

APPENDIX A

Transportation Demand Management

A-1 Kaiser Oakland TDM Recommendations Report

MEMORANDUM

To: Natalie Faye, City of Oakland
CC: Gary Patton, City of Oakland; Scott Gregory, Lamphier-Gregory
From: Jeffrey Tumlin, Jessica ter Schure
Date: 5/24/06
Subject: Kaiser Oakland TDM Recommendations

Introduction

Nelson\Nygaard Consulting Associates has been retained by the City of Oakland to assist in the peer review of the draft Transportation Demand Management (TDM) program developed by Kaiser's TDM coordinator Altrans. This document provides a summary of Kaiser's TDM program and recommends goals, components, and monitoring tools. The recommendations are based on communication with city officials, Kaiser Oakland, Altrans and Fehr & Peers as well as a review of the following documents:

- ESA (March, 2006). *Kaiser Permanente Oakland Medical Center Master Plan Project, Draft Environmental Impact Report.*
- ESA (May, 2006). *Kaiser Permanente Oakland Medical Center Master Plan Project, Final Environmental Impact Report.*
- Fehr & Peers Transportation Consultants (March, 2006). *Kaiser Permanente Oakland Medical Center Project Final Traffic Study.*
- Altrans (May, 2006). *Oakland Kaiser TDM Program – Analysis and Recommendations of Current & Proposed Services, Projects and Programs.*
- Altrans (March, 2006). *Survey Results for Kaiser Permanente Oakland Medical Center.*

Goals

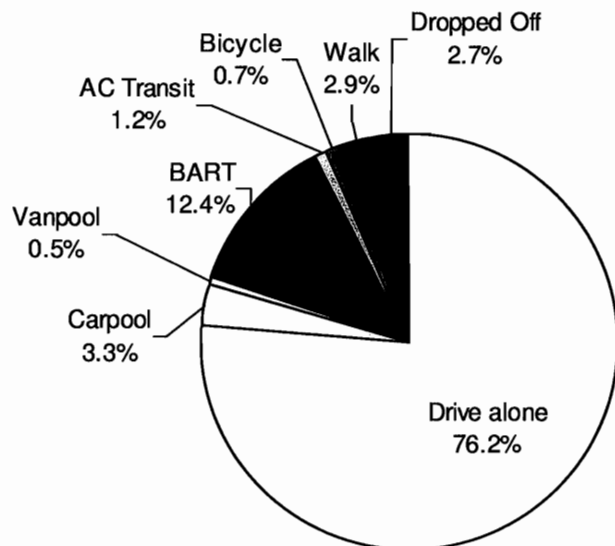
The TDM program sets the following goals:

1. To maintain current mode split (Baseline) into the future (CEQA REQUIRED)
2. To reduce Single Occupancy Vehicles (SOV) trips, and thus reduce impacts on air quality and traffic congestion to the maximum feasible extent (CEQA REQUIRED)
3. Reduce parking demand and lessen parking impacts on the adjacent neighborhoods (NON-CEQA)
4. Promote the City of Oakland's Transit First! Policy (NON-CEQA)
5. Promote urban design by reducing the number and size of parking facilities (NON-CEQA)

Maintain Baseline Mode Split (CEQA REQUIRED)

Kaiser conducted a Baseline Employee Transportation Survey in February 2006. With a current population of 4,072 employees, 2000 surveys were distributed among the day-time employee population. 786 responses were collected, yielding a representative response rate of 39%. The

current mode split is shown in the figure below.



The Draft Environmental Impact Report (DEIR)¹ and the accompanying Traffic Study² are "based on the assumption that the current trip generation rates would continue to be applicable in the future. This assumption presumes similar percentages of employees and visitor/patients will use transit, carpool, biking, and walking. Thus, current TDM program components need to continue in the future and be modified as the Medical Center population grows to maintain the employee alternative mode share (carpool, transit, bike, walk, etc.) at current levels."

Kaiser needs to maintain a SOV rate equal or lower than 76.2% and an alternative mode rate equal or higher than 23.8% in order to maintain the baseline mode split.

¹ ESA, Kaiser Permanente Oakland Medical Center Master Plan Project, Draft Environmental Impact Report, March 2006.

² Fehr & Peers Transportation Consultants, Kaiser Permanente Oakland Medical Center Project Final Traffic Study, March 2006.

Reduce Impacts on Traffic Congestion and Air Pollution (CEQA REQUIRED)

Transportation and air quality impacts are identified as being significant and unavoidable due to the project. The negative impacts on transportation and air quality can be reduced by an effective TDM program. The following text outlines the significant and unavoidable impacts as well as what it would take to bring the impacts to less than significant levels. One of the goals of this TDM program is to strive to achieve these reductions to the maximum feasible extent.

Traffic Congestion

In the DEIR, intersection impacts have been analyzed to forecast 2010 and 2025 AM and PM peak-hour traffic volumes at local intersections. The following intersections experience significant and unavoidable impacts (after mitigation) in 2010 and 2025:

- *Broadway / 51st Street / Pleasant Valley Avenue.* The total project trip generation would have to be reduced by 173 trips during the PM peak hour to reduce the project impact at this intersection to a less than significant level (DEIR p. IV.B-27).
- *Broadway / West MacArthur Boulevard.* The total project trip generation would have to be reduced by 70 trips during the PM peak hour to reduce project impact at this intersection to a less than significant level (DEIR p. IV.B-35, 36).

Air Pollution

The increase in emissions at buildout (year 2020) would exceed Bay Area Air Quality Management District significance criteria for daily emissions of PM-10. A reduction of at least approximately 350 daily vehicle trips, or at least 1% of the total daily vehicle trips, would effectively reduce PM-10 emissions by at least approximately 2.7 pounds per day, which could reduce the impact of PM-10 emissions to less than significant (DEIR p. IV.C-21,22).

Reductions in SOV Rate Required

In order to reduce the significant impacts to less than significant, the SOV rate needs to be reduced by up to 10.2%, see table below.

Significant Unavoidable Impacts	Reduction in SOV Rate Required:
PM10	2.5%
Broadway/MacArthur	4.1%
Broadway/51 st /Pleasant Valley Avenue	10.2%

Reduce Parking Demand and Lessen Parking Impacts on Surrounding Neighborhoods (NON-CEQA)

Currently, it is estimated that about 235 Kaiser employees and visitors park in the surrounding neighborhoods. With an expansion of the facilities this problem will most likely continue. Some neighborhoods have already been converted to residential permit parking (RPP) districts, which limits non-residential on-street parking. The City shall require several other neighborhood streets that currently have free, unrestricted on-street parking be considered for residential permit parking districts. If the City approves the RPP, Kaiser shall fully fund the RPP program, including enforcement costs.

Interim Impact

If the City approves Project Alternative # 3, or some variation³, the on-site parking supply would be at a deficit of approximately 257 spaces from the end of Phase 1 (2008) until the construction of the Phase 2 parking structure (2012), even with Valet parking at the Howe Street and New West Broadway Garage. More aggressive TDM measures would need to be employed to prevent parking spillover in the neighborhoods. ***In order to reduce the parking shortage, the employee SOV rate needs to be reduced by 12.5% to 66.7% at the end of Phase 1 to completely eliminate the interim parking shortage***

Long-Term Impacts

An alternative to the already established RPP program is to implement a residential parking benefit assessment district (RPBAD) funded by Kaiser. In brief, this strategy is based on similar prerequisites – all residents will receive a limited number of parking permits (based on vehicle ownership etc). The major difference is that vacant parking spaces be made available to visitors and patients during daytime (when many residents use their vehicles) at a market-rate fee. One strategy would be to install multi-space parking meters on blocks with low day-time occupancy. The revenue (after operations and maintenance) can then be used to pay for the residents' permit production and distribution as well as physical improvements (lighting, sidewalk improvements, street trees etc) in the blocks that have implemented the program. The City may want to consider reimbursing Kaiser for its up-front program costs out of program revenues.

The implementation of either a Kaiser-funded residential permit parking district or a Kaiser-funded residential parking benefit assessment district would be decided through a public process and in accordance with City procedures, including resident participation and approval. See Attachment A for a map of the proposed and existing RPP areas. The timing of a new and expanded program needs to be carefully considered as it may increase the Interim parking impacts (at end of Phase 1 when the current M/B Center garage is demolished until the new

³ Alternative # 3 would eliminate the Manila lot (-34 spaces), add ground level retail in phase 1 (-38 spaces), reduce height of garage by two levels (-260 spaces), and add one more level underground (+100 spaces). The reduced size garage would also accommodate fewer valet parking (-25 spaces). In comparison to the DEIR project, the redesigned project would result in a shortage of 257 spaces between phases 1 and 2.

garage is built) discussed above and may need to await an evaluation of the effectiveness of the other components of the TDM program.

Existing TDM Program

Kaiser currently provides the following TDM services:

- *BART Shuttle* – Oakland Kaiser currently operates a free shuttle service to the MacArthur BART Station, with three shuttles operating with headways of four to five minutes from 5:00 AM to 9:30 PM on weekdays. Two shuttles operate directly between the BART station and the main hospital entrance on Howe Street. The third shuttle makes an interim stop at the Mosswood MSB. Kaiser has also extended the shuttle service from 9:30 PM to midnight in April 2006 (one shuttle in operation between these hours). Each shuttle has a capacity of 20 to 22 seated passengers. The shuttles provide about 330 seats during the peak hours, and currently transport about 1,200 passengers each day. The shuttle is available to non-Kaiser affiliated persons, but based on the mode choice survey results, the shuttle is almost exclusively used by Oakland Kaiser employees, patients, and visitors.
- *Commuter Checks* – A \$20 commuter check is available to all Oakland Kaiser employees every two months. The commuter checks can be used to purchase AC Transit, BART, or other transit tickets. Currently, between 350 and 400 commuter checks are issued every other month.
- *Bicycle Parking* – A secure bicycle cage with 40 bicycle parking spaces available to all Oakland Kaiser employees currently is provided in Howe Parking Garage, and about 7 to 12 bicycles a day are parked in the cage.
- *Preferential Carpool Parking* – Currently, 68 parking stalls are reserved for employee carpools in the Howe Street garage. These parking spaces are available to employees who sign up and there is no cost for these parking spaces. There are about 35 to 45 vehicles parked in the carpool designated spaces on weekdays.
- *Concierge Services* – Services, such as picking-up/dropping-off dry-cleaning or running other errands, are currently available to Oakland Kaiser employees, providing an incentive to use transit to commute to work.
- *TDM Coordinator* – The Oakland Kaiser Medical Center has in January 2006 hired a full-time experienced TDM coordinator to coordinate, monitor and publicize TDM activities.
- *Telecommute* – Kaiser currently has a tele-commute policy for all non-union employees, intended to minimize commute congestion and pollution in the KP community. The policy has not been marketed and usage is currently unknown.

Mandatory Components to Maintain Current Mode Split (CEQA REQUIRED)

In order to maintain a SOV rate of 76.2% or lower in the future, the following TDM strategies are required, due to an increase in employee population:

- *BART Shuttle* – The current shuttle service shall expand as new buildings are completed and occupied. It is anticipated that the shuttles should provide about 470 seats during the peak hours in order to maintain the current 0.08 peak seats per total employee ratio. Thus, it is estimated that:
 - One additional shuttle is required after the completion of the West Broadway MSB
 - Another shuttle is required after the completion of the Replacement Hospital to accommodate the new growth and the potential increase in headways resulting from the expanded route.
 - If the shuttle leaves riders behind during peak hours, then a larger vehicle may be more appropriate than more frequent service.
- *Commuter Checks* –The current commuter check program shall continue to be made available to all Oakland Kaiser employees.
- *Bicycle Parking* – In addition to maintaining the existing bicycle cage in the Howe Garage, at least 4 secure bicycle cages shall be installed at the West Broadway and the M/B Garages.
- *Preferential Carpool Parking* – In addition to maintaining the current carpool parking spaces, preferential carpool parking shall be provided at the West Broadway and M/B Garages as they become operational. It is estimated that:
 - About 70 preferential parking spaces are required at the end of Phase 1
 - An additional 80 spaces are required at the end of Phases 2 and 3, respectively

The number and location of preferential carpool parking shall be monitored and adjusted as necessary. Kaiser shall consider providing designated parking spaces to employees with electric or alternative fuel vehicles.

- *Concierge Services* – The concierge services shall continue to be made available to all Oakland Kaiser employees.
- *TDM Coordinator* – The Oakland Kaiser Medical Center shall continue to have a full-time experienced TDM coordinator to coordinate, monitor and publicize TDM activities.

- *Tele-commute Policy and Program* – As part of the expanded TDM program, the policy shall be marketed to non-union employees and monitored, evaluated and improved as necessary.

Mandatory Components to Reduce SOV Rate (BOTH CEQA AND NON-CEQA)

As mentioned in the introduction, the employee population will have increased by 44% at full buildout. The SOV rate needs to be reduced by 10.2% in order to achieve the CEQA-related goal of reducing significant unavoidable traffic and air quality impacts. An additional reduction of 2.3% is needed to address the possible interim parking shortfall between Phases 1-2, for a total SOV reduction of 12.5%. The following TDM measures are recommended to reduce the significant unavoidable impacts on congestion and pollution, and to reduce possible interim parking shortfall between Phases 1-2:

- *Increased Commuter Check Subsidy* – Kaiser shall in 2006/2007 increase the current subsidy of \$10 per month to \$20 per month for employees who choose transit, BART or van-pooling modes to work.
- *Commuter Tax Incentive* – Employees shall have the option to deduct a predetermined amount up to \$105 from their paychecks to be used for transit-related expenses.
- *Vanpool Program* – Kaiser shall lease at least five (5) 15-passenger vans from a vanpool provider. Employees who participate in the vanpool program will be partially subsidized by Kaiser and pay \$100 per month, excluding fuel costs.
- *Shower Facilities* – Showers and changing facilities shall be included in the new buildings for employees who bike or walk to work.
- *Transit Facilities* – Kaiser shall work with city officials and AC Transit in the design, construction and development of bus stops, pedestrian access, shelters, signage and lighting in and around the site. Kaiser shall fund such transit improvements.
- *Expanded TDM Outreach and Encouragement Program:*
 - *Improved Transportation Website* – A new transportation website emphasizing TDM programs shall be developed. Safe walking and biking routes will be posted on this website.
 - *Transit Information Center* – An adequately sized, full-time, on-site transit information center shall be developed and staffed to serve employees, patients and visitors in a central and visible location.

- *Thrive, Don't Drive (Alone) Campaign* – An outreach program shall be designed using existing “Thrive” infrastructure (Emphasizing health benefits of alternative transportation modes).
- *Adjacent Hospital Discussion* – Kaiser shall work with adjacent hospitals to address common TDM challenges and solutions.
- *Neighborhood Representation* – Kaiser shall provide transportation representation at Piedmont neighborhood group meetings.
- *MacArthur BART Redevelopment Involvement* – Kaiser shall work with consultants and the City of Oakland to make shuttle operations run more efficiently and compatible with the new proposed transit village project.
- *TDM Operation and Maintenance Budget Development* – Kaiser shall establish a fully funded budget for the TDM program on an annual basis.
- *Preferred Walking Routes to Kaiser* – Kaiser shall in 2006 develop a map of preferred walking routes to Kaiser.
- *Preferred Bike Routes to Kaiser* – Kaiser shall in 2006 develop a map of preferred bike routes to Kaiser.
- *Bicycle Safety & Riding Classes* – Kaiser shall provide 4 training sessions per year to five cyclists at a time.
- *Pro-Active Trip Plans* – Kaiser will provide trip planning to identify which commuter option is optimal for each employee. The type of Pro-Active Trip Plan depends on distance between the home address and OMC:
 - *Walking Trip Plans* – Shall be distributed annually to all employees living within 1 mile of OMC. The package includes the preferred walking routes to work.
 - *Bicycle Trip Plans* – Shall be distributed annually to all employees living within 5 miles of OMC. The package includes the preferred cycling routes to work. Bicycle commuting tips and information will be included in the package.
 - *AC Transit Trip Plans* – Shall be distributed annually to all employees living within 10 miles of OMC. Each employee will receive a transit map with written instructions on direct and connecting transit routes, with the approximate time the trip will take. A corresponding map will show the employee’s home location and will highlight the appropriate transit routes. In addition, the employee will be encouraged to visit 511.org for a more detailed trip plan and/or call the on-site TDM coordinator for a personalized transit trip plan.

- *BART Trip Plans* – Shall be distributed annually to all employees living in BART’s catchment area (0-25 miles from OMC). Each employee will receive a transit map with written instructions on how to get to the closest BART station, with the approximate time the trip will take. In addition, , the employee will be encouraged to visit 511.org for a more detailed trip plan and/or call the on-site TDM coordinator for a personalized transit trip plan.
- *Carpool Trip Plans* – Shall be distributed annually to all employees living within 1-20 miles of OMC. The package will include a map showing the employee’s origin point in relation to other employees in a predetermined zone. The employee will be invited to register onto www.carpooltokaiser.com so that they can get in contact with employees who live close by.
- *Vanpool Trip Plans* - Shall be distributed annually to all employees living further than 20 miles away from OMC. The package will include the phone number and website of Kaiser’s vanpool provider and additional material showing current vanpool routes and suggestions on how to establish a new vanpool connection.
- *Valet Parking* – Kaiser shall provide valet parking at the Broadway MSB (100 spaces) and Howe Street (150 spaces) garages between the end of Phase 1 and the end of Phase 2, when the Replacement Hospital Garage will be built.
- *Expanded Shuttle Program* – Kaiser shall draft suggestions for possible shuttle connections from OMC to downtown Oakland, KP Corporate and Richmond Medical Center, for review and approval by the City. Kaiser shall implement the approved program.
- *Enhanced, Expanded RPP/RPBAD* – If approved by the City, Kaiser shall fund an expanded RPP/RPBAD program, including funding for increased enforcement and maintenance of the program, as determined necessary by the City. The City may want to consider reimbursing Kaiser for its up-front program costs out of program revenues. The timing of a new and expanded program needs to be carefully considered as it may increase the Interim parking impacts (at end of Phase 1 when the current M/B Center garage is demolished until the new garage is built) discussed above and may need to await an evaluation of the effectiveness of the other components of the TDM program at the end of Phase 1.

Menu of Other Strategies that can be Used to Reduce SOV Rate (CEQA AND NON-CEQA)

Nelson\Nygaard believes that the above presented mandatory TDM Program components will reduce SOV rate by between 10% and 15%, particularly if the individual trip planning tool is fully implemented. If Kaiser can not achieve the CEQA-related 10.2% decrease of SOV rate before the end of Phase 1, Kaiser shall, in addition to the monitoring/evaluation/enforcement recommendations that follow later in this report, prepare a report for City review and approval which proposes additional TDM measures to achieve the TDM goals, including without

limitation a discussion on the feasibility and effectiveness of the following programs and Kaiser shall implement the approved plan:

- *Eco Pass Program* – AC Transit currently provides employers the option to invest in an EcoPass program, where the employer bulk purchases transit passes for all employees at a significantly reduced cost per rider. The City of Berkeley is currently an EcoPass member, providing free transit passes to all city employees. According to the City of Berkeley, if the EcoPass were not available 59% of respondents would reduce their use of AC Transit Service and 25% would stop using AC Transit entirely.⁴ In the coming years, the AC Transit Pass may be replaced by a TransLink EcoPass, which would provide free or highly subsidized traveling in the entire Bay Area.
- *Parking Cash-Out* – Parking pricing can be a disincentive in attracting new employees to Kaiser. Parking cash-out should be viewed as the direct opposite of a parking fee, but with similar (although somewhat lower) SOV reductions. Instead of charging more for parking, all employees who arrive at OMC without a car receive a subsidy similar to the existing transit subsidy. However, the parking cash-out amount is not only provided to transit riders but also car-/vanpoolers, walkers and bikers. The City of Pleasanton, the City of Palo Alto and several private employers in the Bay Area and across North America have implemented such a program. If Kaiser considers implementing parking cash-out, the existing parking fee should be eliminated to reduce confusion. In addition, both increased parking fees and parking cash-out may result in more employees parking in the surrounding neighborhoods, which strengthens the need for residential permit parking/parking benefit districts.
- *Extended Valet Parking Program* – Kaiser shall consider extending the valet parking program into the future as a parking management tool and also as an amenity to various users (patients, visitors and employees). Valet parking is a highly efficient strategy to maximize the usage in a parking facility.
- *Car-sharing* - Car-sharing operators such as City CarShare, Flexcar and ZipCar, using telephone and Internet-based reservation systems, allow their members a hassle-free way to rent cars by the hour, with members receiving a single bill at the end of the month for all their usage. This strategy has proven successful in reducing both household vehicle ownership and the percentage of employees who drive alone because of the need to have a car for errands during the workday. As a result, car sharing can be an important tool to reduce parking demand. A car-sharing program will thus enable Kaiser commuters to carpool, take transit, bike, or walk to work by ensuring that a shared car will be available for work and/or personal trips when needed. In order to help establish the car sharing service, Kaiser should consider replacing existing under-utilized Kaiser-owned fleet vehicles with fewer car-sharing vehicles and even partially or fully subsidize operation costs for a specified term.
- *Increased Parking Fees for employees* – A parking fee program is a very delicate subject in a hospital environment where many people work irregular hours and have to work evenings

⁴ City of Berkeley, Office of the City Manager (12/13/05) Consent Calendar, Contract: EcoPass Program.

and nights. Also, parking fees are for a large share of the employee population bound by union agreement. In addition, Kaiser has expressed serious concerns about its ability to attract and retain staff if there is an increase in parking fees. On the other hand, parking fees have perhaps the largest impact on SOV rate compared to any other TDM program. Therefore, in order to strike a balance, increases in parking fees may be considered as an option only if other feasible options have been fully explored and found not to achieve the TDM goals. Kaiser Oakland currently has a small monthly parking fee of \$20-\$40 in most parking facilities.

Any of the above mentioned measures can reduce parking demand. If one or more of these measures are implemented early in the reconstruction of OMC, Kaiser may be faced with the possibility of building fewer parking spaces in later phases. Considering the fact that a parking space in a structure costs upwards of \$20,000, which translates into a monthly cost to Kaiser of \$150 per space, a significant cost saving can be done if Kaiser invests in more TDM measures.

Construction Worker TDM Program (CEQA REQUIRED)

Subject to City review and approval, prior to start of construction, a construction worker transportation demand management (TDM) program shall be implemented to encourage construction workers to carpool or use alternative transportation modes in order to reduce the overall number of vehicle trips associated construction workers. The Sears parking garage, located at Telegraph Avenue and 27th Street, with access from 27th Street, was recently acquired by Kaiser to provide construction worker parking. This garage has a capacity of about 560 striped parking spaces, with the potential to provide a minimum of 120 additional spaces with stacked, or valet parking, for a total of 680 parking spaces. Shuttles would transport workers between the parking garage and construction site.

TDM Implementation Timeline

The following table lists all the TDM measures described above and locates them on a timeline. The symbol "→" represents that the specific TDM measure shall be maintained into the future. Subject to City review and approval, any strategy can be discontinued if it can be proven that it is not effective, however, the strategy shall be replaced by either a new strategy or improvements in an already existing and effective measure.

Program Components	In Existing Program	January 2007	In Phase 1	In Phase 2	In Phase 3	At Full Buildout
A. Mandatory Measures to Maintain Existing Mode Split						
BART Shuttle (1 add'l bus in Phase 1, 1 add'l bus in Phase 2)	Yes	→	+ 1 bus	→	+ 1 bus	→
Commuter Checks	Yes	→	→	→	→	→
Bicycle Parking	Yes	→	1 new cage	1 new cage	1 new cage	1 new cage
Preferential Carpool Parking	Yes	→	+ 70 spaces	+ 80 spaces	+ 80 spaces	→
Concierge Service	Yes	→	→	→	→	→
TDM Coordinator	Yes	→	→	→	→	→
B. Mandatory Measures to Reduce SOV Rate						
Increased Commuter Check Subsidy		\$20/month	→	→	→	→
Commuter Tax Incentive		Yes	→	→	→	→
Vanpool Program		2 vanpools	+ 1 vanpool	+ 1 vanpool	+ 1 vanpool	→
Shower Facilities			New facility	→	New facility	→
Expanded TDM Outreach and Encouragement Program:		Yes	→	→	→	→
Improved Transportation Website		Yes	→	→	→	→
Transit Information Center		Yes	→	→	→	→
Thrive, Don't Drive (Alone) Campaign		Yes	→	→	→	→
Adjacent Hospital Discussion			Yes	→	→	→
Neighborhood Representation		Yes	→	→	→	→
MacArthur BART Redevelopment Involvement		Yes	→	→	→	→
Preferred Walking Routes to Kaiser		Yes	→	→	→	→
Preferred Biking Routes to Kaiser		Yes	→	→	→	→
Bicycle Safety & Riding Classes		Yes	→	→	→	→
Pro-Active Trip Plans:		Yes	→	→	→	→
Walking Trip Plans		Yes	→	→	→	→
Bicycle Trip Plans		Yes	→	→	→	→
Transit Trip Plans		Yes	→	→	→	→
Carpool Trip Plans		Yes	→	→	→	→
Vanpool Trip Plans		Yes	→	→	→	→

Program Components	In Existing Program	January 2007	In Phase 1	In Phase 2	In Phase 3	At Full Buildout
Valet Parking			Yes	→	→	→
Tele-Commute Policy and Program		Yes	→	→	→	
Expanded Shuttle Program			Yes	→	→	→
Enhanced, Expanded RPP/RPBAD				Possible**	→	→
C. Additional Measures to Reduce SOV Rate						
Eco-Pass						
Parking Cash-Out						
Extended Valet Parking Program						
Car-Sharing						
Possible Increased Parking Fees (as a last resort)						

** The timing of a new and expanded program needs to be carefully considered as it may increase the Interim parking impacts (at end of Phase 1 when the current M/B Center garage is demolished until the new garage is built) discussed above and may need to await an evaluation of the effectiveness of the other components of the TDM program at the end of Phase 1.

Funding, Monitoring, Evaluation and Enforcement

This TDM program requires regular periodic evaluation over the life of the Project (estimated to be at least 50 years) to determine how the program is achieving maintenance of required baseline mode split over time, as well as the efficacy of the specific TDM measures.

Implementation of the mandatory TDM measures and related requirements shall be ensured through Kaiser's compliance with the Mitigation Monitoring and Reporting Program, as implemented through Conditions of Approval adopted for the project. The following are recommended to ensure compliance with the approved Kaiser TDM Program:

1. Kaiser shall prepare each year for the life of the Project, subject to City review and approval, an Annual TDM Report that summarizes Kaiser's transportation program over the preceding year, intended upcoming changes, and compliance with the conditions of this program. The reports shall be submitted to the City in April, based upon surveys done in February/March, as detailed below.
2. The Annual Report shall be prepared and presented in the following manner:
 - a. The Annual Report shall include a comparison to historical findings. If participation rate has changed significantly, a detailed description as to why the rate has changed is required. Each Annual Report shall consist of the following:
 - Annual Employee Transportation Survey – Shall be conducted annually and distributed to approximately half the employee population. Preferably the same survey template and method shall be used every year to avoid incomparable survey results, which shall be subject to review and approval by the City. The response rate shall be a minimum of 30%. If a 30% response rate can not be obtained, a non-response survey shall be conducted. A survey response database shall be created with audit trail (each entry has a separate ID number, but without link to each individual). If a survey shows that the SOV rate has dropped by more than 15% since the baseline survey, Kaiser shall **not** be required to conduct the following two annual Transportation Surveys. Upon the celebration of the third year of the previous Transportation Survey a new Survey shall be conducted. The Annual Report will during years without an Employee Transportation Survey include a brief summary of the last survey results.
 - Triennial Patient/Visitor Transportation Survey – Shall be conducted every three (3) years by interviewing a representative sample of patients/visitors, with the sample size being no less than 350 and increasing with the increasing patient/visitor population, about their travel behavior on the day of the survey. The patient/visitor survey shall be carried out at the same time as the employee survey is conducted, and shall be subject to review and approval by the City. If there is no employee survey, then the patient/visitor survey will be postponed until the first year of a new employee survey. The

Annual Report will during these years include a brief summary of the last survey results.

- Triennial Parking Utilization Study – Shall be conducted every three (3) years by studying both on-street and off-street Kaiser facilities as well as spill-over problems in surrounding neighborhoods. The parking utilization survey shall be carried out at the same time as the employee survey is conducted, and shall be subject to review and approval by the City. If there is no employee survey, then the parking utilization survey will be postponed until the first year of a new employee survey. The Annual Report will during these years include a brief summary of the last survey results.
 - Annual Process Evaluations – Kaiser shall on an annual basis report major accomplishments achieved for and changes made to each of the measures in operation as well as participation in each measure (e.g. number of participants in Commuter Tax Incentive, Commuter Check Subsidy, carpool program) and actual number of Full Time Equivalent staff (both am/pm peak and non-peak).
3. Kaiser shall, upon adoption of the Master Plan, fund an escrow-type account to be used exclusively for preparation of future Annual Reports and review and evaluation by the City, or its selected peer reviewers. The escrow-type account shall be initially funded by Kaiser in an amount determined by the City and shall be replenished by Kaiser so that the amount does not fall below an amount determined by the City. The mechanism of this account shall be mutually agreed upon by Kaiser and the City, including the ability of the City to access the funds if Kaiser is not complying with the TDM requirements, and/or to reimburse the City for its monitoring and enforcement costs.
 4. In addition to the Annual Report funding requirements above, Kaiser shall fully fund a Residential Permit Parking Program/Parking Benefit Assessment District if approved by the City in neighborhoods identified in the EIR. Within 30 days of approval of the RPPP/RBAD, Kaiser shall fund an escrow-type account to be used exclusively for the establishment, maintenance and enforcement of the RPPP/RBAD. The escrow-type account shall be initially funded by Kaiser in an amount determined by the City and shall be replenished by Kaiser so that the amount does not fall below an amount determined by the City. The mechanism of this account shall be mutually agreed upon by Kaiser and the City, including the City's ability to access the funds if Kaiser is not complying with the TDM requirements, and/or to reimburse the City for its monitoring and enforcement costs.
 5. If the third Annual Report, or any report thereafter, indicates that, in spite of the changes in the final TDM plan, Kaiser can not achieve the TDM goals, Kaiser shall prepare a report for City review and approval which proposes additional TDM measures to achieve the TDM goals, including without limitation a discussion on the feasibility and effectiveness of the menu of other strategies (Corrective Action Plan). Kaiser shall implement the approved Corrective Action Plan.

6. If, one year after the Corrective Action Plan is implemented, the required alternative mode use is still not being achieved, or if Kaiser fails to submit a report at the times described above, or if the reports do not meet City requirements outlined above, the City may, in addition to its other remedies, (a) assess Kaiser a financial penalty based upon actual percentage alternative mode use as compared to the percent alternative mode use established in this TDM program; or (b) refer the matter to the City Planning Commission for scheduling of a compliance hearing to determine whether Kaiser's approvals should be revoked, altered or additional conditions of approval imposed.

The penalty as described in (a) above shall be determined by translating the percentage SOV reduction not achieved up to 10.2% into number of employees by multiplying the difference in SOV reduction with the most recent employee FTE count. Assuming the cost per new alternative commuter is \$20/day⁵ and that there are 261 workdays per year, the annual cost per new alternative commuter is \$5,220. Kaiser shall therefore pay a penalty of \$5,220 per year for each employee that should have been using an alternative mode if the 10.2% reduction in SOV rate had been achieved.

7. In determining whether a financial penalty or other remedy is appropriate, the City shall **not** impose a penalty if Kaiser has made a good faith effort to achieve the required alternative mode use and/or comply with the TDM program. If a financial penalty is imposed, such penalty sums shall be used by the City toward the implementation of the TDM plan.

Sincerely,

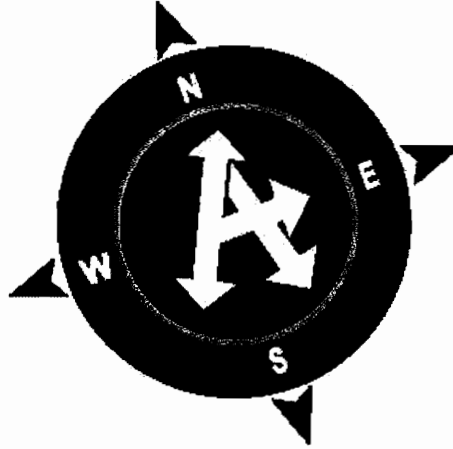


Jeffrey Tumlin
Principal, Nelson\Nygaard

⁵ MTC's *Transportation Blueprint for the 21st Century* (2000) and Alameda Contra Costa Transit District's *AC Transit Berkeley/Oakland/San Leandro Corridor MIS, Final Report Volume 3: Evaluation of Alternatives* (2002) are two studies that indicate that the cost per new transit rider varies from \$6 per boarding to \$100 per boarding (in 1999-2001 dollars). For each commuter, this equals a daily cost of between \$12 and \$200 (in 1999-2001 dollars). It is therefore assumed that each new alternative commuter would cost Kaiser \$20 per day in 2006 dollars at the low end of the range, or \$5,220 per year, based on 261 workdays per year.

A-2 Alternative Transportation Solutions (Altrans) Report and Survey Results

May 23, 2006



ALTRANS
Alternative Transportation Solutions

**Kaiser Permanente
Oakland Medical Center
TDM Program**

**Analysis and Recommendations
of
Current & Proposed
TDM Services, Projects and Programs**

May 23, 2006

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Introduction/Summary

In December of 2005, ALTRANS was contracted to provide the coordination of Kaiser Permanente Oakland & Richmond's Transportation Demand Management (TDM) Programs. As a significant part of this work, ALTRANS has been involved with part of the Environmental Impact Report for the new re-build process at the OMC site in Oakland.

ALTRANS conducted a thorough Baseline Employee Transportation Survey in February and completed the survey results in March of 2006. During the last few weeks, ALTRANS and Kaiser have been studying the survey results and have now completed a list of recommendations. These recommendations are based upon:

- First-hand experience at witnessing the past and current Transportation Demand Management (TDM) program at Kaiser and speaking to many employees and staff members
- Evaluation of the Fehr & Peers Transportation Impact Study
- Complete evaluation of the 2006 Baseline Employee Transportation Survey
- 15 years of understanding and application of TDM industry practices

TDM Goals

Kaiser Permanente OMC's TDM will set goals as follows:

- Goal #1 is to maintain the current mode split (Baseline) into the future (Future Baseline), as much as possible;
- Goal #2 is to reduce vehicle trips, and thus impacts on air quality and traffic even further than the current mode split;
- Goal #3 is to reduce parking demand.

Kaiser will fund and monitor programs that have the above goals.

Kaiser will survey employees regularly. As part of the survey process, Kaiser will study parking utilization. They will report their findings and recommendations to the City and make changes to the program as needed and agreed upon.

Recommendations

The recommendations are organized into two main categories. The first category is the *seven current TDM services projects* and programs provided at OMC and which appear on pages 10 - 15. The second category is presented as the *10 new TDM recommendations* and is presented on pages 17 - 35. These new and specific recommendations are organized and presented in the order of implementation.

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The following two tables highlight **the current and proposed** mode recommendations for Kaiser. The top table shows the seven current and major TDM programs already in place at Kaiser. The bottom table shows the 10 new recommendations, their costs and the projected effectiveness of each of the TDM solutions. As these TDM recommendations are continued and implemented, Kaiser should realize a one percent SOV reduction per year, for the next ten years.

Please note that there are a few TDM programs that cannot be gauged as far as pure SOV reduction; however these few supporting TDM tools are extremely important (such as the TDM Outreach & Marketing Program) and are in essence the “glue” that holds the overall TDM program together.

There have been suggestions made that Kaiser Permanente should increase parking fees. It is difficult to recruit and keep staff in urban areas, at an older, crowded facility. In addition, there is an ongoing nursing shortage. For these reasons, Kaiser Permanente is not in favor of increasing parking fees. Also, Kaiser Permanente’s current parking fees are consistent with fees at neighboring hospitals.

The overall TDM Program will cost Kaiser about \$1,000,000 per year to implement and maintain – one of the most generous TDM offerings in the Bay Area.

Current TDM Program

TDM Service or Program	Annual Cost	Recommend?	Reference (Page Number)
BART Shuttle	\$650,000 ¹	Continue	p. 10
TDM/Outreach	\$94,973	Continue	p. 11
Comm. Check	\$48,204	Continue ²	p. 12
Bike Parking	0	Continue	p. 12
Carpool Parking	0	Continue	p. 13
Concierge	N/A	Continue	p. 13
Tele-Commute	0	Continue	pgs. 14 - 15
Sub-Total	\$793,177		

SOV Reduction and Costs for New or Recommended Projects/Programs

TDM Service or Program	Annual Cost	Recommend?	Reference (Page Number)
Expand TDM Outreach Program	\$20,000	Yes	p. 17 - 18
Implement Commuter Choice Initiative	<84,671>	Yes	pgs. 19 - 20
Increase Commuter Check Subsidy	\$46,920	Yes	p. 20
Carpool	\$30,000	Yes	pgs. 21 - 26
Transit	\$4,000	Yes	p. 27
Vanpool	\$15,000	Yes	p. 28
Expand BART Shuttle	\$80,000	Yes	p. 29
Bicycle	\$15,000	Yes	pgs. 30 - 31
Ped Program	\$7,000	Yes	p. 32
Pro-Active Trip Plans	\$51,120	Yes	pgs. 33 - 35
Sub-Total	\$184,369		

RECOMMENDED (ANNUAL) PROGRAM COSTS: \$977,546

¹ Estimated cost

² Continue with Commuter Choice Initiative

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Program Evaluation

In addition to surveying employees on a regular basis, Kaiser will also provide a summary of activities and accomplishments as part of a process evaluation for each of the recommended TDM services and mode splits.

Each of these process evaluation summaries will be provided to the City of Oakland at the same time as the regularly scheduled employee surveys.

TDM Outreach and Encouragement Program

The on-site TDM Coordinator will provide an annual report on the major accomplishments achieved for each of the listed objectives.

Commuter Choice Incentive Program

A summary will be provided that shows how many employees were participating in the Commuter Choice Incentive Program at the start of the new TDM recommendations and thereafter, at the employee survey interval times.

Increase Commuter Check Subsidy

The Commuter Check Subsidy increase will be reported when it happens and will be highlighted in the schedule evaluation period.

Carpool Program

This summary will include the total number of carpool permits issued during the reporting timeframe along with an account of the number of carpool vehicles parked in the designated parking spaces, taken on a quarterly basis. In addition, a sample along with the number of Pro-Active Carpool Trip Plans will be presented. This information will be presented as an on-going process in order to easily compare the number of new carpools as time progresses.

Transit Encouragement Program

This summary will include the activities and accomplishments provided within this program. In addition, the TDM Coordinator will evaluate and report on the number of Commuter Checks provided from the on-set of the Transit Encouragement Program and the current amount and the number of Pro-Active Transit Trip Plans provided at each scheduled evaluation period.

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Vanpool Program

On a quarterly basis the TDM Coordinator will conduct a ridership count for each new vanpool along with the number of Pro-Active Van Pool Trip plans and will submit the progress of the vanpool program during the scheduled evaluation periods.

BART Shuttle Service

Monthly ridership figures will be provided, during the scheduled evaluation period.

Bicycle Safety and Encouragement Program

The TDM Coordinator will report on the number of Bicycle Safety & Riding Classes provided, the status of any new bicycle cages/lockers built and the number of Pro-Active Bike Trip Plans during the scheduled evaluation periods.

Pedestrian Safety and Encouragement Program

The TDM Coordinator will report on the number of walking groups formed along with the number of Pro-Active Walk Trip Plans presented during each scheduled evaluation period.

Key Survey Findings used in the Recommendation Report

Survey Information

Currently, there are approximately 4,072 employees that work at the main hospital and MOB sites. Based on response from managers, a survey distribution list was established; a total of 2,000 surveys were distributed, representing 73 departments in seven buildings. A return of 784 surveys represents a 39% return rate, providing a representative sampling of staff at OMC.

Current Travel Modes to Work

The first column represents the mode, the second column details the number of people selecting this mode through the Baseline Transportation Survey and the last or third column represents the percentage of commuters using each of the listed commute modes.

Drive alone	558	76.2%
Carpool	24	3.3%
Vanpool	4	0.5%
AC Transit	9	1.2%
BART	91	12.4%
Bicycle	5	0.7%
Walk	21	2.9%
Dropped Off	20	2.7%
Non-response		0.0%
Total	732	100.0%

Trip Generation and Background

Using the Estimated Total Trip Generation figures supplied by Fehr & Peers from their Transportation Impact Study, there are approximately 1,239 employee commute vehicles accessing the Hospital and MOB during the AM Peak Hours. Likewise, there are 1,608 employee commute vehicles leaving the hospital and MOB during the PM Peak Hours. For planning purposes, ALTRANS will use the 1,608 figure as the number of vehicles traveling to the trip attraction (KP) during the normal commute hours.

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Section One

Current TDM Services

1.1 BART Shuttle Operations (Current)

Oakland Kaiser operates a free shuttle service to the MacArthur BART Station. Currently, three shuttles operate from 5:00 AM to 9:30 on weekdays. Two shuttles operate directly between the BART station and the main hospital entrance on Howe Street. The third shuttle makes an interim stop at the Mosswood MOB. Shuttles operate with headways of four to five minutes. Each shuttle has a capacity of 20 to 22 seated passengers (no-standing allowed). The Oakland Kaiser shuttles currently transport about 1,200 passengers each day. The shuttle is available to non-Kaiser affiliated persons. However, based on the mode choice survey results, the shuttle is almost exclusively used by Oakland Kaiser Employees, patients and visitors. Kaiser has been operating this shuttle service for a cost of about \$625,000 dollars per year – during the last thirteen years.

1.2 TDM Outreach and Encouragement Program Current Activities

Total Cost: \$94,973

The following activities are TDM services that are currently being provided and are being worked on during the first two quarters of 2006. These TDM Outreach activities were outlined in the Draft TDM presented to Kaiser and the City of Oakland in 2005.

- Hire and train on-site TDM Coordinator – DONE
- Design and implement site specific transportation survey - DONE
- Review and analyze survey results - DONE
- Prepare survey analysis report - DONE
- Conduct a comprehensive cost effective analysis of all existing and potential TDM services, projects and programs – DONE
- Initiate Transportation Awareness Campaign, including:
 - Develop, print and distribute a general alternative transportation flyer/poster emphasizing current OMC TDM programs
 - Conduct OMC tabling events at high pedestrian locations
 - Conduct annual employee Alternative Transportation Fair
- Provide program literature for all New Employee Orientations. Present commute program information at selected Orientations
- Provide Personalized Trip Plans (PTP's) directly to employees
- Implement Alameda County CMA—Guaranteed Ride Home Program for OMC
- Initiate and coordinate ad-hoc transportation group with neighboring hospitals
- Conduct yearly transportation fairs

1.3 Oakland KP Commuter Check Program (Current)

A \$20 Commuter Check is available to all Oakland Kaiser Employees every 2 months. The Commuter Checks can be used to purchase AC transit, Bart, or other transit tickets. Currently, there is an average of 390 employee participants every other month, which averages a direct cost of \$.44 per SOV trip reduced.

1.4 Bicycle Parking (Current)

A secure bicycle cage with 40 bicycle parking spaces is provided in the Howe Parking Garage. Currently, about 12 bicycles a day are parked in the cage, thus leaving an average of 28 spaces available each day. Access to the bike cage is available to all Oakland Kaiser Employees.

1.5 Preferential Carpool Parking Program (Current)

Currently, 68 parking stalls are reserved for employee carpools in the Howe Street garage. These parking spaces are available to employees who sign up & there is no cost for these spaces. On average 45 vehicles are parked in the carpool designated spaces on weekdays. The following data outlines the employee carpool programs contribution to the reduction in commute trips to the Oakland facility, as well as patient/visitor carpool vehicles. Patient/visitor carpool data provided by Fehr & Peers Transportation Analysis Nov. 2005, indicating 19% carpool rate based on survey of 125 patients. This corresponds to a sample rate of 2% of average daily patients. This data will be verified and reported on again during the next Employee & Member Baseline Transportation Survey, to be completed in January of 2006.

1.6 Concierge Services (Current)

The Concierge Services are supportive services, such as picking-up/dropping-off dry cleaning or running other errands, currently available to Oakland Kaiser Permanente employees. Thus employees do not need their personal vehicles during the workday as an incentive to use transit to commute to work.

An option that has been suggested is using car sharing services. The Concierge Service fills the same need by taking care of mid-day errands.

1.7 Tele-Commute Policy and Program (Current)

POLICY STATEMENT

Telecommuting is considered a legitimate management option when, in individual cases, it is found to be cost effective, supportive of Kaiser Permanente's (KP's) business objectives, acceptable to supervisors and desirable to employees.

PURPOSE

This policy is intended to increase department and employee effectiveness, competitively attract and retain highly qualified and productive employees, reduce costs associated with office space, and minimize commute congestion and pollution in the KP community.

COVERAGE

Any non-union employee can potentially participate, however Kaiser Permanente's Oakland facility is an active Medical Center, where a large number of the staff are involved in direct patient care, and must perform their work right at the campus. Telecommuting is limited to a small percentage of administrative employees, dependent on management policy.

DEFINITIONS

Telecommuting is the practice of working at a location other than the normal workplace provided by the employer. Work may be performed at home, at a satellite office, or a neighborhood work center. It may involve the use of computers, modems, fax machines, answering machines, and other such equipment. Telecommuting, either regular or occasional, is a cooperative scheduling arrangement between supervisors and employees.

Regular telecommuters work away from the normal workplace on a prescheduled basis.

Occasional telecommuters work away from the normal workplace intermittently.

PROVISIONS

ASSISTANCE. Telecommuting Guidelines for both employees and managers are available from the Transportation Systems Management Department. Information and counseling regarding telecommuting are available to employees and managers from a Human Resources Consultant before developing and/or during a telecommuting arrangement. Technical assistance in gaining remote access to KP's computer system is available from the local Information Technology Services representative.

APPROVAL. Individuals wishing to telecommute must obtain the support and consent of their supervisors and department heads. Each department will determine which positions and individuals are appropriate for successful telecommuting. Even when telecommuting may appear to be appropriate, employees may be expected to work at the normal workplace for a period of time before it can occur, in order to review or operationalize the job functions for a remote site.

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VOLUNTARY NATURE. Telecommuting is a voluntary option. No manager is obligated to approve telecommuting. No employee is obligated to participate in telecommuting. A telecommuting arrangement may be terminated at any time and for any reason by either the manager or the employee with at least two weeks' notice.

AGREEMENTS. Occasional telecommuting can occur based on a verbal agreement between the employee and supervisor. Regular telecommuting, which typically occurs one to three days per week, requires both the employee and the supervisor to complete and sign an official Telecommuting Agreement available from the HR Consultant or Transportation Systems Management. If a matter arises which is not covered by the agreement, a representative from the Legal Department should be consulted in order to amend the agreement. In addition to this policy, the employee may need to comply with additional policies dealing in greater detail with systems access, security, or other matters. The Agreement should be maintained in the department file.

COMPENSATION AND BENEFITS. An employee's compensation, benefits, work status, and credited service will not change as a result of telecommuting.

STANDARDS AND EXPECTATIONS

The amount of time an employee is expected to work per day or per pay period will not change as a result of telecommuting.

Job responsibilities and standards of performance and productivity will not change.

Telecommuters will be as accessible as their on-site counterparts during their agreed upon regular business hours, regardless of work location.

CONFIDENTIALITY. Employees must take all necessary precautions to insure the confidentiality of KP records and to prevent unauthorized access to any KP system from their remote locations.

EQUIPMENT/SUPPLIES. In most instances, employees will provide and maintain their own equipment. KP may choose to loan employee's technical equipment which KP will maintain. KP will provide minor office supplies to the telecommuter, such as paper and pens, for work use either in the normal work location or elsewhere.

EXPENSES. The written agreement will document those work-related expenses that the supervisor agrees to reimburse. These expenses might include telephone charges, photocopying, package delivery or fax costs. Reimbursement will occur upon receipt of appropriate documentation of approved expenses.

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Section Two

Proposed Recommendations (New)

2.1 Expand TDM Outreach and Encouragement Program

Personnel Costs: \$15,000

Collateral and Marketing Material: \$5,000

Even though the TDM Outreach and Encouragement Program emphasis will be directed towards Kaiser Employees, the TDM Coordinator will also serve member's needs whenever possible. For example, all of the outreach events including transportation fairs and tabling events will also be provided to the members, with Personal Trip Plans (as opposed to Pro-Active Trip Plans described on pages 33 – 35) being provided to all participants.

One of the main recommendations that is needed, is to enhance and expand the current TDM Outreach and Marketing Program (which is detailed on pages 17 - 18) by these new TDM services and projects.

- Review current Commuter Check distribution system, implement suggested changes to more effective Commuter Tax Incentive
- Expand in house car and van pool matching system;
- Begin initial work on a new transportation website emphasizing TDM programs
- Establish walking and bike safety routes as part of expanded transportation website
- Develop and staff an on-site transit information center
- Review current intra campus and BART shuttle schedules and routes, draft suggestions for possible service improvements
- Establish walking and bike safety routes as part of expanded transportation website
- Work with OMC management to solidify policy regarding telecommuting
- Design outreach program using existing "Thrive" infrastructure (Emphasizing health benefits of alternative transportation modes). "Thrive, Don't Drive (Alone)"
- Work with adjacent hospitals to address common TDM challenges & solutions
- Provide transportation representation at Piedmont neighborhood group meetings
- Consider consolidation of shuttle (and possible other) services
- Work with consultants and City of Oakland on shuttle and safety issues impacting the new MacArthur BART station
- Review parking fee structure for employees and members
- Establish sustainable budget for TDM programs (seek approval to earmark (potential) parking fee increases to directly support/fund TDM program expansion)

Mid to Long Term (2009 – 2013)

- Completion of new garage allows:
 - Expansion of secure bicycle parking program, with lockers and showers; Increase in number of designated carpool spaces; Development of van pool program and parking
- Satellite parking and shuttle programs during MB tear down phase
- Assist with studying parking distribution and flow, make recommendations and implement more efficient distribution for current parking demand
- Continue community out reach
- Draft suggestions for possible connecting shuttle services from OMC to downtown Oakland, KP Corporate and Richmond medical center
- Continually update and revise transportation website and transit information
- Continue to provide personalized trip planning sessions for employees
- Conduct semi-annual transportation survey
- Based on survey, measure impact/results of existing services, adapt/revise accordingly

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- 2.2 Commuter Choice Incentive Program &
- 2.3 Commuter Check Increase

2.2 Commuter Choice Incentive Program

Proposed Setup:

Using the commuter choice initiative IRS Rule 132(f), KP management could administer the pre-tax transit program for the existing 390 employees and encourage other/more employees to enroll in to the program that would benefit both the employees and the employer (KP).

IRS Code 132(f) is a great transit encouragement incentive and allows the employees to deduct up to \$105 per month pre-tax to pay for the transit/vanpool costs and up to \$200 each month to pay for parking only at transit locations/stations (such as Caltrain, BART station, etc).

Employees benefit from the reduced transit cost and save up to 40% on their annual transit cost. For example, if the KP employee is currently purchasing the BART tickets for \$100.00 each month the same tickets will cost about \$60.00, if purchased using the pre-tax (Commuter Choice Program). Further, the employer would also benefit from the pre-tax transit program administration as the employer does not pay any payroll taxes on the amount employees deduct each month to pay for the transit costs. In the example above demonstrating the employee savings, the employer would save roughly \$7.65 for each employee making pre-tax transit purchase of up to \$100 each month.

Comparing the current KP staff using the transit modes (based on the KP employee survey) the following calculations show the overall savings to KP (employer) and the employees:

- BART Ridership:** 11.7% (reported on KP employee survey)
- AC Transit:** 1.2 % (reported on KP employee survey)
- Vanpool:** 0.6% (reported on KP employee survey)

Based on the survey data above and comparing it to the current commuter check consumption (\$20 transit subsidy provided by KP every two months to 390 employees), KP could save \$46,800 annually simply with the discontinuation of the \$20 transit subsidy and with the implementation of the Commuter Choice Initiative. Please see detailed breakdown/calculations as support material below. KP would need a Commuter Choice Benefits administrator or other entity (private or Kaiser) to implement the program.

ALTRANS can provide this setup and the administration fee could simply come from the payroll savings. Thus, KP employees save and are motivated to take commute alternatives with the implementation of the program, KP saves on the payroll taxes, and overall reduction in parking problems and traffic congestion with more employees using the program now and into the future – without having to increase the Commuter Check subsidy.

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Current BART Riders: 338 of 390 (calculation based on the survey response to BART usage/ridership). Most BART riders purchase tickets well over \$105 (pre-tax transit monthly limit). Thus the total annual pre-tax transit purchase by the BART riders: \$425,880.00. Employees would each save up to \$504 with net combined employee savings of \$170,352. Employer (KP) would save up to \$32,579.82 each year (7.65% payroll tax savings with net employee payroll transit deduction of \$425,880.00). KP can simply recruit a vendor using part of the \$32,579.82 payroll savings to administer the Commuter Choice Initiative for KP staff. Please note the savings on the payroll tax would increase as more and more employees start using the program in future years.

Current Transit Riders: 35 of 390 (calculations based on the survey response to AC Transit usage/ridership). Most local transit service users purchase the monthly transit flash pass valued at \$70.00 per month. Thus, the total annual pre-tax purchase by local transit riders: \$29,400.00; with potential employee savings of up to \$11,760.00; and employer (KP) savings of up to \$2,249.00.

Vanpool Riders: 17 of 390 (calculation based on the survey response to Vanpool usage). Most vanpool users deduct up to the maximum allowed \$105 pre-tax transit to pay for the vanpool expense each month. Thus, the total annual pre-tax purchase by vanpool users/riders: \$21,420.00; with potential employee savings of up to \$8,568.00 and the employer (KP) savings of up to \$1,638.63.

Based on the current commute alternatives usage/consumption (390 employees) and as calculated above for each one of the three modes, the total savings to Kaiser would be up to \$36,467.45 per year from the administration of the Commute Choice Initiative and further \$48,204 with the discontinuation of the non-taxable current \$20 transit subsidy every two months. The total employer savings or cost reduction of **\$84,671** and the total employees combined savings would be up to **\$190,680.00**.

2.3 Increase Commuter Check Subsidy

SOV's Reduced: N/A
Annual Cost: \$46,920
Cost/Effectiveness: N/A

According to the current baseline transportation survey that was conducted in March of 2006, 9.3 percent of all employee survey respondents reported that they chose to use a commute alternative due to the "cash incentive program" or Commuter Check Program.

Likewise, a full **47.5 percent** of the employees, when asked what would encourage them to try alternative transportation modes, reported that a monthly cash incentive would be the number one choice to assist them in the usage of commute alternative modes. The respondents also wrote in (direct) comments to this one question (number 10) that they preferred a monthly subsidy of approximately 40 – 50 dollars.

Kaiser will be increasing the current subsidy of \$10.00 to \$20.00 a month for those employees that choose transit, BART or van-pooling modes to work.

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2.4 Custom On-Line & Regional Carpool Program (1.0 to 19.9 miles out)

SOV's Reduced: 100 - 199

Annual Cost: \$30,000

Cost/Effectiveness: \$113 per SOV reduced

According to the March 2006 KP Baseline Survey Results, up to 100 percent or 4,072 employees live within 25 miles from KP. ALTRANS has removed the top two (highest) distances of 20 – 24.9 and 25+ miles and the lowest mileage (from KP) of 0 - .9 miles from the potential draw of new carpool commuters. We have done this as these first two geographical areas are too close and the later distance may be a little too far to fully accommodate the baseline of potential carpoolers.

Therefore, that there are approximately 24.4 percent of the total employee population that live either too close or too far to use the carpool mode, thereby leaving a full 75.6 or 3,078 of all employees capable of using the carpool mode, a huge potential market share for the carpooling mode.

Of these 3,078 potential carpoolers, ALTRANS has arbitrarily reduced this potential figure by ½ (to 1,539) as there may not be enough of the employees living in close enough proximity to each other to facilitate a positive carpool match. The only way to identify the exact proximity and more accurate (non-arbitrary) figure is to geo-code all employees of Kaiser, which ALTRANS will accomplish in 2006. In addition, ALTRANS believes that it is important to further reduce this potential grouping of 1,539 potential new carpoolers by a factor associated with the coordination of employees that have similar start and end times.

According to the March 2006 KP Baseline Survey Results, 86 percent of Kaiser Employees arrive during the Peak A.M hours of 0700 to 0900 and 74.7 percent of the employees depart Kaiser during the P.M. Peak Hours of 1600 to 1800 hours. According to this critical element of time coordination, it is expected that 1,324 employees could be matched together with another Kaiser employee for their ride to work.

ALTRANS claims that 15 percent of Kaiser Employees (from the sub-group of potential employees are most likely to use carpool as shown above – 1,324 potential employees x 15%) will be using the carpool mode, for a net figure of **199 new carpoolers**.

The goal of increasing carpool ridership by 15 percent is further collaborated when looking at the March 2006 KP Baseline Survey Results, where 23.4 percent of the employees responded to question 9, stating that they would choose the carpool mode if they were to use an alternative transportation mode.

In order to fully accommodate the 100 - 199 new carpoolers at Kaiser, there will need to be physical site improvements including the procurement of an additional 50 - 100 reserved carpool parking spaces. The next page describes in detail the non-physical site improvements or projects that will also need to take place.

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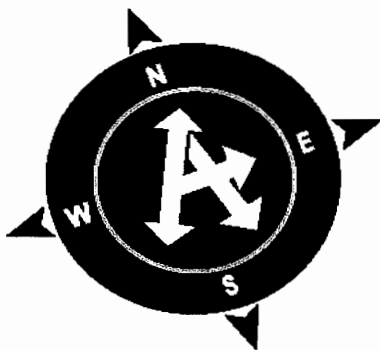
- Access and weekly maintenance of On-Line Carpool Program: \$15,000 per year
- Pro-Active Carpool Trip Plans (PCTP): See PCTP Distribution Schedule on pages 33 - 35.
- Marketing and Collateral Material: \$5,000 per year
- Service-related Surveys: \$5,000 per year
- Technical and Geo-Coding Support: \$5,000 per year
- Incorporate Carpool Program marketing efforts into daily TDM Coordinator activities; promote carpool program by conducting joint tabling event and Transportation Fairs

Background and Program Information

According to the RIDES for Bay Area Commute Profile of 2002, the number one reason why employees do not use the carpool lane is due to not being able to find a commute partner. ALTRANS will work with Kaiser to build and maintain an active carpool database for all the employees that are interested in receiving periodic carpool match lists at the worksite. This database will only be for Kaiser Employees and will be coordinated through a proprietary Geographical Information System (GIS) database that ALTRANS has developed in conjunction with our web site. This GIS Carpool Program can also be interfaced with the Intranet system at Kaiser and will allow employees to toggle back and forth between their custom on-line carpool database and the Regional Rideshare Program in a seamless and non-duplicating manner.

After employees receive their carpool and transit information, a follow up would be made to offer any needed assistance in their commuting efforts. In addition, weekly database inquiries will be made to identify the areas that could support viable carpools which will generate additional communication to other employees that live in that particular area, asking them to sign up and use the carpool interactive program.

In addition, ALTRANS will be able to provide the employee/commuters with a “real-time” carpool match list service from our GIS based web site. From the web site, the commuter will be able to visually determine their origination and destination points in relation to other Kaiser employees if they choose to participate in this carpool program and would be able to assist themselves to identify and select their own carpool partner(s).



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KAISER PERMANENTE®

Survey Results for
Kaiser Permanente
Oakland Medical Center

March 2006

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KP Oakland Facilities/Location Map.....	Appendix B
Respondent's Verbatim (listed by the question#).....	Appendix C

SECTION 1:

**Inventory of all
Commuter Options**

Section 1: Inventory of Commuter Options

1.1 List all current options available for Kaiser employees including all transit, train, private and public shuttle service, carpool service provider, bicycle paths and lanes for each of the three sites. Are these sites part of a cities Bicycle Transportation Network?

Transit Access: AC Transit public transit routes.

Train Access: BART

Private shuttle service: KP BART Shuttle Service.

Public shuttle service: None.

Carpool service provider: Regional Ride Share Program (www.511.org)

Bicycle paths/lanes: *Class III On-Street Bike Route* along Webster Street leading up to KP Oakland Medical Center.

Class III: On-Street Bike Route is any road or street designated for bicycle travel. These routes are not for the exclusive use of cyclists. Often, routes include residential streets with low auto volumes and speeds.

1.2 List all future alternative transportation options that will be available for Kaiser employees in each of the areas that the sites are located. Organize in to short, medium, and long-term timeframes with level of probability of new services being delivered.

TBD; Recommendations in TDM Plan.

1.3 Report on relevant legislation/bills that could positively (or negatively) affect an alternative transportation program at Kaiser – Oakland. List all current and potential development/building projects at local Kaiser sites that would benefit from a comprehensive Transportation Demand Management (TDM) program.

City Requirements. TBD; Recommendations in TDM Plan.

Section 2:

Employee Survey Information

Section 2: Employee Survey Information

2.1 Identify demographic information from survey including distance from work, part-time versus full-time employees, start and end times of employees.

Q1: How far do you live from work? (One way mileage)

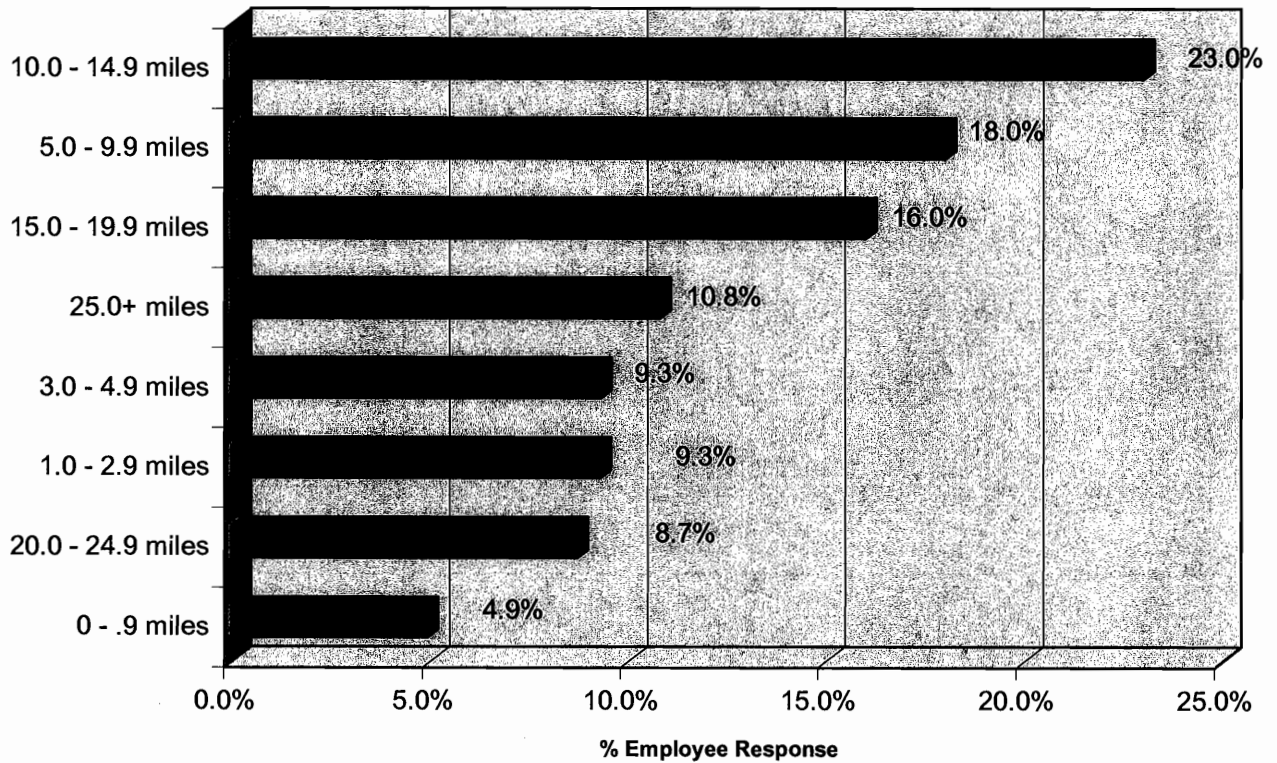


Chart 1

Chart 1: First question on the survey asked employees the total mileage of their one-way trip to work. The results are tabulated in the chart above with nearly 59% of the employees commuting more than 20 miles a day (round-trip).

Q2: What is your work status?

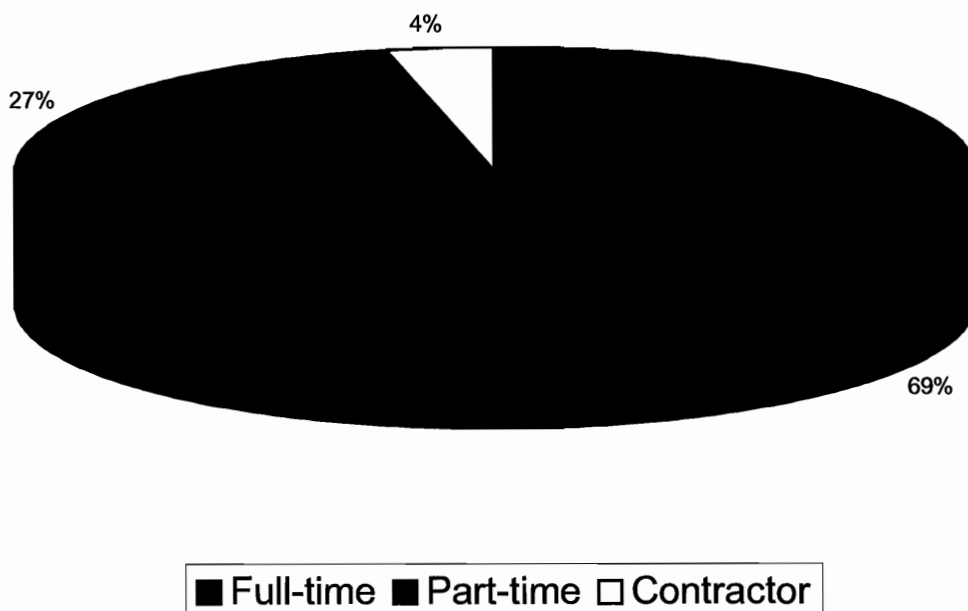


Chart 2

Full-time (40 hours per week or more)	69.3%
Part-time (35 hours per week or more)	8.8%
Part-time (30 hours per week or more)	8.8%
Part-time (20 hours per week or more)	6.9%
Part-time (25 hours per week or more)	2.5%
Contractor (Full-time)	2.5%
Contractor (Part-time)	1.2%

Chart 2: The response to second question of the survey reports that majority or nearly 70% of the survey respondents are full-time employees at Kaiser Permanente Oakland Medical Center.

Chart 3: The respondents from question #3 of the survey reported work start times. Majority (87%) of survey respondents start work usually between 700am-900am.

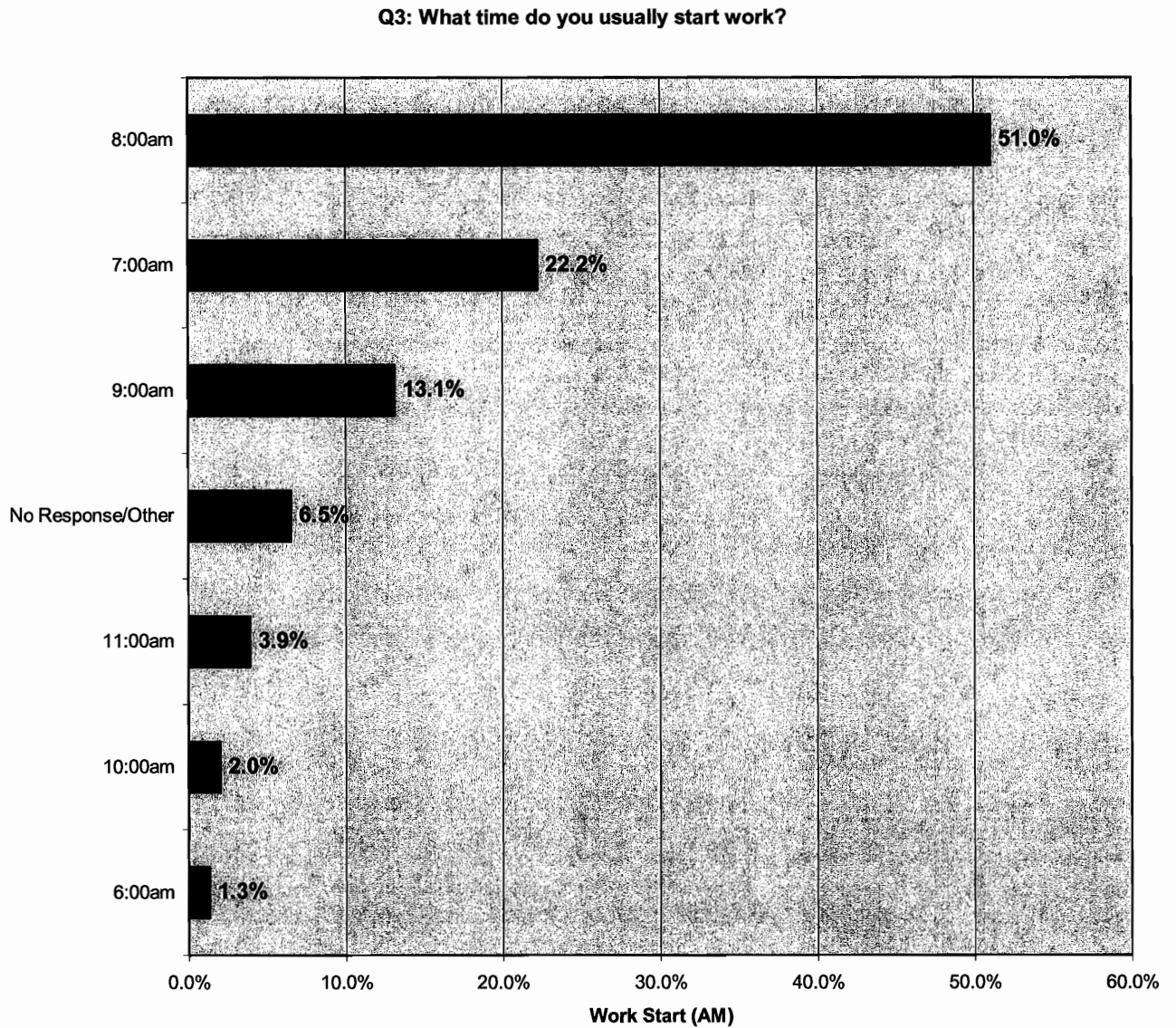


Chart 3

8:00 am	51.0%
7:00 am	22.2%
9:00 am	13.1%
11:00 am	3.9%
10:00 am	2.0%
6:00 am	1.3%
No Response/Other	6.5%

Chart 4: The respondents from question #4 of the survey reported work end times. Majority (75%) of survey respondents leave work usually between 400pm-600pm.

Q4: What time do you usually leave work?

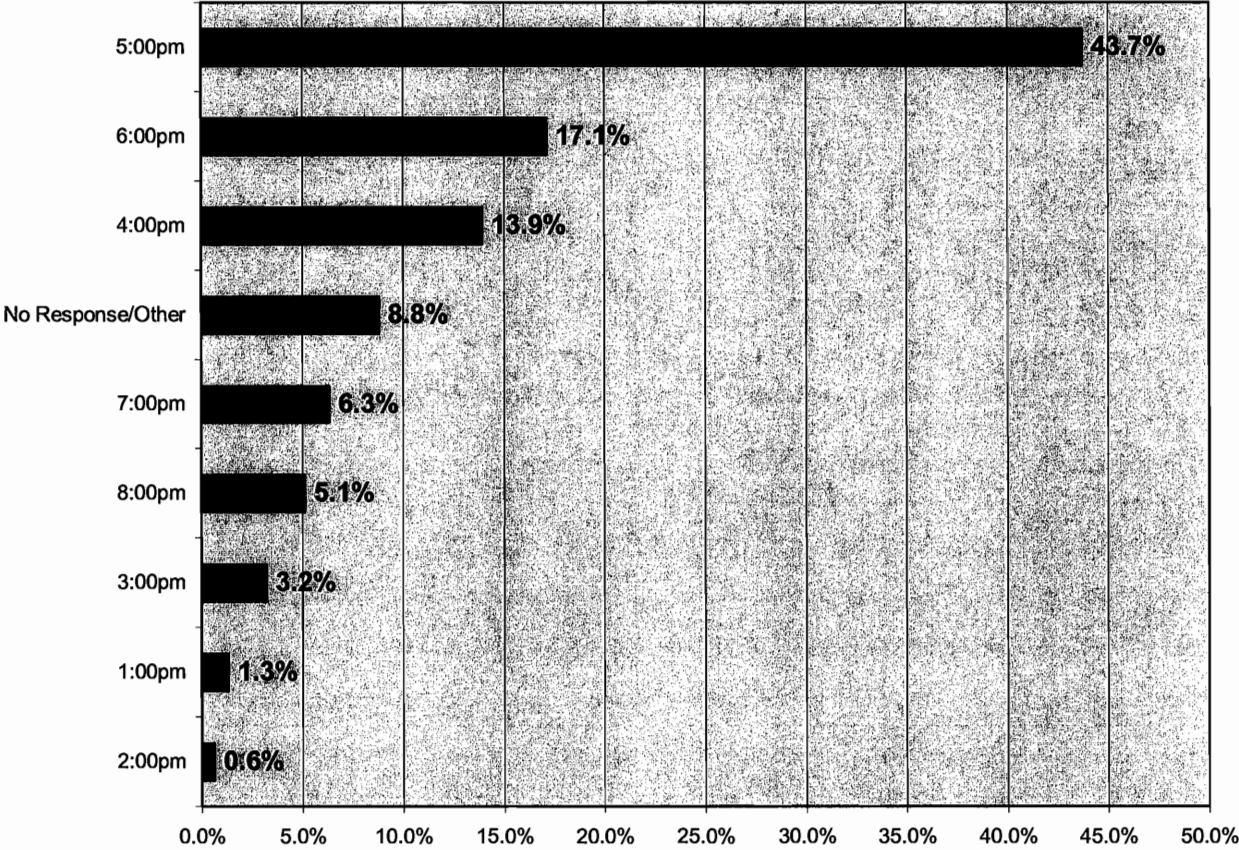


Chart4

5:00pm	43.7%
6:00pm	17.1%
4:00pm	13.9%
No Response/Other	8.8%
7:00pm	6.3%
8:00pm	5.1%
3:00pm	3.2%
1:00pm	1.3%
2:00pm	0.6%

Question 5: How many days per week do you usually follow the schedule in Question 3 and 4?

Majority (62%) of the survey respondents follow the work schedule (5 days per week) reported in the Questions 3 and 4.

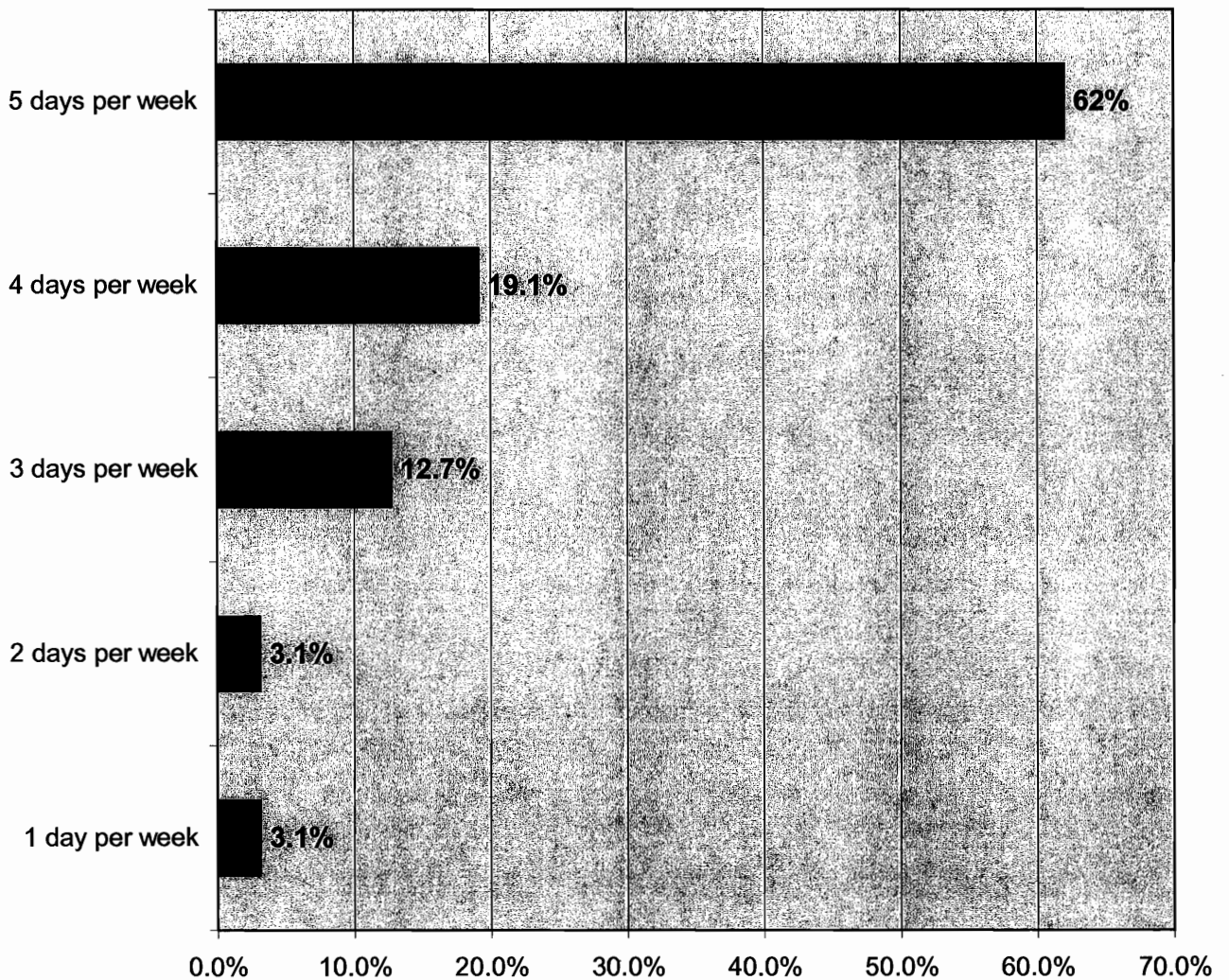


Chart 5

2.2 Identify current transportation patterns of Kaiser employees including SOV percentage, transit usage, carpool usage, and bicycle usage and extrapolate to all employees per commute mode. Provide needed graphical chart.

Q6: How do you most often travel to work?

Drive Alone:	76.2%
BART:	12.4%
Carpool:	3.3%
Walk	2.9%
Dropped Off:	2.7%
AC Transit:	1.2%
Bicycle:	0.7%
Vanpool:	0.5%

Chart 6

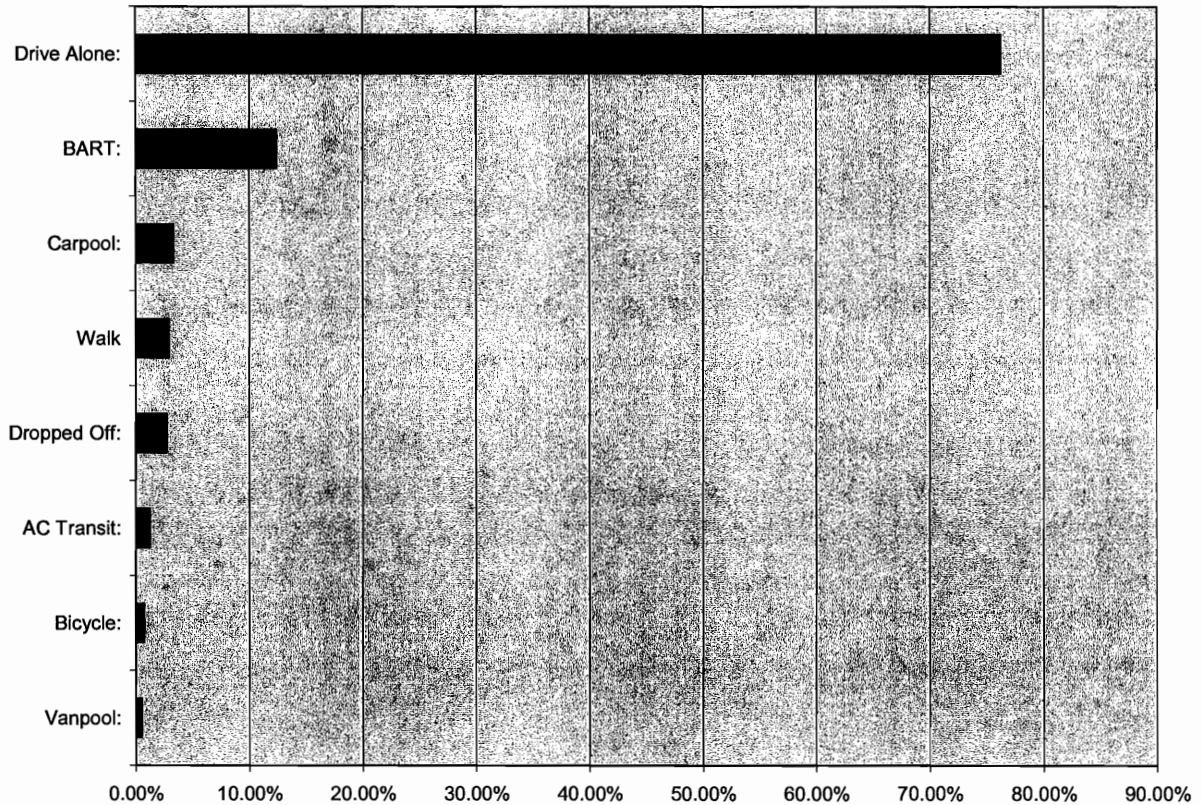


Chart 6

The overwhelming survey response to question #6 is “Drive Alone” at 76.2%, which clearly contributes to the traffic congestion and parking problems at the KP Oakland Medical Center site(s).

In addition to selecting “Drive Alone” as the primary mode of commute, some survey respondents also noted the usual parking locations as noted below:

Caltrans Parking: 2.1%

Fabiola Building: 6.3%

Howe Building: 21.1%

Main Hospital Parking: 3.2%

McArthur/Broadway: 51.4%

Mosswood: 3.2%

Visitor Parking Spots: 5.3%

Piedmont: 6.3%

Patient Parking: 1.1%

2.3 Provide detailed information on what the employee's report as to what is the main reason for driving to work and what would encourage them to use an alternative transportation? Provide needed graphical charts.

Q7: What is your main reason for driving to work?

Other/No Response	19.8%
Prefer to drive my own vehicle	16.7%
Need to transport children	13.6%
Anything else takes too long	10.1%
Parking is affordable	8.1%
Live close to work	7.1%
Need my car for Kaiser business	6.6%
Need my car to run errands before/after work	4.5%
Safety Concerns	3.5%
No reasonable transit option	3.0%
Need to get home in case of an emergency	2.0%
Irregular work hours	1.5%
Transit costs too expensive	1.0%
Don't know which transit to take	1.0%
Don't have anyone to ride with	1.0%
Poor bicycle and pedestrian access	0.5%

Please see Appendix C to read the comments made by the survey respondents who selected "Other" or did not respond to this question.

Q8: What would encourage you to use an alternative to driving alone?

Monthly cash subsidy for taking transit:	47.5%
No Response or Other:	20.5%
Help finding a Carpool match:	14.2%
Higher Parking Fee:	5.7%
Preferred parking for car/van pools:	5.0%
Guaranteed Ride Home:	4.3%
Help in finding a public bus/train or BART route:	1.4%
Prizes, drawing, etc.	0.7%
Secure, convenient bicycle parking:	0.7%

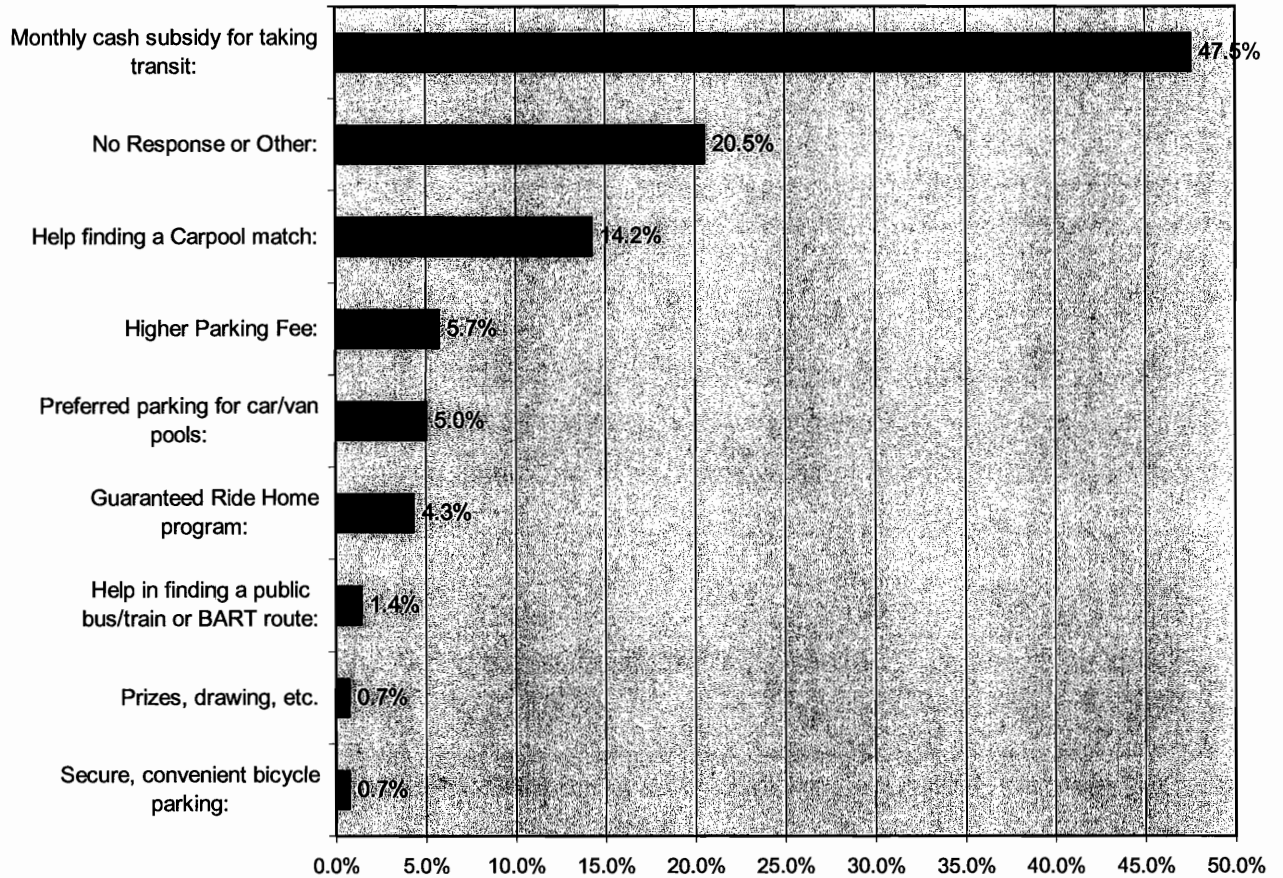
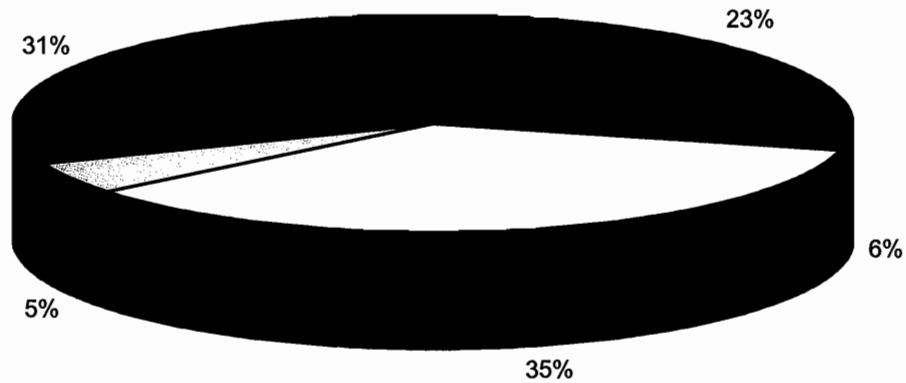


Chart 7

Chart 7: The survey response to question #8 indicates the “Monthly/Cash subsidy for taking transit” would encourage Kaiser employees to use the commute alternatives. Please see Appendix C to read the comments made by the survey respondents. Also, some survey respondents noted the amount of cash subsidy they would see implemented. Response to cash subsidy ranged from \$25-\$150.

Q9: Of the following alternative commute modes, which would you most likely use?

Public bus/train, BART:	35.2%
Private Shuttle Bus from my neighborhood:	31.1%
Carpool:	23.4%
Vanpool:	5.5%
Bicycle:	4.8%



■ Carpool ■ Vanpool □ Public bus, train, BART □ Bicycle ■ Private Shuttle Bus from my neighborhood

Chart 8

Chart 8: The survey response to question #9 indicates “Public bus, train, BART” and “Private Shuttle Bus from my neighborhood” and “Carpool” would be the commute mode Kaiser employees would most likely use. Some survey respondents (less than 1%) who selected “Other” noted nothing/no change would encourage them to use commute alternatives.

Q10: If you normally use an alternative mode of transportation, what motivates you?

Cost savings	27.9%
Improved Air Quality/reduced emission	19.3%
Save wear and tear on personal vehicle	9.3%
Cash incentive program	9.3%
Time savings	7.9%
Stress reduction	7.1%
Convenience	7.1%
Other	6.4%
Flextime program	2.9%
Allows someone else to do the driving	2.1%
Preferred parking for car/van pools	0.7%

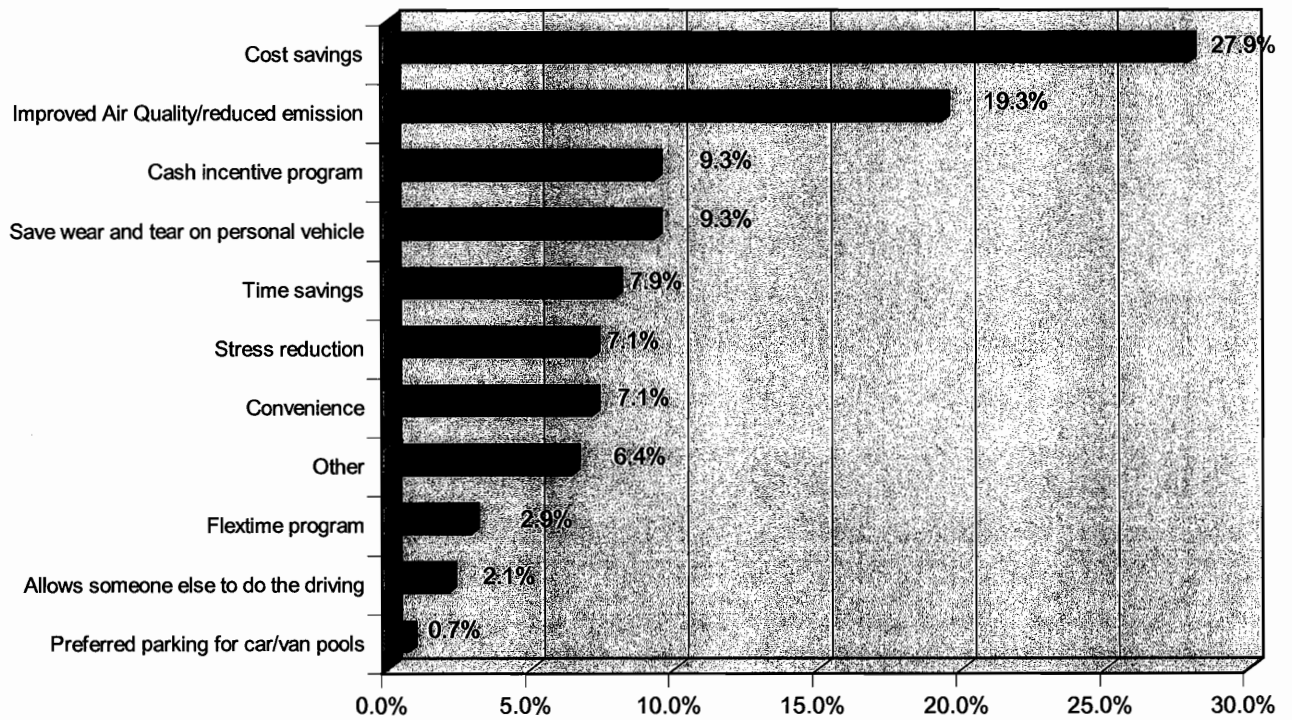


Chart 9

Chart 9: The survey response to question #9 indicates “Cost Savings” and “Improved Air Quality/reduced emission” followed by “Cash Incentive Program” and “Save wear and tear on personal vehicle” as the motivation for most KP employees in choosing alternative modes of transportation. Survey respondents who selected “Other” noted “bad traffic” (roughly 2% of the survey respondents who noted Other wrote comments relating to bad traffic) and another 2.5% survey respondents who noted Other wrote comments referring to “exercise/fitness” as their main motivation in using the commute alternatives.

Q 11: How many times a week do you normally use an alternative mode of transportation to get to and from work?

1 times per week	45.7%
4-5 times per week	25.9%
2-3 times per week	13.6%
10 or more times per week	9.8%
6-7 times per week	2.5%
8-9 times per week	2.5%

The response to the question #11 of the survey shows nearly half or roughly 46% of the survey respondents who use commute alternatives use them less at least one time per week. Additional 40% use them 2-5 times per week followed by roughly 10% using commute alternatives 10 or more times per week.

Q12: Would you participate in an On-Line Carpool Referral Program?

NO	84.4%
YES	15.6%

Q13: If you answered “Yes” to question #12, would you prefer participating in a private carpool database for KP employees only, or a regional rideshare database (shared with KP and non-KP employees)?

Regional Rideshare Database	63.5%
Private Carpool Database	36.5%

The response to the question #12 and #13 indicates some (roughly 16%) of KP employees would like to participate in the On-Line Carpool Referral Program. However, of those interested the majority would prefer participating in the regional rideshare database.

Q14: Does the existing Kaiser BART Shuttle Program meet your commute needs?

Don't use it	43.5%
Yes	29.0%
No	27.5%

Q15: How many times a week do you use the existing Kaiser BART shuttle to get to and from work?

1 times per week	54.8%
4-5 times per week	21.0%
2-3 times per week	12.9%
10 or more times per week	9.7%
8-9 times per week	1.6%
6-7 times per week	-

The response to the question #15 of the survey shows more than half or roughly 55% of the survey respondents who use Kaiser BART shuttle use it at least one time per week. Additional 34% use the BART shuttle 2-5 times per week followed by roughly 10% using the BART shuttle 10 or more times per week.

Q16: How many times a week do you use the AC Transit to get to and from work?

1 times per week	71.4%
2-3 times per week	14.3%
4-5 times per week	8.2%
10 or more times per week	4.1%
6-7 times per week	2.0%
8-9 times per week	-

The response to the question #16 of the survey shows the vast majority or roughly 71% of the survey respondents who use AC Transit use it at least one time per week. Additional 22.5% use the AC Transit 2-5 times per week followed by roughly 4% using the transit bus 10 or more times per week.

Q17: What improvements could be made to Kaiser commute programs that would encourage you to use commute alternative more often?

Most survey respondents did not respond to this write-in question. However, the response to this question by most respondents is very similar and is summarized as following:

→ Shuttle Service Schedule/Service Adjustments and Expansion of the shuttle program/service to employee neighborhoods (Alameda, San Francisco, Contra Costa County, etc).
→ Implementation of the cash incentive program
→ Improved/Enhanced commuter voucher system with increase in monthly deduction limits.

Please see Appendix C to read/review the verbatim by the survey respondents.

Q18: Would you continue to drive and park on-site, if there was a temporary but unavoidable traffic and parking problem? If Yes, what would be your ideal parking location?

YES	83.5%
NO	16.5%

Most survey respondents (nearly 60%) did not respond to the write-in part of this question or wrote “Don’t know.” Following is the list of the parking locations noted by some survey respondents who selected “YES” they would continue to drive and park on-site despite temporary but unavoidable traffic and parking problems. Please see Appendix C to read/review the verbatim by the survey respondents.

→ Howe (38.8%)
→ MB (26.0%)
→ On/Across the street from my current parking location (15.1%)
→ Main Garage (5.0%)
→ Fabiola Bldg (4.3%)
→ Broadway (3.9%)
→ Piedmont (1.6%)
→ Mosswood (1.5%)
→ Visitor/Patient Parking (1.5%)
→ Honda Parking (1.2%)
→ Caltrans (1.2%)

APPENDIX B:

KP Oakland Facilities/Location Map

APPENDIX C:
Respondent's (Verbatim) Answers

May 23, 2006

Access to CarpooltoKaiser.com

ALTRANS will provide current carpool website (interactive and real-time carpool referral system) with a unique web address for the employees and members of Kaiser Oakland.

ALTRANS will also upgrade the current program so that when a commuter first logs onto the site, they are asked if they are an employee or member. Pages for the member's usage, which will be part of the CarpooltoKaiser.com website, will include carpool choices that are more dependent on member's daily trip needs and will allow for a more "casual carpool experience". The new pages for members will be established so that they can schedule their visit two weeks in advance and will also be in real-time mode, with ALTRANS staff purging the carpool information on a weekly basis in order to keep the new data more accurate.



KAISER PERMANENTE

Welcome to the Kaiser Permanente Carpool website!

Once you have registered with this website you will automatically receive a list of other participants who work at the same Kaiser site. This list will provide you the opportunity to join and/or form a carpool to your work location. The database is constantly being updated, so if you do not receive a matchlist on your first visit, please try again later.

[REGISTER HERE](#)

[LOGIN NOW!](#)



KAISER PERMANENTE

New user registration

* required fields

* First name

* Last name

* Cross street 1

Select street type

* Cross street 2

Select street type

* Home Zip code

* Work Location

Select location

* Days of week

Monday
 Tuesday
 Wednesday
 Thursday
 Friday

Select Arrival Time

Select Departure Time

Select Arrival Time

Select Departure Time

Select Arrival Time

Select Departure Time

Select Arrival Time

Select Departure Time

Select Arrival Time

Select Departure Time

* Email:

* Phone:

* Release phone number to rideshare participants?

YES NO

(Your phone number will not be displayed on matchlist if you select "NO")

* Login name

* Password

 (4-10 characters)

* Password again

* Commuting Preference

Ride Drive

continue

May 23, 2006



KAISER PERMANENTE®

Welcome Stephen Blaylock

There are 7 users matched from Santa Clara location.

[Top of Form](#)

Users 1 - 5 of 7

[Next >>](#)

Full Name	Phone	Email	Zip		Day(s) and times	Commute Preference	<input type="checkbox"/>
Mike Benson	opt out	michael.benson@kp.org	95117	Homestead Rd & Kiely Bl	Monday Arrival: 8AM Departure: 5PM, Wednesday Arrival: 8AM Departure: 5PM	Ride & Drive	2003-09-10
Craig Van Kessel	(090)090-0909	cvankessel@altrans.net	95117	Hamilton Av & Bascom Av	Monday Arrival: 8.30AM Departure: 5.30PM, Wednesday Arrival: 8AM Departure: 4PM	Ride & Drive	2003-09-03
Stephen Blaylock	opt out	sblaylock@altrans.net	95117	Homestead Rd & Lawrence Expwy	Monday Arrival: 8AM Departure: 5PM	Ride & Drive	2003-08-13
Lisa Blaylock	opt out	lblaylock@cbnorcal.com	95117	San Pablo Av & Toyon Av	Monday Arrival: 8.30AM Departure: 5.30PM, Friday Arrival: 9.30AM Departure: 2PM	Ride & Drive	2003-08-13
Faiz Khan	opt out	fkhan@altrans.net	95117	Payne Av & Saratoga Av	Monday Arrival: 8AM Departure: 5PM, Wednesday Arrival: 8.30AM Departure: 5PM	Ride & Drive	2003-07-30

[Top of Form](#)

[Next >>](#)

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[Tips on forming a carpool](#)

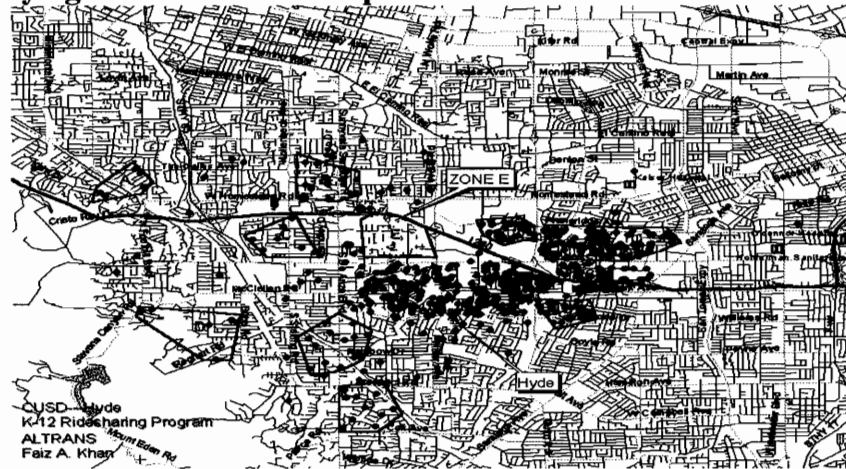
Disclaimer: Kaiser Permanente and ALTRANS provide referral services. They do not certify the character of ridesharing participants. Participants are advised to screen referrals to their personal satisfaction. Kaiser Permanente does, however, within the lawful limits of Title VI of the Civil Rights Act of 1964, as amended, reserve the right to refuse service to anyone.

Question/comments: email [customer_care](#) or call: 408-741-2693

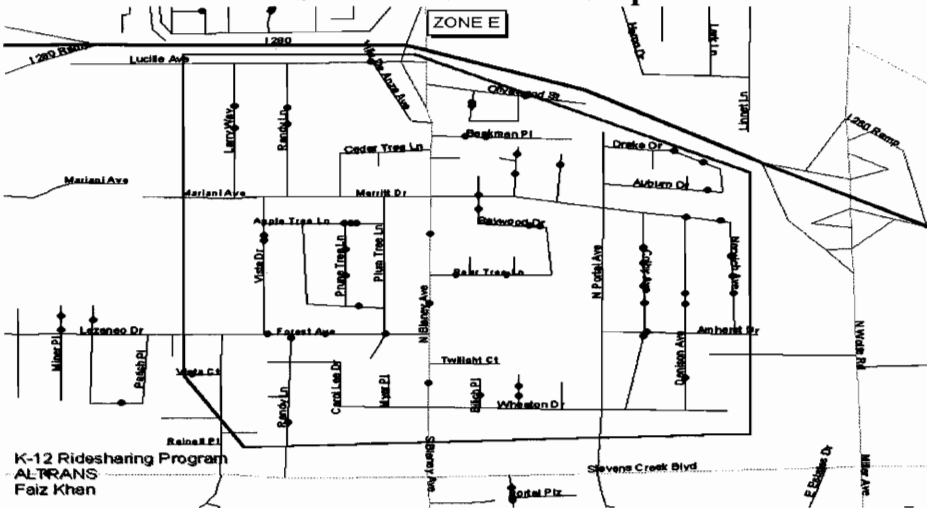
Identification of Potential Carpool Partners

ALTRANS staff will work with Kaiser Officials to temporarily acquire employee's origination points and will geo-code them in order to visually identify potential carpool partners. The two maps shown below are sample maps that ALTRANS uses to geo-code data and to initially determine potential carpool matches. This information will be used in conjunction with the Pro-Active Trip Planning process, which is described on pages 33 - 35.

Macro View Identifying Potential Zones/Carpoolers for Overall Area and Zone "E"



Micro View of Potential Carpoolers in Zone "E"



Process Evaluation – Carpool Referral Program

ALTRANS will conduct an on-line service-related carpool survey that will gauge the program's merit in the form of ease of use, marketing efforts and areas needing improvements within six months of implementing the on-line carpool program. **One-half** of the current carpool database and participants will be surveyed and evaluated from the overall database participants to ascertain current carpool usage.

2.5 Transit Encouragement Program

SOV's Reduced: 38 - 76

Cost: N/A

Cost/Effectiveness: N/A

According to the March 2006 KP Baseline Survey Results, 41.5 percent or 1,689 employees live within 9.9 miles from KP – all within the parameters of good transit usage.

The Transit Encouragement Program will directly compliment the “Transit First” policy mentioned in the City of Oakland’s General Plan, Pedestrian Master Plan and the Bicycle Plan.

ALTRANS has used the top-end mileage range of 5.0 – 9.9 miles, which contains approximately 18.0 percent or about 732 of the total 1,689 employees - which may be a little too far to efficiently use transit to get to work. Therefore ALTRANS has arbitrarily adjusted the potential draw of transit users to be a total of about 957 employees that can utilize AC Transit to work.

According to RIDES for Bay Area Commuters, approximately 80 percent of all Alameda County residents lived within ¼ mile (walking distance) of a transit route. Multiplying this percentage (of target residents) 957 Kaiser employees that could use the AC Service, there are approximately 765 employees that live within ¼ mile of a transit route that can be used to get to Kaiser. Additional extrapolation can also be applied from historical data from ALTRANS’ trip reduction programs that about 50 percent of these 765 potential transit users live within ¼ mile to ½ mile to a DIRECT Transit route to Kaiser. These are the employees that are most likely to switch from driving alone to transit. So told, there are approximately a base of 382 employees that are likely to use transit (specifically a direct transit route) to work.

Our goal is to get at least 10 - 20 percent of these 382 employees, or **38 - 76** net new employees most likely to use transit, to start using the AC Transit System.

Encouragement Efforts

- Pro-Active Transit Trip Plans (PTTP)
- Commuter Check
- General Marketing Material: \$4,000

Internal Efforts (what KP can do)

- Commuter Choice Initiative: (Please refer to pages 19 - 20 for a detailed analysis on this supporting (and excellent) support choice.

May 23, 2006

2.6 Vanpool Program

SOV's Reduced: 25 – 50

Cost: \$15,000 per year (with employees fare portion)

Cost/Effectiveness: \$300 per SOV reduced

According to VPSI, one of the largest vanpool companies in North America, the ideal distance to form vanpools for maximum cost-effectiveness and time-savings, from the stand-point of riders, is if the rider lives a distance of 25 miles or more from the worksite. Typical trips are normally at the 100 mile per round-trip measure.

According to the March 2006 KP Baseline Survey Results, up to 10.8 percent or 440 employees live outside a radius of 25 miles to Kaiser. As it is, this commute option is the least used at Kaiser with only 0.6 percent or 24 people using a vanpool to get to work. The 2006 Survey suggested that 5.5 percent or 223 people would be willing to use the vanpool option.

ALTRANS has chosen a more conservative goal of increasing the vanpool usage rate from the current 0.6 percent to just over 1 percent or approximately 50 employees coming into the site in new vanpools. This goal should be achievable even though vanpooling is one of the most difficult and time-consuming commute modes to start and maintain, mostly due to *finding a large enough group* of commuters that live close enough to each other (density issues) which have the same start and end times.

In order to accommodate the 50 new passengers to this new commute mode at Kaiser, there will need to be five, 15-passenger vans in operation through VPSI. ALTRANS recommends working with VPSI, a leader in vanpooling operations in the bay area since the 1970's. VPSI will provide the new vans, maintenance of the vans and assistance with helping keep them utilized to their maximum passenger load.

Kaiser Permanente's goal is to phase in the vanpools over the course of the expansion. Vanpools are very labor intensive to form and maintain and must be designed (and implemented) around specific routes or corridors. Based on the results of the initial vanpool, Kaiser Permanente will review the program and determine the feasibility of additional vans.

VPSI will charge Kaiser about \$1,250 per month for their 15 passenger vans, for a daily trip of 100 round-trip miles. Fuel costs are paid by the passengers. Kaiser can pay for the vans and have the individuals passengers pay for a portion of the cost of the vans. Overall costs to lease the five vans will be \$75,000 (\$1,250 x 5 vans) less a subsidy that the employees will pay of \$60,000 (\$100 per month x 50 passengers x 12 months). Please note that the employee can also claim this cost they pay (up to \$105.00 per month) as a tax credit, which reduces their out-of-pocket expense and allows Kaiser to pay less in direct payroll taxes towards their employees participating in the vanpool program.

Cost Scenario with Joint Subsidy

Straight Vehicle Cost will be \$15,000 per year (to Kaiser) with the employees paying their fair share of the costs at \$100 per month. per employee.

May 23, 2006

Encouragement Efforts: The TDM Coordinator will coordinate the day-to-day promotion and filling of the vehicles.

2.7 Expand Kaiser BART Shuttle Service

SOV's Reduced: 50 - 100

Cost: \$80,000 per year

Cost/Effectiveness: \$800 per SOV Reduced

Besides driving alone to work, taking BART is the next highest used form of transportation at Kaiser Oakland. According to the 2006 Survey, 11.7 percent or 476 employees use BART at least one day per week. Likewise the greatest number of employees, when responding to the type of commute mode they would be most willing to try, was again BART at 35.2 percent or 1,433 employees.

During the morning and evening commute hours, BART is already at or very near capacity levels, along with the internal current Kaiser BART Shuttle. Currently, the Kaiser BART Shuttle transports approximately 600 employees per day. If one more shuttle bus were to be placed into service, we estimate that approximately 50 - 100 new passengers will be able to use the current Kaiser BART Shuttle due to an enhancement and increase in frequency of the shuttle and an expansion in the capacity that they can now carry.

Shuttle Costs:

At the time of this Recommendation Report, there were not enough figures available regarding the cost of the current Kaiser BART Shuttle, outside of a driver (only) cost of \$26.00 per hour. Please note that this is the cost that PCA charges Kaiser for the driver only; Kaiser pays for all other costs including maintenance fuel costs, insurance, and communication and permit fees.

ALTRANS has been in the shuttle business for 5 years and can estimate that it is probably costing Kaiser about \$80,000 overall per bus, per year for all associated costs to operate fully. Therefore ALTRANS will use the approximate cost of \$80,000 per year to operate the proposed one new bus. When the prices of operating Kaiser's buses become available, these figures will be adjusted.

2.8 Bicycle Safety and Encouragement Program

SOV's Reduced: 49 - 98

Cost: \$15,000

Cost/Effectiveness: \$153 per SOV Reduced

According to the March 2006 KP Baseline Survey Results, a full 23.5 or 956 of all employees live within this distance from work, all within easy to moderate cycling distance. Within this distance, there is a sub-group of 14.2 percent of these employees that live within 2.9 miles of the work site that can easily cycle-commute to work. Therefore the capacity to increase this very efficient mode of transportation is excellent.

Currently there is only 0.6 percent of the work force or approximately 24 employees already cycling to work. This is a low for the inner-city site and access availability. Taking into consideration the current physical site limitations, bikeways, weather conditions and bike parking facilities, ALTRANS estimates that a conservative goal of increasing bicycle commuters to represent 3.0 percent of the total commuting population is achievable. If three percent of all employees cycle to work, this will result in a total of 122 people using this excellent and healthy (THRIVE) commute option. If we take the current 24 people that are already using this mode from the potential increase to 1.5 to 3 percent, we are **seeking to secure 49 - 98 net new cyclists to work.**

Planning Efforts:

- Development of Preferred Bike Routes to Kaiser Maps: \$5,000

Education Efforts

- Bicycle Safety & Riding Classes: Cost \$6,000 per year

These classes are taught by a licensed bicycle instructor on-site at KP and made available four times per year to all interested individuals. It is expected that some of the current cyclists, especially those that may have just started cycling to work will also attend these training sessions. The cost of the classes is approximately \$1,500 per session, which can educate up to five cyclists at a time. Course material and hand-outs are provided at these informative and "peddles-on" classes. It is expected that one session per quarter be provided to Kaiser Employees, educating up to 20 new cycle-commuters per year.

Encouragement Efforts

- Pro-Active Bike Trip Plans (PBTP): 956 PBTP's per year (Please refer to PBTP distribution schedule on pages 33 - 35).
- A budget of \$4,000 per year would be needed for marketing and collateral material.
- Advocacy efforts will be provided by the KP TDM Coordinator and will be dove-tailed into the general TDM assortment of services and outreach projects such as Tabling Events and Transportation Fairs. Cost is included in price of TDM Coordinator contract.

May 23, 2006

Internal (Bicycle) Facility Improvements

- New Showers/Locker-room. These costs should be provided through the re-build projects.
- Four new Bicycle Parking Cages that can accommodate approximately 150 bicycles. Retail cost will be approximately \$50,000 for all corrals or cages.

External (Bicycle) Facility Improvements (what other entities and jurisdictions can do)

- Bicycle facilities such as bike lanes and routes.

2.9 Pedestrian Safety and Encouragement Program

SOV's Reduced: 25 - 50

Cost: \$7,000

Cost/Effectiveness: \$140 per SOV Reduced

According to the March 2006 KP Baseline Survey Results, 2.5 percent or 101 employees currently walk to work. The Survey Report also demonstrates that approximately 4.9 percent or 200 employees live within 1 mile to work and other 9.3 percent or 379 employees live within 1 – 2.99 miles to work. For planning purposes, ALTRANS has estimated that there are approximately 250 employees that live within walking distance to Kaiser.

Since the walking mode choice was not listed in question 9 as a viable option to driving alone, it is difficult to identify what the potential number of people that would want to engage in the walking commute mode to work. However, ALTRANS will estimate that additional 25 - 50 employees can be encouraged to walk to work if there were an active outreach effort which included matching pedestrians together for a “walking bus”.

Costs:

- Development of “Preferred Walking Route Maps” @ \$5,000 (OTO Cost)
- Basic Outreach: Included in regular duties of TDM Coordinator
- Direct Marketing Efforts: Development and distribution of 400 Pro-Active Walk Trip Plans per year. Please refer to pages 33 - 35 for specific information and costs.
- General Marketing: \$2,000 for marketing and collateral material per year.

2.10 Provide Pro-Active Trip Plans

Annual Cost: \$51,120

A Pro-Active Trip Plan basically means that ALTRANS does the trip planning to identify which of the employees would be most suitable to the various commuter options available to them. By completing the unknown transportation options that could work for the commuter, ALTRANS stands a better chance at reducing more single occupant vehicles, which translates into becoming even more cost-effective.

The type of Pro-Active Trip Plan that employee commuters receive will depend upon the distance between their origination and destination points. The three groups have been organized depending upon these variances.

Identifying and Marketing all Commute Modes

As transportation professionals, ALTRANS has the ability to geo-code employees in specific neighborhood locations that are most likely to utilize a new or existing shuttle or transit routes, carpool, vanpool and bicycle/walking modes to work. Spatial maps and Pro-Active Shuttle Trips Plans (PSTP) allow a visual representation so that ALTRANS staff and the intended commuter can “see” first hand that they live close to a specific shuttle route.

ALTRANS staff will develop, collate and distribute **Pro-Active Trip Plans (PSTP)** to all potential commuters depending upon their distance to the work site. The PSTP’s will be distributed via the US Postal Service and/or electronically to the potential commuters living near the proposed or current shuttle service, informing them of the route and encouraging them to use it.

Those employees that live within 1 mile to their destination point will receive:

- **400 Pro-Active Walking Trip Plans (PWTP)** that visually show other employees that live within the same area a detailed map of preferred walking routes to work. The PWTP will be sent to all potential employees that could walk to work. In addition, the PWTP will contain other resource information and will list helpful suggestions regarding this healthy and efficient commute mode.
- **2,000 Pro-Active Bicycle Trip Plans (PBTP)** will be identified and distributed per year to those employees that live within 5 miles to Kaiser. These PBTP’s show the employee where they live in relation to preferred cycling routes to their destination. In addition, bicycle commuting tips and information will be included in the Trip Plan.
- **3,500 Pro-Active Transit Trip Plans (PTTP)** will be distributed each year to those employees that live within ten miles to Kaiser. These selected employees will receive a transit map and written instructions on direct and connecting transit routes that travel between their destination and origination points, showing the approximate time that transit will take. A corresponding map will show the employee’s origination point and will highlight the appropriate transit routes. In addition the employee will be encouraged to visit 511.org for a more detailed trip plan and/or to call the on-site TDM Coordinator for a personalized transit trip plan.

- **6,000 Pro-Active Carpool Trip Plans (PCTP)** will be identified and distributed per year to those employees that live within 1 – 20 miles of Kaiser. These PCTP's show the employee's origination point, in relation to other employees in a pre-determined zone. ALTRANS staff will geo-code all of the employees and will determine in advance the specific zones that could support carpool populations. The employee will pro-actively receive a zone map that shows these current carpool partners and other additional information inviting the employee to register onto www.carpooltokaiser.com so that they can access each other's e-mail addresses and contact one another to form carpools.
- **880 Pro-Active Vanpool Trip Plans (PVTP)** will be distributed per year with the phone number and web-site of VPSI and will be sent to all those employees that live further then 20 miles from Kaiser. In addition, VPSI will send the employees (through KP/ALTRANS) additional collateral material within the packet that shows current vanpool routes in operation and suggestions on how to establish a new vanpool connection.

Follow-Up Pro-Active Trip Plans

Throughout the year, ALTRANS staff will identify the apparent or potential commute alternative connections and will re-contact those employees that live in areas that can possibly support additional transit, carpool, bicycling, BART and shuttle commute modes. ALTRANS will actively identify those areas or zones that are promising areas that could support new carpool partners if there were more interested carpool partners in the zone. ALTRANS will try to engage other employees in these particular zones, letting them know that there are many other employee commuters in their area that want to carpool and suggest that they too register into the carpool program.

Program Evaluation – Pro-Active Trip Plan Program

Follow-up Service Surveys will be sent to approximately 50 percent of all employees that received a Pro-Active Trip Plan within six to eight weeks of receiving the Trip Plan. The survey will identify how many people received the service and more importantly, how many of the employees that were once driving alone to their work-site that are now using an alternative transportation mode.

May 23, 2006

Attachment I

Comparative Analysis
Of
Hospital TDM Programs

Comparative Analysis

Bay Area Hospitals - TDM Programs

	# Employees	SOV	Carpool	Transit	Bike/Walk	Vanpool	Dropped Off	Parking Fee	On-Site TDM Coord?	TDM Budget
KP-Oakland MC³	4,072	76.2%	3.3%	13.6%⁴	3.6%	.05%	2.7%	\$20/\$40	Yes	\$793,177
KP-SF⁵	XX	71%	17%	9%	2%	N/A	N/A	XX	Yes	XX
KP-Redwood City⁶	1,752	84%	9%	4%	2%	N/A	N/A	0	No	\$116,572⁷
KP-San Jose⁸	2,497	86%	7%	3%	4%	N/A	N/A	0	No	\$60,000⁹
KP-San Rafael¹⁰	1,400	90%	5%	2%	3%	N/A	N/A	0	No	N/A

³ ALTRANS conducted Baseline Survey in March 2006

⁴ Includes BART ridership with BART station 1.5 miles from site

⁵ ALTRANS conducted Baseline Survey in October 2003

⁶ ALTRANS conducted Baseline Survey in April 2002

⁷ Shuttle Bus Program operated by ALTRANS

⁸ ALTRANS conducted Baseline Survey in March 2002

⁹ Provides VTA/Cottle Light Rail Shuttle Service

¹⁰ ALTRANS conducted Baseline Survey in June 2003