



Priscilla Chan and Mark Zuckerberg San Francisco General Hospital
Employee Travel Survey Results – May 2017
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Executive Summary

This report provides an analysis and evaluation of the 2016 travel survey results conducted with employees at ZSFG. These results monitor the percentage of travelers using a particular type of transportation and is key to informing DPH and SFMTA as to progress towards meeting the reduction targets and whether tweaks to existing or additional courses of action are needed. At ZSFG, 1,824 of the approximately 5,977 staff participated in the survey for a response rate of 31 percent; the survey was conducted from October 5 to December 2, 2016.

Results

- The percentage of travelers driving alone remains relatively constant at 53%
- Home Regions compared to 2015 Note: An increase in the number of employees who live further away (e.g. Petaluma, Sunnyvale, Fairfield)
 - North Bay = 4%
 - San Francisco ↓ 1%
 - South Bay ↑ 1%
 - East Bay ↑ 3%
- 17% of respondents park at the 23rd Street garage paying an hourly/daily rate
- Employees are willing to try a shuttle, carpool/vanpool, BART, and Taxi/Uber/Lyft
- Important factors when choosing how to get to work are travel time, convenience/flexibility, reliability, and cost

While all employees have the opportunity to take the survey, results are based on a 31% response rate and this data is used to characterize all behavior on campus. Results of data analyzed show similar results to those of 2015 due to minimal changes in the transportation program.

TDM Measures Currently In Use

- Bicycle Parking
- Showers
- Car Share
- Commuter Benefits
- Emergency Ride Home Program
- Rideshare Match
- Shuttles
- TDM Program Marketing
- Next Bus Monitors
- Telecommuting Policy
- Vanpool Program
- Zimride
- TDM Program Manager
- Transportation Survey

The next transportation survey will occur fall 2017. In that time, many activities affecting campus transportation will be in progress, for a full list of TDM measures see **Attachment A**:

- TDM Program Manager will have been onboard for over a year
- TDM Program marketing will have taken place on multiple platforms
- Shuttle to the 24th Street BART station will have a new vendor, increasing reliability and bike racks will be available on the shuttle
- By Fall 2017, a campaign will be underway transitioning patient and employee parking locations due to the 2018 construction of the UCSF Research Building

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Introduction

The San Francisco Department of Public Health (SFDPH) conducts an annual travel survey of employees at the Priscilla Chan and Mark Zuckerberg San Francisco General Hospital (ZSFG). This survey is designed to inform campus leadership of travel behavior in order to guide transportation planning decisions and to help improve the commute for employees traveling to the ZSFG campus. SFDPH is committed to implementing a strong TDM program with the goal of reducing drive alone vehicle trips to ZSFG, the travel survey is key to monitoring the percentage of travelers using a particular type of transportation, known as travel mode split, in relation to reduction targets. This report discusses the methodology behind the survey and presents the results of the 2016 survey while noting key trends between current results and the previous survey conducted in 2015.

ZSFG is the main public hospital in the City and serves as the only Level I Trauma Center for the City of San Francisco and parts of San Mateo County. ZSFG is in a partnership with the University of California, San Francisco (UCSF) and serves as a leading academic medical and research center. Just under 6,000¹ employees travel to the ZSFG campus. Approximately 3,600 employees travel to the campus on a typical weekday.² The ZSFG campus population is comprised of approximately 1,900 UCSF employees, 3,400 SFDPH employees, and 677 volunteers. At ZSFG, 1,824 of the approximately 5,977 staff participated in the survey for a response rate of 31 percent. The survey was conducted from October 5 to December 2, 2016.

Methodology

The ZSFG Transportation Demand Management (TDM) Program and its Manager is responsible for creating, marketing, distributing, and analyzing the travel survey. The 2016 survey was developed by SFDPH in coordination with Adavant Consulting, UCSF, and the San Francisco Municipal Transportation Agency (SFMTA), and included 13 questions related to employees' commuter travel to and from ZSFG. The primary questions in the survey considered topics such as the trip origin, frequency, duration, and how employees travel to work. In addition, more focused questions were asked about employees who drive to the ZSFG campus, such as how many people are in a carpool and where drivers park. Other questions encompassed motivations behind behavior and hypothetical situations to understand if employees might shift how they chose to travel based on changes in circumstances. The ZSFG Employee Transportation Survey 2016 is included in this document as **Appendix A**.

This year's survey prioritized a short and simple format in order to encourage as many employees as possible to complete the entire survey. As evidence, 1,825 respondents answered

¹ Source: DPH ZSFG FY1516 Annual Report (**Attachment B**)
https://www.sfdph.org/dph/files/hc/HCAgen/HCAgen2016/Nov%202015/01a%20ZSFG%20FY1516%20Annual%20Report_20161103.pdf

² Source: SFGH Institutional Master Plan Update of 2015 (**Attachment C**), this metric is comprised of midday daytime (2,750), evening (525), and overnight shifts (300), omitting weekend (all shifts, 500).
<https://www.sfdph.org/dph/RebuildSFGH/files/reports/IMP-UpdateSubmitted-June2015.pdf>

the first question yet only 1,764 answered the last question. While in-depth surveys are sometimes necessary, it is important to recognize that employees receive many requests for their feedback and survey fatigue can be a challenge, leading to incomplete surveys or choosing not to participate.

The survey was distributed to all ZSFG employees via email connecting to Survey Monkey. Additional paper copies were also made available to employees to encourage as many employees as possible to complete the survey and to include those employees who have limited access to a computer during their work day. Paper survey responses were input through Survey Monkey by volunteers from ZSFG Volunteer Services. Over 1,800 survey responses (1,603 via email and 266 on paper) were collected, which represents approximately a third of the daily employee population, a statistically valid sample size. Compared to the 2015 survey, there were about 600 fewer responses, primarily paper surveys. The difference in the number of paper surveys collected between 2015 and 2016 can be attributed to the method of distribution. In 2016, the Transportation Demand Manager, a new employee, distributed the survey. In 2015, a member of the ZSFG Communications Team distributed the paper survey; this longtime team member is located on campus full time and in the unique position of having a well-developed relationship with ZSFG department heads, regularly participating in staff meetings throughout campus, providing more opportunity to distribute the paper survey.

Survey Results

Survey Questions, Comparative Results, and Charts

The results from the 2016 travel survey are presented below. In the following sections, boldface questions are taken verbatim from the survey. The 2016 survey results are also qualitatively compared to the 2015 travel survey results to identify key trends in employee behavior over the past two years. All data charts display the data as a count of responses then as a percentage of the total. With the exception of Chart 1, all charts display data segmented into 3 categories: City and County of San Francisco (CCSF), UCSF, and “All Employees” which includes all responses regardless of employer. CCSF employees at ZSFG are SFDPH employees, the CCSF language has been carried over from previous surveys.

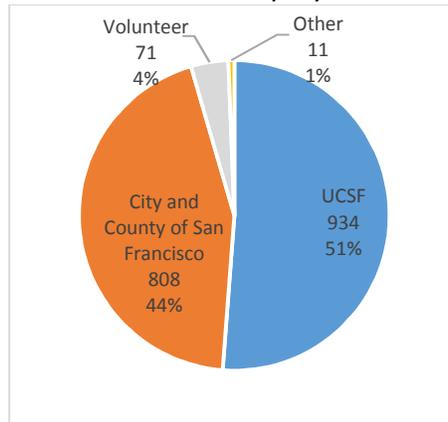
Section 1: Employment

Survey respondents identified their employer as UCSF, CCSF, or “Other” as shown in **Chart 1**. A significant portion of responses wrote in “Volunteer,” these responses have been separated for the purpose of this chart.

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Who is your employer? (select only one)

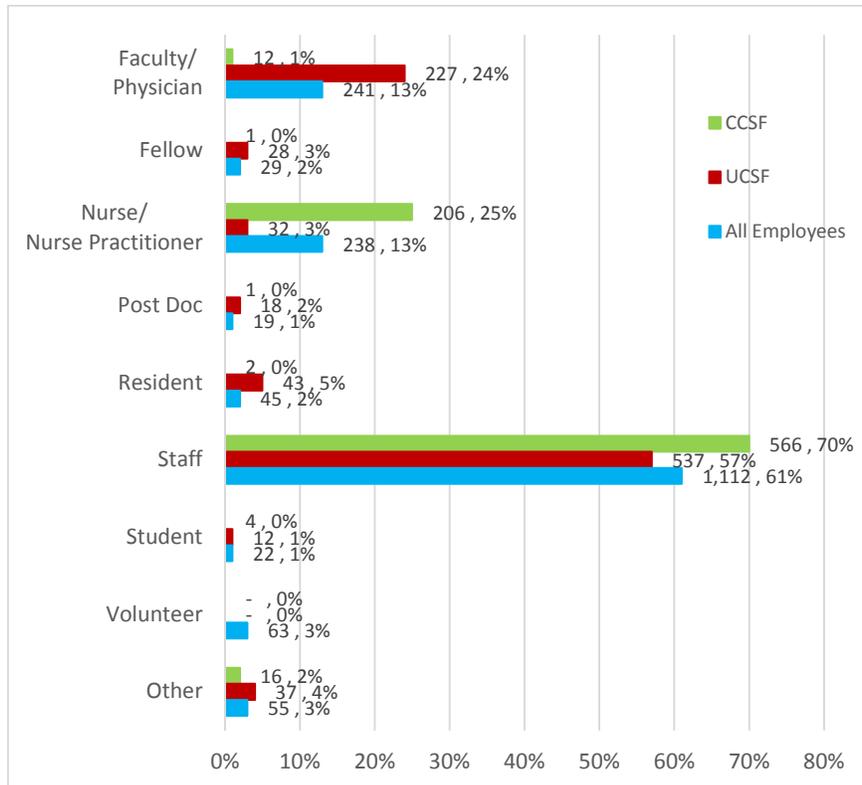
Chart 1: Employer



Travel behavior can be dependent upon the category of employment when that category is characterized by frequent schedule or location changes, shift work, or on-call duties. This question is new to the ZSFG survey and is based upon a UCSF travel survey question, **Chart 2**. Many respondents selected “Other” and wrote in a category that could have fit into “Staff” or they wrote in “Volunteer;” in future surveys, this question will need clarification for more precise answers.

Which category best represents your position at ZSFG? (select only one)

Chart 2: Position at ZSFG



Section 2: Employee Home Location

Home location has a strong influence on how employees chose to get to work. Employee home zip codes have been converted into county and region based on current U.S. Postal Service data. This question is new to the 2016 survey, the wording and data derived allows for more precise data collection than the 2015 survey. This information is useful for identifying groups of employees who could form carpools and vanpools. Based on the group location, appropriate transit information can be identified and made available. The home county of all employees combined, UCSF, and SFDPH employees is shown in **Chart 3a**, the home region is shown in **Chart 3b**. **Chart 3c** is a map of employee density by home zip code and **Chart 3d** displays 2015 data for comparison.

The counties that employees travel from the most are San Francisco, San Mateo, and Alameda, maps focused on these counties are displayed in **Appendix C**. The majority of both UCSF (50 percent) and SFDPH employees (42 percent) commute from San Francisco County.

This is generally consistent with the 2015 survey results, though the proportion of employees living in San Francisco County continues to decrease by one percentage point while those living in San Mateo County continues to increase by one percentage point. Notably, the proportion of employees living in Alameda County has increased by two percent and the East Bay Region has increased by three percent.

A prominent finding when comparing survey results from 2016 to 2015 is the growth in the number of employees who live further away from ZSFG and travel through increasingly congested commute corridors. Commuters from the North Bay are living further north into Petaluma. Commuters from the South Bay who in 2015 extended into San Mateo, are now distributed as far south as Sunnyvale. Commuters from the East Bay are dispersed through northern Vallejo and Fairfield, and the density of employees in Fremont has increased. Employees are choosing to live further away from ZSFG for many reasons including the expensive and competitive housing market, insufficient public schools, and high cost of living.

Travel distance often determines the types of transportation that are most appropriate for employees. Employees who live within 5 miles of ZSFG are good candidates for walking, bicycling, and transit. Medium distance commuters, who travel from 6 to 20 miles to work, are good candidates for transit and carpooling. Vanpooling and carpooling may be good transportation options for long distance commuters who live more than 20 miles from ZSFG.

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What is your home zip code?

Chart 3a: Home Location by County

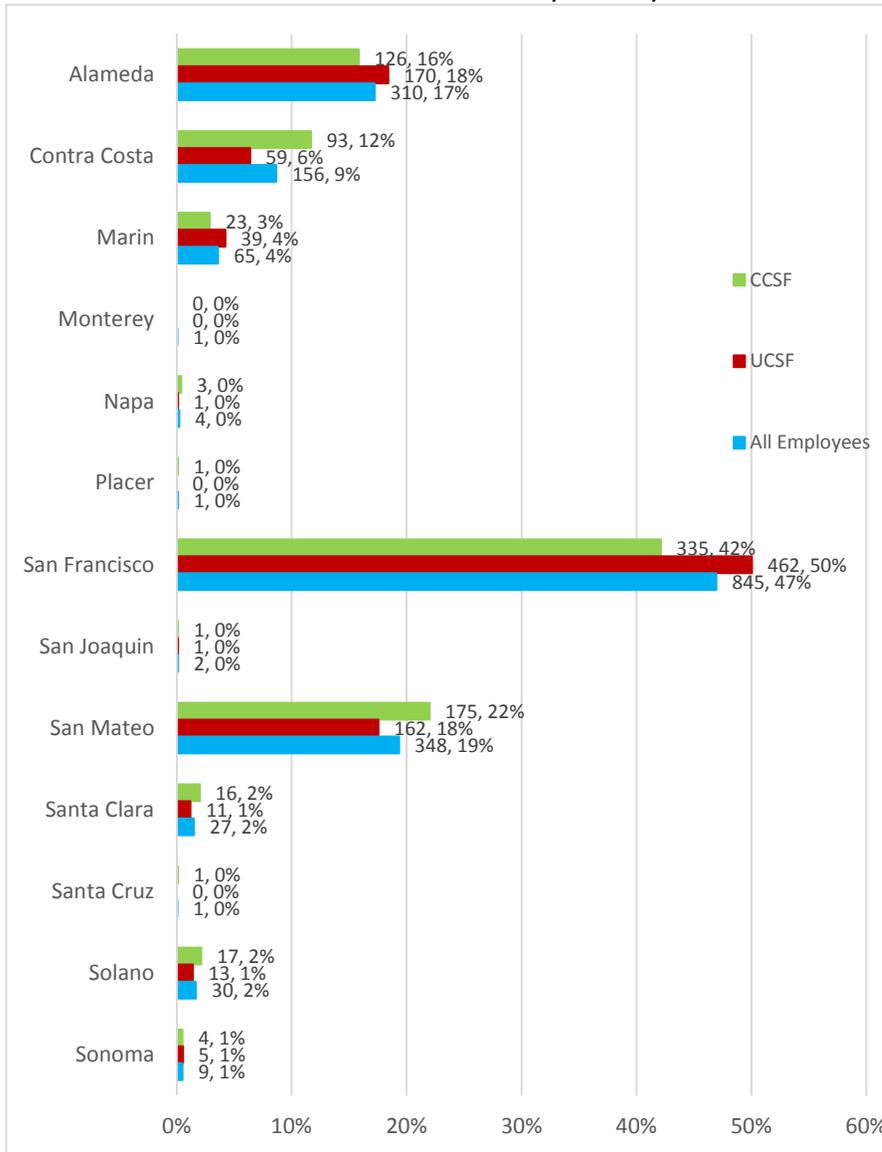
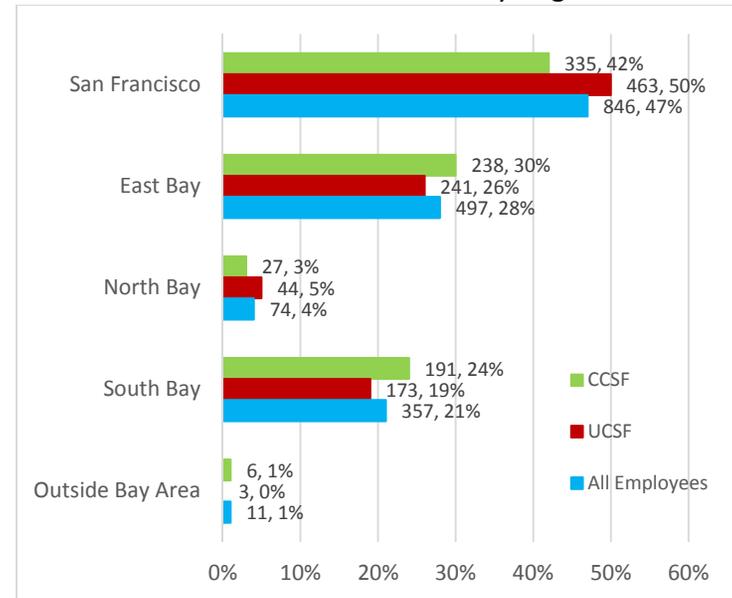


Chart 3b: Home Location by Region



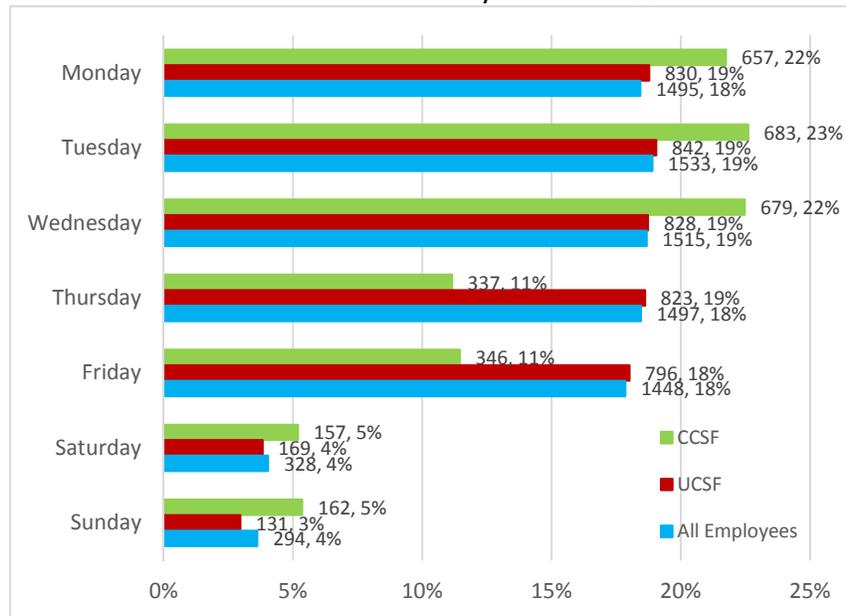
Note: The San Francisco region is its own county. The East Bay region consists of Alameda and Contra Costa counties. The North Bay region consists of Marin, Solano, Sonoma, and Napa counties. The South Bay region consists of San Mateo and Santa Clara counties. All other counties are considered Outside the Bay Area.

Section 3: Travel Frequency and Time

The days of the week which employees travel to ZSFG is shown in **Chart 4**. The 2016 survey has slightly different wording compared to the 2015 survey in order to be more precise.

Which days did you travel to ZSFG in the past week? (select all that apply)

Chart 4: Commute Days of the Week



Overall, employees are traveling more often to ZSFG compared to the 2015 survey. A significant majority of employees (58 percent) commute five days per week, followed by those that commute four days per week (12 percent). UCSF employees are more likely to work Monday through Friday, while SFPDH employees regularly work Monday through Wednesday. Compared to the 2015 survey, the proportion of employees commuting three or four days has decreased by one percent each while the proportion commuting five or more days has increased by two percent.

The aggregated proportions of employee’s arrival and departure times to and from the ZSFG campus throughout a typical day is shown in **Chart 5a** and **Chart 5b**. The 2016 survey reformatted the question and answer options compared to the 2015 survey in order to save space on the survey page.

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What time did you normally arrive and leave ZSFG?

Chart 5a: Arrival Times

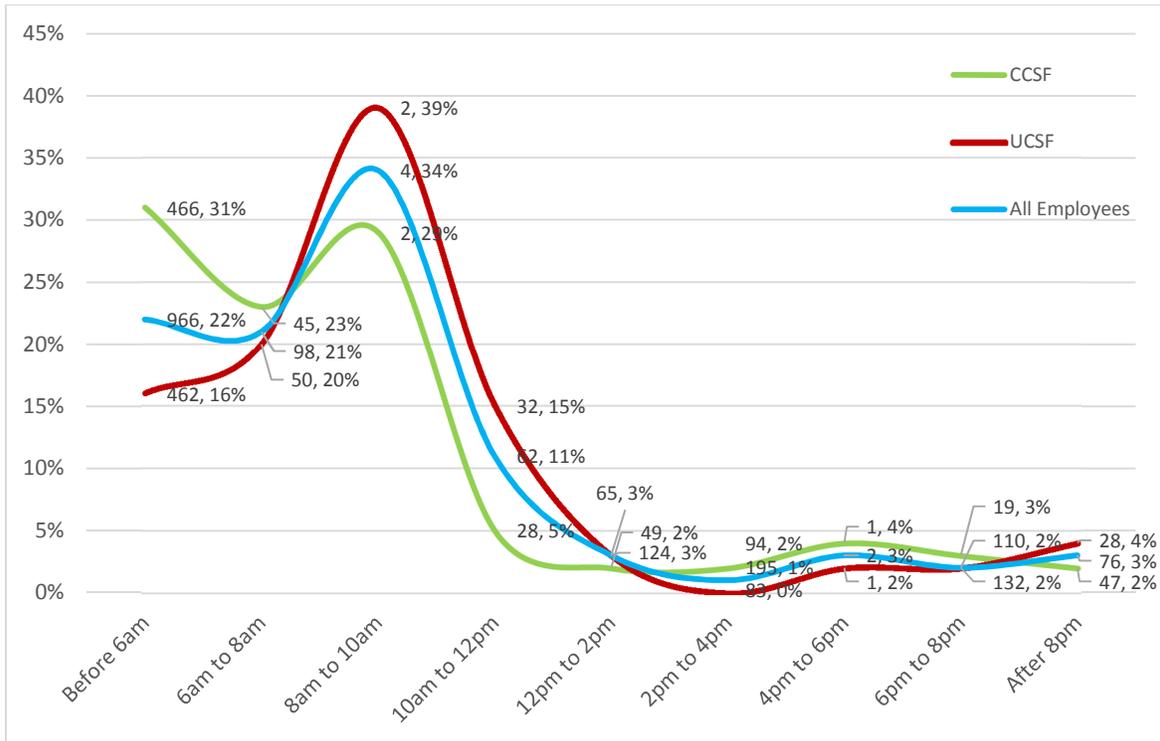
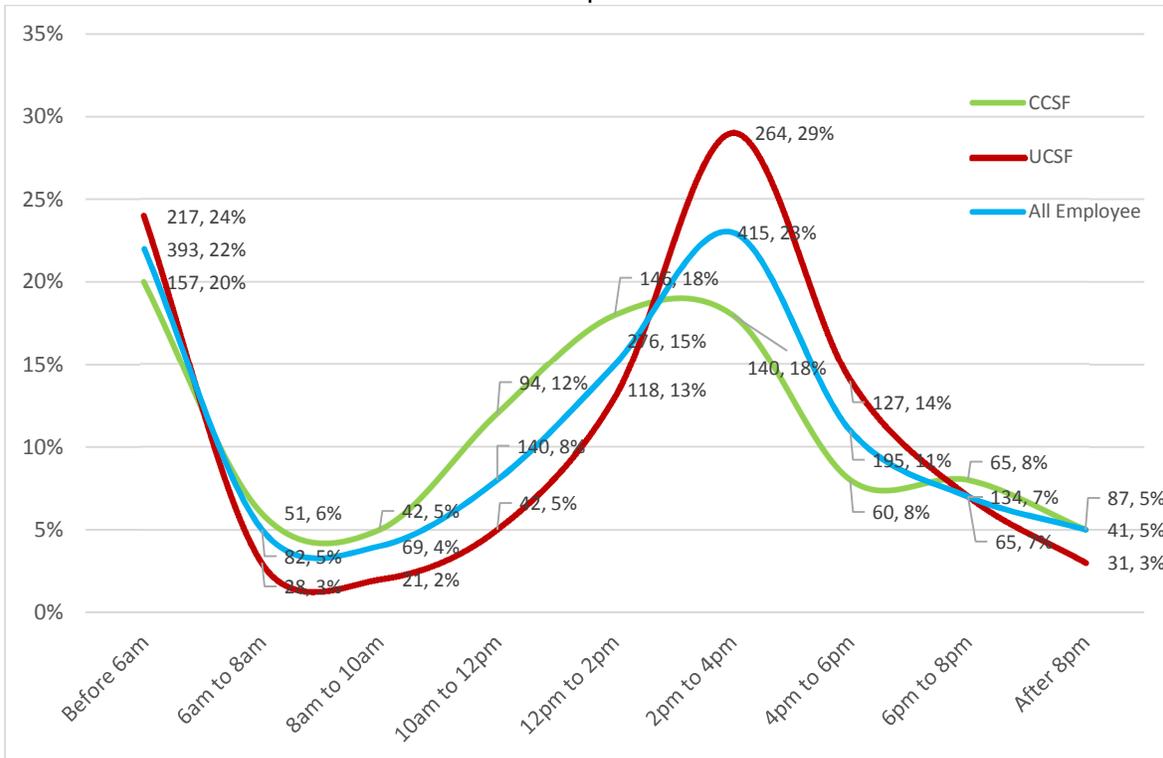


Chart 5b: Departure Time

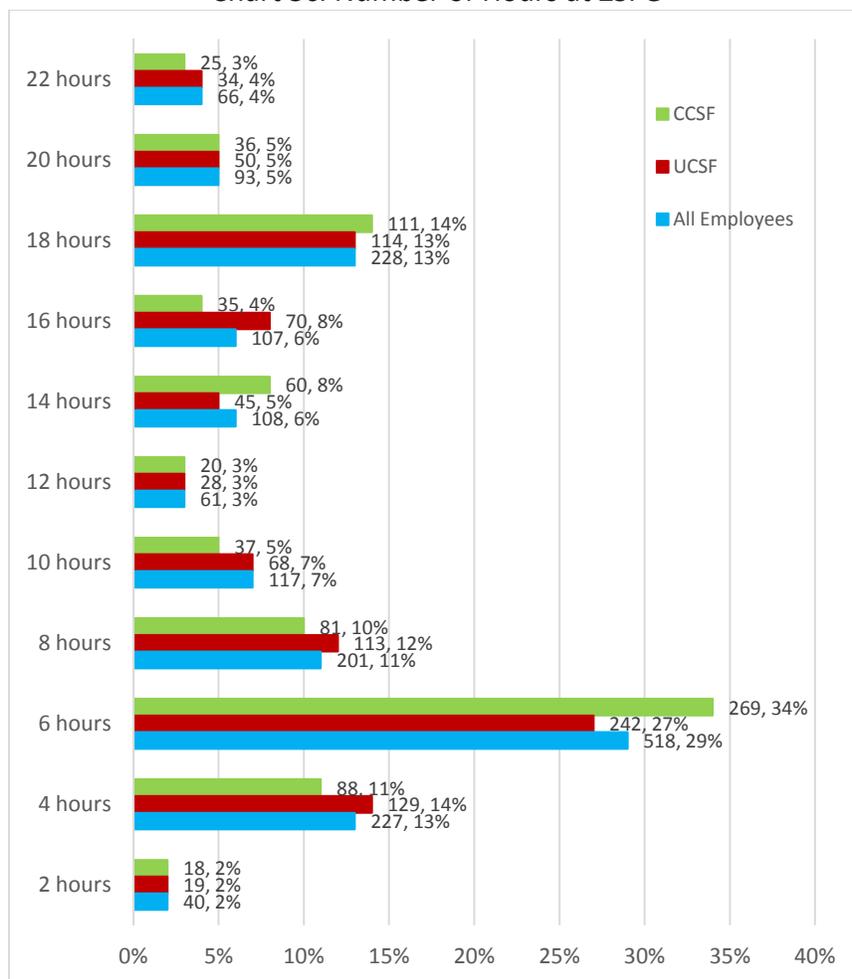


Not all ZSFG employees work a typical weekday schedule. There are administrative and research employees, most of whom work a typical weekday work schedule, generally arriving between 7 AM and 9 AM, and leaving between 4 PM and 6 PM. ZSFG also has hospital employees, who typically work on three shifts and some work on weekends. The day shift is typically from 7 AM to 3:30 PM, the evening shift is typically from 3 PM to 11:30 PM, and the owl shift is typically from 11 PM to 7:30 AM.

Most employees arrive to the hospital before 10 AM (non-shift, day-shift), though there are some night arrivals around 6 PM (evening shift). Most employees depart the hospital between 3 PM and 7 PM (non-shift and day shift), which falls within the typical evening commute for the City. There are also departures in the early morning before 8 AM (owl shift) and in the evening after 6 PM (non-shift, day-shift). In general, SFDPH employees tend to arrive and depart earlier than UCSF employees due to the nature of their work shifts, resulting in departures that are spread out over a longer period of time than for UCSF employees. These patterns are generally consistent with the 2015 survey results.

An employees' typical duration of stay at the hospital can be derived from the arrival and departure time information and is presented in **Chart 5c**.

Chart 5c: Number of Hours at ZSFG

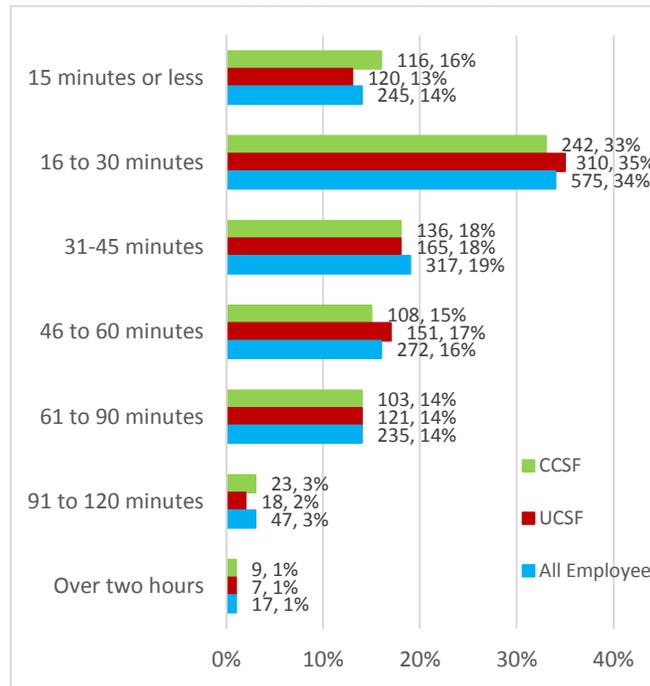


The majority of employees (53 percent) stay between four to eight hours at the hospital, both SFDPH and UCSF employees stay on campus at approximately the same rate (55 percent and 53 percent respectively). A notable proportion of employees have longer stays, with 18 hours (13 percent) being common, both SFDPH and UCSF employees also stay on campus for the longer duration at approximately the same rate (14 percent and 13 percent respectively).

An employees' typical travel time is presented in **Chart 6a**. This question is new to the 2016 survey.

How long did it take to get to ZSFG the last day that you travelled there? Skip this question if you stop to work at other campuses before coming to ZSFG.

Chart 6a: Commute Time



Travel times have lengthened across the nation; however, relative to other major metropolitan areas, Bay Area drivers and transit riders have some of the fastest commutes. The nation's major metro areas have similar commute times ranging from 28 to 36 minutes.³ Within that range, Dallas and Miami have the shortest commute times, while New York and Washington, D.C., have the longest. The Bay Area falls in the middle of this time range, largely due to its relatively high modal share for public transit, which offsets the relatively fast travel times for drivers.

Almost half of employees (48 percent) commute for 30 minutes or less. A notable proportion of employees have commute times over 60 minutes (18 percent). UCSF and SFDPH employee commute times are similar within a range of two percent to three percent.

³ Source: Metropolitan Transportation Commission – Vital Signs: Commute Time, <http://www.vitalsigns.mtc.ca.gov/commute-time>

According to this survey, the greatest factor of importance in choosing how to get to work is travel time. Bay Area drivers and transit riders experience different commute times depending on their origin and destination as well as the type of public transit available. For example, based on Google Map travel times, commuting from the Outer Sunset of San Francisco to ZSFG, a distance of 7 miles, takes 30 minutes by car and 45 minutes to 55 minutes by public transit. The longer commute time is due to transferring between Muni lines and sharing congested roadways. However, commuting from Oakland which is a greater distance (13 miles) takes 45 minutes by car and 35 minutes by public transit. Using BART with dedicated tracks and multiple lines serving the same region, shortens the commute time. Sustainable transportation information can be tailored to communities based upon origin and available modes. A comparison of approximate driving and public transit commute times from ZSFG are shown in **Chart 6b**.

Chart 6b: Comparison of Travel Times, Driving vs. Public Transit

Driving Time ⁴ (minutes)	ZSFG to Local Places	Public Transit Time ⁵ (minutes)
20	Daly City	30
30	Outer Sunset	45- 55
40	San Mateo	70
60	Berkeley	55
75-90	Fremont	75-85
110	Antioch	Over 2 hours
Over 2 hours	Gilroy/Davis/Stockton	Over 2 ½ hours

Section 4: How Employees Get to Work

Chart 7a shows the type of transportation that ZSFG employees typically use to travel to and from the campus. Employees were invited to select more than one answer for their means of travel. For example, a respondent answered that they use BART and the ZSFG Shuttle from the 24th Street BART station. **Chart 7a** summarizes that the individual’s mode used for the final leg to campus is the ZSFG Shuttle. This summary is consistent with data analysis from the previous 2015 survey performed by the consultant Fehr & Peers and Adavant.

In addition to “traditional” options including drive alone and public transit, there are shuttles operated by SFDPH and UCSF that travel to BART and other UCSF campuses. In general, a majority (53 percent) of employees drive alone to the ZSFG campus, followed by those that arrive by public transit (18 percent), or a shuttle (11 percent). Small differences in means of travel can be seen between UCSF and SFDPH employees. A higher proportion of SFDPH employees drive alone to work (58 percent) compared to UCSF employees (53 percent), most likely due to the possibility of purchasing discounted monthly parking permits available to some

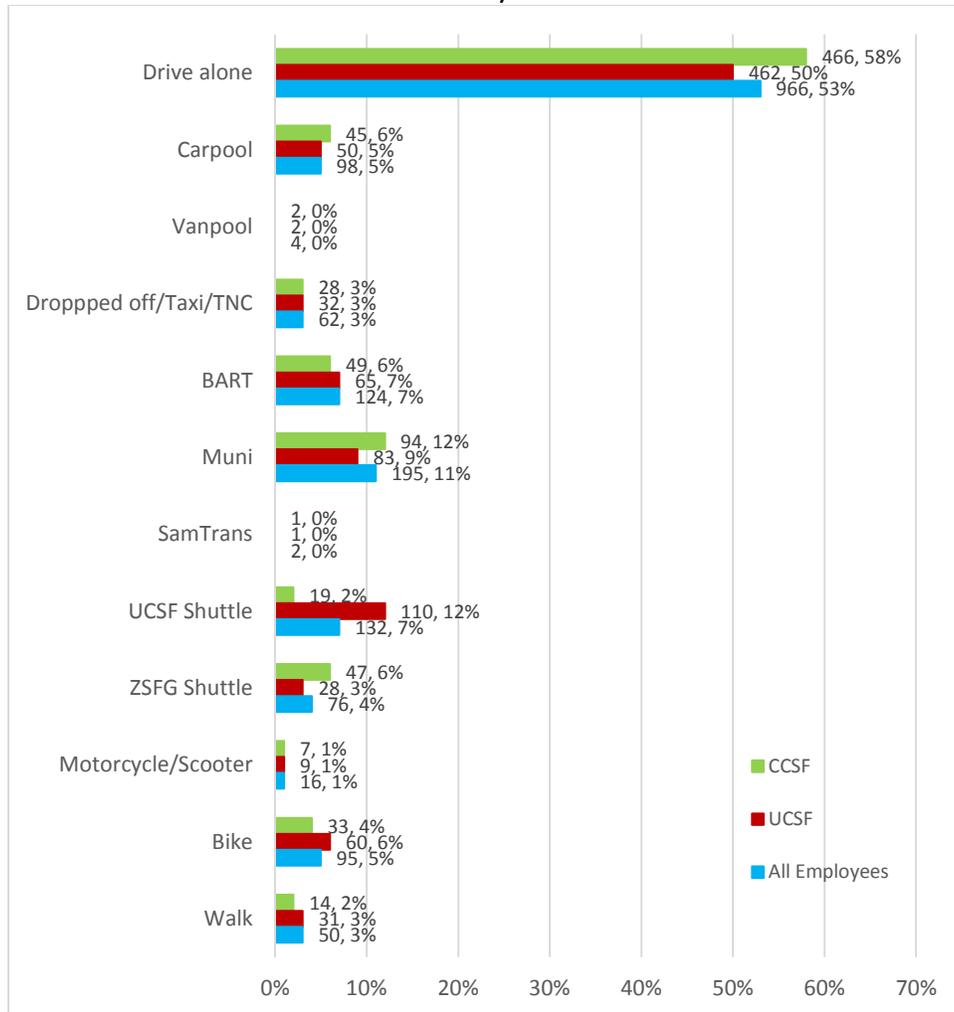
⁴ Source: Google Maps, weekday, 5pm driving times.

⁵ Source: Google Maps, weekday, 5pm public transit times.

SFDPH employees.⁶ UCSF employees have a higher proportion of bicycling, walking, and taking BART or the UCSF shuttle. SFDPH employees have a higher proportion of carpooling.

How did you get to ZSFG the last day that you travelled there? (select all that apply)

Chart 7a: Summary of Travel Mode



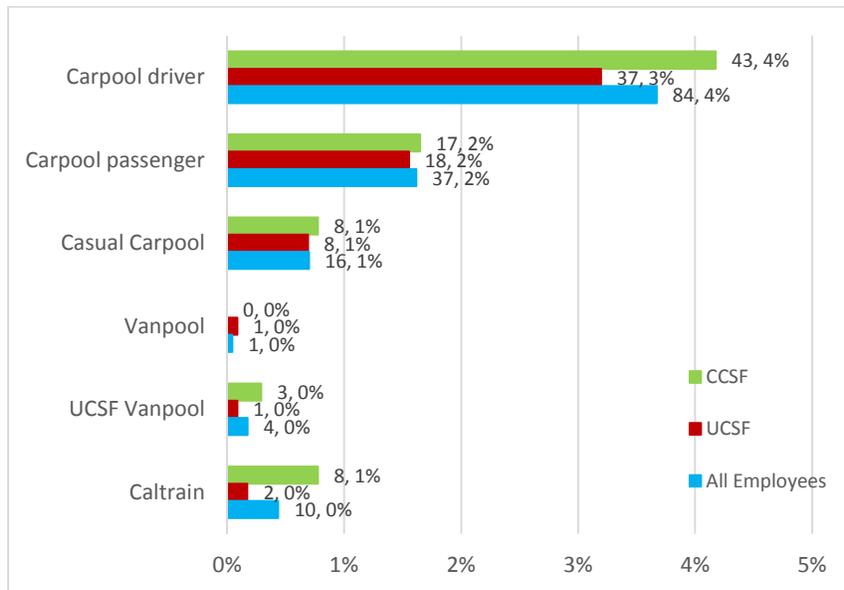
Note: Responses to the options, “Carpool driver,” “Carpool passenger,” and “Casual Carpool” have been broadly grouped into “Carpool.” Responses to the options, “Vanpool” and “UCSF Vanpool” have been broadly grouped into “Vanpool.” “Caltrain” had only 1 response so it was removed for the purposes of this data summary.

Current survey results compared to the 2015 survey are very similar with the proportion of employees choosing to drive alone remaining relatively constant at 53 percent. There is a small increase in the use of public transit and carpooling.

⁶ Source: Collective Bargaining Agreement Between and for Service Employees International Union Local 1021 and the City and County of San Francisco, July 1, 2014-June 30, 2017, http://www.seiu1021.org/wp-content/blogs.dir/74/files/2016/03/SanFrancisco_CityandCountyof_CBA_070114-063017.pdf

This survey offered several options which differentiate between transportation types, these options were not available on the 2015 survey. For example, a carpooler could respond that they were a driver, passenger, or if Casual Carpool was used. **Chart 7b** reflects responses for these additional options without the use of summarizing the final mode used to reach ZSFG as in **Chart 7a**. The method used for **Chart 7b** is unique to the 2016 survey and is not consistent with prior surveys data analysis performed by the consultant Fehr & Peers and Adavant.

Chart 7b: Non-Summarized Travel Mode

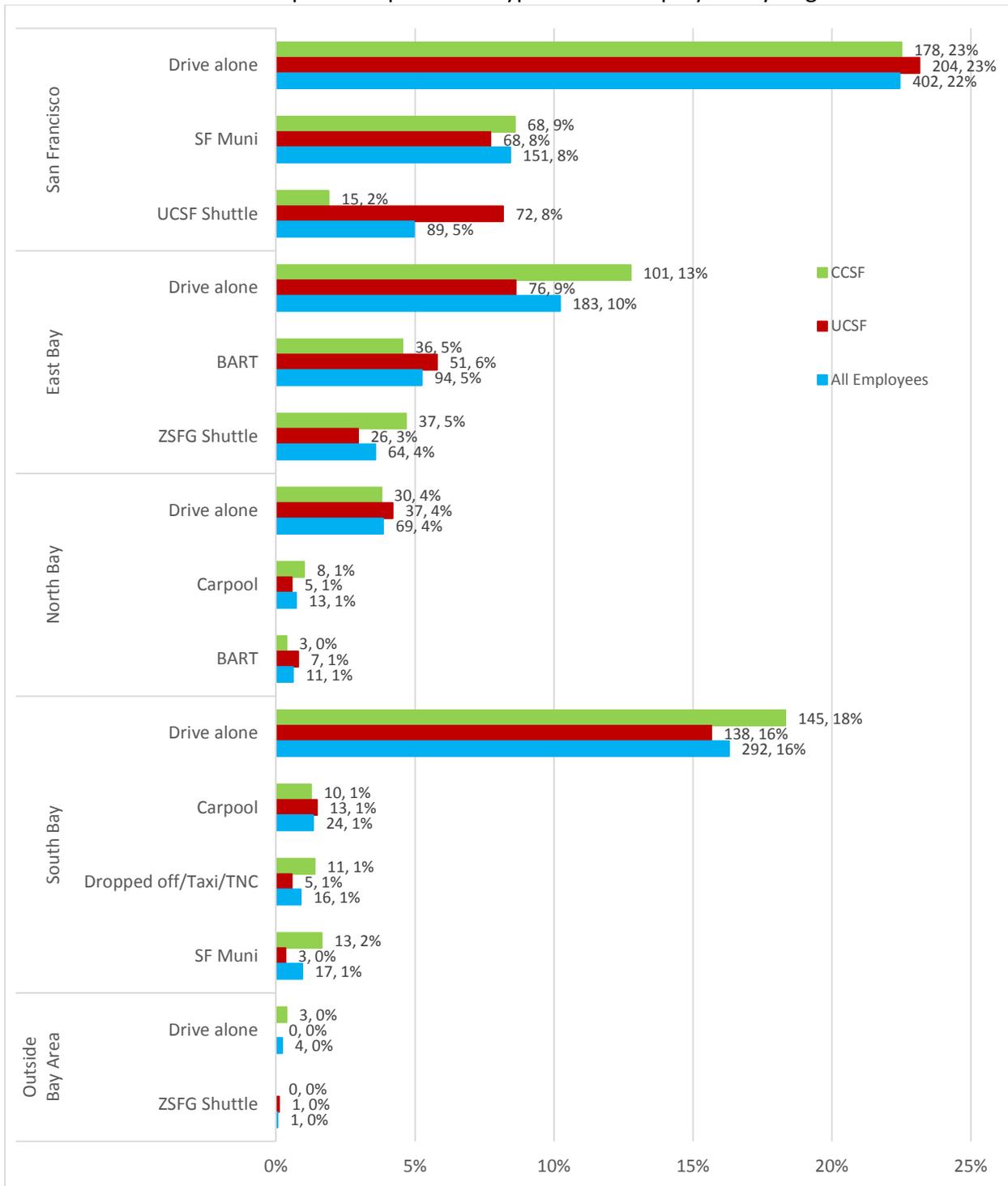


Slightly more SFDPH employees are carpool drivers (4 percent) than UCSF employees (3 percent) and more SFDPH employee are likely to use Caltrain (1 percent) and UCSF employees (0 percent). These metrics may be small in scale but are useful when tailoring a TDM marketing message, targeting a specific commuting audience, and in the analysis of parking space demand.

Chart 7c reflects the three most popular transportation types for all employees by their region of origin. The method used for **Chart 7c** is unique to the 2016 survey and is not consistent with prior surveys data analysis performed by the consultant Fehr & Peers and Adavant. .

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Chart 7c: Top 3 Transportation Types for All Employees by Region

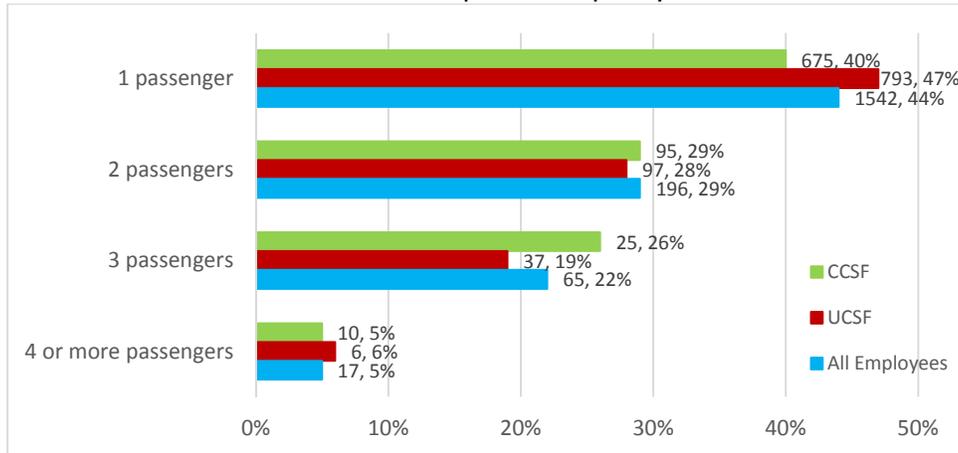


Based upon the responses from the question “How did you get to ZSFG the last day that you travelled there,” the number of different types of transportation used to travel can be derived. In general, a majority (85 percent) use a single way to commute to ZSFG campus, following far behind are those who use 2 ways (11 percent) and 3 ways (4 percent).

For employees who commute to ZSFG via carpooling, the proportion of how many people are in a vehicle is shown in **Chart 8**.

If you carpoled, how many other people traveled with you (not including yourself)? (select only one)

Chart 8: Carpool Occupancy



Most employees (44 percent) who carpool have one passenger (two people are in the vehicle), while about one-third of employees have two passengers (three people are in the vehicle). More UCSF employees carpool with 1 passenger (47 percent) than SFDPH employees (40 percent).

Compared to the 2015 survey, the proportion of 1 passenger carpools has decreased significantly by 10 percent. However, the proportion of 3 passenger carpools has increased by 12 percent. Maintaining a long-term carpool or vanpool is possible only when all the people sharing the ride have the same work schedule. The variable work schedules that are inherent in a hospital environment offer a challenge for preserving a consistent carpool ratio over time.

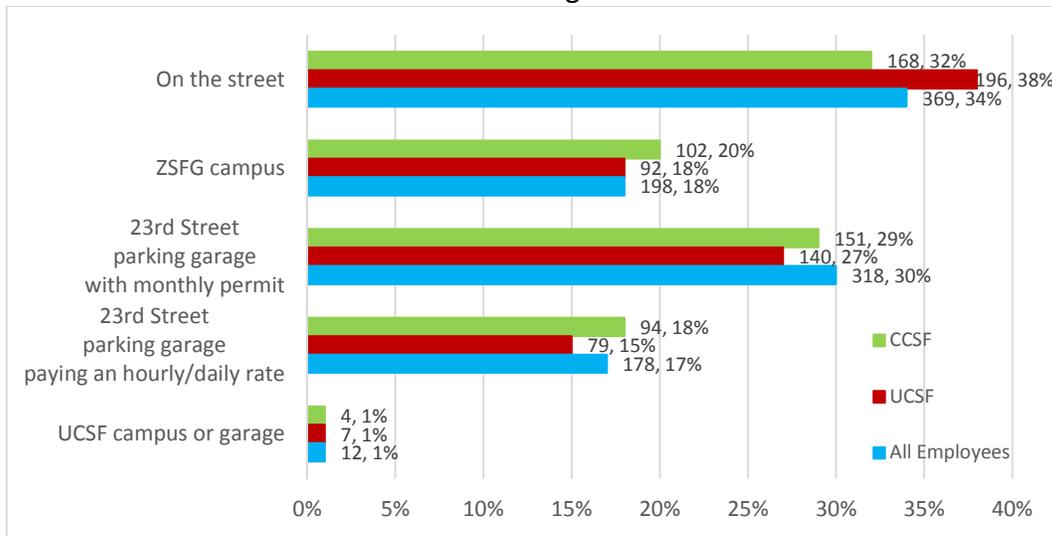
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Section 5: Parking at ZSFG

For those employees who drive to ZSFG, **Chart 9** shows where those employees typically park. This survey offered an option which differentiated between permitted and non-permitted parking in the 23rd Street parking garage, this additional selection option was not available on the 2015 survey.

If you drove to work, where did you park? (select only one)

Chart 9: Parking Location



ZSFG had a shift in employee parking as construction of the new hospital, Building 25, was completed late 2015 into early 2016. Upon construction completion in late 2015, a temporary off-site lot was closed and some employees who had been displaced by construction returned to their permitted campus parking spaces others did not return, due to attrition. In early 2016 when Building 25 officially opened, approximately 50 parking spaces behind Building 9 were reopened.

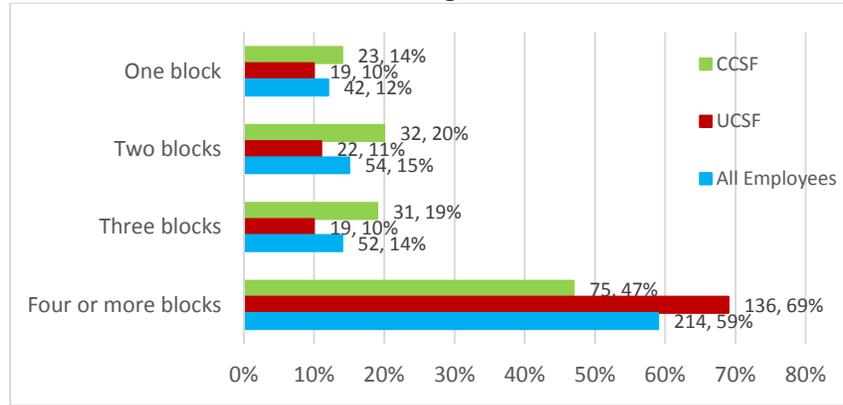
In general, just under one-fifth of all employees park at a campus parking lot, and almost half of the employees park in the 23rd Street parking garage. The employees who park in the 23rd Street parking garage can do so with monthly parking permit (30 percent) or without (17 percent) a permit and therefore pay an hourly or daily rate. A very small proportion (1 percent) of employees park at a UCSF garage and continue their commute to the ZSFG campus.

SFDPH employees are slightly more likely to park on-campus or at the 23rd Street garage (67 percent) (for which SFDPH employees can request a discounted parking permit), while UCSF employees are more likely to park on the street (60 percent). Conversely, fewer SFDPH employees park on-street (32 percent) compared to UCSF employees (38 percent). The proportion of employees parking on-street is similar to those found in the 2015 survey.

For those employees who park on the street, **Chart 10** illustrates approximately how far from the ZSFG campus they typically park, expressed in number of city blocks.

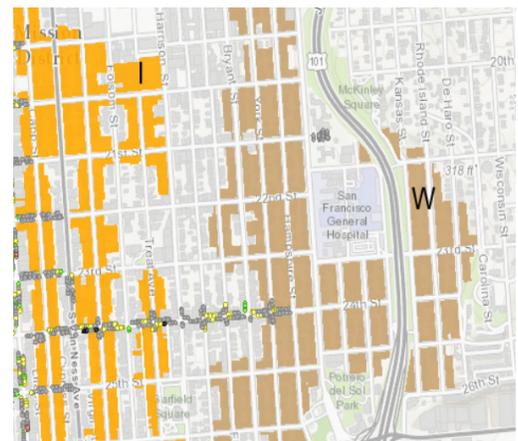
If you parked on the street, how many blocks away from ZSFG did you park? (select only one)

Chart 10: Street Parking Distance from ZSFG



More than half of all ZSFG employees (59 percent) who park on-street, park four or more blocks away from the campus, this is an increase of eight percent from the 2015 survey results. A higher percentage of UCSF employees park more than four blocks away (69 percent) from the ZSFG campus compared to SFDPH employees (47 percent). The distance of four blocks or more is assumed to be outside the San Francisco Residential Parking Permit (RPP) Zone W. Compared to 2015 survey results, fewer people are parking one block away and a similar proportion of park within a range of two to three blocks away.

Most of the on-street parking spaces near the ZSFG campus are part of the RPP area W, displayed in **Inset 1**. San Francisco established RPP regulations to discourage long-term parking by people who do not live in the area. Within RPP Zone W, vehicles without a RPP permit are allowed to park for one hour from Monday to Friday between 8 AM and 6 PM, while vehicles with a residential permit are allowed to park without any time restrictions. ZSFG does not make residential parking permits available to its faculty and staff. The SFMTA is undertaking a comprehensive, data-driven evaluation of the RPP program. There are currently no efforts underway to change the RPP Area W around ZSFG.⁷



Inset 1. ZSFG is within the RPP zone W.

⁷ Source: SFMTA Manager of the RPP Reform Project, confirmed 3/21/2017.

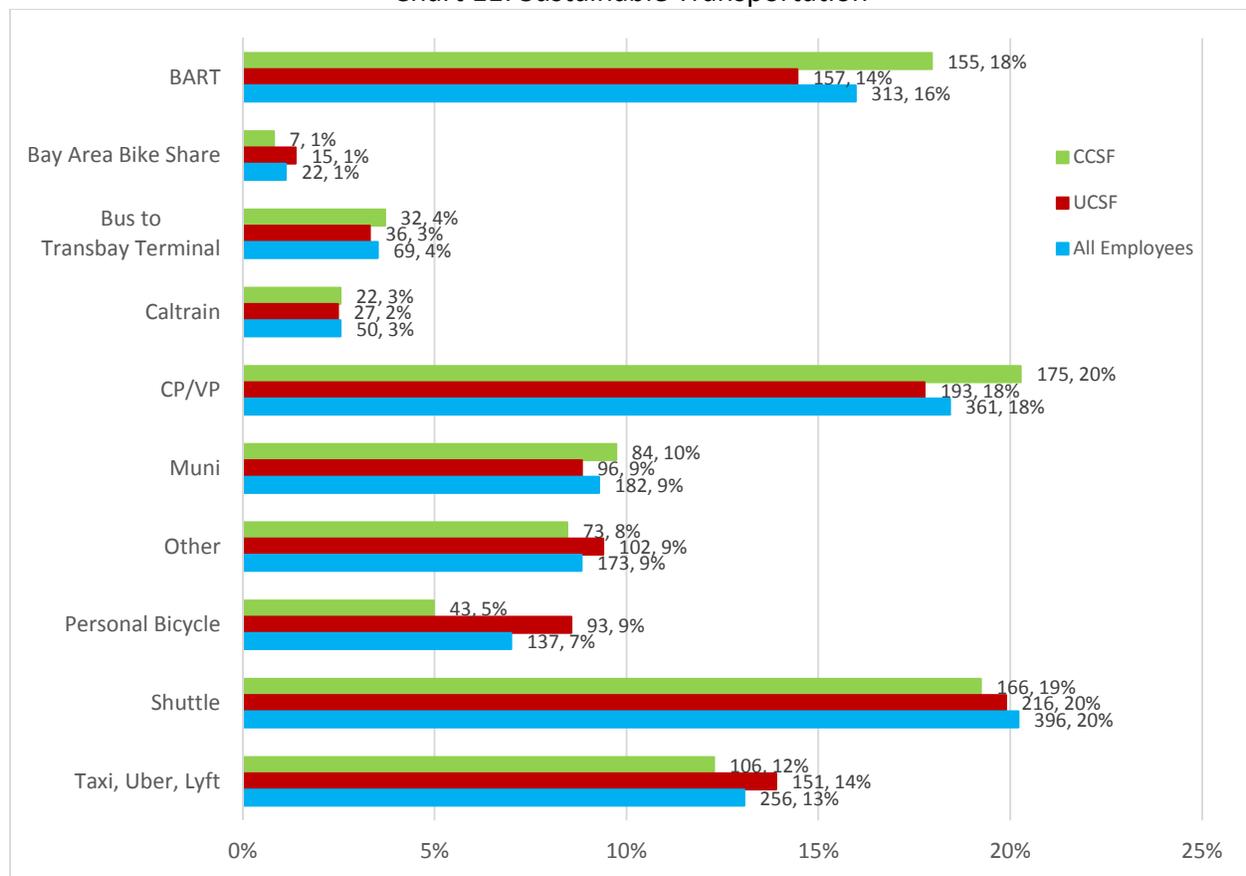
Section 6: Factors That Influence Choosing How to Get to Work

The following questions change between surveys in terms of the wording and the selection of options but the purpose remains the same, what types of transportation are employees disposed to try and what would motivate them to make that change.

Employees who frequently drive alone to the ZSFG campus were asked to provide which other types of transportation they would be willing to try for their commute, the results are summarized in **Chart 11**. This question is new to the 2016 survey and is intended to gauge interest in sustainable transportation.

If you frequently drove alone, what other ways of commuting would you be willing to try? (select all that apply)

Chart 11: Sustainable Transportation



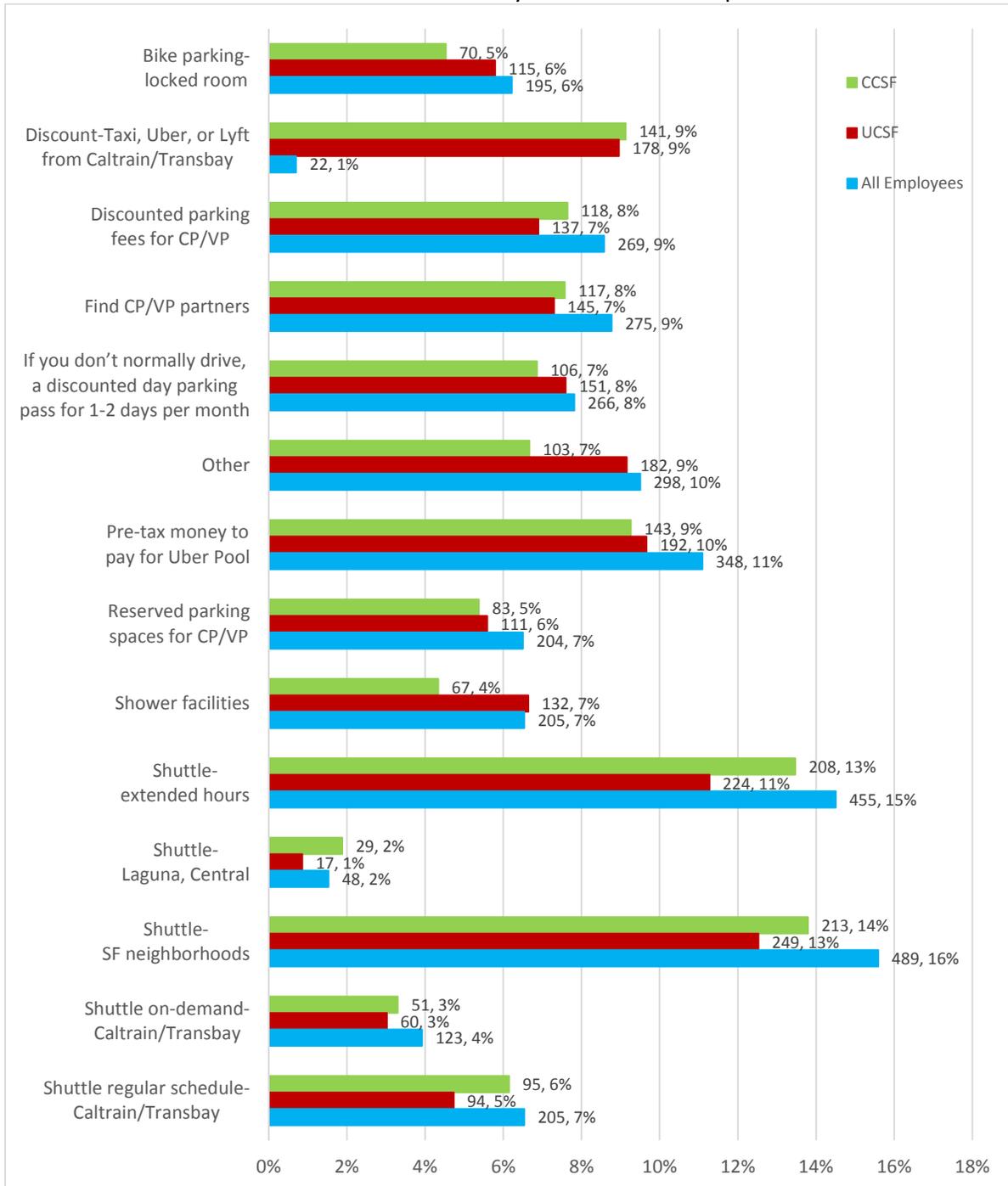
Note: The “Other” category responses included long-distance commuter shuttle similar to tech shuttles (these do not currently exist for ZSFG), ferry, and walk.

The most commonly chosen sustainable transportation types are shuttle (20 percent), carpool/vanpool (18 percent), and BART (16 percent). UCSF employees or more willing to try a shuttle while SFDPH employees prefer to try carpool/vanpool and BART.

All employees were asked what would encourage them to change the way they travel to ZSFG, the results are summarized in **Chart 12**. This question is new to the 2016 survey and is intended to gauge interest in potential Transportation Demand Management programs, this is in contrast to the 2015 survey which asked multiple questions that were specific to a particular type of service such as shuttle service to/from an exact location at precise times.

What would encourage you to change the way you get to work? (select all that apply)

Chart 12: Incentives to Try Sustainable Transportation



Note: The “Other” category responses included discounts on public transit/bike equipment, faster/more direct public transit from the northern and western sides of San Francisco, shuttle service from the ferry terminal, between SFDPH clinics, and from their homes (similar to tech shuttles), safer bike parking, and more car parking spaces.

The two most common sustainable transportation programs that would encourage employees to change their commute are a shuttle to SF neighborhoods (16 percent), and a shuttle with extended hours (15 percent). There is a similar level of interest for many other sustainable programs including pre-tax money to pay for Uber Pool, assistance in finding carpool/vanpool partners, discounted parking fees for carpool/vanpool, and discounted Taxi/Uber/Lyft from the Caltrain/Transbay Terminal. SFDPH employees are more willing to try a variety of shuttle services that are not currently available compared to UCSF employees. UCSF employees are more willing to try bike parking in a locked room than SFDPH employees, this may be due to the additional security a locked room offers couples with the UCSF employees’ variable and night time shift work.

All employees were asked what is most important to them when they chose their commute mode, the results are summarized in **Chart 13a**. This question reframed a question from the 2015 survey to include all survey respondents and not just those that frequently drove alone.

For all employees, the greatest factor of importance is travel time (23 percent), followed by convenience and flexibility (17 percent), cost and reliability (both 14 percent), and comfort and safety (11 percent). These trends are generally the same for both UCSF and SFDPH employees.

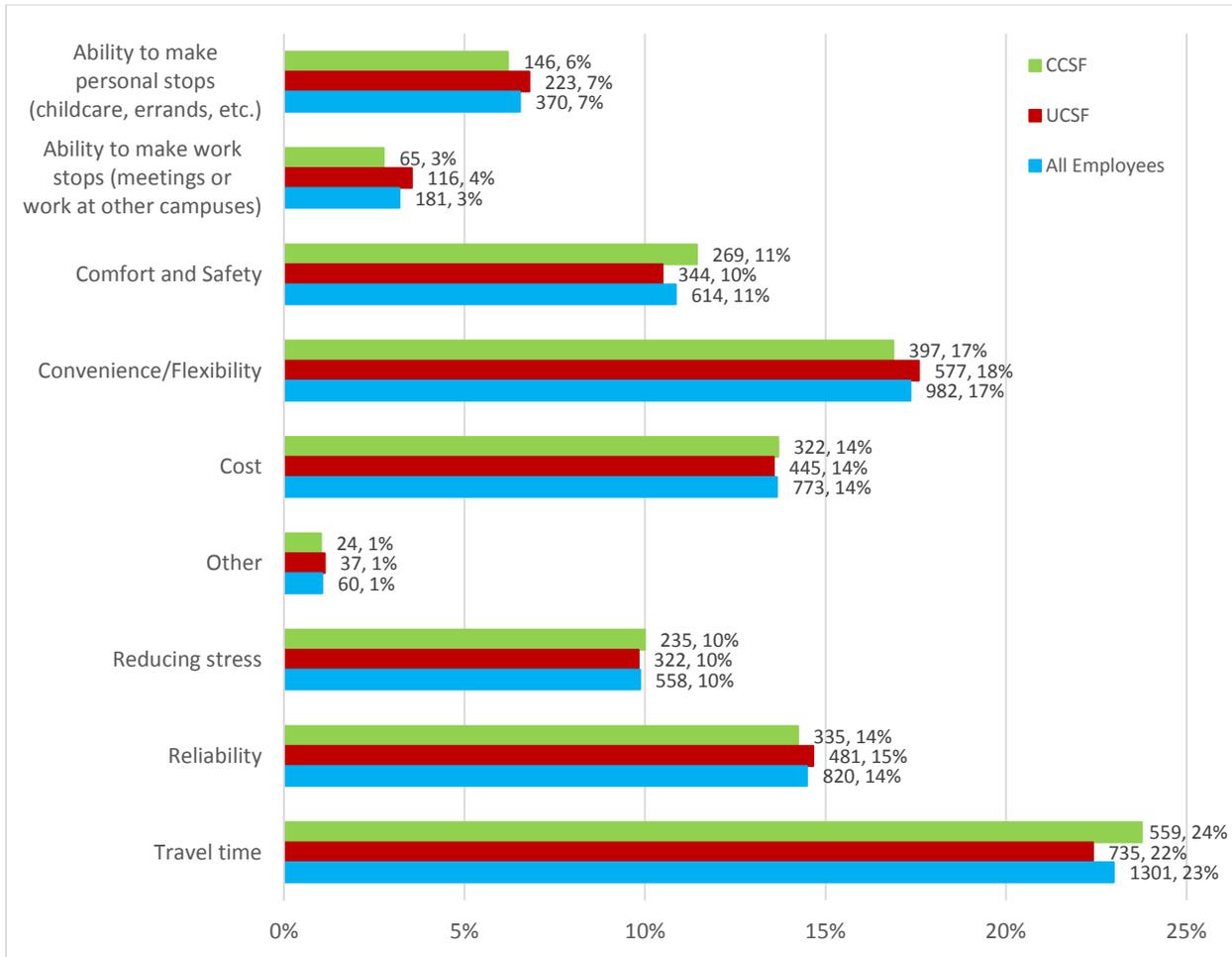
Survey write-in feedback responses assist in understanding an employee’s personal commute experience and allows for a better understanding of what is important to them when choosing how to get to work. Responses note that travel time increases when taking public transit or when transfers are needed because there is no direct service. Travel time responses also encompass public transit delays and the need to be home at a consistent time for childcare. Responses regarding convenience and flexibility mention the desire for more frequent and expanded service hours for shuttles in order to travel to other campuses and to BART, ferry, and Transbay hubs. Responses noting comfort and safety range from the lack of comfort on a crowded Muni bus or BART car to safety issues with bike and car vandalism and theft.

Comfort and safety is key when coupled with the shift work that brings employees to and from the campus during the evening (shift is from 3 PM to 11:30 PM) and late at night (owl shift is from 11 PM to 7:30 AM). Write-in responses have also noted safety as a reason for choosing to drive and park in the 23rd Street garage and not on the street.

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What is most important to you when you choose how to get to work? (select all that apply)

Chart 13a: Commute Priorities



Note: The “Other” category responses included on-call/variable schedule, bike theft concerns, and a combination of travel time and cost with the added benefit of having you personal vehicle on site.

When respondents have an opportunity to write-in an answer, a significant portion of respondents say that they drive because they need the ability to make personal and business stops. Yet these options rate low in importance in the survey results (7 percent and 3 percent respectively).

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Additional Comments

Employees were provided with the opportunity to share additional write-in comments about their trip to work, nearly a quarter of all survey respondents included supplementary remarks (470 comments). Below are excerpts which represent reoccurring themes throughout the comments, all responses are listed in **Attachment D**:

- “We must have a larger parking structure. It is negatively impacting patient care as both patients and healthcare staff are unable to easily get to SFGH”
- “The area around the general is too unsafe to take the bus or park on the street. There are not good direct MUNI routes going to other neighborhoods from the General”
- “Better public transit is necessary in this city. We need a subway to cross the city. Until then, for people who have multiple places to go during the day, driving and cycling is all that's worthwhile.”

ZSFG TDM Program

A workplace TDM program is a set of policies and programs, incentives, tools, and information to support employees in making sustainable transportation choices for their commute trips. For the past two and a half years, SFDPH and SFMTA have collaborated to develop a TDM plan that is consistent with the City's Transit First policies, TDM legislation, and which all stakeholders have agreed upon. SFDPH has engaged transportation consultants Fehr & Peers and Advant Consulting to refine and expand the TDM program by including new courses of action, known as measures, to reduce drive alone trips and the associated parking demand at the ZSFG campus. Based upon measured effectiveness, cost, and time, a strong TDM Plan has been developed which has the potential of reducing employee vehicle trips by a range of 10 to 20 percent in the first seven years. SFDPH and SFMTA have agreed to work together to strive towards the stretch goal of a 30 percent drive alone rate by 10 years, currently a 23 percent reduction. The additional reductions may require supplementary transportation system updates, TDM measures, and policy revisions as broadly outlined in the TDM plan. SFDPH is committed to working with SFMTA to work towards reducing drive alone vehicle trips to ZSFG.

TDM Program

The TDM program includes SFDPH- and UCSF-led strategies that emphasize sustainable travel options. For the existing TDM program, SFDPH has paid a one-time cost of approximately \$350,000 with ongoing costs of \$450,000 annually. This does not include the additional expenses incurred by UCSF for the multiple shuttles that serve ZSFG and for their TDM program.

TDM Measures Currently In Use

- Bicycle Parking
 - 34 lockers, 2 cages, multiple racks throughout campus
- Showers
 - available by unit/department

- Car Share
 - available in the 23rd Street Parking Garage, City Car Share/Carma, Zipcar, Getaround, and Scoot, 27 total vehicles
- Commuter Benefits
- Emergency Ride Home Program
- Rideshare Match
 - 511.org available to all employees
- Shuttles
 - ZSFG to 24th Street Mission BART: during peak commute times, 5:40am-8:50am and 4:15pm-6:25pm, 17 stops at ZSFG
 - UCSF Blue
Parnassus > SFGH > Mission Bay > Mission Bay Hospital > Mount Zion
Weekdays 4:55am-9:30pm, 49 stops at ZSFG
 - UCSF Gold
Parnassus > Mount Zion > Mission Bay > SFGH
Weekdays 5:25am-9:30pm, 46 stops at ZSFG
 - UCSF Yellow
16th BART > MCB > 20th & Harrison > SFGH > 20th & Harrison Weekdays
6:07am-8:30pm, 46 stops at ZSFG
- TDM Program Marketing
- Next Bus Monitors
 - 5 monitors in the Building 5 and Building 25 lobbies
- Telecommuting Policy
- Vanpool Program
 - available to UCSF employees
- Zimride
 - employee portal for rideshare matching available to UCSF employees
- TDM Program Manager
- Transportation Survey

TDM Program Marketing

San Francisco and the Bay Area as a whole is a region where transportation plays a big role in a patient's decision on where to receive care, or an employee's choice on where to work. It is important to provide multiple transportation options, resources, and benefits and to make patients, visitors, and employees aware of these options. ZSFG TDM Program Marketing includes an on-line component to provide easy access and regular visibility of travel information and sustainable transportation options.

The newly created Zuckerberg San Francisco General website (<http://zuckerbergsanfranciscogeneral.org>) is the new public portal for all hospital information. The website includes a "Getting Here" page for all people visiting ZSFG and an "Employee Transportation" page which communicates employee-specific commuter resources and benefits. On-line marketing also includes regularly changing transportation messages on the

SFDPH and ZSFG intranet sites (<http://SFDPHnet.in.sfSFDPH.net/> and <http://insidechnsf/>). UCSF has a new web page for transportation options to the ZSFG campus for patients, visitors, and employees within the “Affiliate Transit Options,” section of the Campus Life Services website (http://campusliveservices.ucsf.edu/transportation/services/alternative_transportation/affiliate_transit_options).

Employees are more likely to try a new travel behavior when they start a new job or they begin to commute to a new location. TDM Program Marketing includes a new employee orientation component which consist of transportation information in the onboarding presentation as well as an “Employee Transportation Options,” one-page notice which is included in the physical and digital new employee orientation manual, see **Attachment E**.

Percentage of Travelers Using a Particular Type of Transportation

Current 2016 employee travel survey results, detailed in this report, show that the majority (62 percent) of employees travel to ZSFG by automobile: 53 percent drive alone, 1 percent motorcycle, 5 percent carpool, and 3 percent are dropped-off. Twenty-nine percent commute to ZSFG by taking public transit or the UCSF or ZSFG Shuttle. Seven percent of ZSFG commuters bicycle or walk.

Reduction Targets for Employees who Drive Alone

The goal of reducing drive alone vehicle trips is consistent with both SFDPH and SFMTA’s broader transportation goals. The targets capture the highest-demand period as well as the capacity constraints of the roadway infrastructure during the peak morning and evening commuter periods; the reduction targets for those who drive alone will apply to ZSFG employees during the hours of 6:00 AM and 7:00 PM. Based on the current TDM plan and reduction targets, there is the potential of reducing employee vehicle trips by a range of 10 to 20 percent in the first seven years. SFDPH and SFMTA have agreed to work together to strive towards the stretch goal of a 30 percent drive alone rate by 10 years, currently a 23 percent reduction. The additional reductions may require supplementary transportation system updates, TDM measures, and policy revisions as broadly outlined in the TDM plan.

Meeting the Drive Alone Targets

SFDPH, with assistance from UCSF and input from SFMTA, will conduct and report upon an annual ZSFG employee travel survey to monitor transportation usage. If any two consecutive results submittals show that the drive alone percentage for employees is not equal to or lower than the drive alone target percentage range, DPH will consult with the SFMTA to discuss whether existing TDM measures can be reasonably modified to achieve the desired reduction targets, consider how the TDM measures in place can be adjusted to be more effective, and/or identify additional TDM measures as they become feasible in the future. After year five, an assessment of TDM services and practices should take place, as described in the next section, to identify new methods for reducing drive alone rates.

Upcoming TDM Measures & Timeline

ZSFG's new TDM measures as currently defined could potentially reduce drive alone trips by 10 to 20 percent, resulting in a drive alone proportion of 44 to 50 percent. SFDPH is planning a phased implementation of its new TDM measures. Near-term reduction implementation will range from zero to three years and medium-term reduction will range from three to seven years. For the new TDM program, SFDPH will pay a one-time cost of approximately \$150,000 with ongoing costs of \$779,000 annually.

Upcoming TDM Program Measures

Near-Term Measures (0 to 3 years):

- Adjust hourly parking rate structure, see **Attachment F** for current hourly/monthly parking rates and structure
 - maintain low rates for patients/visitors who park up to four hours and disincentivizing all-day parking by increasing rates after four hours
- Increase hourly/monthly parking rates
 - to be more in line with prevailing SF market rates
- Expand ZSFG Shuttle Service
 - pilot program to increase the frequency and/or expand the routes to connect to transit centers such as the Transbay Terminal and Caltrain
- Provide additional last-mile service
 - pilot program incorporating taxi, Transportation Network Companies (TNC), and rideshare carpooling from a transit center with a discount/subsidy
- Add Bike racks on ZSFG shuttles
 - both UCSF and ZSFG to BART shuttles to have bike racks
- Expand number of car share vehicles
 - pending vehicle usage, retain the appropriate number of vehicles to meet demand
- Implement carpool-only parking benefits
- Create/Participate in more robust carpool matching program
- Install transportation kiosk(s)
- Increase advertisement of existing pre-tax commuter benefits
- Install Bay Area Bike Share station on campus

Mid-Term Measures (3 to 7 years):

- Employee Portal
- Create vanpool service with benefits
- Provide additional showers/locker facilities

After year five, the SFDPH TDM Manager should conduct an in-depth assessment of the marketplace for TDM services, best practices, and what TDM measure peer institutions have- or are considering implementing in order to further identify new polices, programs, resources, or

technologies that could be brought to bear to allow SFDPH to meet the mode share reduction targets. This assessment should also include identifying any institutional barriers or ways in which the same suite of TDM services could be offered more efficiently without reducing their effectiveness.

Additional TDM Measures to Meet the Drive Alone Mode Share Targets

Further reductions to drive alone commuting beyond the 10 to 20 percent range evaluated by consultants Fehr & Peers and Adavant Consulting, may require additional transportation system updates, TDM measures, and policy revisions. Many of the new TDM measures' effectiveness are not quantified and the ultimate effectiveness of all measures will be dependent upon the quality of implementation, employee acceptance, and ultimately, use, among other factors. SFDPH is committed to implementing a robust TDM program, should additional measures be needed to meet the drive alone mode share targets, SFDPH will consult with the SFMTA and UCSF to discuss improvements and additional measures.

Upcoming Campus Activities

The next transportation survey will occur fall 2017. In that time, many activities affecting campus transportation will be in progress and new questions and data analysis methods will be utilized. Modal split will be explored in terms of employee home county or smaller geographic areas, shift hours, and any other trends that may become apparent during data analysis. TDM Program measures usage and effectiveness metrics will be explored.

The TDM Program will have had a Manager onboard for over a year, providing specific expertise and focused attention to the programs with the highest interest among employees as well as serving as a resource for travel and commute concerns. All TDM Program information will be updated regularly and promotional activities will take place across multiple SFDPH and UCSF platforms. ZSFG and City agencies are working together to develop a Community Outreach Plan to improve coordination and planning of community relations efforts in the 24th Street/Potrero/ZSFG neighborhoods.

Operational transportation changes occurring at ZSFG include:

- New vendor for the shuttle service to the 24th Street BART station
- SFMTA will replace equipment in the 23rd Street Parking Garage with the new Parking Access and Revenue Control System, growing parking management capabilities
- Off-site parking will become available as construction of Capital Projects begins, how this will impact employee parking is under discussion

The TDM Program Manager will be working with SFMTA, SFDPH and UCSF leadership, as well as Campus Facilities to execute the TDM Program and assist with the UCSF Research Building Parking Relief Plan.

Conclusion

ZSFG is dedicated to finding the appropriate mix of ways to access the campus; many of our patients and staff can arrive there via bus, bike, BART, shuttle or carpool. Some, however, cannot. We are conscientious about their needs, and the experience of hospital neighbors who are impacted when hospital parking is inadequate. The annual employee transportation survey allows for monitoring of employee commute behavior and mode share. Survey results are a relative measure of the success of the existing TDM Program and can give insight into the level of interest for upcoming measures.

The transportation survey is vital to informing DPH and SFMTA as to progress towards meeting the reduction targets. Survey data analysis shows similar results to those of 2015 with drive alone mode share remaining relatively constant at 53 percent. Increased promotion of existing TDM measures will educate employees about benefits, tools and resources that are available to them. Implementation of upcoming TDM measures will strengthen the existing program, reduce the number of drive alone trips, increase the number of people taking transit and shuttles, walking, bicycling, and carpooling to ZSFG and ultimately help DPH meet the drive alone mode share targets. ZSFG continues to support implementation of the TDM Program and is in sync with Transit First policies and City TDM legislation, in order to reduce the frequency of driving-alone to the campus and relieve parking and traffic congestion in the community.

Appendices

Appendix A: ZSFG Employee Travel Survey 2016



ZSFG Employee Transportation Survey 2016

Please complete this survey describing how you got to work for the past week. Your responses will help ZSFG make more informed campus transportation decisions to better serve your needs.

All responses are confidential.

To show our appreciation, ZSFG will raffle five \$10 Walgreens gift cards. Enter the raffle at the end of the survey.

1. Who is your employer? (select only one)

City and County of San Francisco UCSF Other: _____

2. Which category best represents your position at ZSFG? (select only one)

Staff (including consultants) Faculty/Physician Postdoc Student
 Nurse/Nurse Practitioner Fellow Resident Other: _____

3. What is your home zip code? _____

4. Which days did you travel to ZSFG in the past week? (select all that apply)

Monday Tuesday Wednesday Thursday Friday
 Saturday Sunday

5. What time did you normally arrive and leave ZSFG? (circle am or pm for each time)

Arrive: _____ am / pm Leave: _____ am / pm

6. How long did it take to get to ZSFG the last day that you travelled there?

Skip this question if you stop to work at other campuses before coming to ZSFG. _____ minutes

7. How did you get to ZSFG the last day that you travelled there? (select all that apply)

Drive alone Muni Dropped off (I know the driver, Taxi, Uber, Lyft)
 Carpool driver SamTrans ZSFG- 24St. Mission BART shuttle
 Carpool passenger BART UCSF Shuttle
 Casual Carpool Caltrain Motorcycle/Scooter
 Vanpool (7 or more people) Bicycle Other: _____
 UCSF Vanpool Walk

8. If you carpooled, how many other people traveled with you (not including yourself)? (select only one)

1 2 3 4 or more I didn't carpool to work

9. If you drove to work, where did you park? (select only one)

23rd St. garage with monthly permit UCSF campus or garage (Mission Bay, Parnassus, etc.)
 23rd St. garage paying an hourly/daily rate On the street
 ZSFG campus I didn't drive to work

You can also take this survey online at: https://www.surveymonkey.com/r/zsfg_transportation

10. If you parked on the street, how many blocks away from ZSFG did you park? (select only one)
 1 block 2 blocks 3 blocks 4 or more I don't park on the street

11. If you frequently drove alone, what other ways of commuting would you be willing to try?
(select all that apply)

<input type="checkbox"/> Carpool or Vanpool	<input type="checkbox"/> Personal bike	<input type="checkbox"/> Bus to the Transbay Terminal (serving AC Transit, Golden Gate Transit, SamTrans, WestCat Lynx)
<input type="checkbox"/> Shuttle	<input type="checkbox"/> Bay Area Bike Share	
<input type="checkbox"/> Taxi, Uber, Lyft	<input type="checkbox"/> Caltrain	<input type="checkbox"/> I don't frequently drive alone
<input type="checkbox"/> BART	<input type="checkbox"/> Muni	<input type="checkbox"/> Other: _____

12. What would encourage you to change the way you get to work? (select all that apply)

<input type="checkbox"/> Shuttle service with extended hours, 4am-9pm	<input type="checkbox"/> Shower facilities
<input type="checkbox"/> Shuttle service to Laguna, Central Office	<input type="checkbox"/> If you don't normally drive, a discounted day parking pass for 1-2 days per month
<input type="checkbox"/> Shuttle service around SF neighborhoods	<input type="checkbox"/> A discount to use Taxi, Uber, or Lyft from Caltrain or Transbay Terminal
<input type="checkbox"/> Help finding people to Carpool/Vanpool with	<input type="checkbox"/> Shuttle with a regular schedule from Caltrain/Transbay
<input type="checkbox"/> Reserved parking spaces for Carpool/Vanpool	<input type="checkbox"/> Shuttle with on-demand service from Caltrain/Transbay
<input type="checkbox"/> Discounted parking fees for Carpool/Vanpool	<input type="checkbox"/> Other: _____
<input type="checkbox"/> Use pre-tax money to pay for Uber Pool	
<input type="checkbox"/> Bike parking inside a locked room	

13. What is most important to you when you choose how to get to work? (select all that apply)

<input type="checkbox"/> Travel time	<input type="checkbox"/> Ability to make personal stops (childcare, errands, etc.)	<input type="checkbox"/> Comfort and Safety
<input type="checkbox"/> Cost		<input type="checkbox"/> Reducing stress
<input type="checkbox"/> Reliability	<input type="checkbox"/> Ability to make work stops (meetings or work at other campuses)	<input type="checkbox"/> Other: _____
<input type="checkbox"/> Convenience/Flexibility		

Feel free to share any additional comments about your trip to work:

Thank you, we appreciate your feedback! Enter the raffle to win one of five \$10 Walgreens gift cards. Provide your name and email address or phone number below. Entering this raffle is optional; all your survey responses will be kept confidential.

Name: _____

Email: _____ Phone: _____

See the NEW Employee Transportation webpage for schedules, bike parking, benefits and more:
<http://zuckerbergsanfranciscogeneral.org/employee-transportation/>

Get answers to your transportation questions, call Georgina Arias at 415-206-2897 or email georgina.arias@sfdph.org

Appendix B: Advant Data Analysis – Employee Transportation Survey 2016

	ALL EMPLOYEES		SAN FRANCISCO CITY AND COUNTY		UCSF		OTHER	
Employment Category								
Faculty/Physician	241	13%	12	1%	227	24%	2	2%
Fellow	29	2%	1	0%	28	3%		0%
Nurse/Nurse Practitioner	238	13%	206	25%	32	3%		0%
Postdoc	19	1%	1	0%	18	2%		0%
Resident	45	2%	2	0%	43	5%		0%
Staff (including consultants)	1,112	61%	566	70%	537	57%	9	11%
Student	22	1%	4	0%	12	1%	6	7%
Volunteer	63	3%		0%		0%	63	77%
Other	55	3%	16	2%	37	4%	2	2%
Total	1,824	100%	808	100%	934	100%	82	100%
From where do you typically commute?								
San Francisco	846	47%	335	42%	463	50%	48	59%
East Bay	497	28%	238	30%	241	26%	18	22%
North Bay	74	4%	27	3%	44	5%	3	4%
South Bay	375	21%	191	24%	173	19%	11	13%
Outside Bay Area	11	1%	6	1%	3	0%	2	2%
Total	1,803	100%	797	100%	924	100%	82	100%
Typical length of commute to work								
15 minutes or less	245	14%	116	16%	120	13%	9	11%
16 to 30 minutes	575	34%	242	33%	310	35%	23	29%
31 to 45 minutes	317	19%	136	18%	165	18%	16	20%
46 to 60 minutes	272	16%	108	15%	151	17%	13	16%
61 to 90 minutes	235	14%	103	14%	121	14%	11	14%
91 to 120 minutes	47	3%	23	3%	18	2%	6	8%
Over two hours	17	1%	9	1%	7	1%	1	1%
Total	1,708	100%	737	100%	892	100%	79	100%
Average	43 min		43 min		42 min		48 min	
How many days per week do you typically travel to ZSFG?								
One	92	5%	27	3%	30	3%	35	44%
Two	91	5%	22	3%	50	5%	19	24%
Three	159	9%	62	8%	87	9%	10	13%
Four	209	12%	103	13%	100	11%	6	8%
Five	1,044	58%	506	64%	529	58%	9	11%
Six	104	6%	36	5%	68	7%		0%
Seven	96	5%	40	5%	56	6%		0%
Total	1,795	100%	796	100%	920	100%	79	100%
Average	4.5		4.6		4.6		2.2	
Number of weekday working days								
None	12	1%	5	1%	2	0%	5	6%
One	105	6%	37	5%	35	4%	33	42%
Two	117	7%	41	5%	60	7%	16	20%
Three	203	11%	110	14%	82	9%	11	14%
Four	255	14%	128	16%	122	13%	5	6%
Five	1,103	61%	475	60%	619	67%	9	11%
Total	1,795	100%	796	100%	920	100%	79	100%
Average	4.2		4.2		4.3		2.1	

	ALL EMPLOYEES		SAN FRANCISCO CITY AND COUNTY		UCSF		OTHER	
Number of weekend working days								
None	1,381	77%	562	71%	749	81%	70	89%
One	208	12%	109	14%	90	10%	9	11%
Two	206	11%	125	16%	81	9%		0%
Total	1,795	100%	796	100%	920	100%	79	100%
Average	0.3		0.5		0.3		0.1	
Mode of travel typically arrive at ZSFG								
Drive alone	966	53%	466	58%	462	50%	38	46%
Carpool	98	5%	45	6%	50	5%	3	4%
Vanpool	4	0%	2	0%	2	0%		0%
Dropped off/Taxi/TNC	62	3%	28	3%	32	3%	2	2%
BART	124	7%	49	6%	65	7%	10	12%
SF Muni	195	11%	94	12%	83	9%	18	22%
SamTrans	2	0%	1	0%	1	0%		0%
UCSF Shuttle	132	7%	19	2%	110	12%	3	4%
ZSFG Shuttle	76	4%	47	6%	28	3%	1	1%
Motorcycle/Scooter	16	1%	7	1%	9	1%		0%
Bike	95	5%	33	4%	60	6%	2	2%
Walk	50	3%	14	2%	31	3%	5	6%
All Modes	1,820	100%	805	100%	933	100%	82	100%
Number of modes of travel during commute to ZSFG								
One	1,542	85%	675	84%	793	85%	74	90%
Two	196	11%	95	12%	97	10%	4	5%
Three	65	4%	25	3%	37	4%	3	4%
Four	15	1%	9	1%	5	1%	1	1%
Five or more	2	0%	1	0%	1	0%		0%
Total	1,820	100%	805	100%	933	100%	82	100%
Average	1.2		1.2		1.2		1.2	
What time do you typically arrive to ZSFG for work?								
Before 6AM	396	22%	243	31%	148	16%	5	6%
6AM-->8AM	380	21%	180	23%	188	20%	12	15%
8AM-->10AM	610	34%	228	29%	358	39%	24	29%
10AM-->12PM	193	11%	43	5%	136	15%	14	17%
12PM-->2PM	50	3%	16	2%	25	3%	9	11%
2PM-->4PM	19	1%	13	2%	3	0%	3	4%
4PM-->6PM	60	3%	31	4%	19	2%	10	12%
6PM-->8PM	37	2%	20	3%	16	2%	1	1%
After 8PM	56	3%	18	2%	34	4%	4	5%
Total	1,801	100%	792	100%	927	100%	82	100%
Peak hour								
What time do you typically leave ZSFG at the end of your day?								
Before 6AM	393	22%	157	20%	217	24%	19	23%
6AM-->8AM	82	5%	51	6%	28	3%	3	4%
8AM-->10AM	69	4%	42	5%	21	2%	6	7%
10AM-->12PM	140	8%	94	12%	42	5%	4	5%
12PM-->2PM	276	15%	146	18%	118	13%	12	15%
2PM-->4PM	415	23%	140	18%	264	29%	11	13%
4PM-->6PM	195	11%	60	8%	127	14%	8	10%
6PM-->8PM	134	7%	65	8%	65	7%	4	5%
After 8PM	87	5%	41	5%	31	3%	15	18%
Total	1,791	100%	796	100%	913	100%	82	100%
Peak hour								

	ALL EMPLOYEES		SAN FRANCISCO CITY AND COUNTY		UCSF		OTHER	
Typical number of hours staying for work at ZSFG								
2	40	2%	18	2%	19	2%	3	4%
4	227	13%	88	11%	129	14%	10	14%
6	518	29%	269	34%	242	27%	7	9%
8	201	11%	81	10%	113	12%	7	9%
10	117	7%	37	5%	68	7%	12	16%
12	61	3%	20	3%	28	3%	13	18%
14	108	6%	60	8%	45	5%	3	4%
16	107	6%	35	4%	70	8%	2	3%
18	228	13%	111	14%	114	13%	3	4%
20	93	5%	36	5%	50	5%	7	9%
22	66	4%	25	3%	34	4%	7	9%
Total	1,786	100%	780	100%	912	100%	74	100%
Average	10.3		10.2		10.4		11.4	
If you travel by carpool/vanpool, how many total people travel with you to ZSFG? (not including yourself)								
One	57	44%	25	40%	30	47%	2	67%
Two	37	29%	18	29%	18	28%	1	33%
Three	28	22%	16	26%	12	19%		0%
Four or more	7	5%	3	5%	4	6%		0%
Total	129	100%	62	100%	64	100%	3	100%
Average carpool/vanpool (including driver)	2.88		2.95		2.84		2.33	
Average all autos	1.18		1.18		1.19		1.10	
If and when you drive to ZSFG, where do you usually park?								
On the street	369	34%	168	32%	196	38%	5	12%
ZSFG campus	198	18%	102	20%	92	18%	4	10%
23rd St. parking garage with monthly permit	318	30%	151	29%	140	27%	27	64%
23rd St. parking garage paying an hourly/daily rate	178	17%	94	18%	79	15%	5	12%
UCSF campus or garage (Mission Bay, Parnassus, etc.)	12	1%	4	1%	7	1%	1	2%
Total	1,075	100%	519	100%	514	100%	42	100%
If you checked "On the street", how many blocks away from your work site do you typically park?								
One block	42	12%	23	14%	19	10%		0%
Two blocks	54	15%	32	20%	22	11%		0%
Three blocks	52	14%	31	19%	19	10%	2	40%
Four or more blocks	214	59%	75	47%	136	69%	3	60%
Total	382	100%	161	100%	196	100%	5	100%
Average	3.8		3.4		4.1		4.2	

Appendix C: Counties with the Highest Employee Density, San Francisco, Alameda, and San Mateo - Employee Travel Survey 2016

