NIGHT ACCESS PLAN
OREGON HEALTH & SCIENCE UNIVERSITY

EXECUTIVE SUMMARY
The Night Access Plan (NAP) illuminates the key challenges related to accessing Oregon Health & Science University’s (OHSU) central campuses late at night and early in the morning and provides recommended actions aimed at making it easier to do so.
As a medical, research and educational institution, OHSU is the largest employer in Oregon. With two central campuses located just southwest of downtown Portland, one on Marquam Hill and the other in the South Waterfront, OHSU’s importance to the region cannot be overstated. Because of OHSU’s proximity to downtown Portland, a focal point of the region’s transportation network, there are many transportation options for those traveling to the campuses during normal business hours. Even though the Marquam Hill Campus is less than two miles from Pioneer Courthouse Square downtown, the steep, windy roads up the hill are difficult to access, no matter the time of day.

When the Portland Aerial Tram opened in 2007 to connect the two central campuses, transportation options became more convenient as people had better access to buses, Portland Streetcar, the MAX, and some of the best bike infrastructure in the city near the base of the Tram. As such, the front door of OHSU shifted off of Marquam Hill to the South Waterfront; the Tram currently serves about 8,000 people per day, 85% of whom are OHSU staff or students.

It is no surprise that the most common comment about issues regarding night transportation was related to the Tram not operating during nighttime hours. Regardless of the time of day or day of the week, people need to be able to get between the South Waterfront and Marquam Hill, and they need to do so without the use of a single occupancy vehicle.

Every year OHSU sees a quarter million patients, employs 16,000 health care workers, researchers, and educational faculty, teaches 5,000 students, and employs 2,000 contract workers. This translates to approximately 20,000 people visiting the OHSU central campuses on a given weekday. With additional buildings slated to open on both campuses in the next few years and little to no additional parking planned, making it easier for people to travel to OHSU via alternative modes (taking transit, biking, walking, using rideshare) is increasingly important. Recognizing that some will still need to drive regardless of how accessible alternative modes are, it is also important to find ways to restructure the current parking management policies to better serve those who have no other feasible options.
There are between 500 and 1,500 shift employees working between the hours of 9PM and 6AM, depending on the time of night and the day of the week. In a given month, upwards of 4,000 different employees work a shift between 9PM and 6AM, which means getting to and from OHSU at night is an experience at least 20% of the OHSU population is familiar with. This percentage is only going to increase as OHSU continues to expand operating hours, providing services earlier in the morning and later in the evening to accommodate the growth of both the institution and the Portland region.

The Oregon Health & Science University NAP illuminates key challenges related to accessing the OHSU central campuses late at night and early in the morning and offers suggestions on how to make it easier for the community to reach OHSU during non-traditional travel times.
Defining the problem

In order to understand the challenges people face in accessing OHSU at night, we conducted an inventory analysis of transportation infrastructure and options near OHSU. We also connected with OHSU community members, nearby neighborhood residents, and transportation professionals to answer seven key questions:

1. Why are employees traveling to OHSU at night and where they are going?
2. Who is traveling to OHSU at night?
3. Where are employees coming?
4. When are employees traveling to and from OHSU at night?
5. How are employees traveling to and from OHSU?
6. How can employees travel to and from OHSU?
7. What obstacles do employees face in trying to get to and from OHSU at night?

Questions one through six helped define the problems people face, and question seven allowed us to synthesize this information in order to develop recommended actions for improvement.
Issues with Safety, Convenience, and Affordability

The answers to What obstacles do employees face in trying to get to and from OHSU at night? fell into three categories: (1) spatial and temporal convenience of options, (2) affordability of options, especially when considering the lower income employees who often work night shifts, and (3) actual and perceived safety in getting to and around the central campuses.

SAFETY: ACTUAL AND PERCEIVED

Bicyclist and pedestrian injuries in the areas surrounding the OHSU campus, along with poor lighting and the feeling of isolation, are factors that concern many people who need to access OHSU at night.

These concerns over a lack of safety were strengthened by analyzing the City of Portland’s Vision Zero data, traffic counts and speed data.
More than 75% of vehicles are traveling above the 85th percentile speed (37MPH) on SW Terwilliger (posted speed limit of 25MPH), the primary link between downtown Portland and the Marquam Hill campus.

Inadequate lighting proved to be one of the most prominent issues we heard about in engaging with the OHSU community, whether it be walking from buildings to parking lots, or walking up trails to the campus, or waiting at transit stops. Poor lighting conditions combined with fewer people out and about create perceived and actual issues of safety and comfort, compounded by a Public Safety presence that is not strongly felt by employees.

Many of the main concerns with safety near OHSU’s central campuses are documented the obstacles map on the following page.
Descriptions of the Physical Obstacles are on the next page
PHYSICAL OBSTACLES TO NIGHT TRAVEL

A. Congested intersection dangerous for bikes/peds
B. Narrow, badly lit bike lane, gravel, blind corner
C. Very difficult for cyclists to turn left here
D. Narrow uphill bike lane often filled with gravel. Potholed pavement makes downhill travel hazardous
E. Poor sidewalk lighting along SW Terwilliger
F. 2 cyclist injuries (2004-2013)
G. 1 cyclist injury/1 pedestrian injury (2004-2013)
H. Difficult for cyclists to turn left here. Poor sight distance
I. 75-90% of motorists travel above 25 mph speed limit; 85th percentile speed: 37 mph
J. ~40% of motorists travel above 25 mph limit
K. Reports of bike vandalism and theft
L. Elevator on most direct path between base of campus and hospital closed while Tram not running
M. 8 cyclist injuries. Poor sight distance and lighting. Difficult intersection for pedestrians to cross
N. “Dark scary trail.” Unmarked, no lighting and muddy when wet
O. Uphill bike lane is narrow and often filled with gravel
P. Dark and cramped pedestrian undercrossing tunnel along shortest legal walking path between central campuses
Q. Natural place to cross Naito Pkwy, but no marked crossing here
R. 3 cyclist and 3 pedestrian injuries
The lack of temporal availability of transportation options for night employees was most evident when we overlaid the shift starting and ending times for employees on top of the schedules of all of the nearby transit options provided by TriMet, Portland Streetcar, and OHSU. Between the hours of 1AM and 5AM, there are no alternative options to driving, walking, or biking. Walking and biking become much less likely after 9:30PM and before 5:30AM because the fast and easy link from the easy-to-reach South Waterfront Campus to the Marquam Hill Campus [the Tram] does not operate. Parking is free and plentiful in the middle of the night, however many shifts do not both start and end when parking is free. Note also that transit frequency drops off at the end of the night, leaving little leeway in employee schedules to get to and from work.
One of the strengths of the transportation network in Portland during the day is the frequency of service and ability to transfer to reach destinations across the region. At night, when frequency is reduced, transferring becomes difficult and makes reaching destinations that are not on a direct transit line difficult. For this reason, we looked at nighttime spatial availability by mapping the transit lines that operate at least one trip between 9PM and 6AM and go directly to OHSU on the same map as where OHSU night employees live. (See map below). The available network does not reach many of the night employees.
Affordability of night transportation options is one of the most serious issues faced by the OHSU night employee community. When taking a look at how employees of differing household incomes get to and from OHSU, it’s clear employees with household incomes below $58,000 (the regional median income) are overrepresented in the transit, walking, and carpooling modes. This makes sense considering these modes are generally less expensive than driving. However, when considering again the temporal and spatial availability of these modes combined with where lower income households are sometimes located (far from the OHSU Central Campuses), it’s clear that lower income employees are paying for their cheaper transportation options with their time.
Many night employees live in places with no reliable alternative nighttime options, which forces them to drive and can be extremely expensive. In addition to the cost of owning, operating, and maintaining a personal vehicle, if nighttime employees have shifts which start or end during the daytime paid parking hours (8AM to 5PM), employees either have to purchase a $13 day parking pass or have an Annual Parking Permit, which has a seven to ten year wait list. Parking alone can end up costing upwards of 10% of the income of the employees in the lowest income brackets.

The one way around the wait list is to get a Priority Parking Permit, which a department can offer an employee as a perk or recruitment tool for highly desirable potential employees. In these cases, their department pays Transportation & Parking $93 per month for the amount of time the employee would have been on the waitlist for an Annual Parking Permit, while the employee foots the cost of the Priority Parking Permit itself.

Employees without access to a Priority Parking Permit have no choice but to stay on the waitlist for years while paying a daily premium for parking at $13 per day. This means that those who earn a higher salary are often paying less than those who work lower-wage jobs (e.g. janitorial, maintenance, and nutrition staff). In short: Those making less money may not only pay a higher percentage of their income on parking, but they often pay a higher actual amount.

“It would be nice if parking rates were a percentage of salary rather than a flat amount. The university needs to recognize that many employees are not young, single, transplantable people. Many of us are rooted, older, and secondary breadwinners. I cannot re-shape my family’s life around my low salary career.”

-NAP Recommended Action Survey Respondent
Exploring solutions

With a thorough understanding of the challenges people encounter in accessing OHSU late at night and early in the morning, we explored a range of potential recommended actions for making it more convenient, safe, and affordable for people to reach the central campuses during nighttime travel hours. These recommended actions range from relatively small and simple, such as installing a transit arrival screen in the main hospital, to much more costly and time-consuming actions. For example, collaborating with Metro to build a second aerial tram from downtown Portland to Marquam Hill. All 49 of our recommended actions fit into eight broader themes, or action areas, for improving night access to OHSU.

<table>
<thead>
<tr>
<th>STRATEGIES</th>
<th>ACTIONS</th>
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<tbody>
<tr>
<td>Improve safety for night commuters</td>
<td>NE: Improve the night campus environment</td>
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<tr>
<td></td>
<td>WB: Improve conditions for people walking and biking to OHSU at night</td>
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<tr>
<td>Improve convenience for night commuters</td>
<td>FG: Expand transportation options to fill nighttime gap in Tram and transit service</td>
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<tr>
<td></td>
<td>EC: Educate the OHSU community about night transportation opportunities and issues</td>
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<tr>
<td>Improve affordability for night commuters</td>
<td>SW: Advocate for the best possible Metro Southwest Corridor Marquam-Hill-to-Downtown connection</td>
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<td>OL: Increase employees’ options to live in places with better access to OHSU</td>
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<td></td>
<td>PP: Prioritize parking for night and early morning commuters</td>
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<tr>
<td></td>
<td>ND: Incentivize non-drive-alone commuting</td>
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All of these action areas relate to safety, convenience and affordability. However, each of them most closely addresses one of these three issues. The first two—NE improving the night campus environment and WB improving conditions for people walking and biking to OHSU at night—address safety concerns.

The next three—FG expanding transportation options to fill nighttime gap in Tram and transit service, EC educating the OHSU community about night transportation opportunities and issues, and SW advocating for the best possible Metro Southwest Corridor Marquam-Hill-to-Downtown connection—tackle issues related to convenience.

The last three—OL increasing employees’ options to live in places with better access to OHSU, PP prioritizing parking or night and early morning commuters and ND incentivizing non-drive-alone commuting—deal with issues of affordability.
Creating digestible recommendations

With 49 recommended actions, we recognize the importance of providing a method for understanding exactly what implementing each recommended action may entail. Because of this, each action includes a measure of time, cost, impact, and equity impact, as well as a list of potential or necessary partners, next steps suggestions, associated recommended actions, and measures of success. The provision of this library of improvement strategies is meant to provide Transportation & Parking with options and flexibility in implementation when variable funds or collaboration opportunities are available.

A RECOMMENDED ACTION AS IT APPEARS IN THE NIGHT ACCESS PLAN

OL.3

Collaborate with Zidell to develop dense and/or affordable housing on their South Waterfront parcels

STRATEGY AFFORDABILITY
PARTNERS ZIDELL, S. WATERFRONT NEIGHBORHOOD
TIME
COST
IMPACT
EQUITY

Significant development is occurring on the South Waterfront with a drastic increase in residential and other land uses that allow residents to fulfill their everyday activities and engage in social and recreational activities. Zidell is an active participant in this community and is in pursuit of creating a South Waterfront that embodies a vibrant neighborhood with a balanced mix of uses, access to transit, and commitment to sustainability. In June of 2015 Portland City Council approved a deal to subsidize redevelopment of 30 acres owned by the Zidell family along the South Waterfront. The three phase property development plan will involve roads, greenways, and apartment developments with an affordable housing commitment. Collaborating with OHSU to dedicate affordable units for late night or early morning workers would achieve many of the same benefits as identified in OL.1.

Affordable housing available on the South Waterfront would have several larger implications for night transportation beyond reducing the distance and time employees would need to travel to get to work. Denser housing could push the South Waterfront to a 24-hour neighborhood, building demand for more nighttime services and establishments. This would lead to more people around after dark, generating a human presence and improving perceived safety for those walking and biking in the area. A message that continually resonated from both the South Waterfront and Homestead neighborhood associations throughout the community engagement of the NAP was the need for investment in transportation infrastructure that enhances local mobility as congestion continues to increase in the area with development. An OHSU partnership with Zidell would create a powerful alliance for advocating for more transportation investment in the area to match the increasing development.

Next steps
Open conversations with Zidell about the opportunity to collaborate on affordable housing.

Associated recommended actions
› NE.5 Add Public Safety staff for safety escorts
› NE.9 Contribute to development of diverse land uses
› OL.1 Subsidize housing near campus or connected transit lines
› OL.2 Offer housing relocation services

Measures of success
› Number of affordable housing units reserved for night employees developed in collaboration with Zidell
› Increase in employees from lower income households
› Increase in employees who walk or bike to OHSU at night, specifically employees from lower income households
› Increase in employees who feel walking or biking to OHSU at night is easy
› Increase in employees who feel walking and biking to OHSU at night is safe
While all 49 recommended actions are detailed within the NAP, we identified five actions as being particularly **high impact**, five that could be implemented relatively quickly and that the community specifically requested (**express bargains**) and five that could be completed internally (**internal improvements**).

The **High Impact** package includes actions that would be the most effective at improving travel experiences for the largest number of OHSU night employees. These actions address concerns about parking inequities and tram hours most commonly voiced from the community at outreach events and through the survey. The package also significantly improves cyclist and pedestrian safety near campus and promotes the education of shift managers who can influence when employees begin and end their workdays. The High Impact actions are →

- **PP.1** Offer a new type of parking permit targeting reverse swing shift employees
- **FG. 6** Shift tram hours to serve early morning employees
- **EC. 3** Educate OHSU shift managers about night transportation barriers and options to encourage coordinated shift schedules
- **WB. 3** Improve safety of nearby intersections
- **FG. 5** Subsidize night employee rideshare options

The **Express Bargains** package includes actions that are low cost and require little time and organization to implement. Generally these solutions work to improve traveler access to information related to their transportation options, including night maps, transit screens, and personalized night transportation plans. They also include easy ways to improve the campus night environment, improving a well-traveled path and making Public Safety staff more visible at night. The Express Bargains actions are →

- **WB. 5** Continue improving pathway from SW Terwilliger Bus 8 stop to Garage E
- **NE. 1** Install a transit arrival screen in the main hospital lobby
- **EC. 1** Create a Night Transportation Travel Options map and online resource
- **NE. 4** Increase visibility of Public Safety staff
- **EC. 2** Create a program that generates personalized transportation plans for employees

The **Internal Improvements** package includes actions that Transportation & Parking does not need to work with external stakeholders such as TriMet or PBOT in order to implement, yet still would have a significant impact on making late night and early morning travel to OHSU more safe, convenient, and affordable. By combining these strategies Transportation & Parking can develop an internal agenda that does not face the barrier of coordinating efforts with other agencies. The recommended actions themselves collectively make taking transit, utilizing active modes, and carpooling more attractive through OHSU-sponsored incentives and programs, along with enhanced end-of-trip facilities. The Internal Improvements actions are →

- **ND. 4** Expand transit incentives
- **NE. 7** Improve interior pedestrian routes with wayfinding
- **FG. 4** Implement an internal carpool program
- **WB. 3** Improve bike facilities in Garage E
- **WB. 8** Extend athletic shower hours
Conclusion

Modern lifestyles do not stop at sundown and begin again at sunrise; the demand for safe, convenient and affordable night transportation options in cities is only going to increase. The OHSU Night Access Plan is a progressive plan that embraces the 24-hour culture of Oregon’s largest medical, research and educational institution.

For more information about the NAP, including details on the seven defining the problem questions, an in-depth description and analysis of all 49 recommended actions, and a report on our community engagement process, see the complete OHSU Night Access Plan.