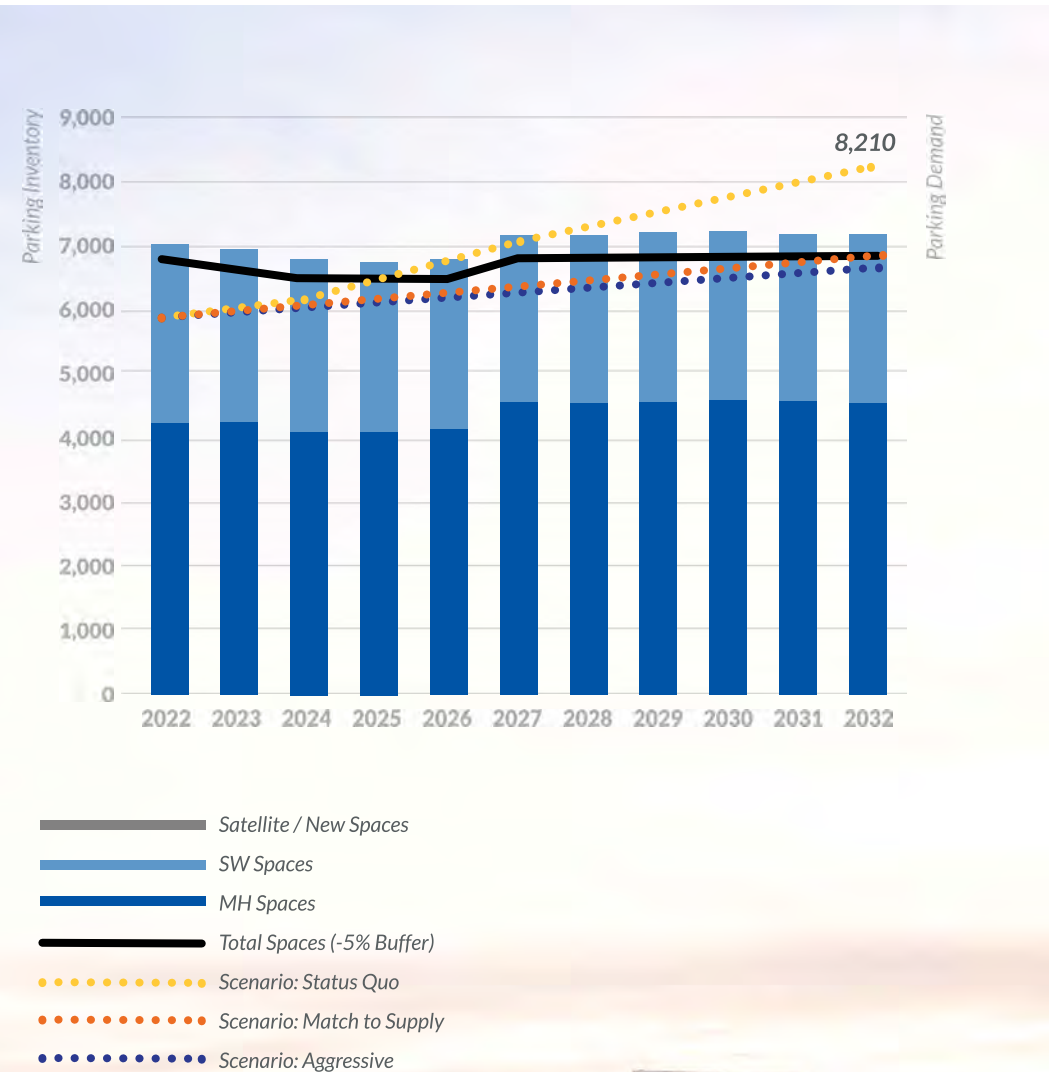


Figure 2 - Parking Demand vs. Supply, by Mode Split Scenario (WITH New/Satellite Spaces)

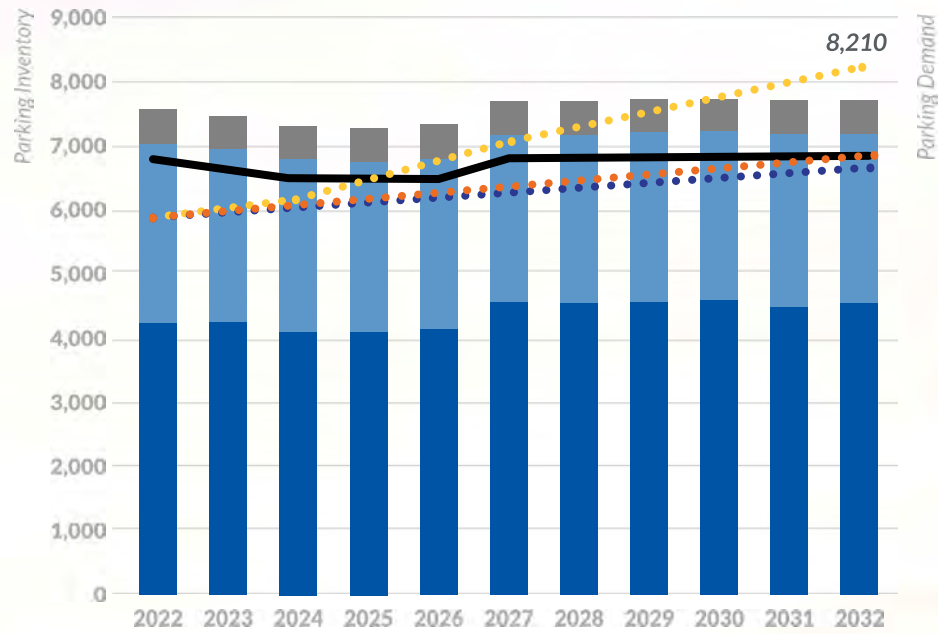


Photo credit: Cole Keister, Unsplash

5

VISION, GOALS, AND PERFORMANCE MEASURES





Despite all the change, OHSU's transportation vision remains the same. Its vision statement anchors the TDM program and CACS workplan, while guiding overall investment decisions.

The TDM Plan is further guided by seven goals and objectives. Five of the goals carry over from the 2017 Plan and two additional goals were added as part of The Refresh: Sustainability, bundled with the original Safe & Healthy goal, and Equity.



VISION STATEMENT

As a leader in health and innovation, OHSU will provide a flexible transportation program that allows employees, students, patients, and visitors to choose safe and convenient travel options to, from, and within campus. To facilitate campus growth, the transportation system will reduce reliance on single-occupancy vehicle (SOV) trips through the promotion of cost-effective, sustainable, equitable, and multimodal mobility solutions.

GOAL	OBJECTIVE
 PATIENT-FIRST	<ul style="list-style-type: none"> • Inform patients about their parking and travel options early and often. • Support both inpatient and outpatient care. • Reduce overall employee demand for parking. • Reduce employee abuse of patient parking.
 EMPLOYER OF CHOICE	<ul style="list-style-type: none"> • Eliminate transportation as a barrier to employee attraction and retention. • Support hybrid work for those whose roles allow for it. • Provide flexible and user-friendly programs so employees have multiple commute options.
 MULTIMODAL	<ul style="list-style-type: none"> • Expand and improve bicycle, pedestrian, transit infrastructure, services, and programs. • Develop dynamic rideshare solutions that target SOV drivers and prioritize high-occupancy trips. • Structure financial incentives to encourage non-SOV travel.
 COST-EFFECTIVE	<ul style="list-style-type: none"> • Prioritize mobility investments that offer the greatest cost efficiencies. • Maintain long-term financial sustainability. • Ensure adequate staffing to cost-effectively implement, operate, and manage projects and programs.
 INNOVATIVE	<ul style="list-style-type: none"> • Maximize investment in an employee commute platform to increase employee satisfaction, manage the transportation program, and incentivize non-SOV travel behaviors. • Engage with local and regional partners to implement visionary transportation technology, infrastructure, policy, and programs.
 SAFE, HEALTHY & SUSTAINABLE	<ul style="list-style-type: none"> • Improve vehicle, bicycle, and pedestrian safety and security. • Reduce vehicle miles traveled (VMT) and support achievement of carbon neutrality by 2050. • Proactively link transportation to OHSU's overall mission by promoting healthy travel options.
 EQUITABLE	<ul style="list-style-type: none"> • Create equal opportunities and access in commute options for employees across all groups. • Prioritize solutions for disadvantaged and lower-income employees, patients, and visitors.

OHSU's commitment to **sustainability** aligns with national, state, and local trends towards prioritizing policies that combat global climate change. OHSU recognizes climate change's significant negative public health implications, especially among historically disenfranchised communities, and is committed to working to address the issue head on.

Transportation makes up the largest share of U.S. carbon emissions, and by reducing single-occupancy vehicle trips and encouraging its affiliates to choose more sustainable modes, OHSU can make significant strides towards meeting these ambitious but important climate goals. Specific actions OHSU and the region have taken include:

- In 2021, Oregon passed a bill to transition the state's energy grid to rely almost exclusively on renewable sources by 2040.
- Portland is a long-standing member of the Carbon Neutral Cities Alliance and has been steadily reducing its carbon emissions every year since 2000. Portland is committed to 80% reduction of 1990 emissions levels by 2050.
- In 2022, OHSU committed to the Biden administration's goal of reducing carbon emissions by 50% by 2030 and achieving net zero emissions by 2050.
- OHSU joined over 1,000 other US health care organization in this pledge that was recognized internationally at the 2022 United Nations Climate Change Conference (COP27).

OHSU is also committed to **equity** in all its forms and has a history of providing inclusive care for patients of all backgrounds. OHSU's focus on equity also extends to its students and employees, through educational programs that support students from diverse or disadvantaged backgrounds and a commitment to pay equity across all racial and ethnic groups and gender identities. An intentional focus on equitable access to transportation is a primary focus and a logical continuation of the broader efforts to make OHSU a truly diverse and inclusive institution.



Performance Measures




The Refresh will help simplify and streamline performance measures. The 2017 Plan included many specific performance measures to assess the effectiveness of strategies and programs. These measures provided a framework for developing and implementing new programs from the ground up. With many of these programs now in place, these guidelines are no longer necessary or most effective in assessing program success.

Through the MyCommute platform, OHSU now has access to more accurate data about its affiliates' travel patterns. This data can help inform policy and allow for more frequent small-scale program adjustments to meet needs and move towards broader goals.

The SOV mode share target of 32% should be the primary measure (see Chapter 4), but the additional measures shown in Figure 3 will allow for a more comprehensive assessment. Where the 2017 Plan had eleven key performance indicators, OHSU will now track three main categories of performance measures.



Figure 3 - Updated TDM Program Performance Metrics

PERFORMANCE METRICS	
 <p>EMPLOYEE BEHAVIOR</p>	<ol style="list-style-type: none"> 1. Employee mode split - SOV vs. non-SOV mode share. <i>Modeling shows a need to hit 32% SOV and 68% non-SOV within 10 years. As with last Plan, this is the "primary" metric anchoring the plan.</i> 2. On-site rate - Average share of annual headcount on campus each day, by affiliate group
 <p>PARKING PERFORMANCE</p>	<ol style="list-style-type: none"> 1. Average and maximum parking occupancy on Marquam Hill and South Waterfront, by type (patient, permit, and hourly) 2. Percent of employee parkers by wage bracket 3. Average number of parking stays per week per pay period 4. Number of annual permits
 <p>PROGRAM PERFORMANCE</p>	<ol style="list-style-type: none"> 1. Utilization of MyCommute platform - share of employee commutes captured in MyCommute 2. TDM program cost per employee 3. Annual commute GHG emissions and commute program offset





Repair
Rack

6

STRATEGY FRAMEWORK

The 5-Year Refresh mirrors the structure of the 2017 TDM Plan. OHSU will implement its TDM plan via six categories, or Plays: Policy, Program & Communications, Parking, Shared Mobility, Transit, and Active Mobility (consolidated from 2017's Bike and Pedestrian Plays). Each of the plays has multiple respective strategies, or tools, that when implemented in tandem contribute to the Plan's vision.

Strategies are described and evaluated in the Strategy Dashboard. The strategies are also ranked for their alignment with each of the seven Plan goals. The Dashboard serves as a detailed resource and workplan for CACS staff, while also offering a resource to the broader OHSU community in regards to OHSU's transportation investments and improvements in the coming years.

THE PLAYBOOK	THE PLAYS					
	Policy	Programs & Communications	Parking	Shared Mobility	Transit	Active Mobility
Communicate	●	●	●	●	●	●
Price	●	●	●	●		●
Reward	●	●		●	●	●
Culture	●	●	●	●	●	●
Infrastructure			●	●	●	●

THE PLAYS	STRATEGIES	DESCRIPTION
Policy	PO.1	Adopt updated goals, objectives, and performance measures to guide the implementation of the TDM Plan.
	PO.2	Streamline and improve data analysis and reporting to inform and improve programs.
	PO.3 ★	Continue to support flexible and productive telecommuting practices. Prioritize use of non-SOV modes when hybrid employees come to campus.
	PO.4	Maximize value of CACS advisory teams and enhance communication with leadership.
	PO.5	Support OHSU employees' ability to choose non-SOV modes through innovative assistance programs.
Programs & Communications	PC.1 ★	Overhaul CACS outreach & communications.
	PC.2	Improve commute platform to engage with more employees and enhance program administration.
	PC.3 ★	Overhaul incentives to attract more frequent and consistent non-SOV commute trips.
	PC.4	Develop a commute buddy program to support new employee commutes.

★ (High Impact + High Priority)

THE PLAYS	STRATEGIES	DESCRIPTION
Parking	P.1 ★	Continue to manage the parking system through equitable policies and dynamic pricing.
	P.2	Upgrade parking technology & access control.
	P.3	Evaluate contracted parking services to maximize patient access and ensure long-term sustainability.
	P.4	Identify & secure remote parking for future use.
	P.5	Increase flexibility of reserved parking spaces.
Shared Mobility	SM.1	Continue to monitor and revise Lyft Off and Lyft Campus Connector programs to maximize value, user experience, and cost-effectiveness.
	SM.2 ★	Launch updated carpool program targeting SOV-drivers.
	SM.3	Develop and implement a new subsidized carshare program.

THE PLAYS	STRATEGIES	DESCRIPTION
Transit	T.1 ★	Pursue a data sharing relationship with TriMet that allows OHSU to access transit tap data from employee passes
	T.2 ★	Proactively engage with TriMet to inform Forward Together and improve overall collaboration.
	T.3	Identify and prioritize expanded or new transit services to underserved employee markets.
	T.4 ★	Optimize the transit pass program and its administration.
	T.5 ★	Launch a robust “Return to Transit” marketing campaign.
	T.6	Support long-term regional investments in transit service and infrastructure.
Active Mobility	AM.1	Continue to improve the bike and pedestrian network to, from, and within campus.
	AM.2 ★	Continue to expand and optimize bike share services.
	AM.3 ★	Enhance and expand active user amenities.
	AM.4	Expand and diversify active mobility incentives.

★ (High Impact + High Priority)

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WHAT IS NEXT FOR OHSU?

The OHSU TDM Plan 5-Year Refresh provides updated guidance and a roadmap for how OHSU can best move into the next phase of TDM programming. The plan is meant to be used as a supportive aid upon which OHSU can rely when making decisions on how best to serve its affiliates and meet its broader institutional goals.

As OHSU continues to develop its TDM programs and policies, it should focus first on 11 strategies identified as “High Impact + High Priority.” These recommendations, many of which build upon existing programs, will help OHSU move quickly toward its mode split and vehicle miles travel (VMT) reduction targets and make transportation options more affordable and accessible to all who travel to OHSU. Moving commuters away from single-occupancy vehicles and into more sustainable modes of travel will allow OHSU to make significant strides in meeting their climate goals on the path to achieving net zero emissions by 2050.

- **Continue to support flexible and productive telecommuting practices. Prioritize use of non-SOV modes when hybrid employees come to campus (Strategy PO.3).** Remote work can alleviate some of OHSU’s current parking pressures and reduce VMT, but telecommuting must complement other non-SOV modes like transit and active commuting. This will require robust data collection and strong employee communication.
- **Overhaul CACS outreach & communications (Strategy PC.1).** Implement a robust marketing strategy to complement the CACS rebranding and better communicate the department’s renewed mission, goals, and benefits to leadership, employees, patients, visitors, and the broader OHSU community.
- **Overhaul incentives to attract more frequent and consistent non-SOV commute trips (Strategy PC.3).** Expand commute incentives with wide variety of options and methods to capture as much of the OHSU population as possible and to create needed behavior change.
- **Continue to manage the parking system through equitable policies and dynamic pricing (Strategy P.1).** Build on the success of the Wage-Based Daily Parking program by further refining parking pricing and program strategies to support dynamic commute choices.
- **Implement an annual permit buyback program (Strategy P.6).** Continue to transition away from annual parking permits by offering permit holders a prorated amount for the remainder of their permit duration, encouraging commuters to use daily parking and multimodal travel options.
- **Launch updated carpool program targeting SOV-drivers (Strategy SM.2).** Encourage carpooling by refreshing carpool options, guidelines, and management with a focus on current drive-alone commuters.
- **Optimize the transit pass program and its administration (Strategy T.1 & T.4).** Work with transit agency staff to revise the terms of OHSU employer pass programs, prioritizing a formal data sharing agreement that would allow OHSU to assess employee pass use and travel behavior to better inform its other programs and policies.
- **Proactively engage with TriMet to inform Forward Together and improve overall collaboration (Strategy T.2).** Engage and build stronger relationships with TriMet to better assess impacts and inform recommendations from the upcoming Forward Together service change.
- **Launch a robust “Return to Transit” marketing campaign (Strategy T.5).** Recapture ridership lost during the COVID-19 pandemic by developing and executing a robust “Return to Transit” marketing campaign to reintroduce commuters to riding transit and ensure they feel safe in doing so.
- **Enhance and expand active user amenities (Strategy AM.3).** Maintain an attractive environment for both bicyclists and pedestrians and revitalize OHSU’s long-standing active commute culture by expanding on-site facilities that provide safe and secure parking and convenient end-of-trip amenities.
- **Expand and diversify active mobility incentives (Strategy AM.4).** Diversify the type and quantity of active commute incentives to encourage active trips, help OHSU meet its TDM goal, and support transportation equity by offering benefits to those that do not drive or cannot afford to do so.





Campus Access and Commute Services