Menlo Park - Comprehensive Shuttle Study

DRAFT REPORT APPENDICES - November 07, 2024

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CITY OF MENLO PARK

NELSON NYGAARD

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

APPENDIX A: EXISTING TRANSPORTATION ECOSYSTEM

This memorandum summarizes a number of subtasks included in Task 1 Study Area Demographics, Activity Centers, and Travel Analysis.

TRANSPORTATION SERVICES

The City of Menlo Park is served by multiple public transportation providers for its residents and visitors both at the local and regional level. This section and Figure 1 represent an overview of all the existing transit services within and around Menlo Park.

Caltrain

Caltrain has essential rail service, linking the City with key destinations such as San Francisco, the Peninsula, San Jose, and Gilroy. This regional transit service offers frequent connections to the downtown area, with hourly service, bridging the gap between San Francisco in the north and San Jose or Gilroy to the south. Menlo Park Caltrain station provides this regional connection.

SamTrans

SamTrans is the go-to regional bus provider, serving diverse routes that cover San Mateo County. This extensive bus network extends beyond county lines, reaching into Santa Clara County and San Francisco. It operates several bus routes that serve Menlo Park, connecting it to surrounding areas like Redwood City, Palo Alto, and San Francisco. These routes run on fixed schedules throughout the day, offering a wider reach than the shuttles.

Dumbarton Express

Operated by AC Transit, the Dumbarton Express forms a vital link between Union City BART and Menlo Park, including a stop at Stanford University. This express bus service is instrumental in connecting Menlo Park to nearby communities like Newark and Fremont, as well as facilitating access to the BART system.

City Shuttles

The City has commuter and community shuttle services, offering them free of charge to residents. These local public transit options include two commuter connectors, linking the Caltrain station with business parks in the eastern part of the City. Additionally, the Crosstown Shuttle provides easy transportation between downtown and Sharon Heights. Belle Haven

Shuttle offers a connection between the Menlo Park Senior Center in Belle Haven and downtown. The Shoppers Shuttle, tailored for individuals with limited mobility, provides door-to-door service three days a week, one day to Redwood City and two days to the Menlo Park/Palo Alto area.

Marguerite Shuttle

Stanford University operates a free shuttle service called the Marguerite Shuttle. The Marguerite shuttles run throughout the day and connect the university campus with various locations in Palo Alto. The shuttle doesn't go directly to Menlo Park, but it does reach locations close by that connect to Menlo Park through other public transportation options.

Commute.org and 511.org

For comprehensive trip planning and commuter resources, City residents can rely on Commute.org and 511.org, further enhancing their transportation options. Commute.org Shuttles offers a free first-last mile commuter shuttle which operates on fixed-routes to transit stations (BART, Caltrain, and SF Bay Ferry), workplaces, hospitals, schools, and residential areas throughout San Mateo County. 511 is the resource for Bay Area related transportation services and information.

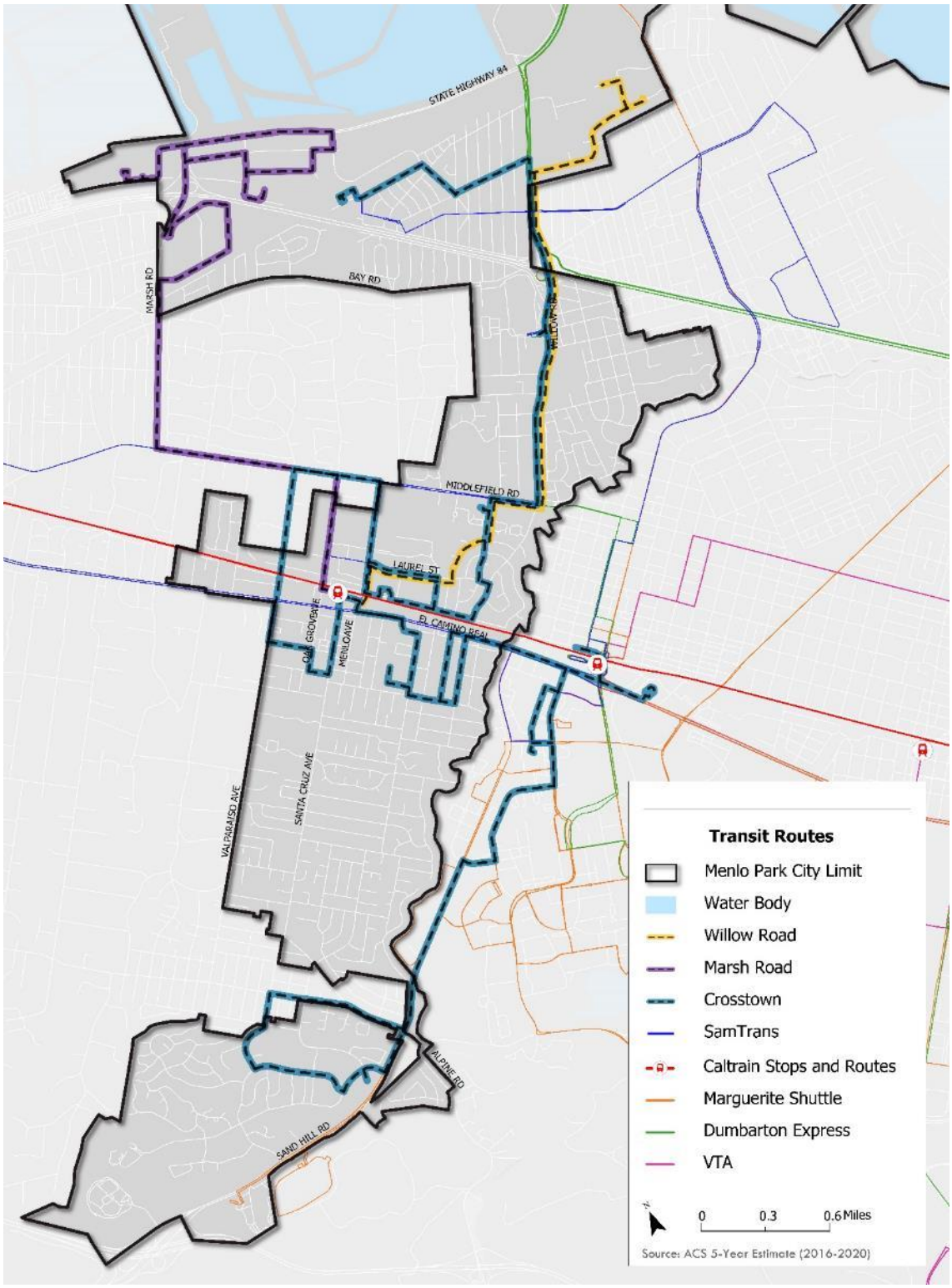
SamTrans Redi-Wheels

For individuals with disabilities who cannot use regular SamTrans bus service, SamTrans Redi-Wheels offers paratransit service, ensuring accessibility and inclusivity in public transportation. Trips must be scheduled at least one day in advance, and it serves the Bayside of San Mateo County and Pacifica. It operates daily from 5:30 am till midnight.

Peninsula Volunteers

To facilitate access to medical and dental appointments, Peninsula Volunteers provides subsidized Lyft rides, offering a valuable service for healthcare-related travel needs. The hours of the service include Monday and Tuesday from 9:00 am to 5:30 pm, and Wednesday to Friday from 9:00 am to 4:00 pm. If individuals need a ride outside of this time frame, they may call the day ahead to schedule an earlier or later ride or for the weekend. However, the staff is not available to monitor the ride.

Figure 1: Existing Transportation Service Routes



DEMOGRAPHICS AND EMPLOYMENT ANALYSIS

This section analyzes demographics and geographic factors to understand the need and potential ridership for public transportation in Menlo Park. By mapping these factors, the project team aims to identify areas where residents are most likely to rely on public transit.

Key Factors Analyzed:

- **Population Density:** This helps identify areas with higher potential ridership due to a concentrated population.
- **Demographics-based Transit Propensity:** This analysis considers factors that make certain populations more likely to use public transit, such as:
  - Race and Ethnicity
  - Older Adults
  - People with Disabilities
  - Low-Income Population
  - Access to vehicles and commute mode
- **Propensity Analysis:** This analysis identifies locations where people are most likely to use transit, based on demographic and other population data and known characteristics of people who are typically frequent transit riders.
- **Employment Density:** Areas with high employment concentration potentially generate significant travel demand.
- **Composite Density:** This combines population and employment density to show areas with overall high travel demand.
- **Identifying key destination and activity centers:** Identifying frequently visited locations helps pinpoint potential high demand.
- **Vehicle Miles Traveled (VMT) per capita and per job:** Areas with heavy car dependence, suggesting locations where public transit could significantly reduce car traffic and offer a more sustainable travel option.

By understanding the distribution and concentration of these factors across the City, we can prioritize areas for public transportation service design and route planning. This analysis relies primarily on the following data sources and includes a few key notes to consider:

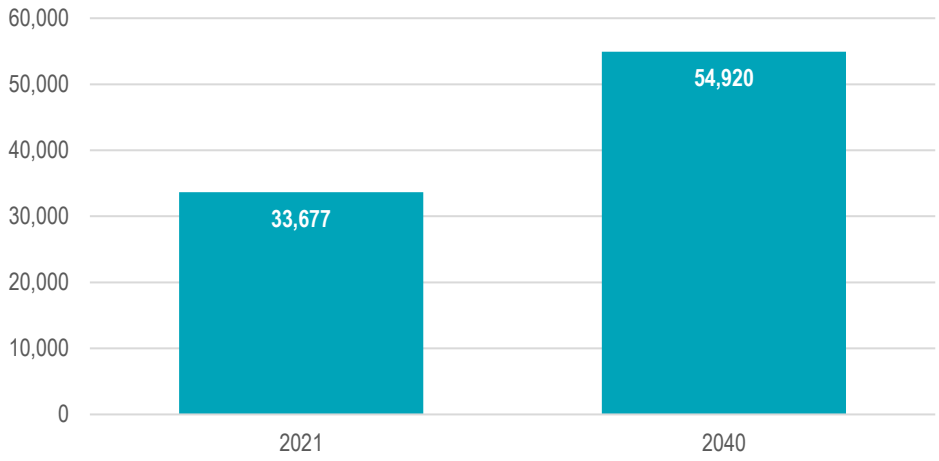
- **American Community Survey (ACS):** Provides current demographic information, including the 2021 ACS 5-year estimates used for this analysis. Maps are represented at the block group level, but it's important to note that block group sizes in the north of the City boundary are larger, potentially affecting density representation.

- **MTC Plan Bay Area 2040 Projections:** Used for population and employment density projections for 2040. Data is presented at the census tract level, which may differ from block groups and limit direct comparison with current trends.
- **City of Menlo Park Open Data Source:** This source provides additional data on key destinations, activity centers, and vehicle miles traveled (VMT) per capita and per job.

Population Density

Population density is an important indicator for transit demand, since effective transit systems require people living and working within walking distance to stops and stations. Additionally, denser areas tend to be more walkable and less automobile-oriented, with limited access to parking and less reason to own a private automobile. Between 2021 and 2040, the population of Menlo Park is estimated to grow by 63% from 33,677 residents to 54,920 residents.

Figure 2: Menlo Park Population Change (Estimated), 2021 to 2040[1]

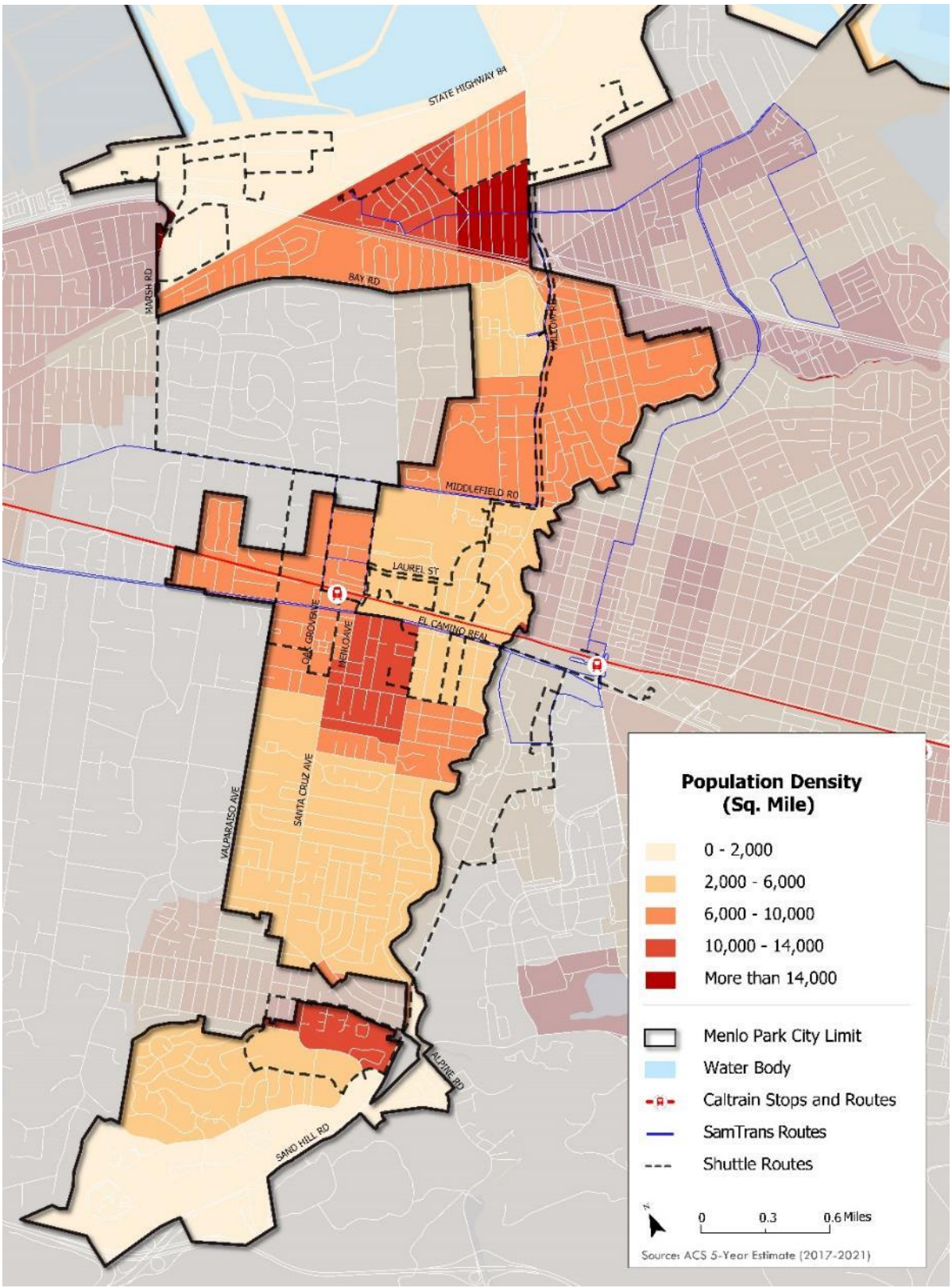


Source: US Census Bureau. 2021 American Community Survey 5-Year Estimates, Table B01003

Figure 3 shows the population density of different areas in Menlo Park for 2021. While the population is spread mostly evenly across the City, the map reveals higher concentrations in the northern section. These areas include Belle Haven, near the Flood Park triangle, north of Middlefield Road and near Willow Road, around the Caltrain station and downtown vicinity, and a few pockets around Sharon Heights.

[1] Metropolitan Transportation Commission (MTC) and Association of Bay Area Governments (ABAG) "Plan Bay Area Projections 2040," November 2018.

Figure 3: Geographic Distribution of Population in Menlo Park, 2021



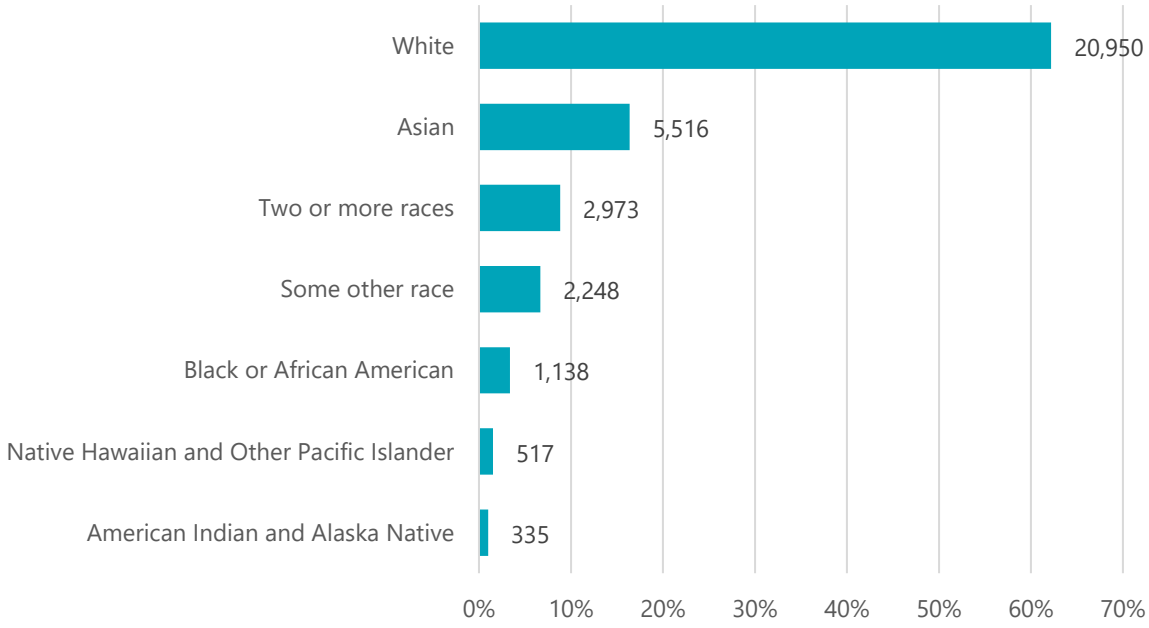
Demographics-Based Transit Propensity

In addition to population density, socioeconomic characteristics influence people's propensities toward using transit. Many population groups often have a higher propensity for transit than the overall population, generally groups that are historically disadvantaged.

Race and Ethnicity

Figure 4 indicates that Menlo Park has a racially homogenous population with over 62% of residents identifying as White. Individuals identifying as Asian were the second largest group at 16%, followed by 9% residents belonging to two or more races. Only 3% of the community identifies as Black or African American.

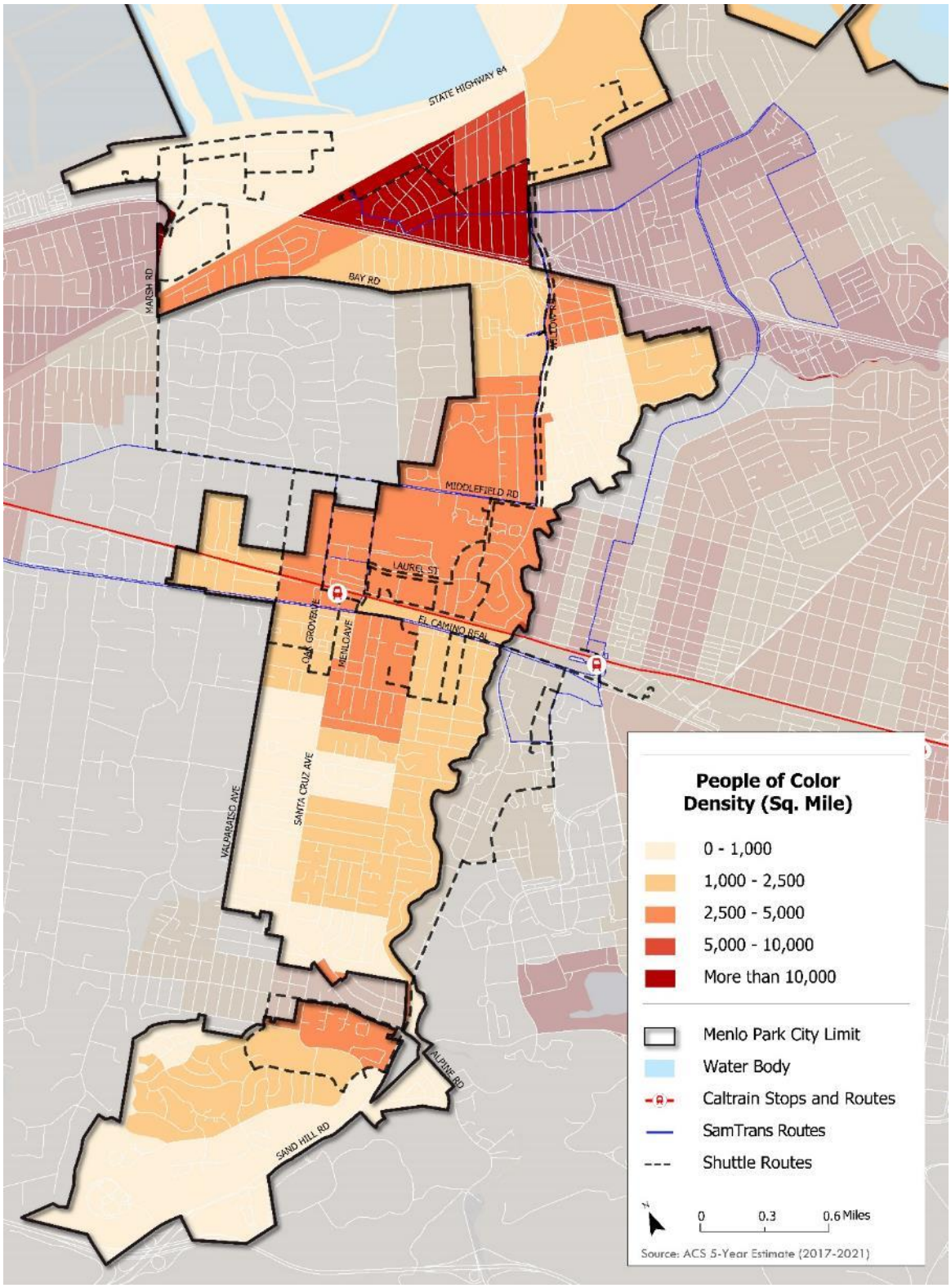
Figure 4: Racial Composition of residents in Menlo Park, 2021



Source: US Census Bureau. 2021 American Community Survey 5-Year Estimates, Table B03002

Figure 5 shows the geographic distribution of people of color (POC) in Menlo Park. POC communities are primarily located towards the north of the City, primarily around the Belle Haven neighborhood, and towards the north of the Caltrain station. Most neighborhoods towards the south and west of the City have higher concentrations of White communities.

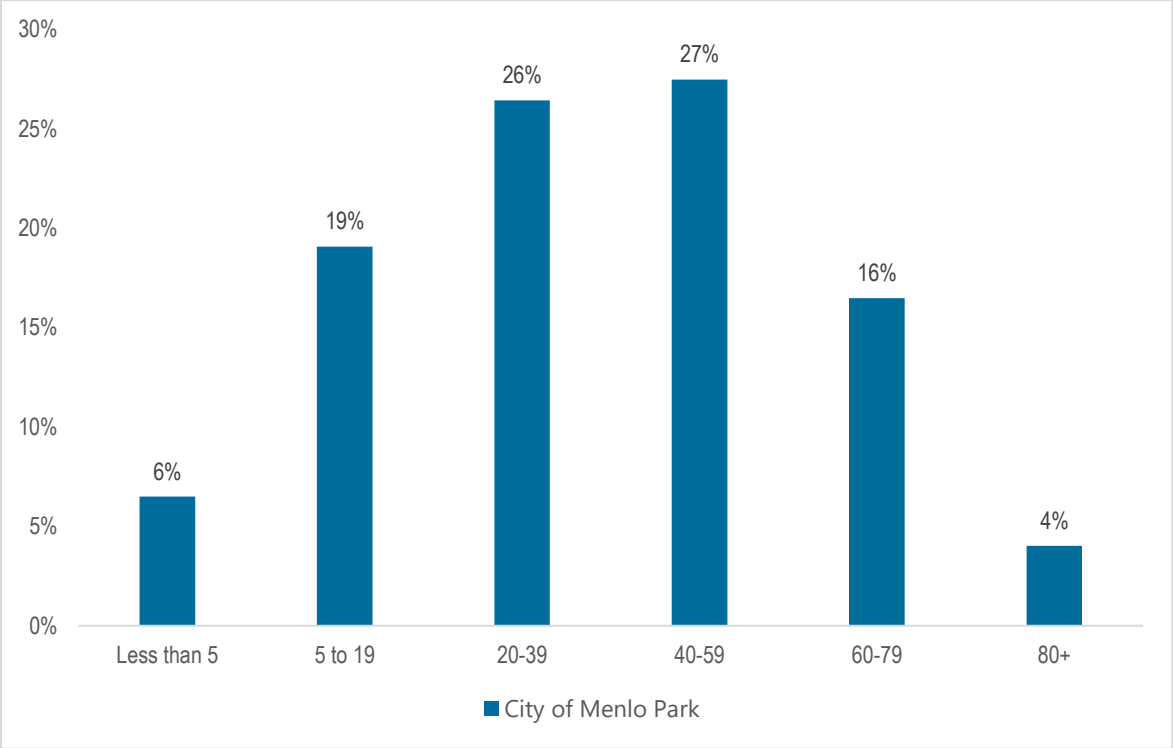
Figure 5: Geographic Distribution of People of Color in Menlo Park, 2021



Older Adults

Figure 6 shows age distribution in Menlo Park. Individuals over the age of 60 represent 20% of the population in the City, or approximately 6,900 people. The population distribution skews towards middle-aged residents, with the largest proportions falling within the 20-59 age brackets, comprising 73% of the population.

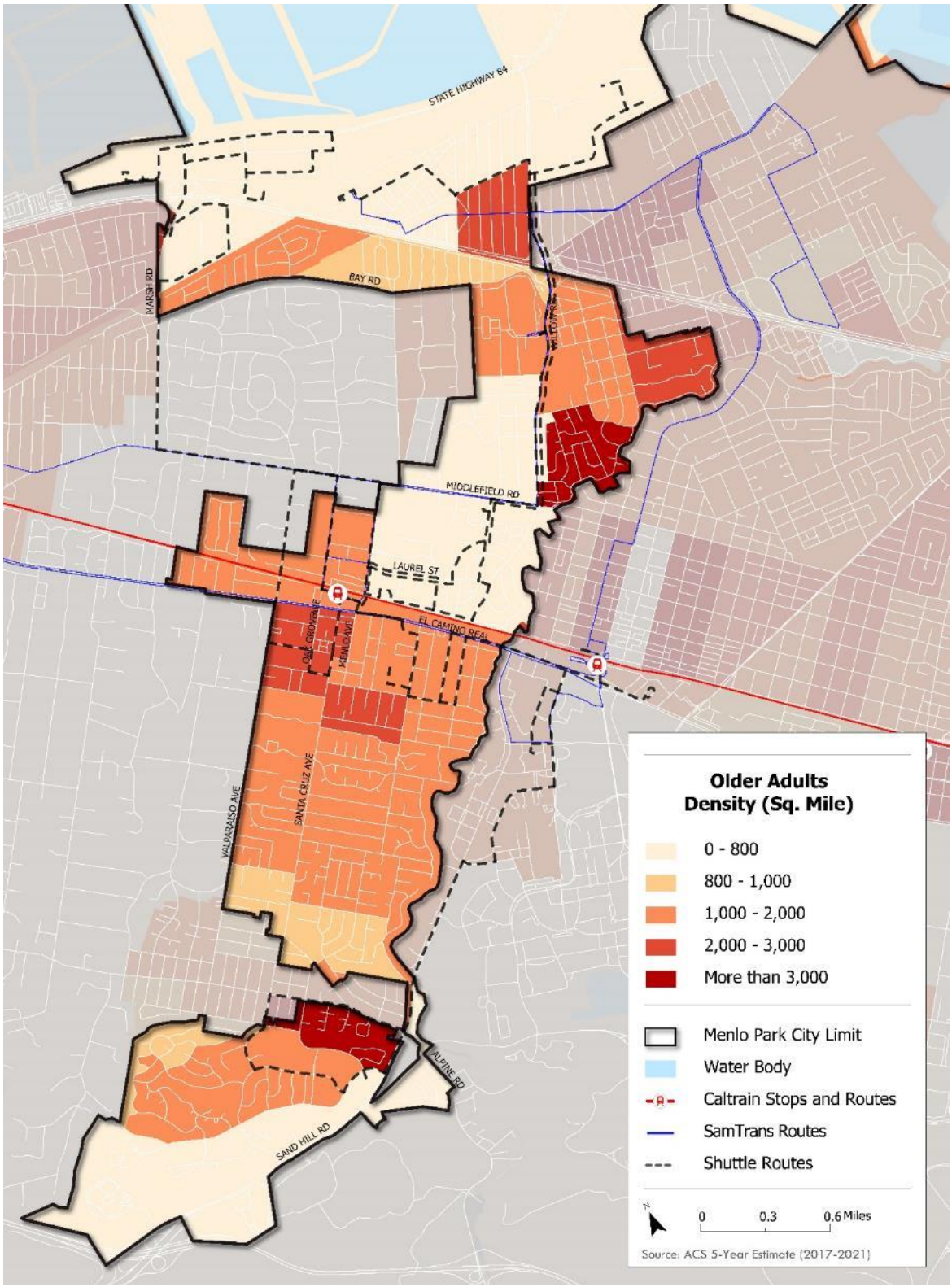
Figure 6: Age Distribution in Menlo Park vs San Mateo County, 2021



Source: US Census Bureau. 2021 American Community Survey 5-Year Estimates, Table B01001

Figure 7 shows the geographic distribution of residents over the age of 60 throughout the City. Higher densities of the older adults are located in Willow and Sharon Heights, both of which are in close proximity to the shuttle service.

Figure 7: Geographic Distribution of Older Adults in Menlo Park, 2021



Low-Income Population

In Menlo Park, approximately 11% of residents live below 200% of the federal poverty line. Figure 8 illustrates the geographic distribution of poverty within the City, showing higher concentrations north of the Caltrain station and in proximity to Belle Haven community. Financial resources have a large impact on how individuals access transportation and essential daily needs.

People with Disabilities

In Menlo Park, roughly 2,681 residents reported living with disabilities, making up 8% of the City's total population. Among older residents, 16% of people aged 65-74 years live with a disability, while 38% of people aged 75 years and above live with a disability. Further, among older residents aged 75 years and above, 22.2% live with an 'ambulatory disability,' which prevents or impedes walking, and 22.5% residents live with an 'independent living difficulty.'[2] Figure 9 represent the geographic distribution of people with disability throughout the City.

[2] US Census Bureau. 2021 American Community Survey 5-Year Estimates, Table S1810.

Figure 9: Geographical Distribution of People with Disability Density, 2021

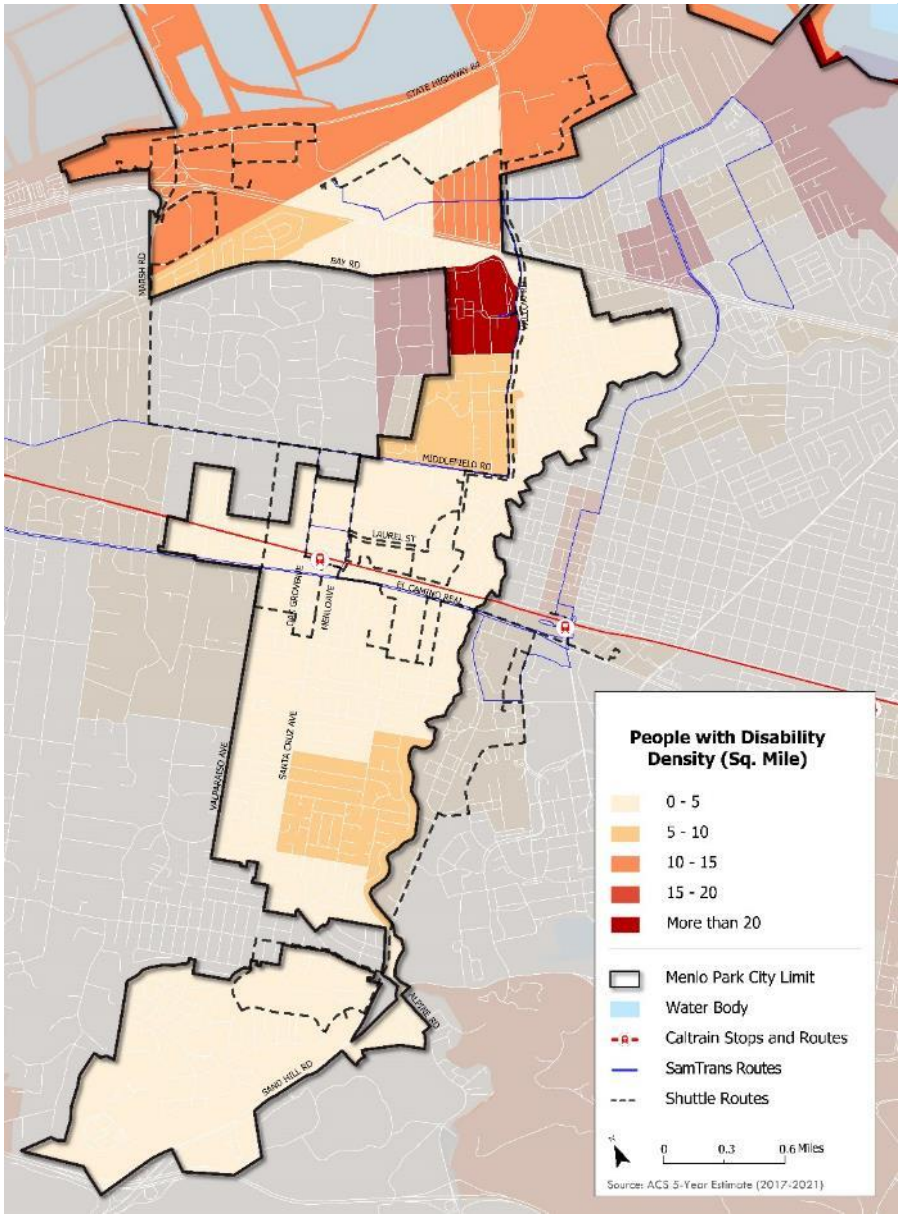
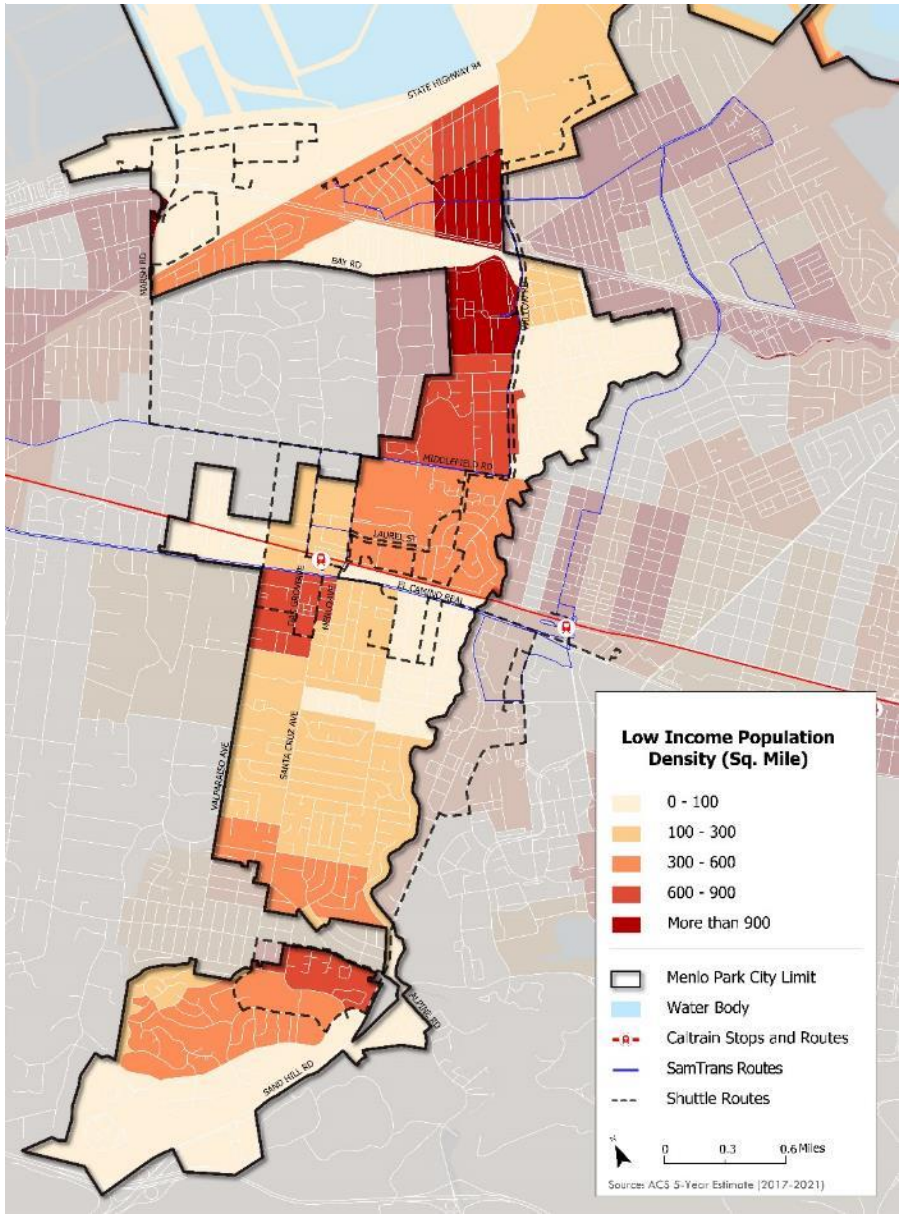


Figure 8: Geographical Distribution of Low Income Population, 2021



Households With No Access to Vehicle

Approximately 8% of all households in Menlo Park (about 911 of 11,661 total households) do not have access to a car. As shown in Table 1, 49% of the households in Menlo Park rely on privately-owned vehicles for their mode of transportation and about 43% of households utilize a shared vehicle.

Table 1: Vehicles per Household in Menlo Park, 2021

	No Vehicles	%	Shared Vehicle	%	Unshared Vehicle	%	Total Households
City of Menlo Park	911	8%	5,068	43%	5,682	49%	11661

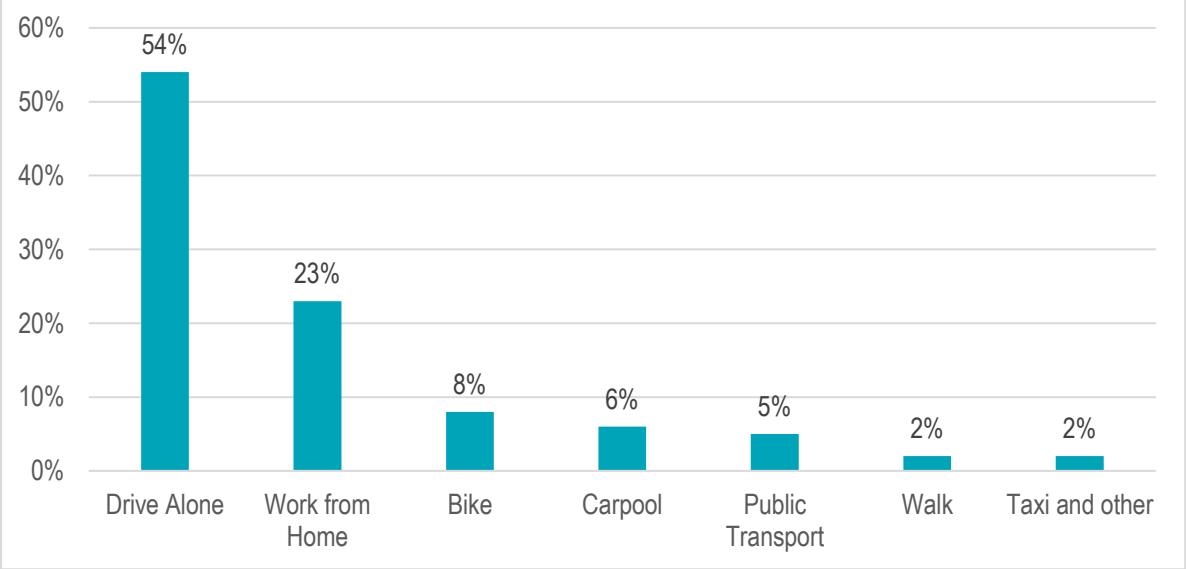
Source: US Census Bureau. 2021 American Community Survey 5-Year Estimates, Table B08201

Figure 11 shows that the downtown, Linfield Oaks (area above Middlefield Road), and a segment of Belle Haven have a higher density of zero vehicle households.

Mode of Commute

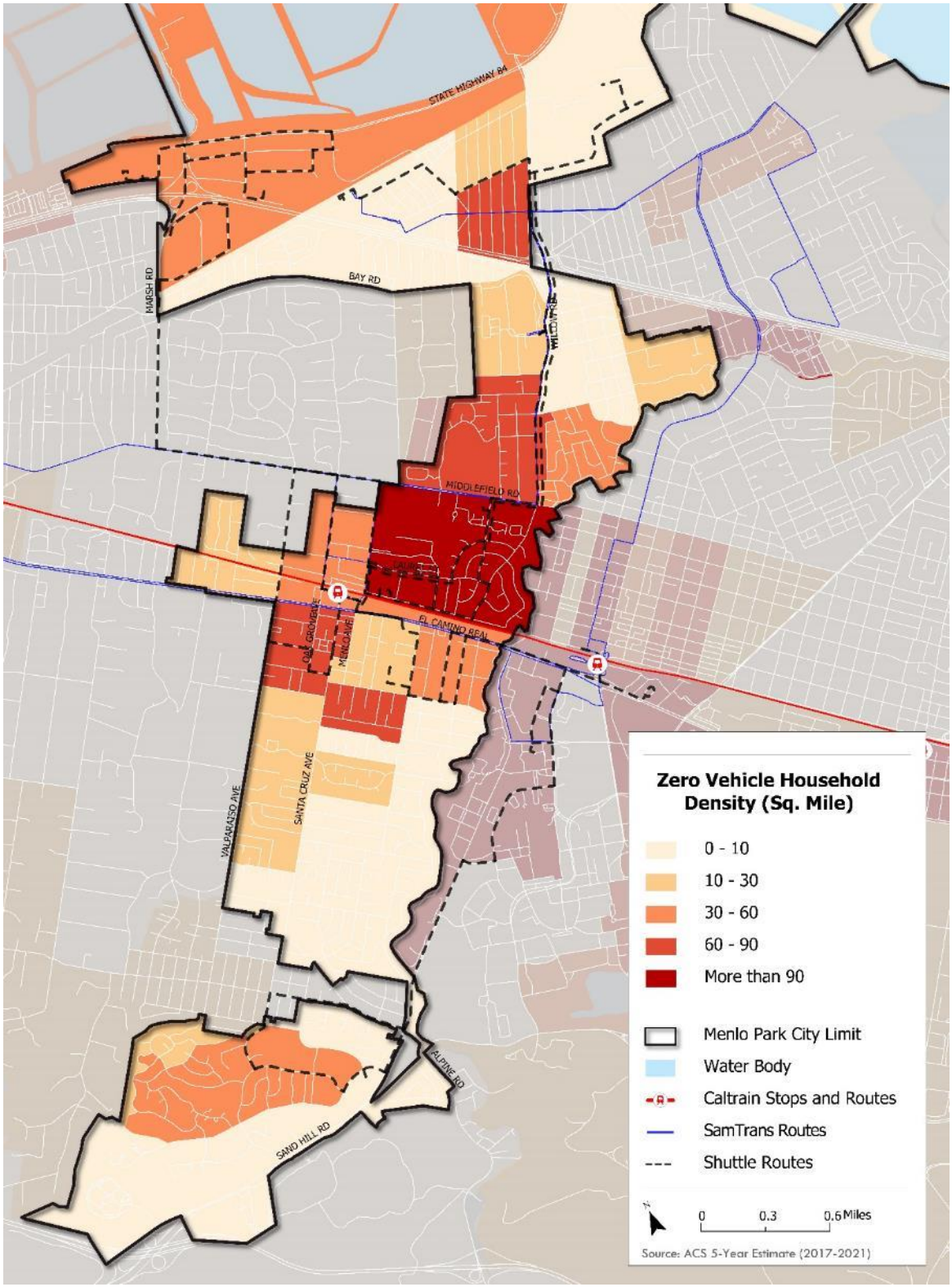
The primary way people travel in Menlo Park is alone in a private vehicle. Overall, 54% of Menlo Park residents drive alone to work, 8% bike, 5% take transit, and only 2% walk to work (Figure 10). This analysis focuses on understanding where there is demand for public transit, so that improvements can be made in a way that will encourage more people to use the transit services provided by the City.

Figure 10: Means of Transportation to Work in Menlo Park, 2021



Source: US Census Bureau. 2021 American Community Survey 5-Year Estimates, Table B08006

Figure 11: Geographic Distribution of Household With No Access to Vehicle, 2021



Propensity Analysis

Propensity analysis identifies areas with high potential transit demand by combining the weighted densities of various demographic indicators. Standard weights have been assigned to these densities, considering factors such as poverty, lack of vehicles in households, and belonging to a racial minority group. These factors are known to influence reliance on public transportation, along with the other listed indicators. Table 2 details these indicators and their assigned weights.

Table 2: Demographic Indicators and Weight for Propensity Analysis

Indicator	Weight
Older Adults (60 +)	1
0 Vehicle Household	3
1 Vehicle Household	1
People of Color	2
Poverty line below 200%	3
People with Disabilities	1

Figure 12 shows the areas of Menlo Park with a range of transit needs and potential demand based on the propensity analysis. These areas, particularly Belle Haven, Vintage Oaks, Downtown Menlo Park, and the area east of The Willows, are identified as having higher transit needs.

Equity Priority Communities

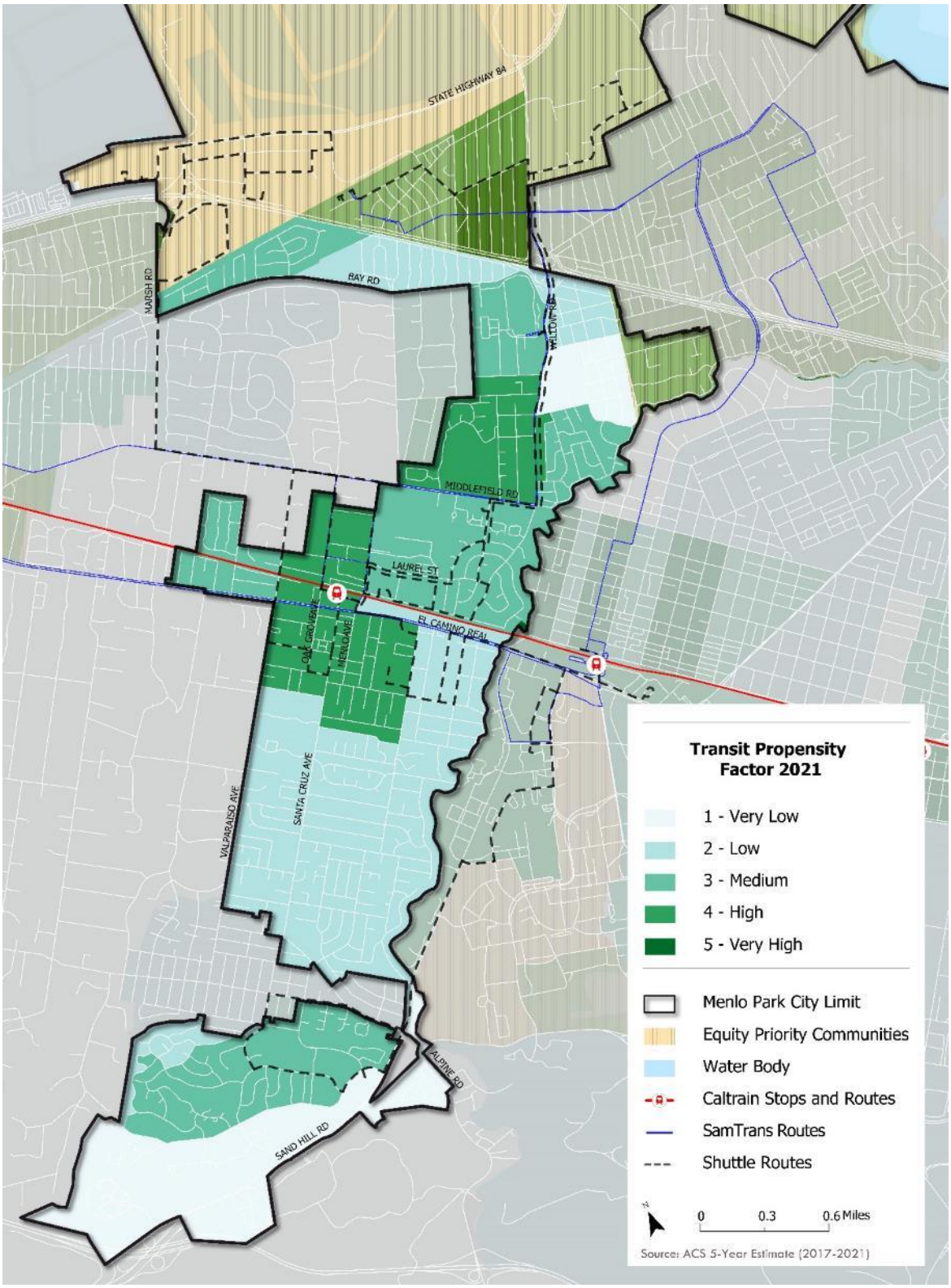
The Metropolitan Transportation Commission (MTC) and SamTrans each have an individual framework for identifying underserved communities: "Equity Priority Communities" and "Equity Priority Areas," respectively. While the frameworks differ, the identified areas/communities inform decision-making regarding investment of funds, allocation of limited resources, and community engagement in the planning process.

Figure 12 indicates that Belle Haven neighborhood falls within an area designated by both MTC[3] and SamTrans[4] as needing focused transportation investments and community engagement. This overlap signifies the neighborhood's critical transportation needs and underscores the commitment of both agencies to addressing them.

[3] MTC Plan Bay Area

[4] SamTrans

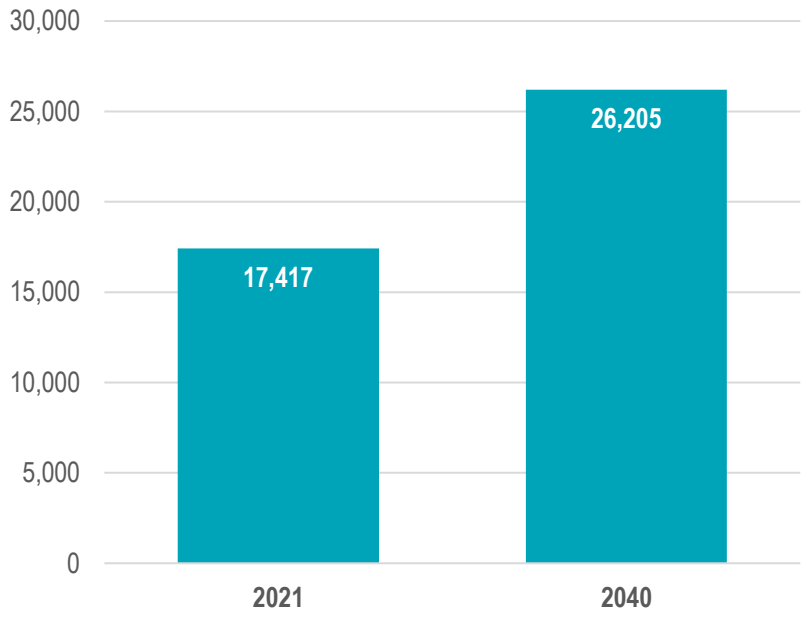
Figure 12: Propensity Analysis Overlaid with Equity Priority Communities (MTC)



Employment Density

Employment density provides a strong indication of transit demand derived from people travelling to and from jobs, as well as to the services that these jobs provide. Figure 13 shows that the number of jobs in Menlo Park is predicted to increase by 50% between 2021 and 2040, from 17,417 to 26,205 jobs.

Figure 13: Menlo Park Employment Change (Estimated), 2021 to 2040[5]



In terms of Employment Density Projections, it's important to note that the data for 2021 (Figure 15) is represented at the block group level, while the 2040 projection (Figure 14) is presented at census tracts. This difference in geographic scale may limit the accuracy of a direct comparison between employment densities in the two figures. In 2021, the highest concentration of employment density is in Downtown Menlo Park, followed by areas in the north, including portions of the Flood Triangle and its surroundings.

The 2040 employment density projections suggest that Downtown Menlo Park will continue to have the highest number of jobs, likely due to its proximity to the Caltrain station. An increase in employment density is also expected in Sharon Heights between 2021 and 2040. However, the central Menlo Park area appears to have a stable employment density projected for the coming years. The existing shuttle route provides service in areas where there is high to medium employment density.

[5] Metropolitan Transportation Commission (MTC) and Association of Bay Area Governments (ABAG) "Plan Bay Area Projections 2040," November 2018.

Figure 14: Geographical Distribution of Employment Density in Menlo Park 2040

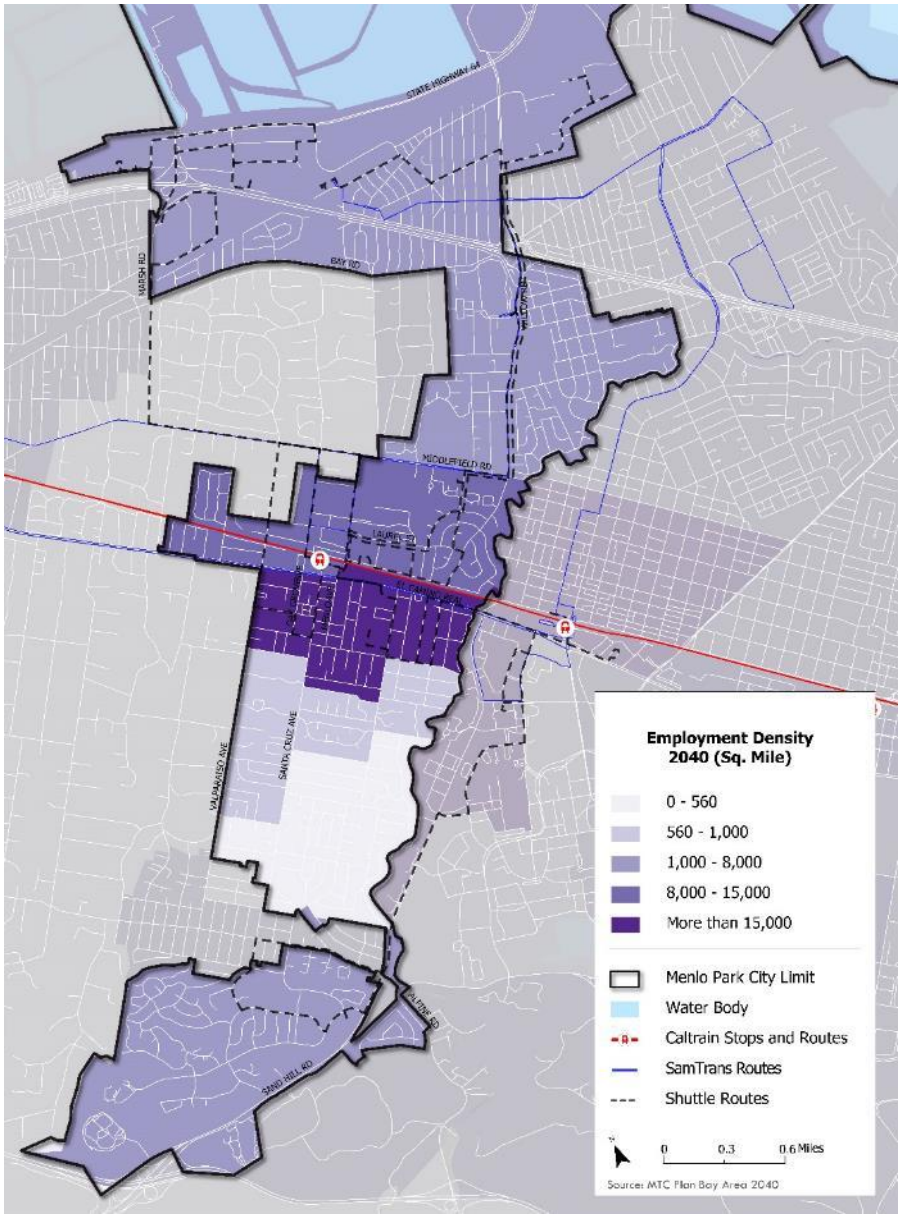
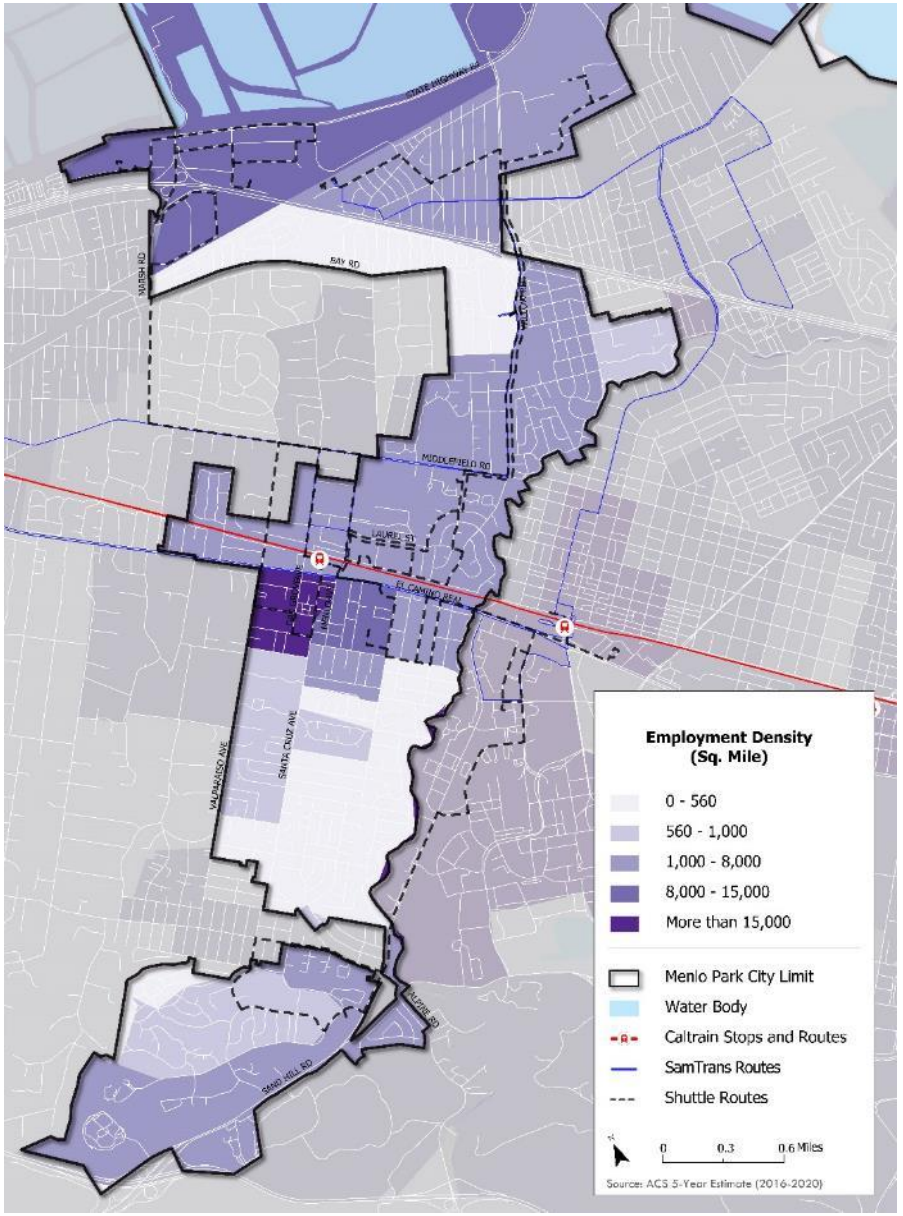


Figure 15: Geographical Distribution of Employment Density in Menlo Park 2021



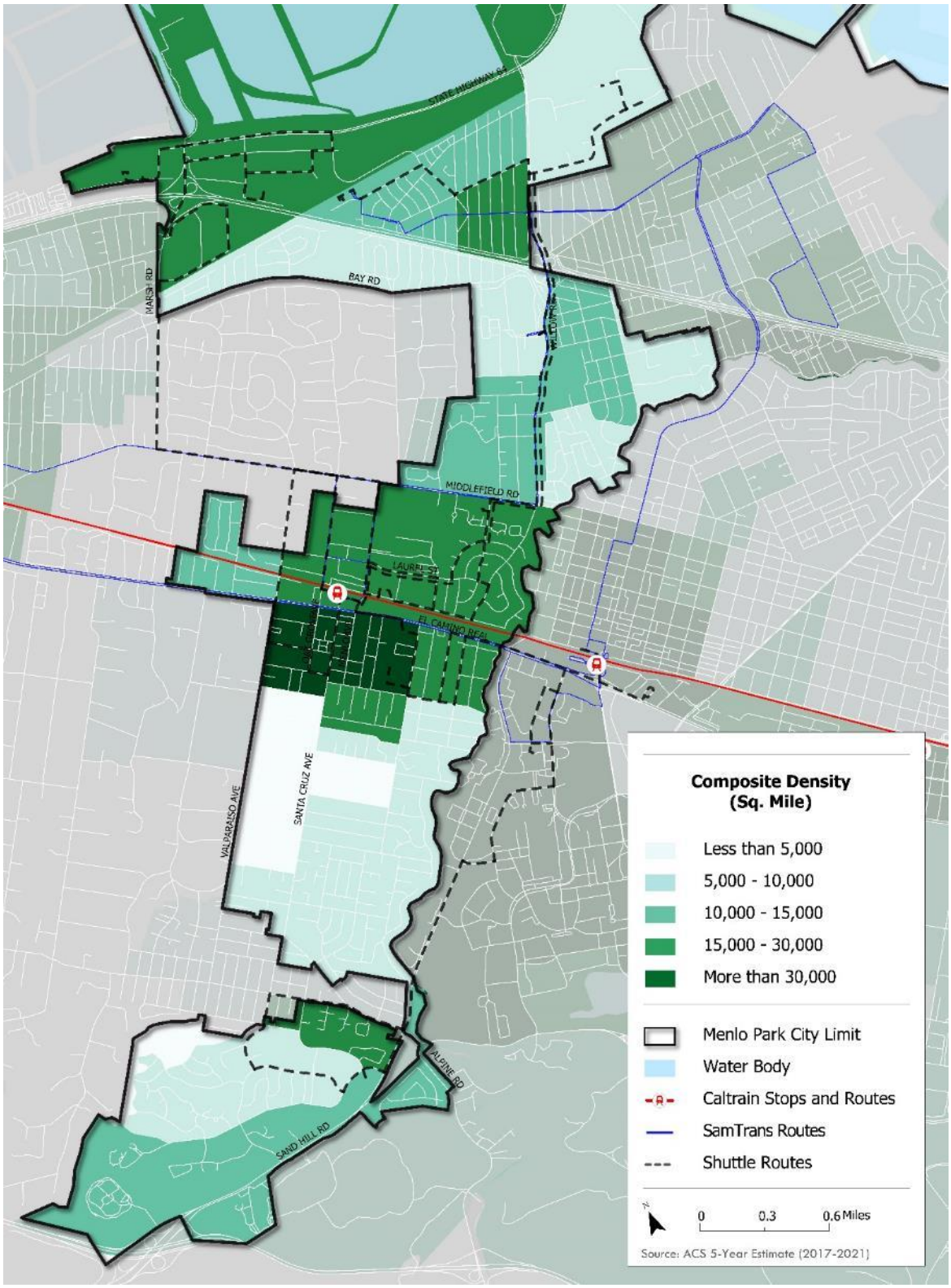
Composite Density

Population density and employment density significantly influence public transit demand. The following maps combine these factors into a composite density score, visually representing areas with higher overall transit needs and potential ridership. This score is calculated by adding the adjusted population density to twice the employment density. This weighting reflects the needs of both workers at job sites and potential customers visiting those locations.

Figure 16 highlights recurring areas with high composite densities. These areas include Belle Haven, Downtown Menlo Park, parts of Sharon Heights, and the vicinity of the Flood Triangle. These locations reflect a combination of higher population density, employment concentration, and potentially greater needs for public transportation services.

While the Menlo Park Shuttle serves all these areas, determining the quality of service and operational efficiency would provide further insights into actual ridership patterns and how well the existing service meets the demand.

Figure 16: Composite Density in Menlo Park, 2020-2021



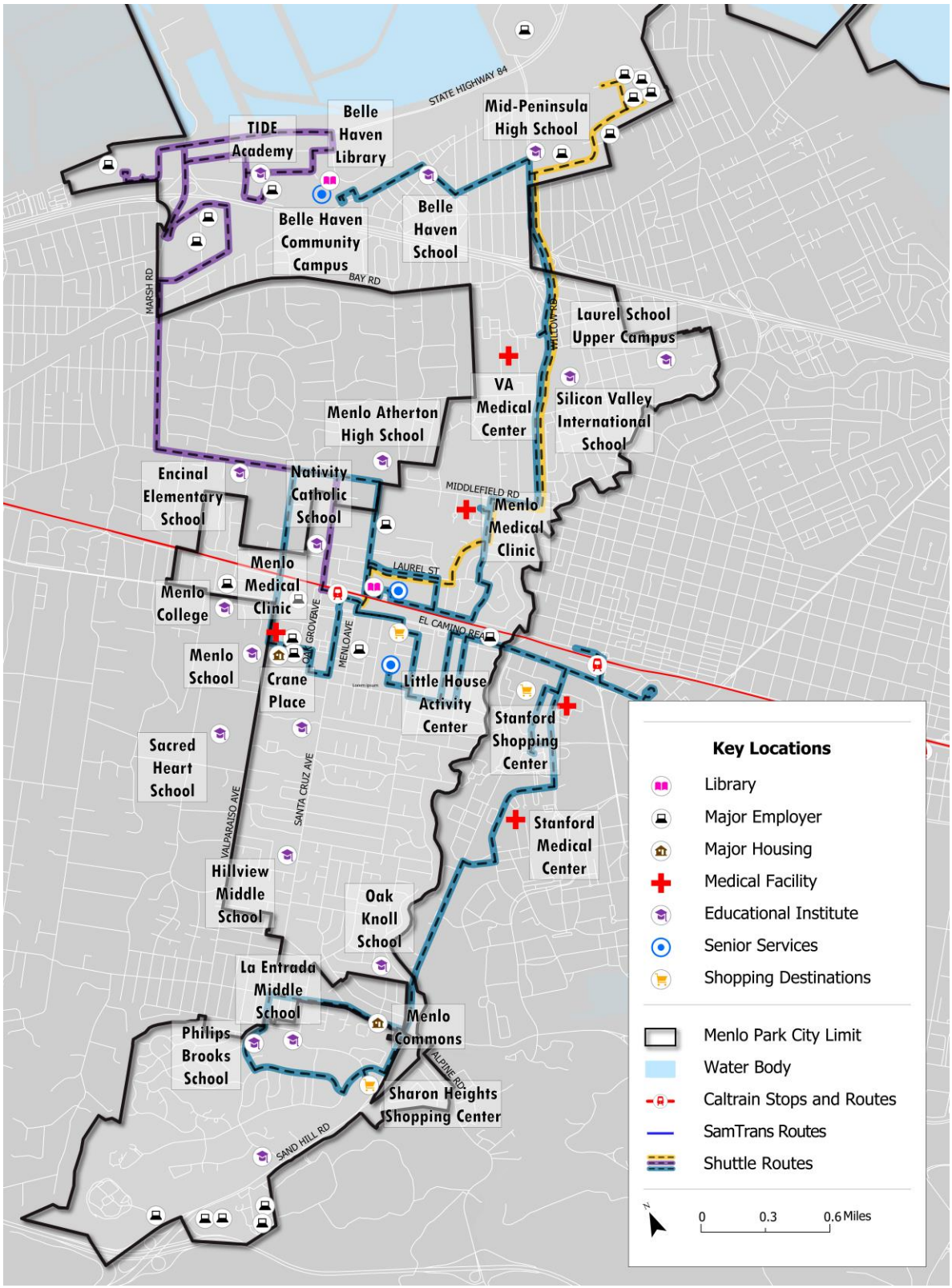
Source: American Community Survey 5-Year Estimates 2017-2021 & LODES (2020)

Activity Centers

Figure 17 illustrates key locations in Menlo Park that are likely to generate high demand for public transportation. These include educational institutions, senior services, community centers, the medical campus, shopping areas, and major employers. By mapping these points of interest (POIs), the map helps us understand where these destinations are situated in relation to each other and residential areas, and how people might travel to and from these destinations, including potential public transit routes.

The distribution of activity centers varies across Menlo Park, with a lower concentration in Central Menlo Park compared to other areas. This diversity in activity center types and locations suggests they cater to a wide range of people across different age groups and demographics.

Figure 17: Major Activity Centers in Menlo Park



TRAVEL DEMAND ANALYSIS

Travel Flow Analysis

Travel flow and origin-destination trip count analysis provide insights into where people move within a city or region. By analyzing the volume and direction of trips between various locations, particularly during peak hours, this analysis highlights key travel patterns, heavily trafficked corridors, and areas that may be underserved by current transportation infrastructure. These insights provide direction for travel demand forecasting, which is essential for predicting future transportation needs and assessing potential improvements.

This section focuses on travel flow, analyzing the top 50 trip counts within Menlo Park and within a 500-meter radius of the city for the years 2019. The source of the data is the Menlo Park Travel Demand Model which considers peak time periods for the analysis.

Travel Flow within Menlo Park

The 2019 travel flow map of Menlo Park (Figure 18) shows that the highest concentration of trips is occurring in the northern and northeastern areas of the city, particularly around Bayfront and Belle Haven. These regions, which connect to business districts, see significant movement during peak hours. Central Menlo Park, near Middlefield Road and Laurel Street, shows a moderate concentration of trips, indicating strong local travel activity. In contrast, the southern areas, near Sand Hill Road and Santa Cruz Avenue, experience much lower trip volumes, reflecting more stable residential traffic patterns with less overall movement.

By 2031, trip density is projected to intensify further in the northern and northeastern areas, particularly in Bayfront and Belle Haven (Figure 19). Central Menlo Park is also expected to experience increased travel flow, whereas the southern area remains similar with comparatively lower trip volumes. This rising demand in the northern and central parts of the city is likely to be influenced by ongoing and future developments, along with the influence of major employers in the city.

Figure 18: Travel Flow in Menlo Park, 2019

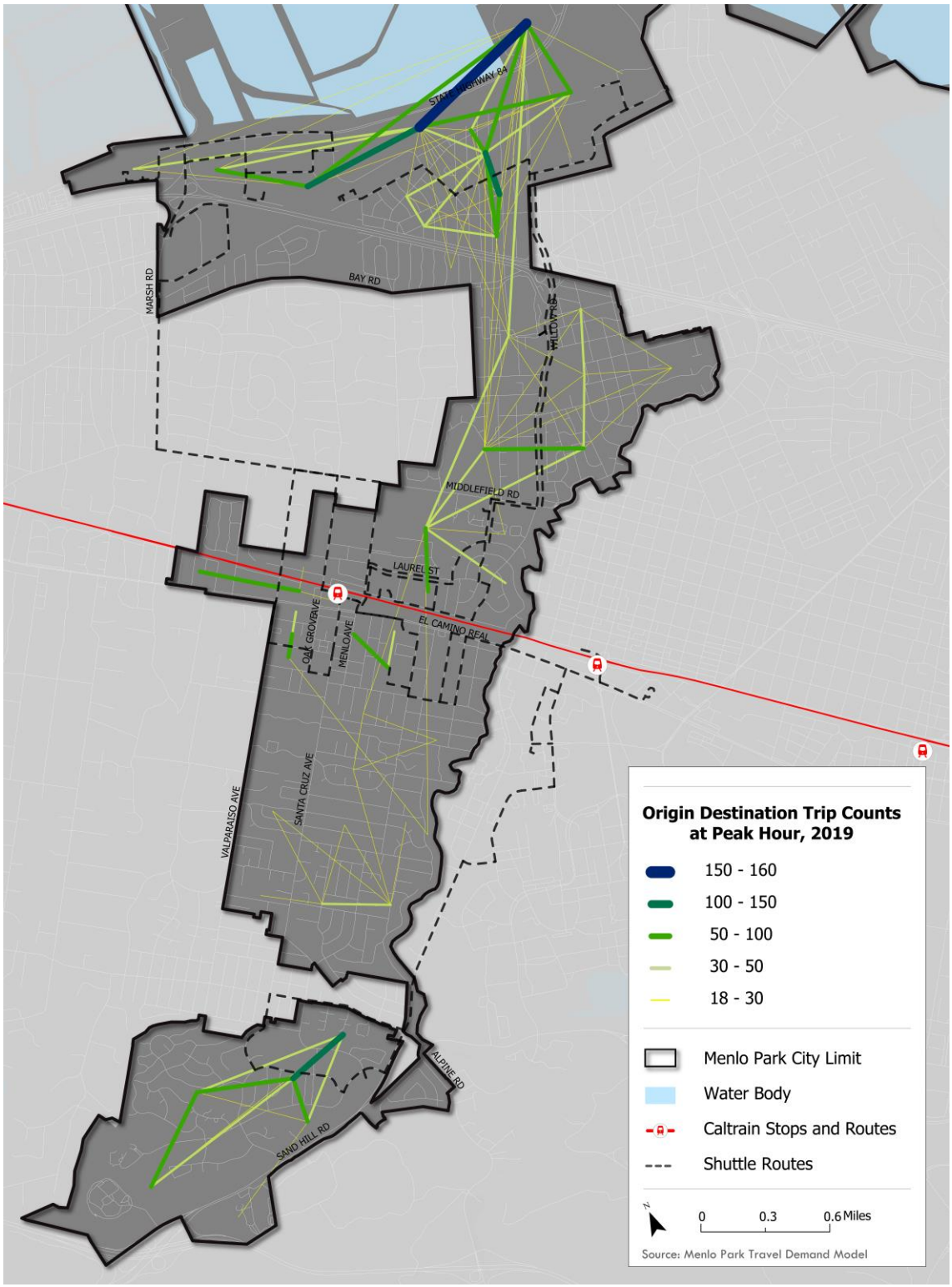
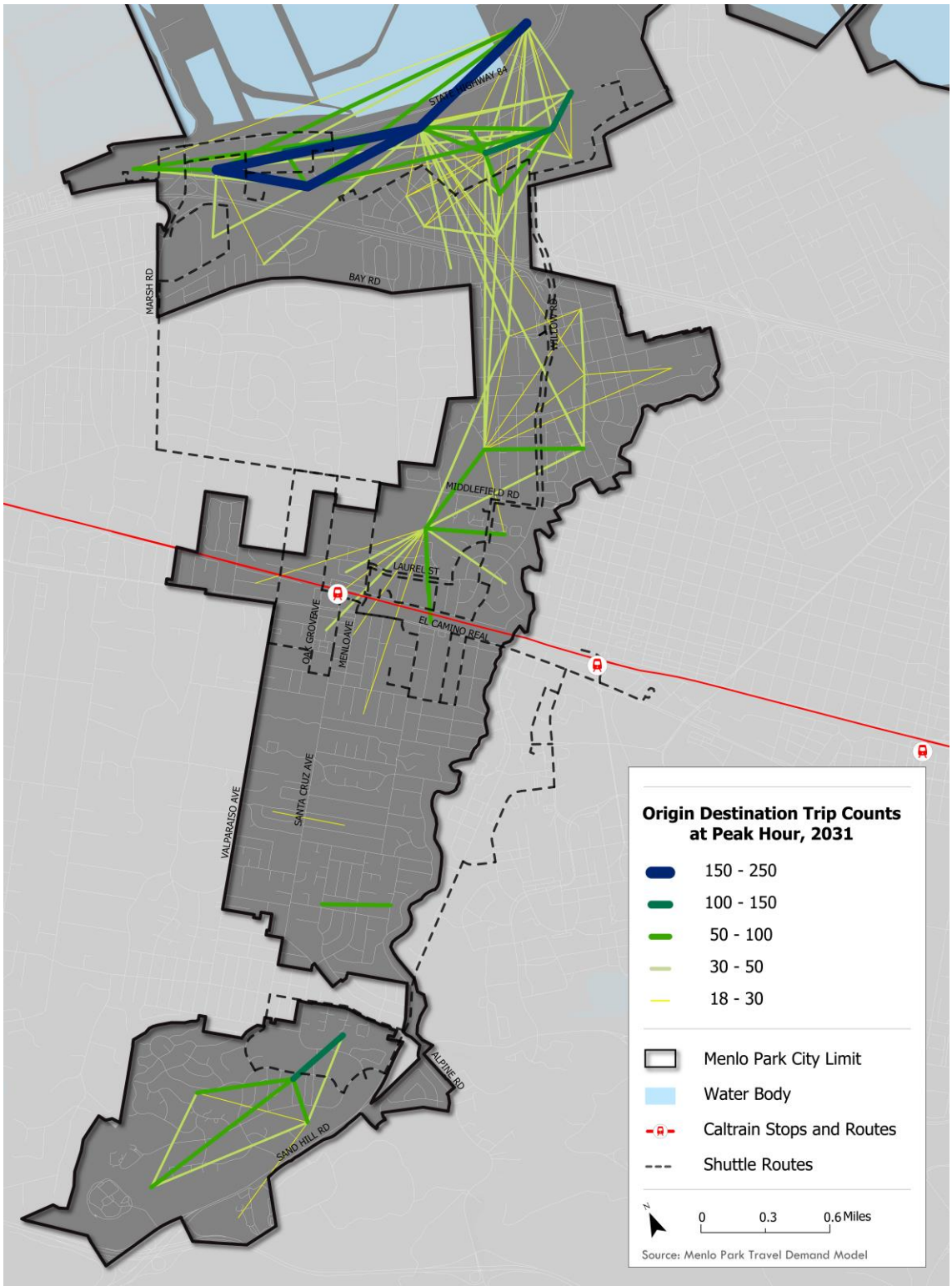


Figure 19: Travel Flow in Menlo Park, 2031

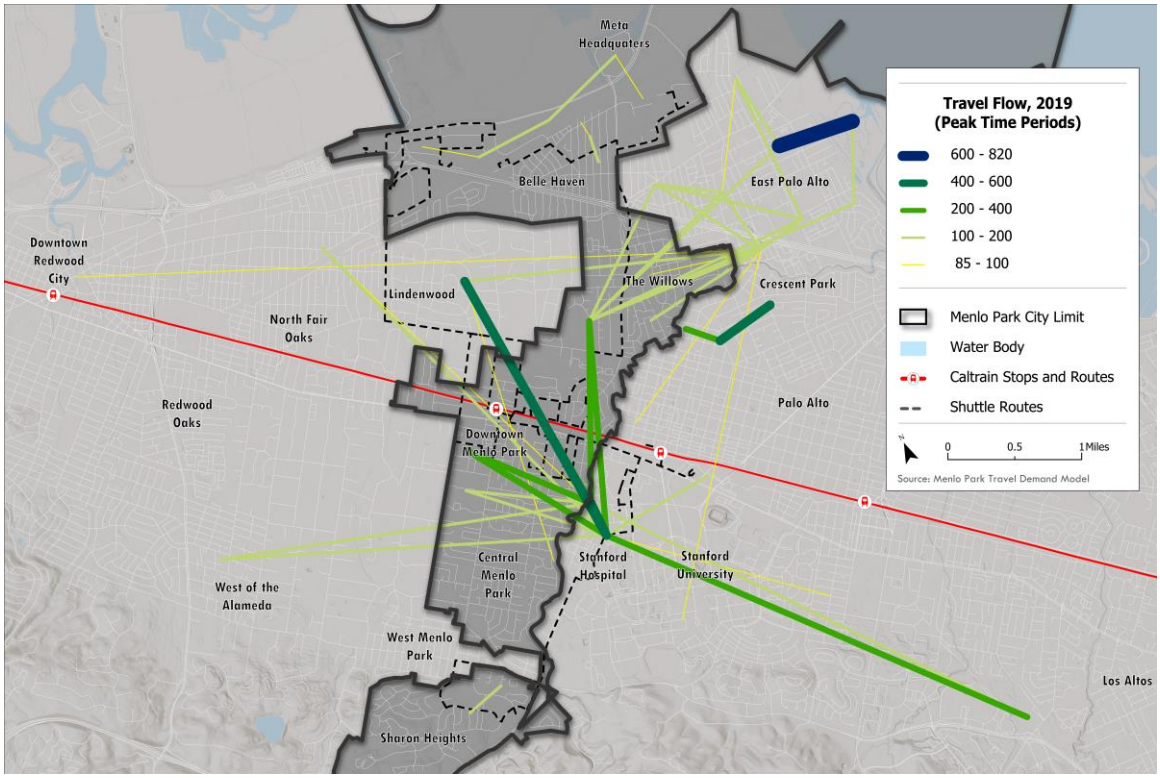


Travel Flow within City Buffer

This section focuses on the travel flow within a 500-meter buffer around the city to understand the patterns in relation to adjacent cities. Figure 20 illustrates the top 50 trip counts for 2019, with the highest concentration of trips (600-800 during peak hours) occurring in East Palo Alto. The second largest cluster of trip counts is concentrated around Stanford Hospital, connecting with central and downtown Menlo Park, with significant flows to and from Lindenwood.

Key areas, including Stanford Hospital and University, the Willows, and adjacent neighborhood of Palo Alto, act as major nodes as indicated by the travel flow. Their importance arises from their roles as educational, residential, healthcare, and business hubs, which drive significant travel activity. This highlights potential gaps in transit provision and operational features needed to better serve these areas.

Figure 20: Travel Flow within City Buffer, 2019



LEHD Analysis

Longitudinal Employer-Household Dynamics (LEHD) data from 2021 is analyzed to understand the interactions between employers and employees traveling within, in, and out of Menlo Park over time. This section identifies where residents of Menlo Park commute to work, which locations people commute to Menlo Park for their employment, and the distances covered.

This analysis helps in understanding the labor market dynamics, identifying major commute destinations and/or corridors, routes that currently serve the highest concentration of commutes, and/or predicting demand on specific routes.

Menlo Park Resident Commute Destinations and Distances

Commuting patterns for Menlo Park residents present a diverse range of employment destinations within the Bay Area and beyond (Table 3). Out of 14,980 Menlo Park residents, about 13% remain within Menlo Park for work, indicating shorter commutes. About 23% of residents travel to adjacent cities like Palo Alto, Standford, and Redwood City, likely due to their proximity and the presence of major employers like Stanford University, and various tech companies.

Table 3: Top 25 Employment Locations Traveled to by Menlo Park Residents

	Place	Share	Share in %
1	Menlo Park city, CA	1,936	13%
2	Palo Alto city, CA	1,304	9%
3	Stanford CDP, CA	1,233	8%
4	San Francisco city, CA	1,209	8%
5	Redwood City city, CA	831	6%
6	San Jose city, CA	831	6%
7	Mountain View city, CA	828	6%
8	Sunnyvale city, CA	519	4%
9	San Mateo city, CA	430	3%
10	Santa Clara city, CA	386	3%
11	Cupertino city, CA	304	2%
12	Fremont city, CA	276	2%
13	South San Francisco city, CA	229	2%
14	San Carlos city, CA	208	1%
15	Los Angeles city, CA	181	1%

	Place	Share	Share in %
16	Oakland city, CA	166	1%
17	Atherton town, CA	159	1%
18	Hayward city, CA	149	1%
19	East Palo Alto city, CA	138	1%
20	Burlingame city, CA	134	1%
21	Milpitas city, CA	109	1%
22	Foster City city, CA	106	1%
23	Los Altos city, CA	96	1%
24	Newark city, CA	91	1%
25	Sacramento city, CA	86	1%
26	All Other Locations	3,041	16%

Although San Francisco is more than 30 miles away, it attracts 8% of Menlo Park's workforce, while San Jose and Mountain view each draw 6% of commuters, emphasizing the regional interconnectedness to employment centers. The top 10 employment locations account for 66% of the employment destinations, highlighting the preference of employment opportunities and movement to these areas.

The commuting population is predominantly within the 30 to 54 age group, which typically represents mid-career professionals. Residential clusters of these workers are found in Menlo Park's denser neighborhoods such as downtown, Belle Haven, Willow, and Sharon Heights as noted in Figure 21.

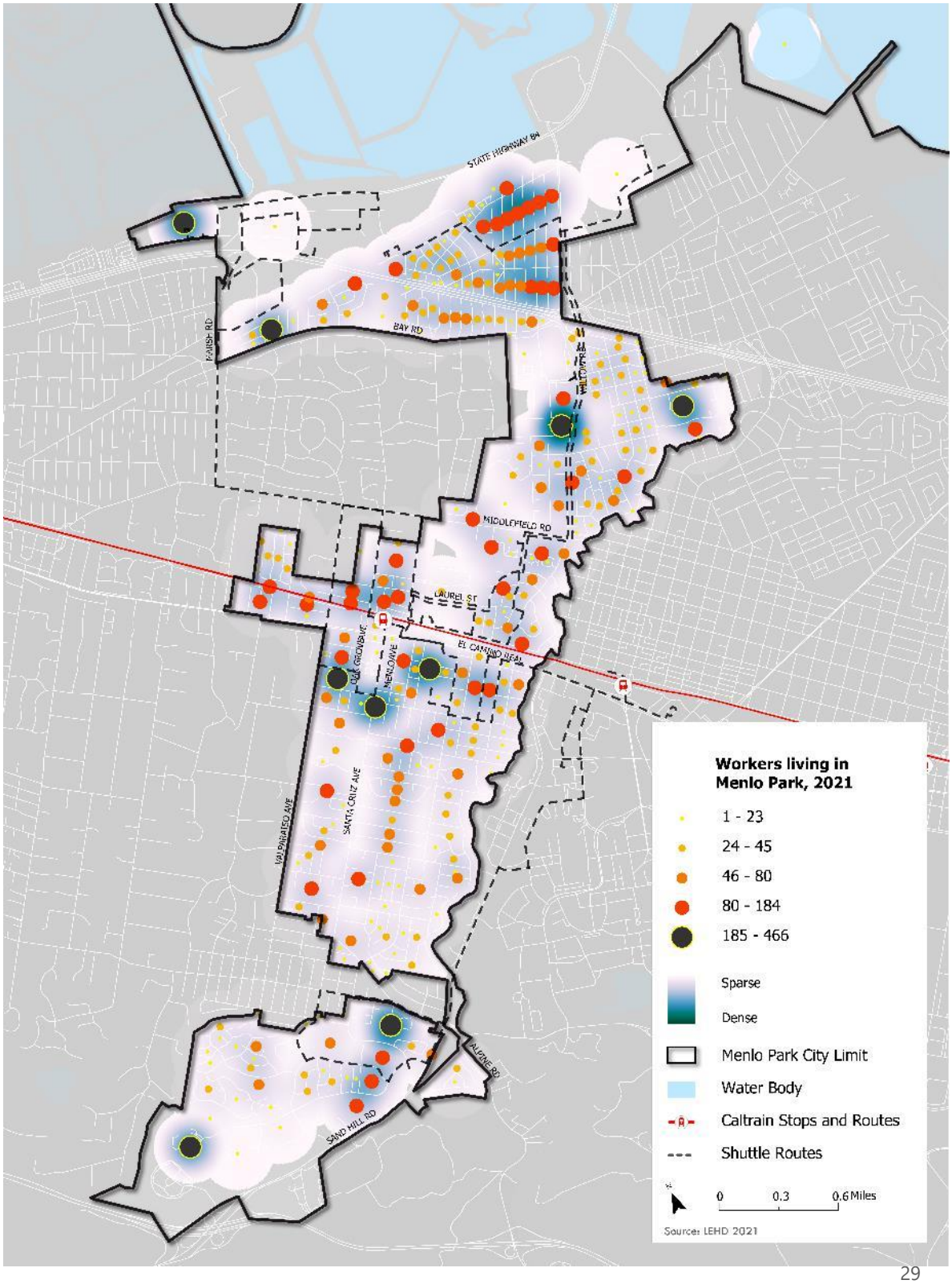
Commute distances (Table 4) provide further insight as over half of the Menlo Park workforce (53%) commutes less than 10 miles, while 26% travel between 10 and 24 miles. When including a 2-mile buffer from Menlo Park, the commuters traveling less than 10 miles slightly decreases to 50%. However, the preference for shorter commute distances remains dominant and is crucial to consider when evaluating shuttle routes in both short- and long-term plans.

Table 4: Job Distribution of Menlo Park Residents by Distance

	Within City of Menlo Park		Including 2 miles buffer from Menlo Park	
	Count	**Share**	**Count**	**Share**
Total All Jobs	14,980	100.0%	70,659	100.0%
Less than 10 miles	7,968	53.2%	35,244	49.9%
10 to 24 miles	3,817	25.5%	19,931	28.2%
25 to 50 miles	1,660	11.1%	7,433	10.5%

Greater than 50 miles	1,535	10.2%	8,051	11.4%

Figure 21: Distribution of Workers Living in Menlo Park, 2021



Menlo Park as Employment Destination

Menlo Park, CA, serves as a significant employment hub in the Bay Area, attracting 61,023 workers from a broad regional spectrum (Table 5). With only 3% of its workforce residing within the city, workers primarily come from the Bay Area's two largest cities, San Francisco and San Jose, which together accounts for about 20% of the city's workforce.

Table 5: Top 25 Locations of Commuters Traveling to Menlo Park for Employment

	Place	Share	Share in %
1	San Francisco city, CA	6,699	11%
2	San Jose city, CA	5,503	9%
3	Fremont city, CA	3,498	6%
4	Sunnyvale city, CA	3,447	6%
5	Redwood City city, CA	2,712	4%
6	Mountain View city, CA	2,533	4%
7	Menlo Park city, CA	1,936	3%
8	San Mateo city, CA	1,786	3%
9	Palo Alto city, CA	1,775	3%
10	Santa Clara city, CA	1,724	3%
11	Oakland city, CA	1,427	2%
12	Los Angeles city, CA	1,090	2%
13	Newark city, CA	1,066	2%
14	Hayward city, CA	953	2%
15	San Carlos city, CA	921	2%
16	Union City city, CA	864	1%
17	Cupertino city, CA	817	1%
18	Foster City city, CA	714	1%
19	Los Altos city, CA	707	1%
20	East Palo Alto city, CA	681	1%
21	Belmont city, CA	627	1%
22	Milpitas city, CA	561	1%
23	Pleasanton city, CA	504	1%
24	Dublin city, CA	469	1%
25	San Diego city, CA	425	1%
26	All Other Locations	17,584	29%

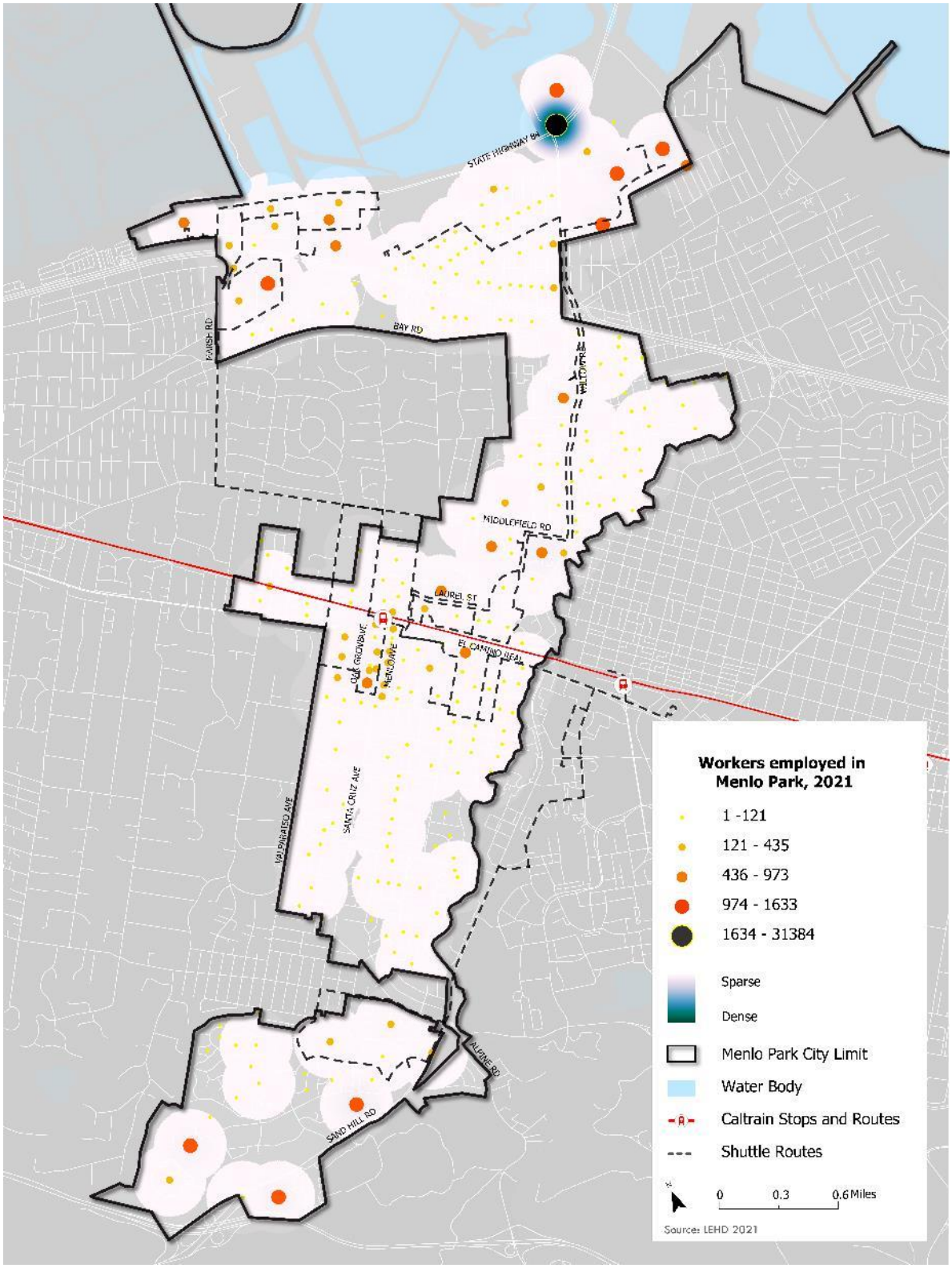
The top residential locations for Menlo Park employees also include Fremont, Sunnyvale, and Redwood City, illustrating a diverse regional draw. Overall, the top 10 cities, indicating a regional distribution of workers, contribute a total of 52% to Menlo Park's workforce. The top employment locations within Menlo Park (Figure 22) include Meta Headquarters and other business clusters in Bayfront, central and downtown Menlo Park, and Sharon Heights.

Table 6 provides information on the distances commuters travel to reach their employment locations in Menlo Park. Roughly one-third (31.8%) of all jobs in Menlo Park involve workers commuting for less than 10 miles. This proportion remains consistent when a 2-mile buffer around the city is included (31.9%). The largest share of workers commuting to Menlo Park come from the 10–24-mile range, indicating that most workers are traveling medium distances, highlighting opportunities for alternative transportation options.

Table 6: Commuting Distances of Workers Traveling to Menlo Park

	Within City of Menlo Park		Including 2 miles buffer from Menlo Park	
	Count	**Share**	**Count**	**Share**
Total All Jobs	**61,023**	**100.0%**	**176,790**	**100.0%**
Less than 10 miles	19,430	31.8%	56,448	31.9%
10 to 24 miles	25,144	41.2%	70,554	39.9%
25 to 50 miles	8,282	13.6%	24,952	14.1%
Greater than 50 miles	8,167	13.4%	24,836	14.0%

Figure 22: Distribution of Workers Employed in Menlo Park, 2021



Worker Inflows and Outflows

The city has experienced a transformation in its employment dynamics between 2010 and 2021, as shown in Table 7. The number of people employed has more than doubled from 22,815 in 2010 to 61,023 in 2021. This 167% increase over eleven years is likely driven by the expansion of the tech sector, including companies like Meta and new development in the Bayfront and other parts of the city. However, this job growth also signifies that about 59,087 people are commuting in from other cities, which is 97% of the total workforce.

Table 7: Employment and Residential Trends in Menlo Park (2010-2021)

	2021		2015		2010	
Employed in Menlo Park	61,023		38,950		22,815	
Employed in Menlo Park but Living Outside	59,087	97%	37,163	95%	21,454	94%
Employed and Living in Menlo Park	1,936	3%	1,787	5%	1,361	6%
	2021		**2015**		**2010**	
Living in Menlo Park	14,980		15,487		13,032	
Living in the Menlo Park but Employed Outside	13,044	87%	13,700	89%	11,671	90%
Living and Employed in Menlo Park	1,936	13%	1,787	12%	1,361	10%

Residents of Menlo Park have consistently shown a tendency to work outside the city. In 2021, 87% of employed Menlo Park residents (13,044 people) commuted to jobs in other locations, only slightly down from 90% in 2010. Overall, there are high percentages of both inbound and outbound commuters in relation to the city, which could affect peak and non-peak hour traffic flow in the future. Managing transportation demand for this diverse range of worker origins and destinations will be crucial.

SHUTTLE ANALYSIS OVERVIEW

This analysis aims to develop a comprehensive understanding of Menlo Park's shuttle services and better understand how the Service integrates with Other Public and private Service providers in the City. As a starting point in our evaluation, we will analyze a wide range of characteristics at the system level, including:

- Historical ridership trends
- Service availability (days, span, headways)
- Regional connectivity
- Service hours
- Peak vehicles
- Service change and implementation history
- Detailed Profiles of each route

Analysis Summary

Since 1989, the City of Menlo Park has been providing a free shuttle service, as a convenient mode of transportation for everyone. This service connects Menlo Park residents, visitors, and commuters to their respective destinations. The community shuttles cater to local destinations such as senior facilities, downtown retail, and the library, while the commuter shuttles efficiently transport workers to the Marsh Road and Willow Road business parks from the Caltrain station during peak commute hours.

Apart from the Shoppers' Shuttle, all shuttles operate Monday through Friday. All shuttles are wheelchair-accessible and can accommodate up to two bicycles.

Figure 23: 2024 Shuttle System Map on Website

Of the four shuttles, two focus on commuters, and two focus on serving riders within the community. Commuter routes M3 Marsh Road and M4 Willow Road Shuttles are focused on connecting regional connections like Caltrain to the job centers located in the bayfront area east of Downtown Menlo Park, between U.S. Route 101 and San Franciso Bay. The

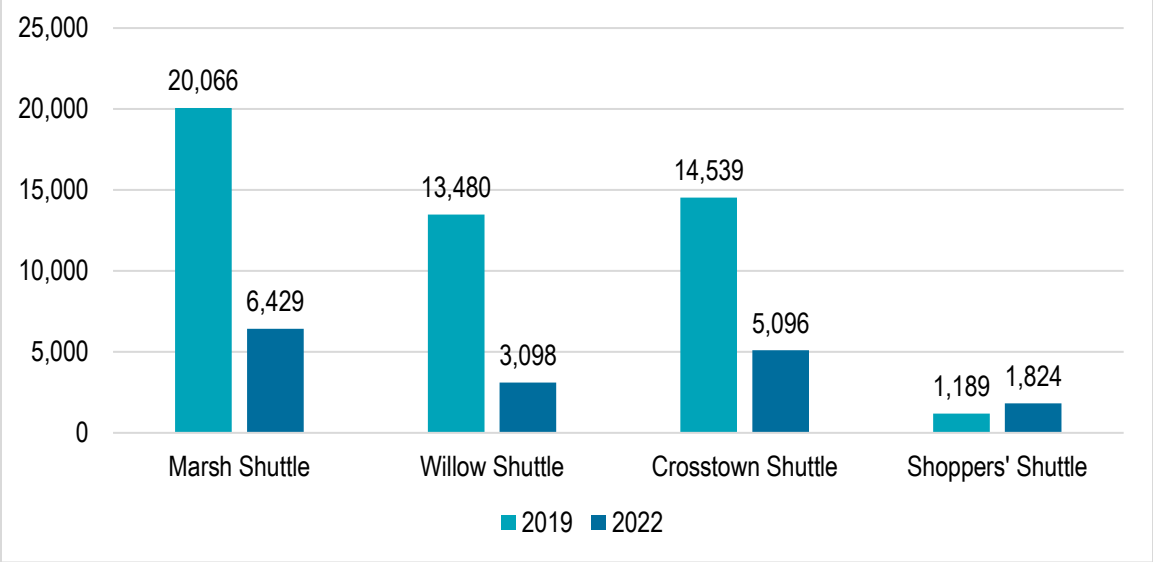
Community routes are the fixed-route, M1 Crosstown shuttle, and the Dial-a-ride Shopper's shuttle. In 2022, the shuttles provided 16,447 trips, down 67% from 2019 and 80% from the system's peak in 2013, as shown in Figure 24.

All shuttles are operated under contract with SamTrans/Caltrain, Commute.org, and the City of Menlo Park by MV Transportation. The shuttles are based in Burlingame, CA, approximately 17 miles north of Menlo Park.

The decline in shuttle usage was caused by many factors, including:

- COVID-19 pandemic
- Increase in work from home
- Increased use of private company shuttles
- Changing travel patterns

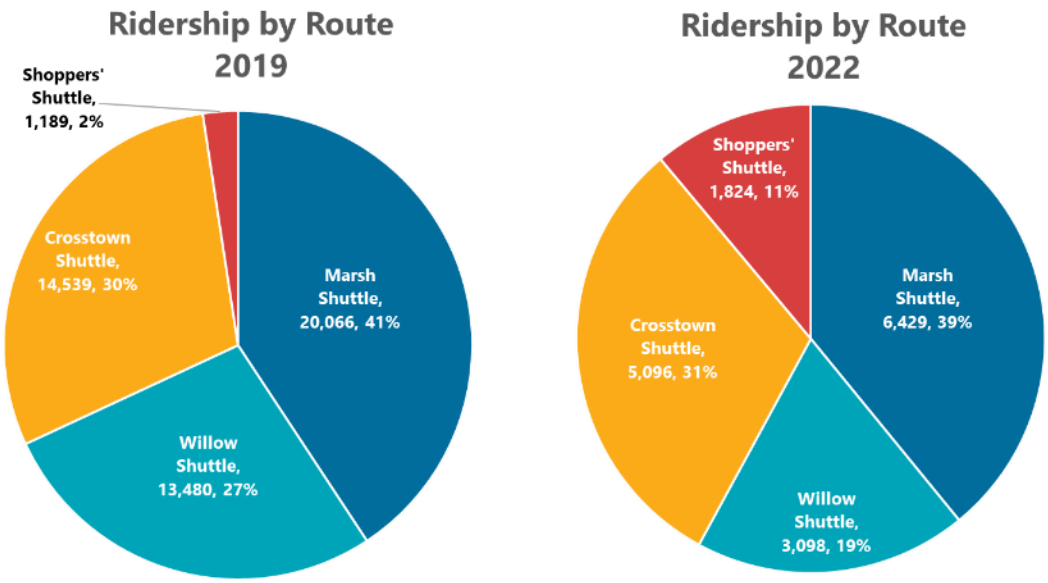
Figure 24: System Ridership 2019 and 2022



Overall, in 2022, the service has only regained 33% of its pre-pandemic ridership. Ridership has fallen 72% on commute routes and they have been impacted due to changes in commute patterns. The Crosstown shuttle was down 65%, while the Shoppers shuttle was up 53%. It is worth noting that service changes to the shuttle and regional transit providers like Caltrain and SamTrans have also impacted ridership, shown in Figure 24 and Figure 25.

In addition to changes in commuter behavior, the shuttle has struggled to scale with the increase in office and residential development in the Bayfront Area between 2015 and 2019. It is also not well positioned to capture the users from the future development planned in the Bayfront area.

Figure 25: Shuttle Ridership by Route for 2019 and 2022



Route Overview

Below is a description of each shuttle route.

M1-Crosstown Shuttle

The City of Menlo Park operates the M1 Crosstown Shuttle, traveling between Belle Haven and Sharon Heights. Designed to serve the diverse needs of Menlo Park residents, employees, and visitors, the shuttle connects travelers to neighborhoods, commercial areas, and medical and public facilities.

M3-Marsh Road Shuttle

The M3 Marsh Road Shuttle is a commuter shuttle operated by the City of Menlo Park. The shuttle is designed to serve employees who work in business parks, located in the northeastern area of the City. Shuttles run during the morning and afternoon to align with the Caltrain schedules.

M4-Willow Road Shuttle

The M4 Willow Road Shuttle is a commuter shuttle operated by the City of Menlo Park. The shuttle serves employees who work in the business parks along Willow Road, Adams Drive,

and O'Brien, located in the northeastern area of the City. Shuttles run during the morning and afternoon to align with the Caltrain schedules.

Shoppers' Shuttle

The Shoppers' Shuttle is a door-to-door service tailored for residents who require special assistance or reside in areas far from transit routes. Reservations are needed one day in advance. The shuttle operates in Menlo Park, Palo Alto, and Redwood City and serves multiple destinations like shopping centers and medical facilities.

System Performance

Table 8: System Performance

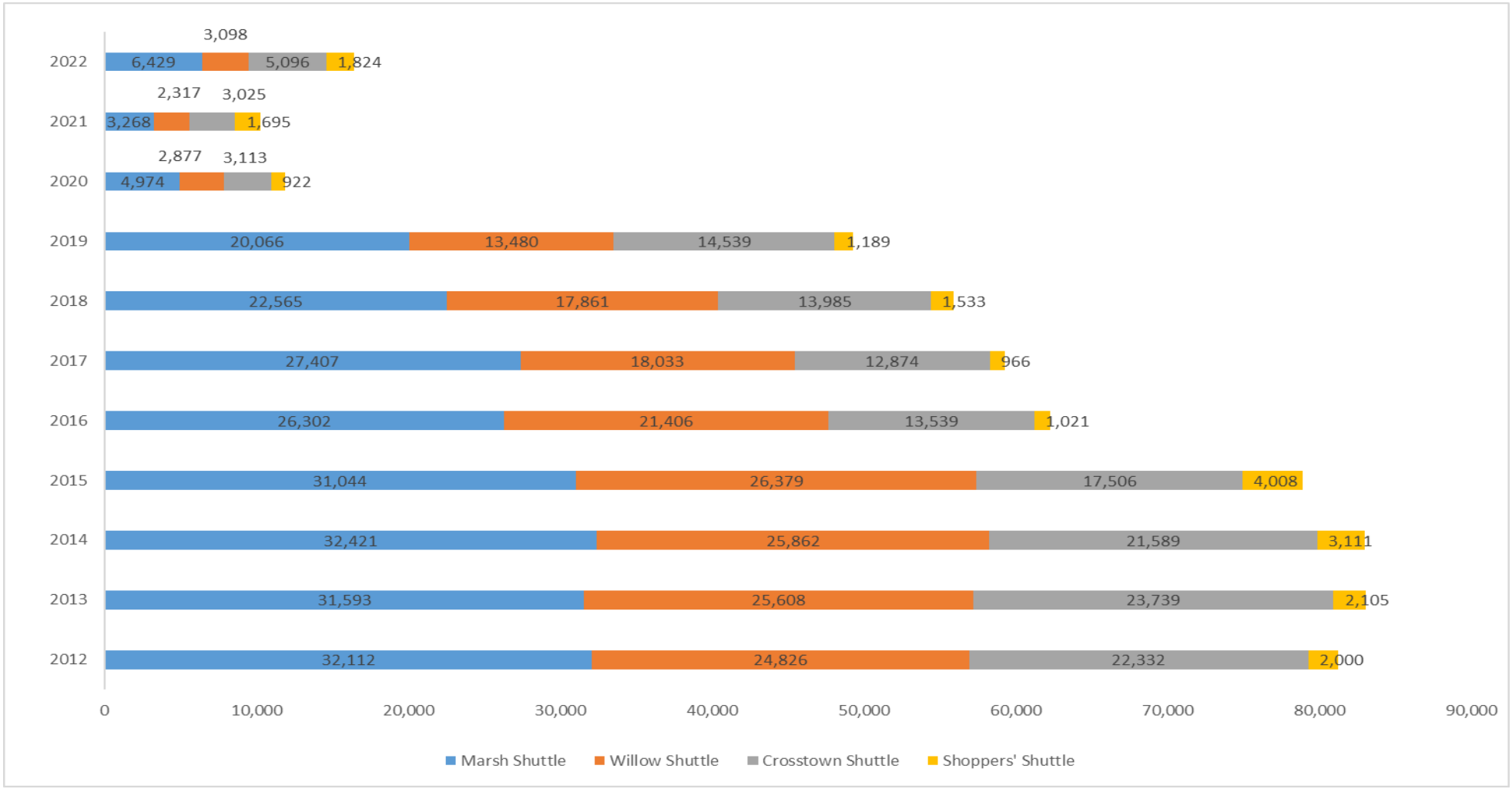
Route	Annual							Productivity		
	Revenue Hours	Miles	FY23-24 budget	$ per Revenue Hr	Total hours	$ per hour	$ per Mile	2022 Ridership	Ridership per revenue Hour	Cost per Trip Estimated
Crosstown Shuttle	4,217	39,520	$874,000	$207.25	4,869	$179.50	$22.12	5,096	1.21	$171.51
Marsh Shuttle	1,313	16,146	$379,900	$289.34	1,631	$232.94	$23.53	6,429	4.90	$59.09
Willow Shuttle	1,230	13,104	$341,900	$278.01	1,430	$239.09	$26.09	3,098	2.52	$110.36
Shoppers' Shuttle	624	6,084	$150,400	$241.03	858	$175.29	$24.72	1,824	2.92	$82.46
	7,384	74,854	$1,746,200	$236.48	8,788	$198.70	$23.33	16,447	2.23	$106.17

Historical Ridership Trends

Table 9: System Ridership 2012-2022

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Marsh Shuttle	32,112	31,593	32,421	31,044	26,302	27,407	22,565	20,066	4,974	3,268	6,429	2,961
Willow Shuttle	24,826	25,608	25,862	26,379	21,406	18,033	17,861	13,480	2,877	2,317	3,098	1,864
Crosstown Shuttle	22,332	23,739	21,589	17,506	13,539	12,874	13,985	14,539	3,113	3,025	5,096	2,617
Shoppers' Shuttle	2,000	2,105	3,111	4,008	1,021	966	1,533	1,189	922	1,695	1,824	409
System Totals	**81,270**	**83,045**	**82,983**	**78,937**	**62,268**	**59,280**	**55,944**	**49,274**	**11,886**	**10,305**	**16,447**	**7,851**

Figure 26: System Ridership 2012-2022



Service Change and Implementation History

Table 10 shows a brief history of how the shuttle service has changed and the routes were impacted. Overall, the broad impact of the changes has been to reduce the frequency of service. Along with the impacts of the COVID-19 pandemic and reductions to Caltrain service, increased usage of private shuttles has made the shuttle less attractive to users. There is an opportunity to better link to Caltrain Service once clock face scheduling begins in fall of 2024.

Table 10: Record of Service Changes

Service Change	Routes Impacted	Date Implemented
M1 Menlo Midday reduced from two to one vehicle	M1-Menlo Midday	Mar 2017
M2-Belle Haven route was created with two vehicles	M2-Belle Haven	Mar 2017
2nd vehicle added to the M3-Marsh shuttle	Marsh Road Shuttle	Jul 2017
M2-Belle Haven was reduced to one vehicle due to driver shortages	M2-Belle Haven	Nov 2017
M1 Menlo Midday was suspended	M1 Midday Shuttle	Sep 2018
New M1-Crosstown replaced M1 and M2 route	M1 and M1 Shuttles	Nov 2020
M3-Marsh Road reduced from two to one vehicle	Marsh Rd Shuttle	Jul 2017 to Mar 2020

Service Availability and Regional Connectivity

The shuttle's mission is to fill gaps in the existing transportation network. In Menlo Park, there are two regional transit providers: the San Mateo County Transit District (SamTrans) and Caltrain. AC Transit provides limited service to Alameda County and other destinations east of the San Francisco Bay. Due to its small footprint in Menlo Park, it wasn't included in this analysis.

Figure 32 is a map of all existing transit services. and shows the service spans and frequency of all routes in Menlo Park.

Caltrain

Caltrain has essential rail service, linking the City with key destinations such as San Francisco, the Peninsula, San Jose, and Gilroy. This regional transit service offers frequent connections to the downtown area, with hourly service, bridging the gap between San Francisco in the north and San Jose or Gilroy to the south. Menlo Park Caltrain station provides this regional connection.

EXISTING CALTRAIN SERVICE

On weekdays, during peak hours, the Caltrain service operates two trains per hour from Menlo Park Station. One local train stops at every intermediate station, and a limited-stop train stops at 10 fewer stations than the Local. Outside of peak hours, the station sees between one and two trains per hour. On weekends, Caltrain provides local hourly service to all stations.

On weekdays, Caltrain operates from 5:00 am to 1:43 am. On weekends, service begins at 7:12 am and ends at 11:56 pm.

FUTURE CALTRAIN SERVICE

In the Fall of 2024, Caltrain is expected to increase service frequency and speeds along the route by moving to higher performance electric trains. The new trains would enable additional service to Menlo Park. In addition to an increase in service, Caltrain plans to move towards a clock face schedule, which is easier to synchronize with other transit services including the shuttle.

According to the Caltrain Service Plan, Menlo Park will see three trains per hour during peak hours. Service will be every 30 minutes during mid-day and evenings, and on weekends.

Figure 27: Caltrain Service Map

SamTrans

SamTrans is the go-to regional bus provider, serving diverse routes throughout San Mateo County. This extensive bus network extends beyond county lines, reaching into Santa Clara County and San Francisco. It operates several bus routes that serve Menlo Park, connecting it to surrounding areas like Redwood City, Palo Alto, and San Francisco. These routes run on fixed schedules throughout the day, offering a wider reach than city shuttles.

SamTrans' El Camino Real (ECR) service is the only high-frequency transit service in the City, covering the El Camino Real corridor between Daly City and Palo Alto. Sam Trans Route 281 and 296 Cover the eastern part of the City. Ride Plus is an On-demand Microtransit service serving the Belle Haven neighborhood and East Palo Alto.

RIDE PLUS

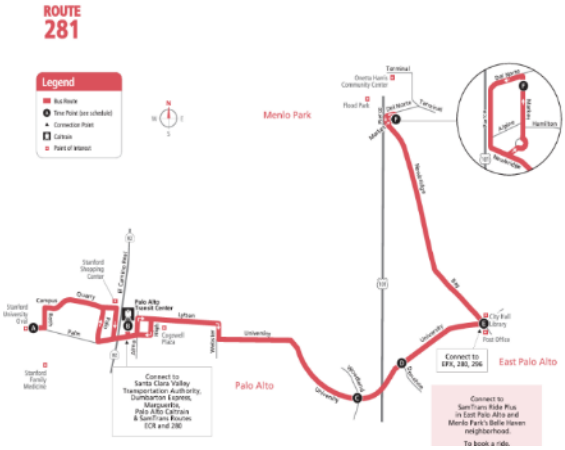
SamTrans Ride Plus provides microtransit service within East Palo Alto and the Belle Haven neighborhood of Menlo Park. It was established to expand mobility options and provide high-quality, efficient, and sustainable public transit in areas that are historically under-invested and difficult to serve with traditional fixed-route bus service. SamTrans Ride Plus offers shorter wait times and better reliability in the service area than traditional fixed-route bus service. The wait time for the Ride Plus service is intended to be no more than 25 minutes from the time of reservation to the time of pick-up.

Figure 28: SamTrans Ride Plus Service Area

ROUTE 281 ONETTA HARRIS CENTER – STANFORD MALL

This route connects Onetta Harris Community Center in Belle Haven to the Stanford Mall in Palo Alto. Other notable stops are the Palo Alto Transit Center and destinations in East Palo Alto. The service operates from 6:00 am to 10:00 pm on Weekdays, 8:00 am to 7:00 pm on Saturdays, and 8:00 am to 6:00 pm on Sundays. Mondays through Saturdays, the service runs every 30 minutes; on Sundays, it runs every 40 minutes.

Figure 29: SamTrans Route 281



ROUTE 296 REDWOOD CITY TRANSIT CENTER – BAYSHORE/DONOHOE

This route connects Redwood Transit Center to the Gateway 101 shopping center in East Palo Alto. Other notable stops are the Menlo Park Caltrain Station and destinations along the Willow Road corridor. The service operates from 5:00 am to 10:00 pm on weekdays and 8:00 am to 8:00 pm on weekends. On weekdays, the service runs every 20 minutes; and on weekends, it runs every 30 minutes.

Figure 30: SamTrans Route 296

ECR (EL CAMINO REAL) DALY CITY BART – PALO ALTO TRANSIT CENTER

This route connects Daly City BART to the Palo Alto Transit Center. The ECR is a multi-city route that connects major cities in San Mateo County. Other notable stops include the Menlo Park Caltrain Station and destinations on the El Camino Real corridor. The service operates from 4:00 am to 2:00 am on weekdays and 5:00 am to 2:00 am on weekends.

On weekdays, the service runs every 15 minutes peak and every 30 minutes after 7:00 pm.

On weekends, it runs every 30 minutes early in the morning and in the evening, and every 20 minutes throughout the day.

Figure 31: Sam Trans Route ECR

Figure 32: Existing Transit Routes in City of Menlo Park and Surrounding Area

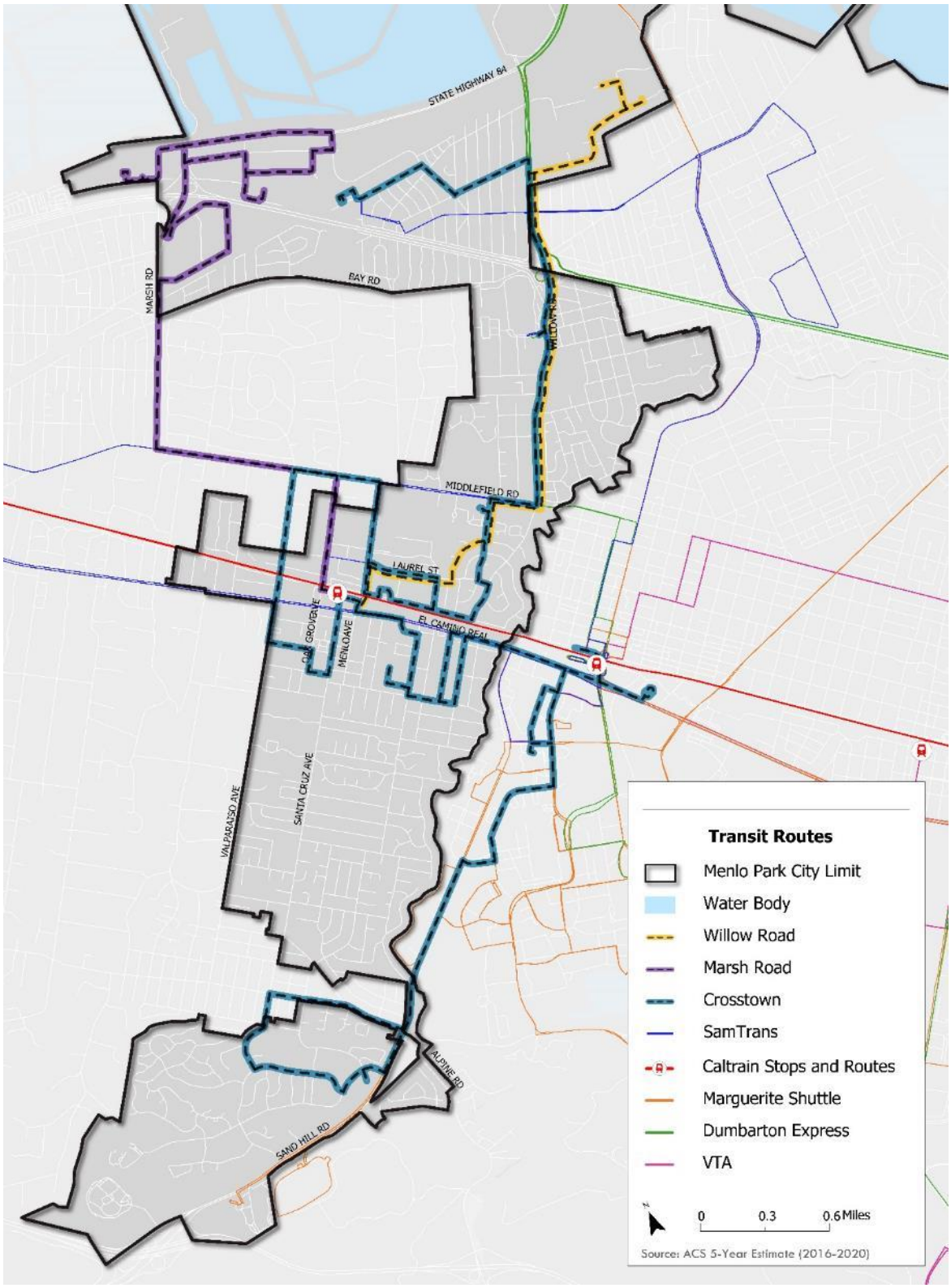


Figure 33: Service Availability Matrix

Daily Schedules

Operator	Route	Early 4	Early 5	Morning 6	Morning 7	Morning 8	Morning 9	Midday 10	Midday 11	Midday 12	Midday 1	Midday 2	Midday 3	Afternoon 4	Afternoon 5	Afternoon 6	Night 7	Night 8	Night 9	Night 10	Night 11	Start	End	Headways Early	Headways Morning	Headways Midday	Headways Afternoon	Headways Night
Shuttles																												
City of Menlo Park	M1 Crosstown Shuttle (Belle Haven to Sharon Heights)																					8:15 AM	5:52 PM	N/A	180	180	180	N/A
City of Menlo Park	M3 Marsh Road Shuttle (Menlo Park Caltrain to Marsh Road Business Parks																					6:41 AM	6:27 PM	N/A	60	N/A	60	N/A
City of Menlo Park	M4 Willow Road Shuttle (Menlo Park Caltrain to Willow Road Business Parks																					6:41 AM	6:27 PM	N/A	60	N/A	60	N/A
City of Menlo Park	Menlo Gateway Shuttle (Menlo Park Caltrain to Redwood City Caltrain)																					6:30 AM	7:30 PM	N/A	45	N/A	45	45
City of Menlo Park	Shoppers' Shuttle (S) *Tues, Wed, and Sat only*																					9:30 AM	1:30 PM	N/A	60	60	60	N/A
SamTrans																												
SamTrans	Ride Plus MicroTransit Belle Haven-East Palo Alto																					6:00 AM	10:00 PM	30	30	30	30	30
SamTrans	Route 281 Onetta Harris Center - Stanford Mall (Weekday)																					6:00 AM	10:00 PM	30	30	30	30	30
SamTrans	Route 281 Onetta Harris Center - Stanford Mall (Saturday)																					8:00 AM	7:00 PM	N/A	30	30	30	30
SamTrans	Route 281 Onetta Harris Center - Stanford Mall (Sunday)																					8:00 AM	6:00 PM	N/A	40	40	40	N/A
SamTrans	Route 296 Redwood City Transit Center - Bayshore/Donohoe (Weekday)																					5:15 AM	10:00 PM	20	20	20	20	30
SamTrans	Route 296 Redwood City Transit Center - Bayshore/Donohoe (Weekend)																					8:15 AM	8:00 PM	N/A	30	30	30	30
SamTrans	ECR Daly City BART - Palo Alto Transit Center (Weekday)																					4:00 AM	2:00 AM	15	15	15	15	30
SamTrans	ECR Daly City BART - Palo Alto Transit Center (Saturday)																					4:45 AM	2:00 AM	30	20	20	20	30
SamTrans	ECR Daly City BART - Palo Alto Transit Center (Sunday)																					4:45 AM	2:00 AM	30	20	20	20	30
Caltrain (Today)																												
	Existing Caltrain Local (Weekday)																					5:02 AM	1:43 AM	52	60	60	60	30
	Existing Caltrain Limited (Weekday)																					5:36 AM	7:58 PM	80	60	60	60	70
	Existing Caltrain Local (Weekend)																					7:12 AM	11:56 PM	60	60	60	60	60
Caltrain Fall 2024 (Proposed)																												
	Future Caltrain Local (Weekday)																					5:02 AM	1:43 AM	30	30	30	30	30
	Future Caltrain Express B (Weekday)																					5:37 AM	8:10 PM	N/A	60	N/A	60	N/A
	Future Caltrain Local (Weekend)																					7:12 AM	11:56 PM	30	30	30	30	30

15 min **16-30 min** **31-45 min** **46+ min**

Route Profiles

Since 1989, the City of Menlo Park has been providing a free shuttle service, as a convenient mode of transportation for everyone. This service connects Menlo Park residents, visitors, and commuters to their respective destinations. The community shuttles cater to local destinations such as senior facilities, downtown retail, and the library, while the commuter shuttles efficiently transport workers to the Marsh Road and Willow Road business parks from the Caltrain station during peak commute hours. Apart from the Shoppers' Shuttle, all shuttles operate Monday through Friday. All shuttles are wheelchair-accessible and can accommodate up to two bicycles.

Of the four shuttles, two focus on commuters, and two focus on serving riders within the community. Commuter routes M3 Marsh Road and M4 Willow Road Shuttles are focused on connecting regional connections like Caltrain to the job centers located in the Bayfront area east of Downtown Menlo Park, between U.S. Route 101 and San Franciso Bay. The Community routes are the fixed-route, M1 Crosstown shuttle, and the Dial-a-ride Shopper's shuttle. In 2022, the shuttles provided 16,447 trips, down 67% from 2019 and 80% from the system's peak in 2013, as shown in Table 9.

Shuttle Service Matrix

Table 11: Shuttle Route Profile and Information

	Service Type:	Targeted User:	Frequency	Hours of Operation	Markets Served
M1 Crosstown Shuttle (Belle Haven to Sharon Heights)	Fixed-Route	Elderly and Disabled Residents and the General Public	Every 60-90 Minutes	Weekdays, from 8:00 a.m. to 6:00 p.m.	Menlo Park, Belle Haven, Sharon Heights, Palo Alto
M3 Marsh Road Shuttle (Menlo Park Caltrain to Marsh Road Business Parks	Fixed-Route	Commuters	Every 60 Minutes	Weekdays from 6:30 a.m. to 10:00 a.m. and 4:00 p.m. to 6:30 p.m.	Menlo Park, Belle Haven Marsh Road Business Parks
M4 Willow Road Shuttle (Menlo Park Caltrain to Willow Road Business Parks	Fixed-Route	Commuters	Every 60 Minutes	Weekdays from 6:30 a.m. to 10:00 a.m. and 4:00 p.m. to 6:30 p.m.	Menlo Park, Willow Road Business Parks

	Service Type:	Targeted User:	Frequency	Hours of Operation	Markets Served
Shoppers' Shuttle (S)	Dial-a-Ride/Door-to-Door Shuttle	Elderly and Disabled Residents	Not Applicable	Tuesdays, Wednesdays, and Saturdays, from 9:30 a.m. to 1:30 p.m.	Menlo Park, Palo Alto and Redwood City

Table 12: Operational Data of Menlo Park Shuttles

Route	Daily		Annual		FY23-24 budget
	Revenue Hours	Miles	Revenue Hours	Miles	
Crosstown Shuttle	16.22	152	4,217	39,520	$874,000
Marsh Shuttle	5.05	62	1,313	16,146	$379,900
Willow Shuttle	4.73	50	1,230	13,104	$341,900
Shoppers' Shuttle	4.00	39	624	6,084	$150,400
Total	**30.00**	**304**	**7,384**	**74,854**	**$1,746,200**

M1 Crosstown Shuttle

Route Overview

The City of Menlo Park operates the M1 Crosstown Shuttle, traveling between Belle Haven and Sharon Heights. Designed to serve the diverse needs of Menlo Park residents, employees, and visitors, the shuttle connects travelers to neighborhoods, commercial areas, and medical and public facilities.

Figure 34: Crosstown Shuttle Route Map

Markets Served

The Crosstown Shuttle runs between Belle Haven and Sharon Heights and travelers can access destinations such as:

- Educational facilities: Menlo-Atherton High School
- Retail areas: Downtown Menlo Park, Stanford Shopping Center, Sharon Height Shopping Center, Nordstrom, Hoover Pavilion, Safeway
- Medical facilities: Menlo Medical Clinic, Stanford Medical Center, VA Medical Clinic
- Residential areas: Menlo Commons
- Community facilities: Little House, Belle Haven Library, Menlo Park Library/Senior Center

Weekday Service

Figure 35: Weekday Inbound Schedule

Inbound to Sharon Heights	RUN 1	RUN 2	RUN 3	RUN 4	RUN 5
Terminal and Del Norte	8:15	10:49	12:07	2:32	3:27
Belle Haven Branch Library	8:19	10:53	12:11	2:36	3:31
V.A. Medical Center	8:25	10:59	12:17	2:42	3:37
Menlo Medical Clinic	8:29	11:03	12:21	2:46	3:41
MP Library, Senior services	8:35	11:09	12:27	2:52	3:47
Middlefield and Oak Grove	8:39	11:13	12:31	2:56	3:51
Crane Place	8:44	11:18	12:36	3:01	3:56
Downtown (Santa Cruz and Chestnut)	8:47	11:21	12:39	3:04	3:59
Menlo Park Caltrain	8:50	11:24	12:42	3:07	4:02
Safeway	8:54	11:28	12:46	3:11	4:06
Little House	8:58	11:32	12:50	3:15	4:10
Partridge / Kennedy	9:02	11:36	12:54	3:19	4:14
P.A. Medical Foundation	9:08	11:42	1:00	3:25	4:20
Palo Alto Caltrain	9:13	11:47	1:05	3:30	4:25
Hoover Pavilion	9:18	11:52	1:10	3:35	4:30
Stanford Shopping Center	9:20	11:54	1:12	3:37	4:32
Nordstrom / Crate and Barrel	9:23	11:57	1:15	3:40	4:35
Stanford Medical Center (900 Welch Road)	9:27	12:01	1:19	3:44	4:39
Sharon Hts. Shopping Ctr.	9:34	12:08	1:26	3:51	4:46
Menlo Commons	9:41	12:15	1:33	3:58	4:53

Outbound to Belle Haven	RUN 1	RUN 2	RUN 3	RUN 4	RUN 5
Sharon Hts. Shopping Ctr.	9:00	10:01	12:55	1:38	4:23
Menlo Commons	9:07	10:08	1:02	1:45	4:30
Stanford Medical Center (Welch and Blake Wilbur)	9:13	10:14	1:08	1:51	4:36
Stanford Shopping Center	9:18	10:19	1:13	1:56	4:41
Nordstrom / Crate and Barrel	9:21	10:22	1:16	1:59	4:44
Hoover Pavilion	9:24	10:25	1:19	2:02	4:47
P.A. Medical Foundation	9:28	10:29	1:23	2:06	4:51
Palo Alto Caltrain	9:33	10:34	1:28	2:11	4:56
University and Partridge	9:39	10:40	1:34	2:17	5:02
Little House	9:42	10:43	1:37	2:20	5:05
Safeway	9:46	10:47	1:41	2:24	5:09
Menlo Park Caltrain	9:50	10:51	1:45	2:28	5:13
Downtown (Santa Cruz and Crane)	9:54	10:55	1:49	2:32	5:17
Crane Place	9:57	10:58	1:52	2:35	5:20
Middlefield and Oak Grove	10:02	11:03	1:57	2:40	5:25
MP Library, Senior services	10:08	11:09	2:03	2:46	5:31
Menlo Medical Clinic	10:13	11:14	2:08	2:51	5:36
V.A. Medical Clinic	10:19	11:20	2:14	2:57	5:42
Belle Haven Branch Library	10:25	11:26	2:20	3:03	5:48
Terminal and Del Norte	10:29	11:30	2:24	3:07	5:52

Weekday Service Characteristics

The Crosstown Shuttle has 20 stops and operates Monday through Friday from 8:15 AM to 6 PM. Shuttles run every 60 or 90 minutes and have an average stop spacing of three-quarter mile. As the name suggests, the shuttle provides connections to many destinations in the City, serving a wide range of demographics.

Travelers can transfer to other transit services such as Caltrain, SamTrans, Standard Marguerite Shuttle, and the Santa Clara Valley Transportation Authority (VTA) system at the Menlo Park Caltrain Station and Palo Alto Caltrain Station.

Table 13: M1 -Weekday Service Characteristics

Span	Frequency	Trips
9 hours	60-90 minutes	5 trips inbound 5 trips outbound

Weekday Performance

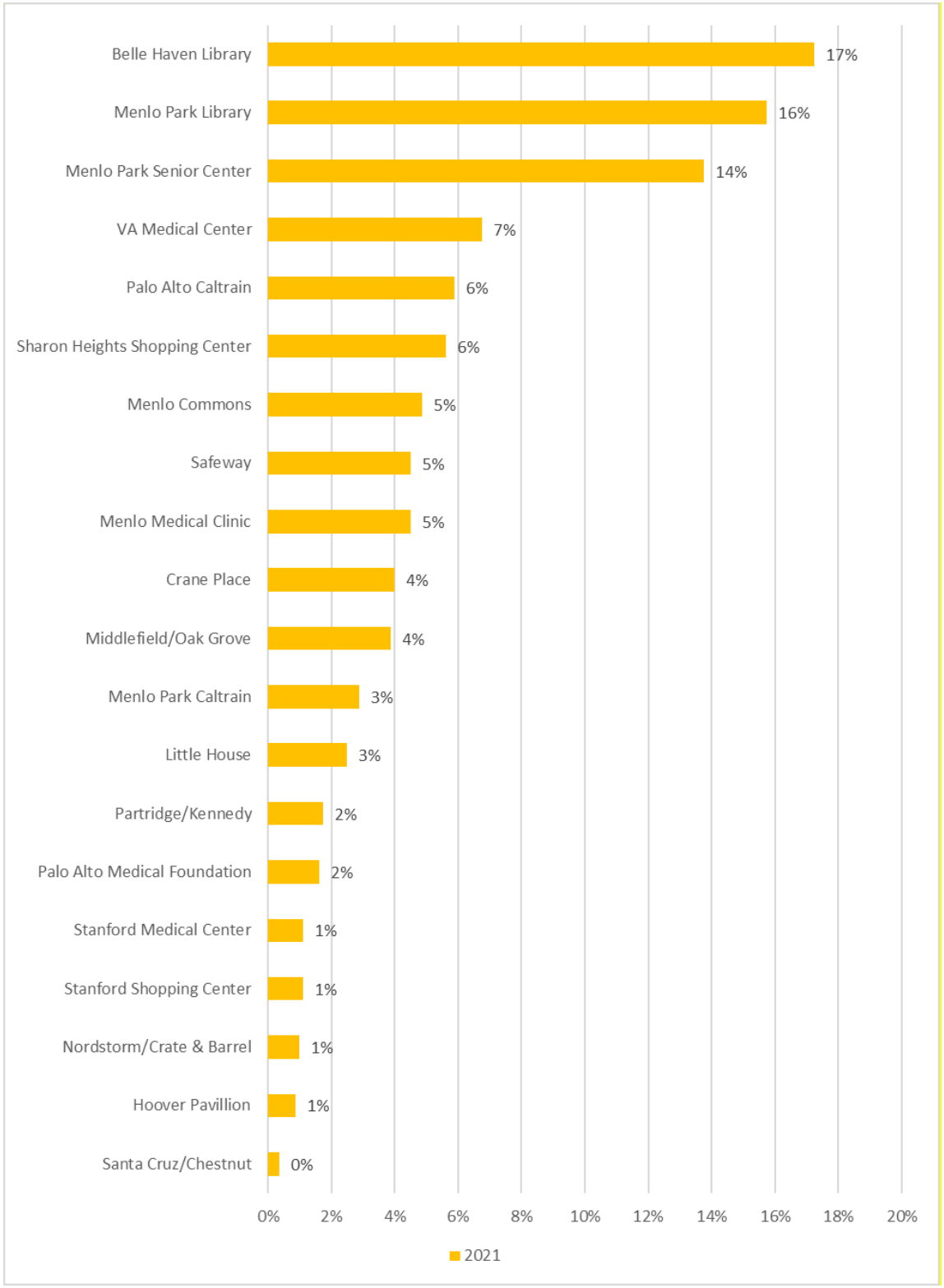
Ridership by stop trends for the Crosstown Shuttle were analyzed for March, July, and September in 2017, 2019, 2020, and 2021 (Figure 36):

- Ridership for community amenities such as Menlo Park Senior Center, Belle Haven Library, Menlo Park Library, and Crane Place hold the highest ridership percentage compared to other destinations served by the Crosstown Shuttle.
- Ridership for the Menlo Park Senior Center has the highest ridership percentage across all stops.
- Medical facilities such as the VA Medical Center, Menlo Medical Clinic, Palo Alto Medical Foundation, and Hoover Pavilion hold a smaller ridership percentage; however, these locations are popular among Menlo Park residents.
- Ridership remains consistent throughout the years for Safeway. In 2021, shuttle stops were added for Sharon Heights Shopping Center and Stanford Shopping Center. The Sharon Heights Shopping Center and Stanford Shopping Center respectively hold 6% and 1% of ridership in 2021.
- Ridership in residential areas along Middlefield, Ringwood, and Ravenswood is low, sharing 1%-4% throughout the four years.
- The Crosstown Shuttle began to serve the Menlo Park Commons in 2021 and holds a significant number of ridership (5%).
- Ridership for the Menlo Park Caltrain Station has the lowest percentage of riders compared to the commuter shuttles.

Table 14: Crosstown Shuttle Operating Hours and Miles

Feb-20		Nov-20		Mar-21		Jan-23	
Hours	Miles	Hours	Miles	Hours	Miles	Hours	Miles
10.55	106.1	14.58	155	14.58	155	14.58	155

Figure 36: M1 - Ridership by Stop



Service Improvement Opportunities

The Crosstown Shuttle serves residents and visitors in Menlo Park by traveling to as many destinations as possible. High ridership at community facilities, medical centers, and shopping centers indicates that residents of all ages use the shuttle service. Because shuttle stops were added to medical centers in Palo Alto in 2021, this suggests that many residents use the shuttles to attend their medical appointments and medical centers have become popular destinations. Service improvements that the City of Menlo Park can consider include:

- Increase frequency to accommodate travel schedules as the shuttle runs every 60 minutes.
- Install shuttle signage at all locations as some stops do not have a sign; wayfinding signage is critical for travelers to know where to wait for the shuttle.
- Establish stopping areas for the shuttles to eliminate complicated maneuvers out of parking lots.
- Partner with community organizations like Little House which also runs a transportation service for its constituents and assess how both programs can complement each other.

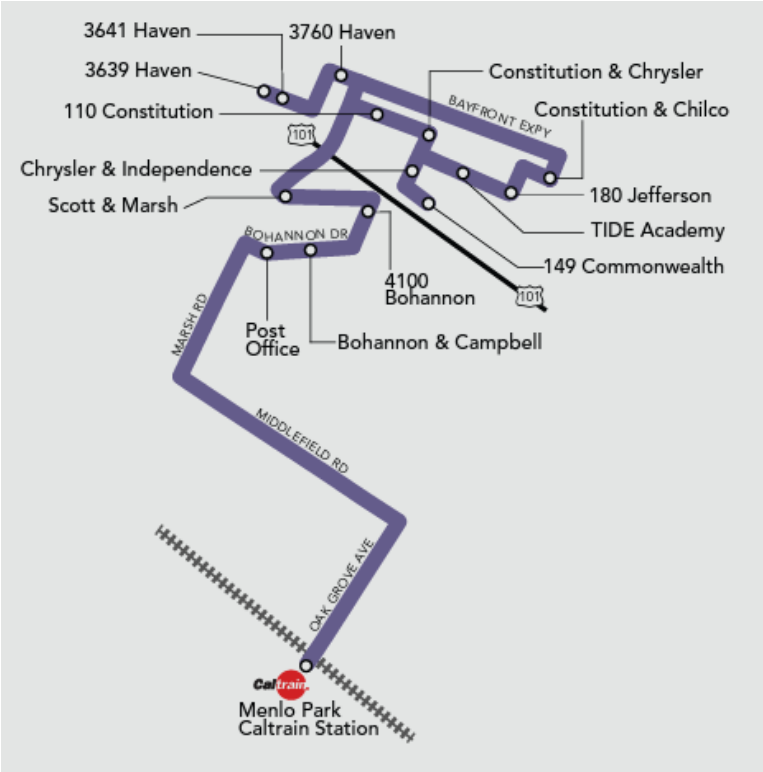
M3 Marsh Road Shuttle

Route Overview

The M3 Marsh Road Shuttle is a commuter shuttle operated by the City of Menlo Park. The shuttle is designed to serve employees who work in business parks, located in the northeastern area of the City. Shuttles run during the morning and afternoon to align with the Caltrain schedules.

Alternative service to the Marsh Road business parks is available on the Menlo Gateway Shuttle.

Figure 37: Marsh Road Shuttle Route Map



Markets Served

The Marsh Road Shuttle runs between the Menlo Park Caltrain Station and the Marsh Road area business parks. Travelers can access the following key destinations:

- Job centers: Abbott Vascular, Corcept Therapeutics, Exponent, Intuit, Meta
- Educational facilities: TIDE Academy
- Public facilities: United States Post Office

Weekday Service

Figure 38: M3 - Weekday Schedule

Morning Schedule

	RUN 1	RUN 2	RUN 3	RUN 4
Menlo Park Caltrain (Depart)	6:39	7:39	8:39	9:41
Post Office	6:47	7:47	8:49	9:49
Bohannon & Campbell	6:48	7:48	8:50	9:50
4100 Bohannon	6:49	7:49	8:51	9:51
Scott & Marsh	6:50	7:50	8:52	9:52
110 Constitution[Note 1]	--	--	--	--
Constitution & Chrysler[Note 2]	6:54	7:54	8:58	9:57
Chrysler & Independence	6:55	7:55	8:59	9:58
149 Commonwealth	6:56	7:56	9:00	9:59
TIDE Academy	6:58	7:58	9:02	10:01
180 Jefferson	6:58	7:58	9:02	10:01
Constitution & Chilco	7:00	8:00	9:04	10:03
3641 Haven (Elan Menlo)	7:07	8:07	9:11	10:09
3639 Haven (Anton Menlo)	7:07	8:07	9:11	10:09
3760 Haven (Quicken)	7:09	8:09	9:13	10:11
Menlo Park Caltrain (Arrive)	7:23	8:23	9:25	--

Afternoon Schedule

	RUN 1	RUN 2	RUN 3
Menlo Park Caltrain (Depart)	--	4:25	5:25
110 Constitution[Note 1]	--	--	--
Constitution & Chrysler[Note 2]	--	--	--
Chrysler & Independence	3:54	4:50	5:50
149 Commonwealth	3:55	4:51	5:51
TIDE Academy	3:57	4:53	5:53
180 Jefferson	3:57	4:53	5:53
Constitution & Chilco	3:59	4:56	5:56
3641 Haven (Elan Menlo)	4:03	5:02	6:02
3639 Haven (Anton Menlo)	4:03	5:02	6:02
3760 Haven (Quicken)	4:05	5:04	6:04
Scott & Marsh	4:10	5:11	6:11
4100 Bohannon	4:12	5:13	6:13
Bohannon & Campbell	4:13	5:14	6:14
Post Office	4:14	5:15	6:15
Menlo Park Caltrain (Arrive)	4:25	5:25	6:25

Weekday Service Characteristics

The Marsh Road Shuttle has 16 stops and runs every 60 minutes. The shuttle operates Monday through Friday from 7 AM to 10:30 AM and from 3 PM to 6 PM to align with Caltrain. The route serves commuters and stops at many business parks by looping around Jefferson, Constitution, and Bayfront Expressway.

Table 15: M3 - Weekday Service Characteristics

Span	Frequency	Trips
6.5 hours	60 minutes	4 morning trips 3 afternoon trips

Weekday Performance

Ridership by stop trends for the Willow Road Shuttle were analyzed for March, July, and September in 2017, 2019, 2020, and 2021 (Figure 39):

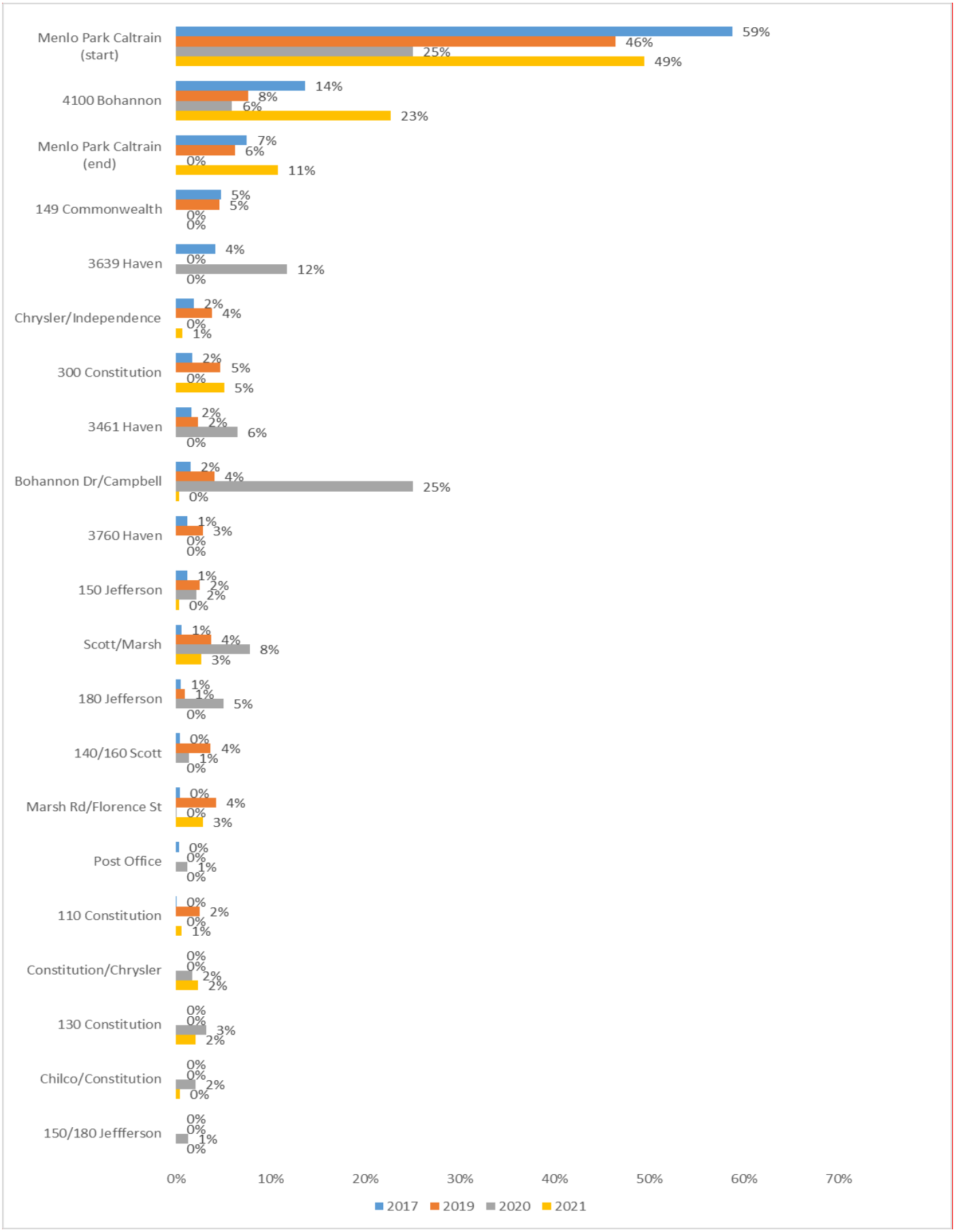
- Ridership remains high at the Menlo Park Caltrain Station. Consistently has 40%-60% of ridership in 2017, 2019, and 2021. Ridership for the Caltrain station was the lowest (25%) during 2020.
- 4100 Bohannon is the second stop with the highest shared percentage of ridership (23%) in 2021. However, ridership was low in 2017 (14%), 2019 (8%) and 2020 (6%).

- The Bohannon/Campbell shuttle stop had one of the highest ridership percentages (25%) in 2020. However, the ridership significantly dropped in 2021, with less than 1% of riders boarding from this stop.
- Ridership along Jefferson, Constitution, and Haven remain low, sharing less than 1% and 2% of ridership throughout the four years.

Table 16: Marsh Road Shuttle Operating Hours and Miles

Feb-20		Nov-20		Mar-21		Jan-23	
Hours	Miles	Hours	Miles	Hours	Miles	Hours	Miles
7.13	85.7	3.85	46.1	3.35	39.6	3.85	46.1

Figure 39: M3 - Ridership by Stop



Service Improvement Opportunities

The Marsh Road Shuttle serves commuters employed in the northeastern Menlo Park business. High ridership at the Caltrain Station suggests employees who work at Menlo Park business parks live in areas outside of the City. Employees transfer to the Marsh Road Shuttle to travel to the worksites. Low ridership occurs at stops on Jefferson and Constitution as those stops serve the Meta campus. Service improvements that the City of Menlo Park can consider include:

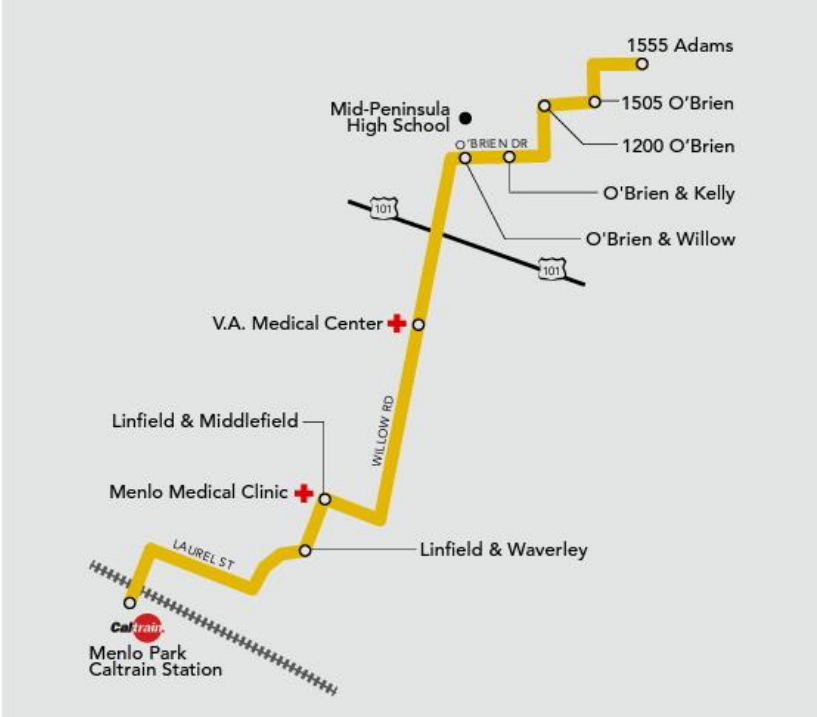
- Re-evaluate stops around the Meta campus (Jefferson Drive and Constitution Drive), as the company has its own shuttles to pick up employees.
- Partner with Meta to understand employee commute patterns and assess how the City can support Meta in shifting commute modes of employees who drive alone.
- Consider straightening the loop at the northern end of the route because loops lead to service inefficiency.
- Assess and expand service to serve companies that do not have convenient access to employee shuttles or transit.
- Increase frequency to accommodate travel schedules as the shuttle runs every 60 minutes.
- Install shuttle signage at all locations as some stops do not have a sign; wayfinding signage is critical for travelers to know where to wait for the shuttle.
- Establish stopping areas for the shuttles to eliminate complicated maneuvers out of parking lots.

M4 Willow Road Shuttle

Route Overview

The M4 Willow Road Shuttle is a commuter shuttle operated by the City of Menlo Park. The shuttle serves employees who work in the business parks along Willow Road, Adams Drive, and O'Brien, located in the northeastern area of the City. Shuttles run during the morning and afternoon to align with the Caltrain schedules.

Figure 40: Willow Road Shuttle Route Map



Markets Served

The M4 Willow Road Shuttle runs between the Menlo Park Caltrain Station and the business parks along Willow Road, Adams Drive, and O'Brien. Travelers can access key destinations such as:

- Medical facilities: Menlo Medical Clinic, VA Medical Center
- Educational facilities: Mid-Peninsula High School, JobTrain, Open Mind School
- Job centers: Meta, Intertek, Menlo Park Labs, LevitasBio, Pacific Biosciences, Grail, Hexagon Bio, Abbott Electrophysiology
- Residential areas: Linfield Drive, Waverly Street

Weekday Service

Figure 41: M4 Weekday Schedule

Morning Schedule

	RUN 1	RUN 2	RUN 3	RUN 4
Menlo Park Caltrain (Depart)	6:39	7:39	8:39	9:41
Linfield & Waverley	6:45	7:45	8:45	9:47
Linfield & Middlefield	6:46	7:46	8:46	9:48
VA Medical Center	6:53	7:53	8:53	9:55
O'Brien & Willow (Mid-Peninsula High School)	6:57	7:57	8:57	9:59
O'Brien & Kelly	6:57	7:57	8:57	9:59
1200 O'Brien (JobTrain)	6:58	7:58	8:58	10:00
1505 O'Brien	7:00	8:00	9:00	10:02
1555 Adams Dr	7:02	8:02	9:02	10:04
Menlo Park Caltrain (Arrive)	7:22	8:22	9:22	--

Afternoon Schedule

	RUN 1	RUN 2	RUN 3
Menlo Park Caltrain (Depart)	--	4:25	5:25
1555 Adams Dr	4:04	5:04	6:04
1505 O'Brien	4:06	5:06	6:06
1200 O'Brien (JobTrain)	4:07	5:07	6:07
O'Brien & Kelly	4:07	5:07	6:07
O'Brien & Willow (Mid-Peninsula High School)	4:08	5:08	6:08
VA Medical Center	4:13	5:13	6:13
Linfield & Middlefield	4:18	5:18	6:18
Linfield & Waverley	4:19	5:19	6:19
Menlo Park Caltrain (Arrive)	4:25	5:25	6:25

Weekday Service Characteristics

The Willow Shuttle has 10 stops and runs every 60 minutes. Operations are Mondays through Fridays during the morning peak period from 6:39 AM to 10:04 AM and the afternoon peak period from 4:25 PM to 6:25 PM. The route serves commuters by providing the most direct path from Menlo Park Caltrain Station to business parks in the northeastern area of the City.

Table 17: M4 - Weekday Service Characteristics

Span	Frequency	Trips
5.5 hours	60 minutes	4 morning trips 3 afternoon trips

Weekday Performance

Ridership by stop trends for the Willow Road Shuttle were analyzed for March, July, and September in 2017, 2019, 2020, and 2021. Trends include:

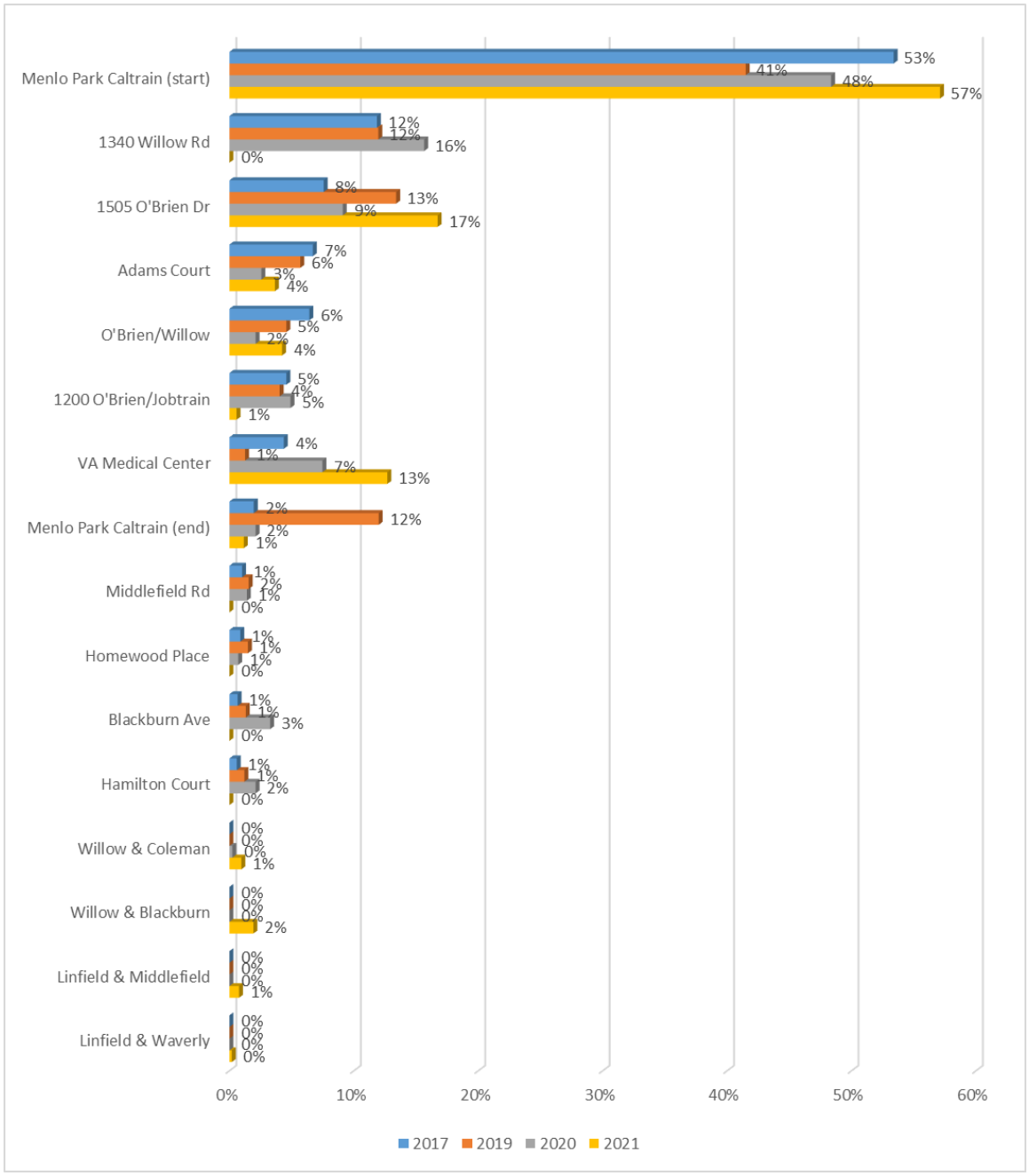
- Ridership remains high at the Menlo Park Caltrain Station and consistently has 40%-50% of ridership throughout the four years.
- Stops in residential areas (Linfield Drive, Hamilton Court, Blackburn Avenue, Homewood Place) remain the lowest, sharing 1%-3% of ridership throughout the four years.
- The VA Medical Center and 1505 O'Brien Dr stops hold a small percentage of ridership (3%-7%); however, ridership share increased in 2022 to 13% and 17%, respectively.

- Stops at Adams Court, O'Brien/Willow, and 1200 O'Brien/Jobtrain held a smaller percentage of ridership during the four years, ranging from 1%-7%.

Table 18: Willow Road Operating Hours and Miles

Feb-20		Nov-20		Mar-21		Jan-23	
Hours	Miles	Hours	Miles	Hours	Miles	Hours	Miles
2.83	31	2.83	31	2.2	24.3	2.57	28.4

Figure 42: M4 - Ridership by Stop



Service Improvement Opportunities

The Willow Road Shuttle serves commuters employed in the northeastern Menlo Park business parks. High ridership at the Caltrain Station suggests commuters come from areas outside of Menlo Park and transfer to the shuttle to travel to their job sites. Residential stops experience low ridership, indicating local commuters may opt for alternative transportation methods such as driving, SamTrans, or employer shuttles. Service improvements to increase ridership include:

- Increase frequency to accommodate travel schedules as the shuttle runs every 60 minutes and can compete with the convenience of driving to work, especially for local commuters.
- Assess and expand service to serve companies that do not have convenient access to employee shuttles or transit.
- Install shuttle signage at all locations as some stops do not have a sign; wayfinding signage is critical for travelers to know where to wait for the shuttle.
- Establish stopping areas for the shuttles to eliminate complicated maneuvers out of parking lots.

Shoppers' Shuttle Overview

The Shoppers' Shuttle is a door-to-door service tailored for residents who require special assistance or reside in areas far from transit routes. Reservations are needed one day in advance. The shuttle operates in Menlo Park, Palo Alto, and Redwood City and serves multiple destinations like shopping centers and medical facilities.

Markets Served

The Shoppers' Shuttle can take residents to various areas within Menlo Park and adjacent cities of Palo Alto and Redwood City. Destinations include, but are not limited to:

- Menlo Park: Downtown Menlo Park, Library/Burgess Park, Menlo Medical Clinic, Palo Alto Medical Foundation, Sharon Heights Shopping Center, banks, pharmacies
- Palo Alto: Stanford Medical Center, Stanford Shopping Center, banks, pharmacies
- Redwood City: Costco, Kaiser Permanente, Kohl's, Marshalls, Old Navy, Peninsula Boardwalk Plaza, Sequoia Hospital, Stanford Medicine Outpatient Center, Target, Whole Foods, Woodside Plaza

Service Characteristics

The Shoppers' Shuttle operates on Tuesdays and Sundays in Redwood City and Menlo Park and parts of Palo Alto on Wednesdays and Saturdays from 9:30 AM to 1:30 PM. Patrons have about two hours at their destination and will be picked up at 12:30 PM to go home.

Performance

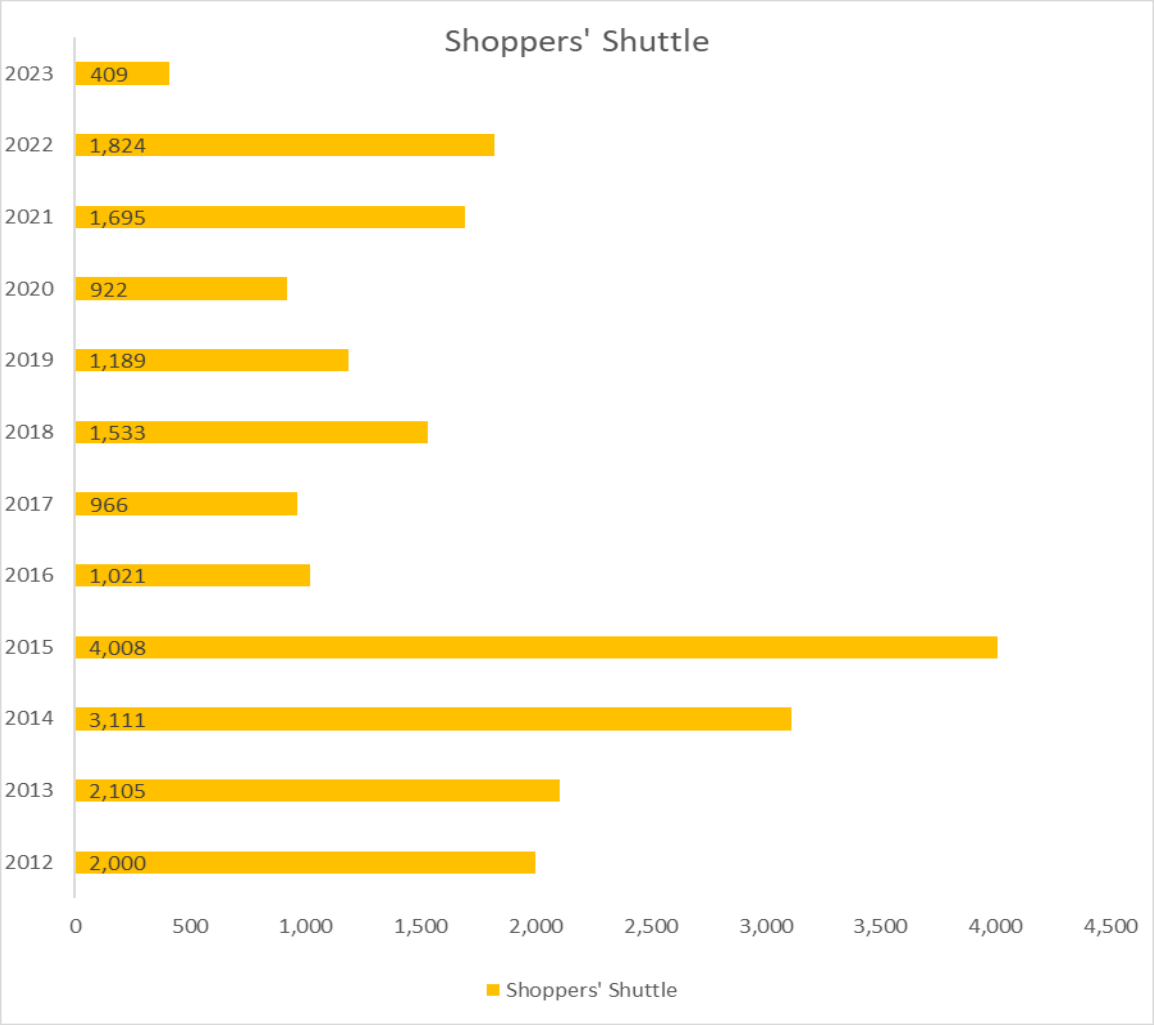
Ridership by stop trends were analyzed for 2017, 2019, 2020, and 2021(Figure 43):

- The Shoppers' Shuttle is the only shuttle to experience a ridership increase in the whole shuttle system.
- Ridership was the highest in 2022 compared to the previous three years.
- Ridership increased by 40% from 2021 to 2022.

Table 19: Shoppers' Shuttle Operating Hours and Miles

Feb-20		Nov-20		Mar-21		Jan-23	
Hours	Miles	Hours	Miles	Hours	Miles	Hours	Miles
4	Varies	4	Varies	4	Varies	4	Varies

Figure 43: Shopper Shuttle Annual Ridership



Service Improvement Opportunities

The Shoppers' Shuttle is for travelers requiring additional assistance. For example, travelers with disabilities or those carrying heavy groceries may find the service particularly convenient. As a non-fixed route option, riders can travel to locations that other shuttles, paratransit, and transit options do not serve. Additionally, the Shoppers' Shuttle provides direct connections to Palo Alto and Redwood City. To increase ridership, the City of Menlo Park Service can consider the following improvements to make service more convenient and accessible:

- Extend service hours and days to accommodate travelers' schedules and allow for ample time for their trips.
- Purchase more vehicles to increase capacity should ridership continue to increase.

APPENDIX B: COMMUNITY ENGAGEMENT

This section summarizes a number of subtasks included in Task 2 - Community Outreach. Community engagement was designed to reach people where they are, keep stakeholders informed of project developments and engagement opportunities, and gather as much feedback as possible about their transportation needs and barriers.

Goals

- Increase awareness of the project and keep stakeholders informed and engaged
- Gain meaningful input from the diverse stakeholders who live and work in Menlo Park
- Reflect back to stakeholders how their input informs each phase of project development
- Make project accessible based on language, cultural, and socio-economic realities

Objectives

- Meet community members where they are by establishing multiple touchpoints through different communication channels both in-person and digitally
- Establish and maintain a suite of communication channels that will enable the community to understand the project and share their input equitably
- Provide materials in multiple languages and offer interpreters at meetings, as needed, to increase accessibility of project information to non-English-speaking community members and to provide opportunities for members of non-English communities to provide meaningful input
- Develop and distribute short, easy-to-understand surveys to identify community shuttle needs and priorities
- Provide regular project updates at appropriate intervals to keep stakeholders engaged and informed

There will be three phases of outreach for the project, as outlined below:

- **Phase 1:** Outreach and engagement efforts will introduce the project to the community and gather feedback on what the public wants to see in their shuttle system.
- **Phase 2:** Outreach and engagement efforts will introduce the community to potential shuttle alternatives and gather their input on those options.

- **Phase 3:** Outreach and engagement efforts will introduce the public to the recommended alternative for the Menlo Park Shuttle and accept feedback to inform the final recommendation to the city.

PHASE 1: SERVICE PRIORITIES

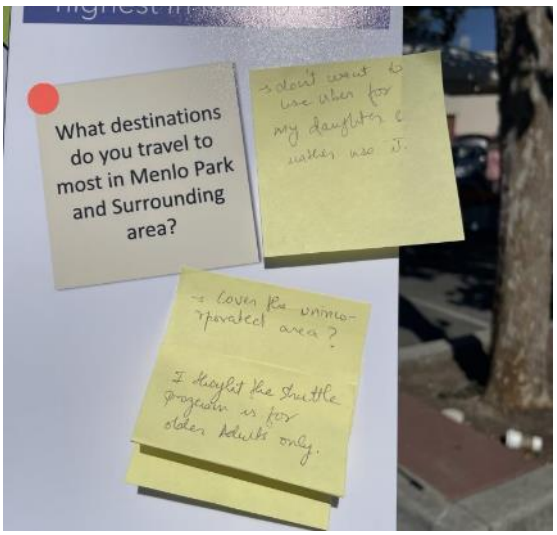
This engagement phase was focused on raising study awareness and gathering input on community goals and priorities.

Figure 44: Project Factsheet

Approach

- Pop-Up events (In-person)
  - Farmers Market
  - Belle Haven School
  - Virtual Kickoff meeting
- Marketing Collateral
- Social Media on Facebook, Twitter, Instagram, and Nextdoor
- Newsletter and Project Website
- Community and Onboard Surveys
- Co-Creation Session #1

Figure 45: Post-it Notes from Pop-Up



What We Learned

Interaction with the engagement boards was the primary activity for the Pop-Up events. The public could interact with Post-it notes and dots to make a comment or show a desired destination. A secondary impact is building awareness of the study and the existing services in the community.

Main Themes

1. **Improving Shuttle Services:** Input emphasized the need to enhance shuttle services by increasing frequency, accessibility, and visibility. Suggestions included having shuttles arrive more frequently than once every hour and a half, adding routes that

circle central Menlo Park and zigzagging routes to reach more residents, and making shuttles more distinguishable from buses.

2. **Education and Information Dissemination:** Input emphasized the importance of raising awareness about the shuttle program. It highlighted that many people are unfamiliar with the service, with some believing it is only for older adults. There is a need for essential information, particularly for first-time users, with suggestions for automated real-time updates and clear signage on bus shuttles.
3. **Visibility:** The shuttle program needs to be more visible to the public. Many people would like to use the service but are unaware of its existence. Users would also like more information about the shuttle service's routes and schedules.
4. **Integration with Other Services:** Suggestions were made to combine the shuttle service with Bay Pass and partner with SamTrans or microtransit.
5. **Use of Technology:** Users have requested an app allowing them to input their location and destination and receive directions on how to use the shuttle. They also suggest an app displaying values like the Palo Alto Link.
6. **Inclusivity:** There is a concern that unincorporated areas are not being considered and a desire for these areas to be included in the shuttle service.

Sub Themes

1. **Increasing Frequency:** There is a strong emphasis on the need to increase the frequency of shuttle services with the addition that shuttles need to be more frequent to ensure reliability.
2. **Improving Accessibility:** There were several requests highlighting the need to increase road accessibility, especially around Central Menlo Park.
3. **Visibility**: Some input was received about distinguishing the shuttles from regular buses.
4. **Education:** First-time users need one Go-To Place to find all the information they need.
5. **Lack of Awareness:** Many people weren't aware of the program, or the services targeted to users.

In-Person Engagement #1

Pop-Up Event #1 Summary

- **Event Name:** Menlo Park Farmers' Market
- **Event Date and Time:** Sunday, September 10, 2023, 9 a.m.–1 p.m.
- **Event Location:** Parking Lot on Chestnut St. (between Santa Cruz Ave. & Menlo Ave.)

Figure 46: Pop-Up at Farmer's Market

Event Overview

The Menlo Park Farmers' Market is a small farmers' market located in downtown Menlo Park. Many community members gather weekly to shop for produce, eggs, baked goods, and homemade meals from farms and businesses in the area.

Summary

The Farmers' Market featured about 15 booths selling various locally produced goods in a parking lot in downtown Menlo Park. The project team booth was located in the middle of the market and saw consistent interest and activity from community members over the four-hour Farmers' Market. Community members were very engaged and willing to participate,

with around 50-60 touchpoints recorded. Several people also chose to fill out the survey online or in-person and interacted with the exhibit board maps.

The City of Menlo Park's Vision Zero team was also conducting community engagement at the event, and many community members spoke with both teams about their respective projects.

Comments/Feedback

Detailed comments and survey results were collected by Nelson/Nygaard, but several themes emerged from conversations with community members.

Community members expressed a **lack of awareness of current shuttle services**, most community members didn't know the shuttle service existed and wished it was easier to access information about it. Several people brought up that **shuttles should be branded with City logos**. When informed about the shuttle service's existence, community members were very receptive and seemed interested in riding it when possible.

There were concerns about **lack of service to central Menlo Park**, particularly along/around Santa Cruz Ave., and the Suburban Park/Lorelai Manor/Flood Park Triangle, where there appears to be a lot of demand.

Another common point of feedback was the **frequency** of shuttles, many suggested they would be more encouraged to ride the shuttles if they came more frequently.

Pop-Up Event #2 Summary

- **Event Name:** Pop-Up at Belle Haven Elementary School
- **Event Date and Time:** Tuesday, September 12, 2023, 2:45–4:45 p.m.
- **Event Location:** 415 Ivy Dr, Menlo Park, CA 94025

Event Overview

Belle Haven Elementary School is located in the Equity Priority Community[6] of the Belle Haven neighborhood in Menlo Park. The school provides services from kindergarten through fifth grade. The goal of this event was to connect with students, parents, and caregivers during school pick-up.

Summary

Three members of the project team set up a table at a back gate on Hamilton Ave, where parents and caregivers line up to pick students up from school. The table had information about the shuttle study, three interactive exhibit boards, a prize wheel, and City of Menlo

[6] Equity Priority Communities – Link

Park branded giveaways. A total of around 20 touchpoints were recorded; two individuals took the survey onsite, and a handful of others expressed interest in taking the survey at a later time. As this community is predominantly Spanish speaking, 5-10 conversations were held in Spanish.

Comments/Feedback

Detailed comments and survey results were collected by Nelson/Nygaard, but several themes emerged from conversations with community members.

There was a **lack of awareness** around the shuttle. While some community members didn't realize that the shuttle was free, others believed it was only available for older adults. There were also multiple individuals that confused it with SamTrans. Lastly, there was a lack of awareness around the extent of the routes; when community members learned more about the routes and service area, they expressed that they would be more inclined to use the shuttle.

Multiple people also expressed that they would use the shuttle more if there was a **route from Belle Haven to East Palo Alto**, where a clinic is located.

There is also a **language barrier** that makes it harder for community members that don't speak English to ride the shuttle.

Multiple busy parents and caregivers also shared that **they prefer to drive in their cars**. It's more efficient for them, especially for those who live beyond the boundaries of Menlo Park.

Combined Pop-Up Feedback

Below is a transcription of written responses to the project boards at the Pop-Up events, categorized by location, service quality, information/education, funding/partnerships, and technology.

LOCATION SUGGESTIONS

- *Service to flood triangle, Bay RD, across from Belle Haven*
- *Willows to Hillview Middle*
- *Willow to Downtown MP*
- *MI should run through Santa Cruz to service more of Menlo*
- *Lunch to the Downtowns, PA, MP RWC?*
- *Costco*
- *PA medical Ctr (Lot g MP to PA) to XX*
- *More value in the middle of the city, avoid Santa Cruz direct from Menlo's Commons to Menlo Caltrain*
- *West Menlo Park (University Park) is big but doesn't XX. No service to MA from the Menlo part*

- *Las Lomitas Elementary School*
- *Main stops for XX people living in MP and both the Caltrain Stops*
- *Add stops across the standard mall for the crosstown shuttle*
- *This route Santa Cruz is V. Imp for MP*
- *From Menlo College extend M4 so it goes more west and add value from Menlo to Sharon Heights*
- *Stanford Shopping*
- *Hillview Middle*
- *If Shuttle xx University drive to Sharon Heights and the shopping center*
- *Great if the M1 went straight up Santa Cruz*
- *Shuttle sin AXX Menlo Oaks area*
- *M3 needs to also serve Loreleo/Flood Triangle Area*
- *Laurel Lover*
- *Santa Cruz Ave is main XX but no shuttle XX*
- *More direct shuttle from downtown to the shopping center*
- *Stanford to MP and vis versa*
- *Connect to the Stanford Marguerite*
- *cover of Ravenswood to the Caltrain straight to Stanford medical center*

SERVICE QUALITY

- *Shuttles should come more often than once every hour and a half so they can be dependable. Make shuttle routes more accessible*
- *Shuttles should be frequent*
- *Less stops, more frequency*
- *Make shuttles visible. People XX know they're free but can't distinguish them from busses*
- *Add XX circling central Menlo, zigzagging a XX to reach more residents*
- *More frequency Please*

INFORMATION AND EDUCATION

- *Didn't know about the program*
- *Bus shuttle sign information is crucial for first time (informational access) this needs*
- *Automate Real-time information in some XX - XX (user friendly and info access)*
- *I thought the shuttle program is only for adults only*
- *"Where can I find the shuttle?*
- *How to use"*
- *Visibility*
- *would ride but didn't know about it, would like more information and great it goes to Stanford*

- *I didn't know about the stops and the shuttle service. I would really like to use it if I can know about it*
- *is there a way to know about routes time*

FUNDING AND PARTNERSHIPS

- *Offer it with Transit Pass and Bay Pass*
- *Partner w/ SamTrans or microtransit*

TECHNOLOGY

- *Have an app where you can put in where you are and where you are going, and they tell you how to get their w/ the shuttle*
- *There should be an app to see values, like PA link*
  General Questions
- *Why not include incorporated areas, we feel neglected*
- *concerned with the lack of attention from the city*

Virtual Kickoff Meeting #1

- **Event Name:** Virtual Kickoff Meeting
- **Event Date and Time:** Tuesday, September 14, 2023, 6:00- 7:30 p.m.
- **Event Location:** Zoom Webinar

Event Overview

The webinar was held on Zoom to connect with Residents who were unable to attend an in-person Pop-Up event.

Summary

The Webinar was only attended by three residents, but the materials developed, and the input received were valuable. The Webinar included a presentation and interactive polling; the results are detailed in Figure 47through Figure 50. The meeting video recording was made available to the public.

Webinar Polls

To encourage interaction during the Webinar, polling was used to gather information, build trust, and generate ideas.

Figure 48: Participant's Neighborhood

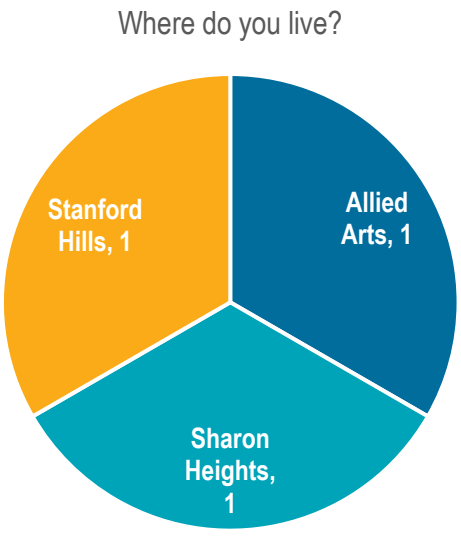


Figure 47: Shuttle Use

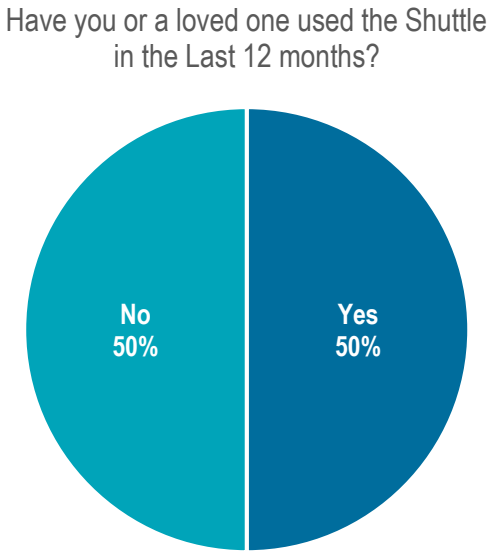


Figure 49: Trip Purpose

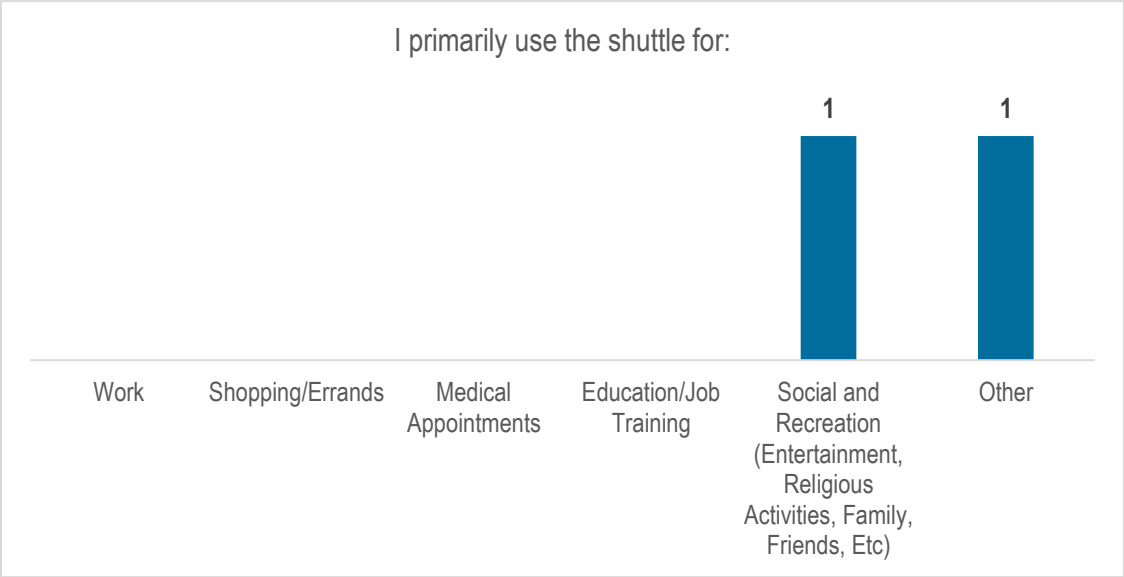
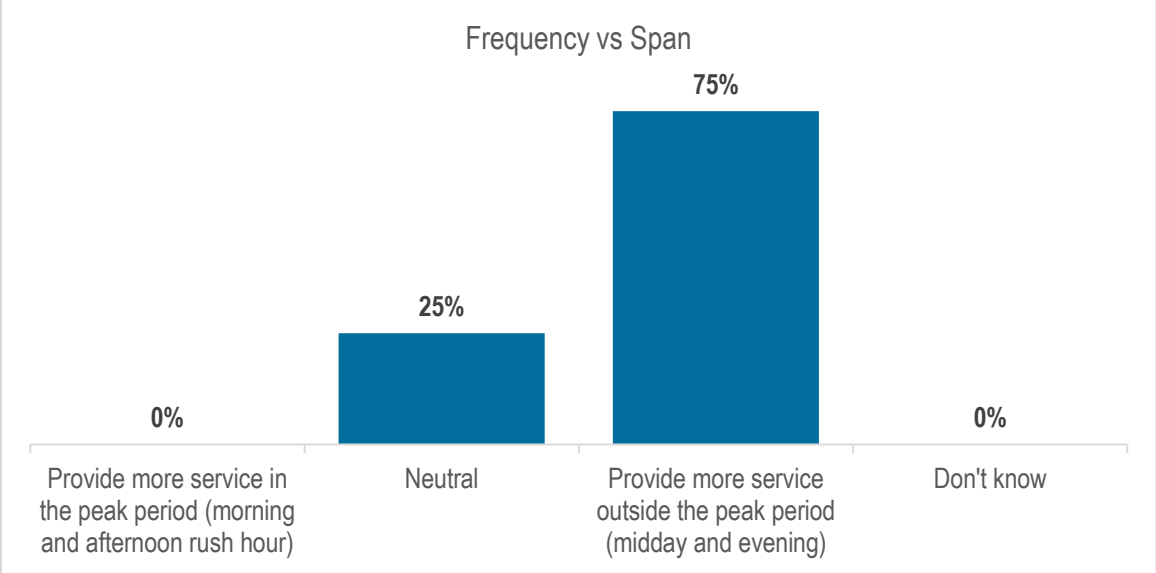


Figure 50: Trade-Off Exercise



Co-Creation Session #1

- **Event Name:** Co-Creation Session #1: Transit Planning Game
- **Event Date and Time:** Thursday, October 12, 2023, 3:00–5:00 p.m.
- **Event Location:** Arrillaga Family Recreation Center 700 Alma St, Menlo Park, CA 94025

Objective

The Transit Planning Game is a tool that allows groups of stakeholders to place their ideas for public transit on paper and quickly understand the costs associated with those ideas. The Game is intended for groups of at least five members. The goal of each group is to reach consensus on the design of a transit system that fits within the provided financial limitations. *While ideas generated during this Game may end up as part of this study, the Game's primary objective is to build consensus on how public transit should strike a balance between various competing service design goals.*

Emphasizing the Short-Term

The Game is a short-term exercise that helps stakeholders visualize what a transit system might look like in the next year. It is possible that long-term transit improvement ideas might be identified during the session. These long-term ideas should be briefly noted at the discussion and wrap-up portion of the process.

Figure 51: Stakeholder engagement at the co-creation session #1

Key Takeaways

1. **Serving/Prioritizing Belle Haven:** All groups highlighted the importance of providing transportation options to the Belle Haven community. Secondly, there was a common focus on the Caltrain Station as a central element in service coverage.
2. **Balanced Service Use:** Each group integrated fixed route services alongside on-demand services, emphasizing the importance of a balanced approach.
3. **Frequency Matters:** There was a consensus on the need for increased service frequency to encourage the use of the shuttles.
4. **Diverse User Base:** As a group, there was an acknowledgment that there is a range of users/riders, including commuters and residents (particularly older adults), as well as the trade-offs and challenges involved in meeting their unique needs.

Technical Advisory Meeting #1:

- **Event Name:** Technical Advisory Meeting #1
- **Event Date and Time:** Monday July 24, 2023, 10:00 am–5:00 a.m.
- **Event Location:** Zoom

Background

Working with the City, the consultant team developed a list of key stakeholders who would help promote and inform the Study and appointed those individuals to serve on a Technical Advisory Committee (TAC). TAC meeting #1 focused on introducing members to each other and to the Study. Attendees are shown in Table 20.

Table 20: Attendees List at the Technical Advisory Meeting #1

Team Member	Organization	Organization Type
Julie Shanson	Belle Haven Action	Community-Based Organization
Richard Fontela, Alton Chen	Commute.org	Governmental Org
Matthew Stafford	Meta	Large Employer
Airel Tinajero	Senior Center Coordinator	Senior Community
Daniel Shockley	SamTrans	Transportation Provider
Michael Stevenson	SamTrans Shuttle Contracts	Transportation Provider
Alex Lam	Caltrain	Transportation Provider
Total Members	8	

Key Theme

Members understood the complexity of the existing shuttle system and welcomed a detailed analysis of the system.

Stakeholder Interviews #1

Between September 26th and October 13th, the consultant team met with stakeholders that represent key demographics within the community. The list of stakeholders interviewed are included in Table 21.

Table 21: List of Stakeholder Interviews #1

Stakeholder	Organization	Type of Organization	Meeting Date
Matthew Stafford	Meta	Major Employer	10/13/2023
Airel Tinajero	Menlo Park Senior Center	City Staff/ Community Member	10/5/2023
Kamilah Najieb-Wachob	Peninsula Volunteers Inc.	Community Organization	10/3/2023
Ezio Alviti	Resident	Disabled Resident	9/26/2023

Key Themes

- All stakeholders noted that the shuttle was considered a backup option for their constituents, not their primary option.
- The limitations of the Shuttle system (frequency, span of operation, travel times, and geographic limits) are well known to stakeholders and their constituents.
- The shuttle provides a needed service for some users.
- Most stakeholders believe the shuttle should be improved.
- Half were supportive of alternatives to the shuttle.

Community Survey Analysis #1

Background

As part of the first round of Community Engagement, the project team developed a community survey to help establish community needs and priorities for making changes to the shuttle system.

Survey Administration and Results

The survey was administered online and on paper from September 4th through November 14th, 2023 for 11 weeks. The survey was made available in English and Spanish and distributed by the city and community stakeholders. Surveys shared during pop-up events, online via social media, and online newsletters.

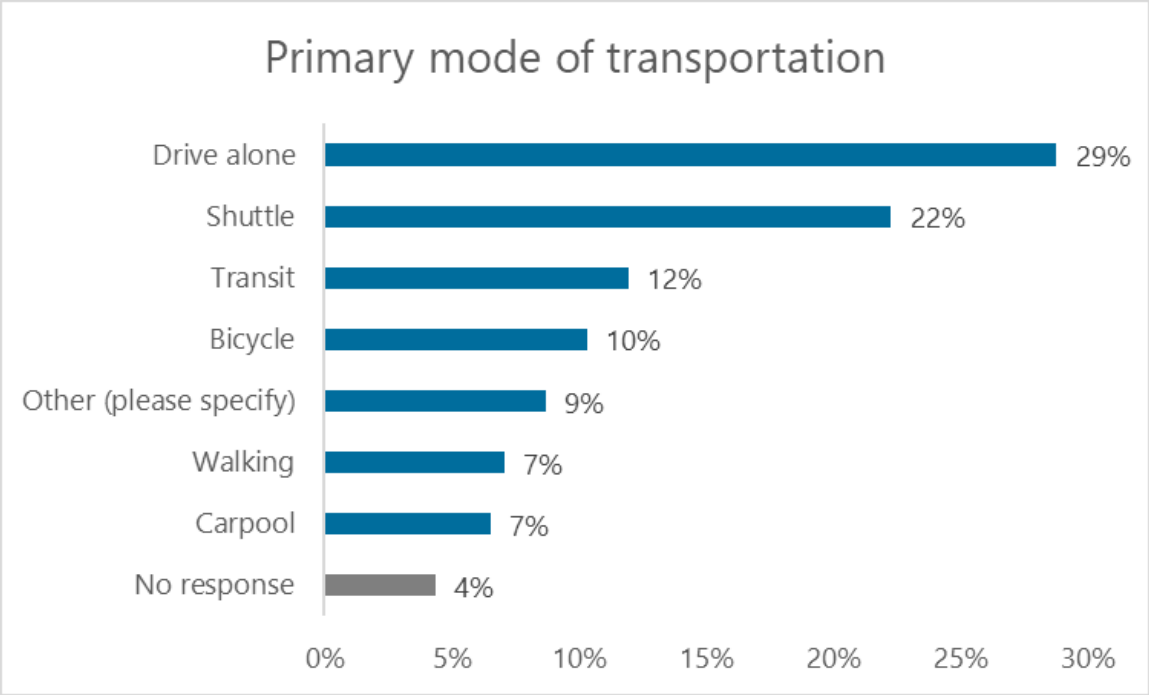
Over the 11 weeks the survey was administered, a total of 184 survey responses were received, through online and paper surveys, outreach at different locations, and through online portal. Respondents did not answer all the questions; therefore totals vary per question.

Mode Share and Experience

Primary Mode

Out of the 184 respondents, 29% reported that they primarily drive alone, which was the most popular mode of transportation. 22% of the participants relied on shuttles, while 12% chose transit and 10% preferred bicycles. Carpooling and walking were the preferred options for 7% of the participants, and 9% selected other modes of transportation. 4% did not respond.

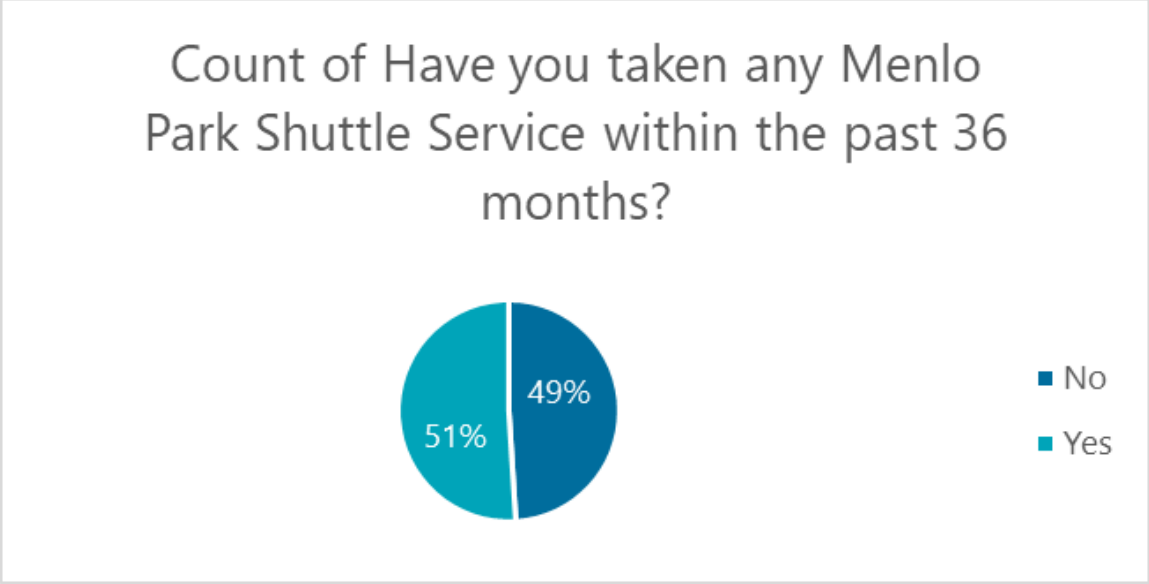
Figure 52: Primary Mode of Transportation



Menlo Park Shuttle Use

Over half of the respondents, 51%, utilize the Menlo Park Shuttle services and 49% have not.

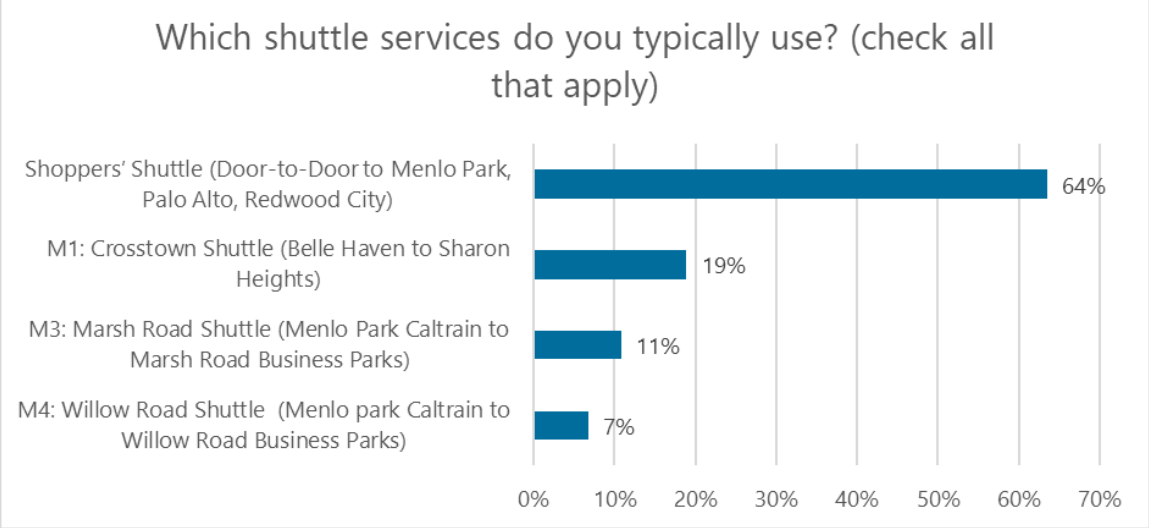
Figure 53: Menlo Shuttle Usage



Route Use

The most popular shuttle service among our respondents was the Shoppers' Shuttle, which travels door-to-door to Menlo Park, Palo Alto, and Redwood City. 64% of the respondents indicated that they typically use this shuttle. The M1: Crosstown Shuttle (Belle Haven to Sharon Heights) came in second at 19%, followed by the M3: Marsh Road Shuttle (Menlo Park Caltrain to Marsh Road Business Parks) at 11%. The M4: Willow Road Shuttle (Menlo Park Caltrain to Willow Road Business Parks) was the least used shuttle, with only 7% of respondents reporting that they typically use it.

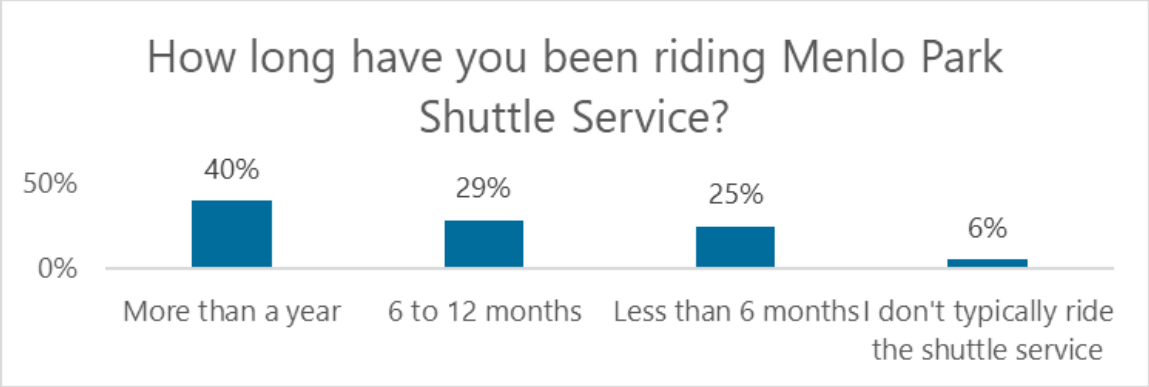
Figure 54: Shuttle Usage by Route



Duration of Riding

Out of 104 respondents, 40% said that they have used the Menlo Park Shuttle services for over a year, followed by 29% of respondents for 6-12 months, with a close third of 25% who had used the shuttle for less than six months, and noting that 6% of the survey respondents said that they don't typically ride the shuttle service.

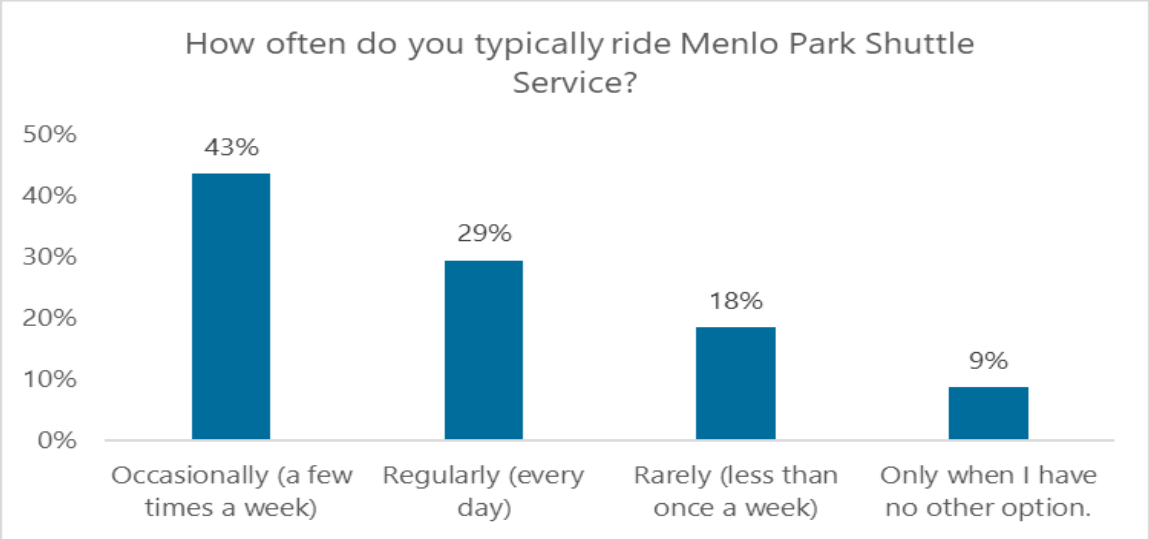
Figure 55: Duration of Riding the Menlo Park Shuttle Service



Frequency of Riding

Out of 92 respondents, 43% said that they ride the shuttle service a few times a week or occasionally, followed by 29% who use the shuttle service daily or regularly. 18% of respondents rarely rode the shuttle, with 9% responding that they had no other options.

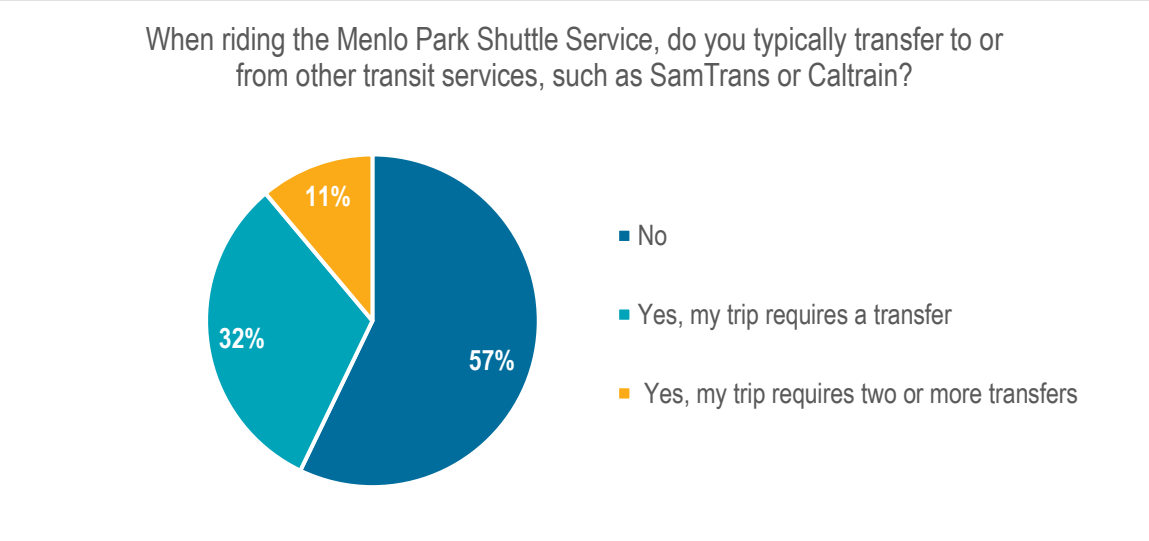
Figure 56: Frequency of Shuttle Usage



Transfers

57% of the respondents said they don't transfer to other transit services after using the Menlo Shuttle, while 32% replied that their trip required one transfer and 11% required more than one.

Figure 57: Connection to Other Transit Services



Destinations

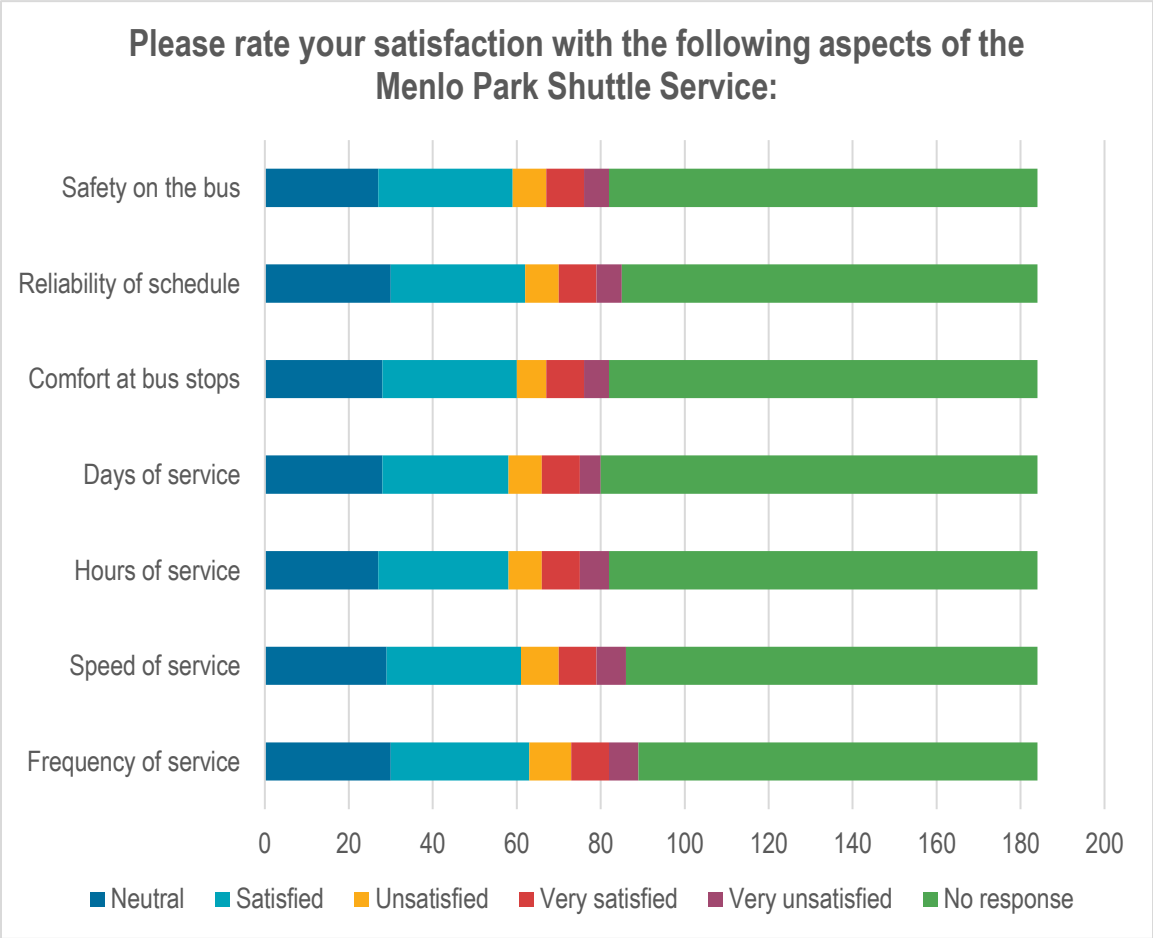
- Many riders use the service for commuting purposes such as going to work, school, or Caltrain Station. Some specific workplaces mentioned are Menlo College, Menlo School, and Meta.
- Many riders also use the service to visit local amenities and services. These include Menlo Park, the Library, the Senior Center, the Arrillaga Family Recreation Center, and City Hall. Shopping destinations like Safeway, local markets, and the Stanford Shopping Center are popular.
- Healthcare facilities like hospitals, dental clinics, and the Middlefield Medical Suites are frequented by some riders. Recreational activities include beaches, parks, and even walking around the neighborhood.
- A few riders also used the service to connect to Palo Alto, Redwood City, and Regional Transit to San Francisco International Airport.

Shuttle Service Satisfaction

Results suggested that the majority of respondents were either neutral or satisfied with the Menlo Park Shuttle Service.

- The days of service category received 30 satisfied responses, 28 neutral responses, eight unsatisfied responses, nine very satisfied responses, and five very unsatisfied responses. There were also 104 non-responses for this category.
- Comfort at bus stops category received 32 satisfied responses, 28 neutral responses, seven unsatisfied responses, nine very satisfied responses, and six very unsatisfied responses. There were also 102 non-responses for this category.
- The reliability of the schedule received 32 satisfied responses, 30 neutral responses, eight unsatisfied responses, nine very satisfied responses, and six very unsatisfied responses. There were also 99 non-responses for this category.
- Safety on the bus received 32 satisfied responses, 27 neutral responses, eight unsatisfied responses, nine very satisfied responses, and six very unsatisfied responses. There were also 102 non-responses for this category.

Figure 58 : Shuttle Service Satisfaction



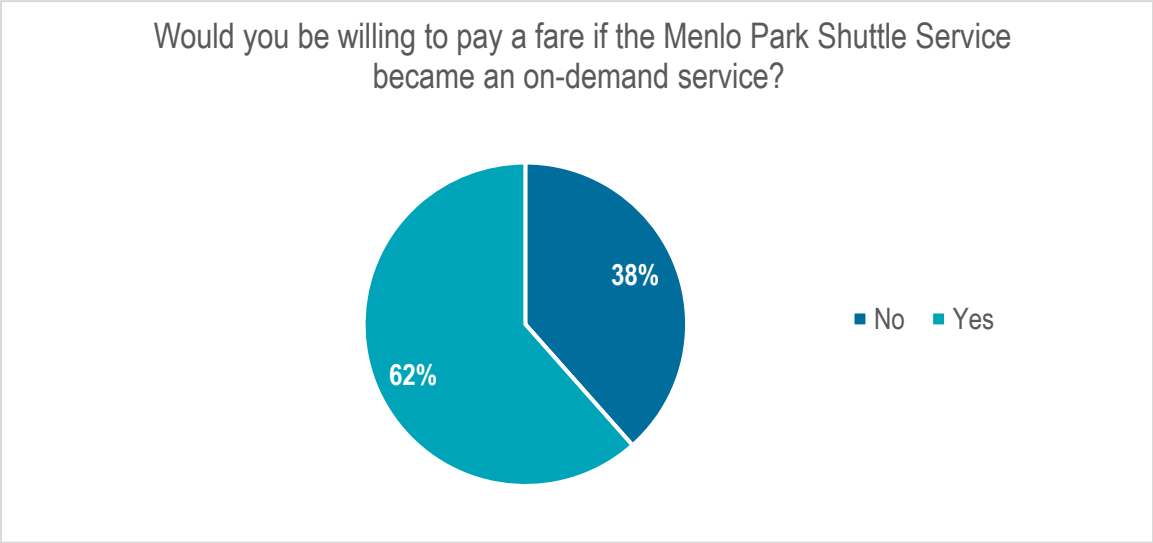
Expanding Shuttle Service

Out of the 90 respondents to this question, 62% answered yes to expanding the shuttle operations, with both yes and not sure at 19%.

Fare Payment for On-Demand Service

62% of respondents answered yes to paying fares for on-demand service, with 38% answering no.

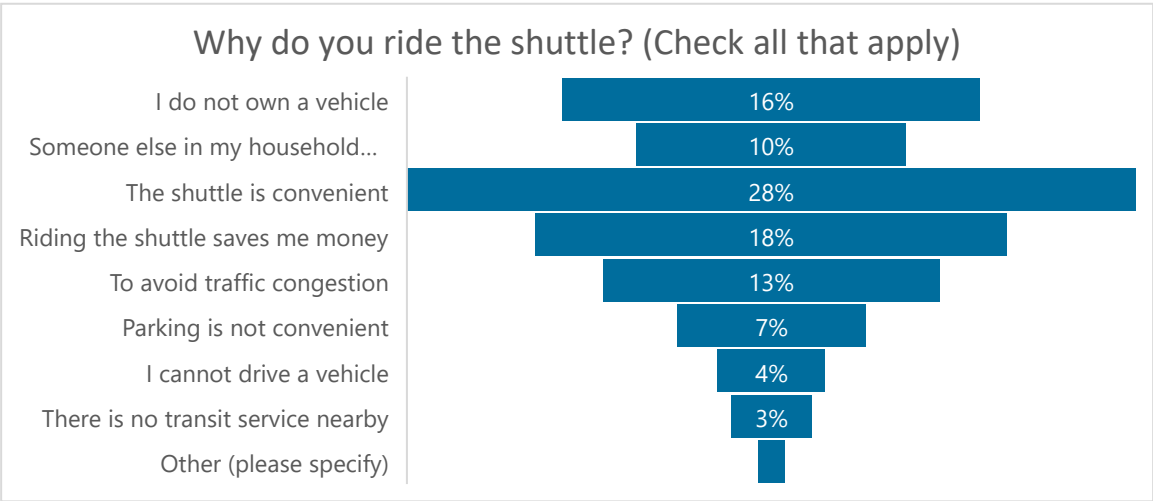
Figure 59: Fares for On-Demand Service



Reasons for Riding the Shuttle

28% of the respondents found the shuttle to be a convenient mode of transportation. 18% of the respondents mentioned that using the shuttle helped them save money. Additionally, 16% of the respondents reported not owning a car, while 7% used the shuttle to avoid traffic. Furthermore, 4% and 3% of respondents mentioned their inability to drive and lack of access to other modes of transportation in their area, respectively.

Figure 60: Reasons for Riding the Shuttle



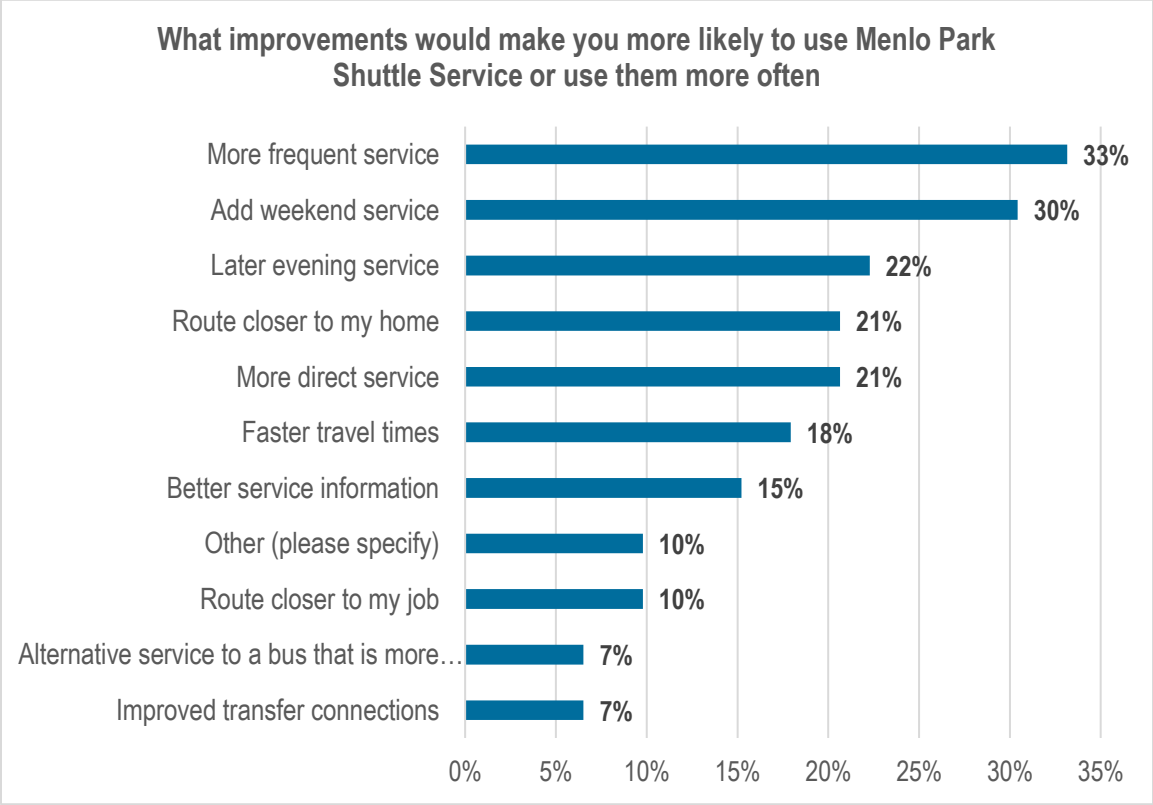
Potential Enhancements for Increased Usage of Menlo Park Shuttle Service

The most popular improvement, with 33% of respondents in favor, was the desire for more frequent service. This was closely followed by adding weekend service, which 30% of respondents favored.

The need for later evening service was expressed by 22% of respondents, while 21% each desired a more direct service and a route closer to their homes. Faster travel times were a priority for 18% of respondents, and better service information was sought by 15%.

Around 10% of respondents wanted a route closer to their job or had other specific improvements. Lastly, 7% of respondents expressed a desire for improved transfer connections and an alternative service to a bus that is more convenient.

Figure 61: Potential Enhancements for Increased Usage of Menlo Park Shuttle Service

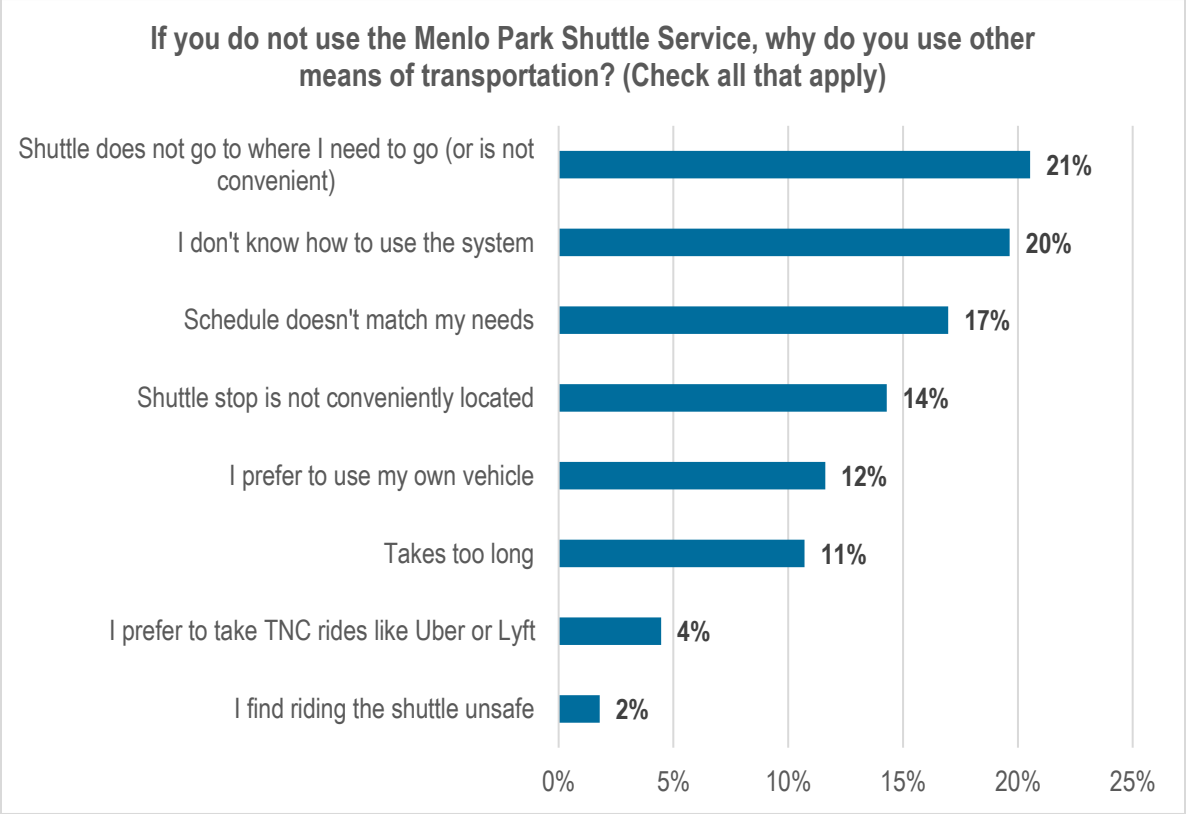


Other Modes of Transportation

Out of the respondents, a significant 21% indicated that the shuttle did not go to their desired destinations or was not convenient for them. This was followed closely by 20% of respondents who admitted that they did not know how to use the system. Around 17% of respondents stated that the shuttle schedules did not match their needs, while 14% felt that the shuttle stop was inaccessible. Approximately 12% of respondents preferred using their vehicle, and 11% felt that using the shuttle took too long. A smaller group, 4% of

respondents, preferred to take Transportation Network Company (TNC) rides like Uber or Lyft. Lastly, safety concerns were the least common reason, with only 2% of respondents finding the shuttle unsafe.

Figure 62: Barriers to Shuttle Usage



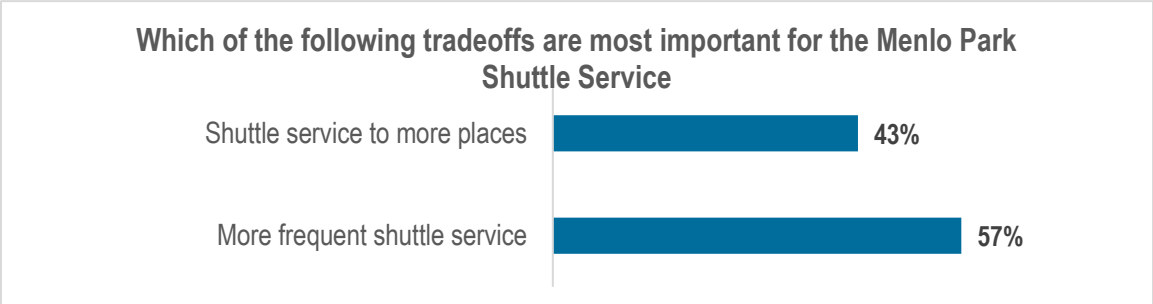
Service Tradeoffs

Community members were asked three questions that asked them to choose some of the tradeoffs between competing transit investment options. The tradeoff questions are not intended to be prescriptive in terms of how future services *will* be provided, but rather indicative of rider preferences and values that can help inform the process. The following is a summary of the responses.

Frequency Versus Coverage

Slightly higher preference for increased service over larger service area. Slightly over half (57%) of community members would prefer more frequent bus service over going more places.

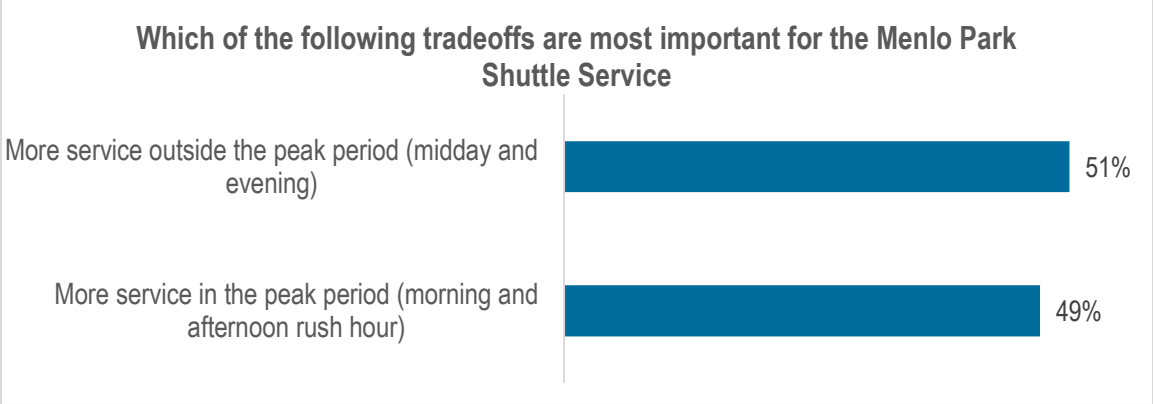
Figure 63: Frequency Versus Coverage



On-Peak Versus Off-Peak Hours

Slight preference for increased service during the off-peak hours. 51% preferred more service in the evening and midday over more service in the morning and afternoon rush hours.

Figure 64: On Peak Versus Off-Peak Hours



Weekday Versus Weekend

A strong preference for more service on weekdays over more weekend service. 66% would choose more service on weekend days compared to expanded service on weekdays.

Figure 65: Weekday Versus Weekend

Key Improvements for Regular Use of Menlo Park Shuttle Service

The feedback from users on the Menlo Park Shuttle Service reflects a diverse set of priorities and concerns. A predominant theme is the demand for increased service frequency and extended operating hours, emphasizing adding later evening and weekend services.

Users strongly desired improved communication and awareness about the shuttle, suggesting that advertising its existence and providing clear information on schedules and routes would enhance ridership. Another significant aspect is the call for better service quality, including punctuality, faster travel times, and electrification of vehicles. Additionally, users highlighted the need for optimized routes, better connectivity, and infrastructure improvements, such as visible benches and stops.

In terms of connection and coverage, respondents want more direct connections to:

- Workplaces, including Stanford Medical Center and Facebook Bayfront offices.
- Routes to public schools (e.g., Encinal) and better integration with Stanford campus along with popular destinations like the Burgess Pool, library, etc.
- Service to neighborhoods, commercial centers, and recreational areas, and connectivity between Belle Haven neighborhood and downtown Palo Alto.
- Routes connecting neighborhoods around Flood Park and stops in North Fair Oaks.
- Modification of routes to include specific streets (e.g., Santa Cruz Ave).

Operational enhancements, like real-time vehicle tracking and effective training for operators, were also mentioned to improve the overall experience. The responses underscore a desire for increased convenience, with calls for more direct routes, shorter travel times, and services that better meet the needs of various age groups. Specialized services, such as on-demand options and considerations for the ongoing pandemic, were also noted. The community's engagement in suggesting specific routes, destinations, and improvements reflects a strong interest in making the shuttle service a more integral and accessible part of the transportation network in Menlo Park.

Service Changes

The results of the survey provide us with some important insights into the preferences of potential riders for the Menlo Park Shuttle Service.

A significant 41% of the respondents stated that they would be encouraged to use the service more frequently if it was available more often. Moreover, 30% of the respondents expressed a desire for the shuttle service to cover more areas. It's important to note, however, that 29% of the respondents did not provide any response to these questions.

Regarding the timing of the service, 36% of the respondents preferred more service during peak periods, specifically during the morning and afternoon rush hours. Interestingly, a slightly higher percentage (37%) preferred more service outside peak periods, such as midday and evening. Again, it's worth mentioning that a significant portion of respondents (27%) chose not to respond.

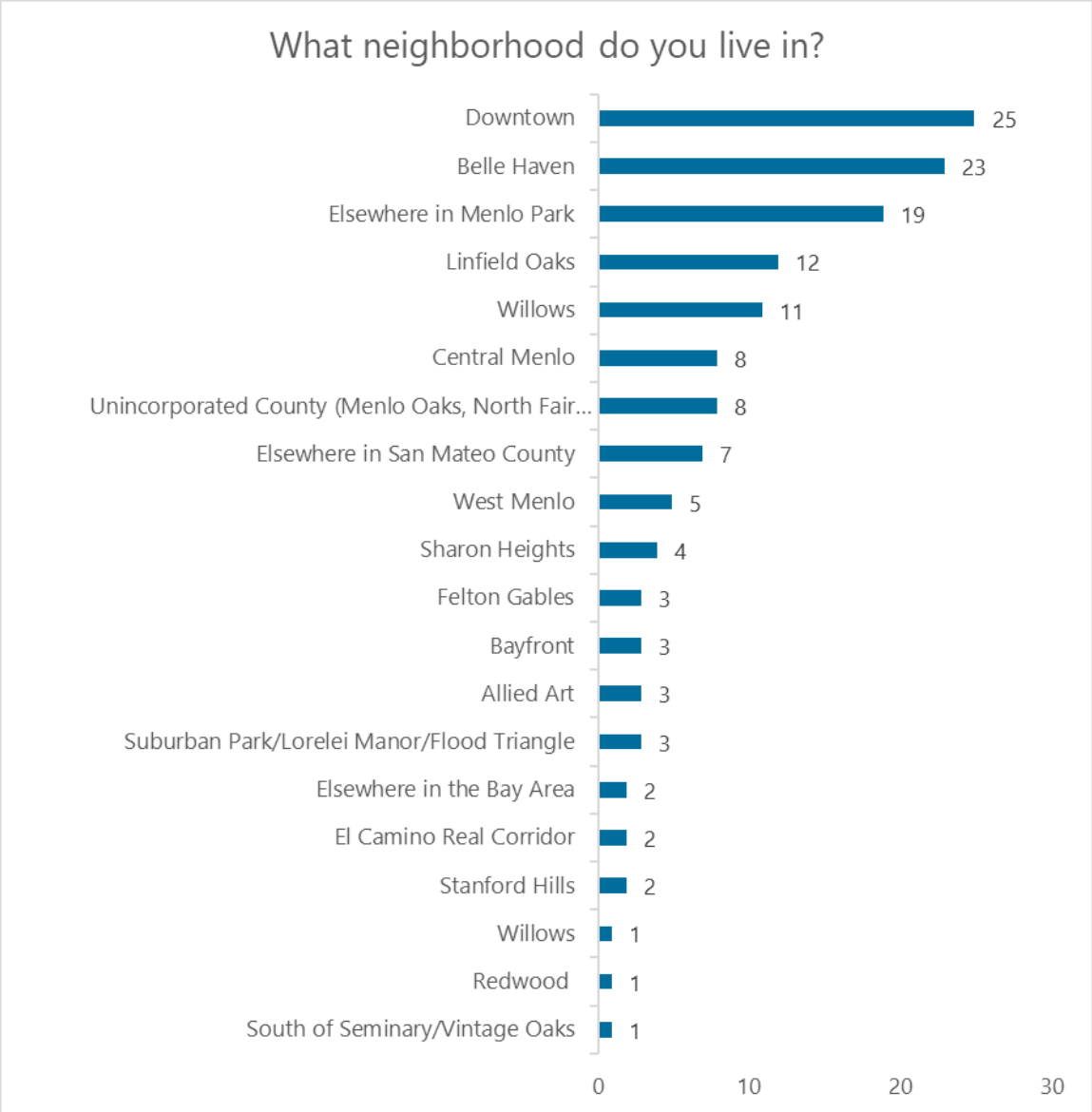
In a separate question about service timing, a larger percentage of respondents (46%) preferred more service during peak periods. In contrast, only 24% wanted more service outside peak periods. Non-responses accounted for 30% in this case.

Survey Demographics

Neighborhood

The Downtown area has the highest number of respondents, with 25 individuals. Belle Haven comes in second, with 23 residents participating in the survey. Willows and Central Menlo have a moderate representation of 11 and 8, respectively, suggesting a significant population size. On the other hand, neighborhoods like El Camino Real Corridor, Sharon Heights, and south of Seminary/Vintage Oaks have the least number of responses, with between 1 and 4 individuals. This could indicate a smaller population or lower survey engagement from these areas.

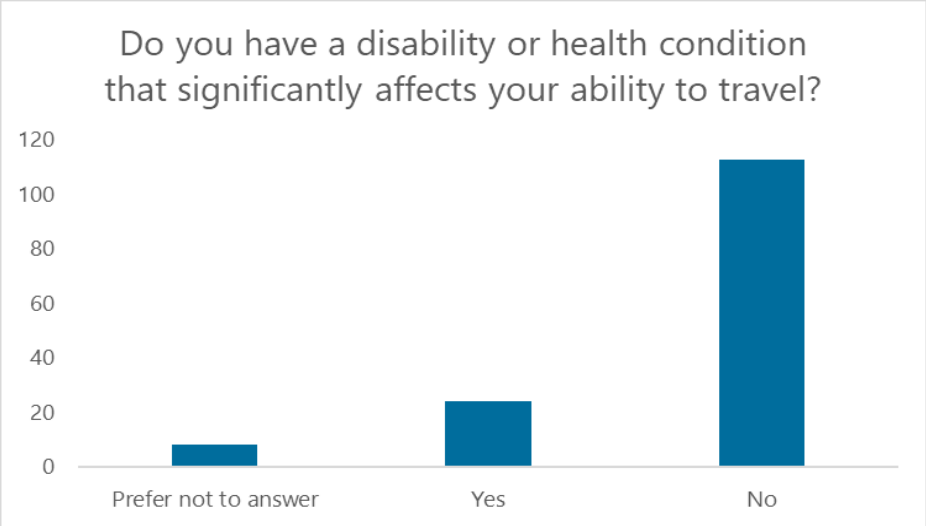
Figure 66: Location of Respondents



Access and Disability

Out of all the participants, 24 individuals reported having a disability or a health condition that significantly impacts their ability to travel. 113 respondents stated that they do not have any mobility conditions. These findings highlight the importance of providing transportation services that cater to individuals of all abilities. Eight participants chose not to answer the question.

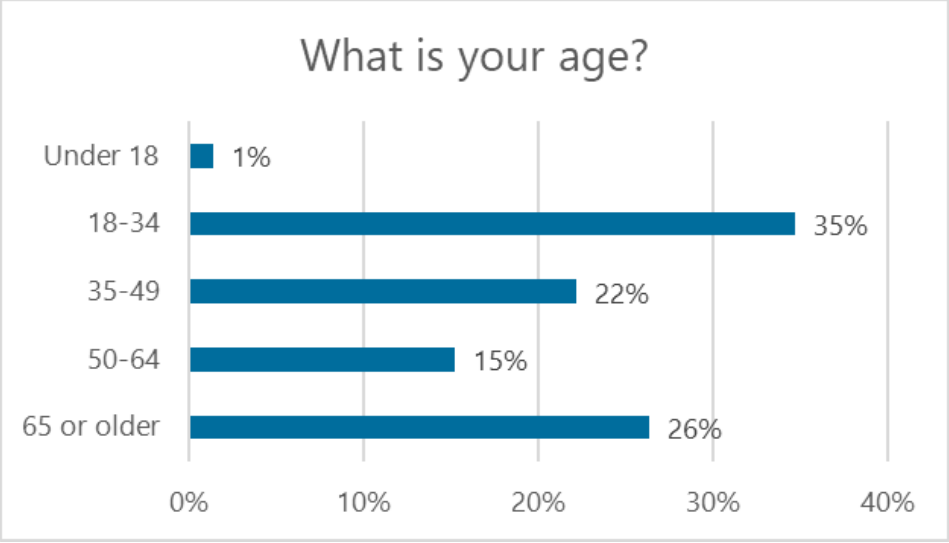
Figure 67: People with Disability and Access



Age

Out of 144 respondents, 35% were adults between the ages of 18 and 34. Amongst this group, 26% of respondents were over 65, followed by the age group of 35-49 years (22%) and finally, 15% were 50-64 years of age.

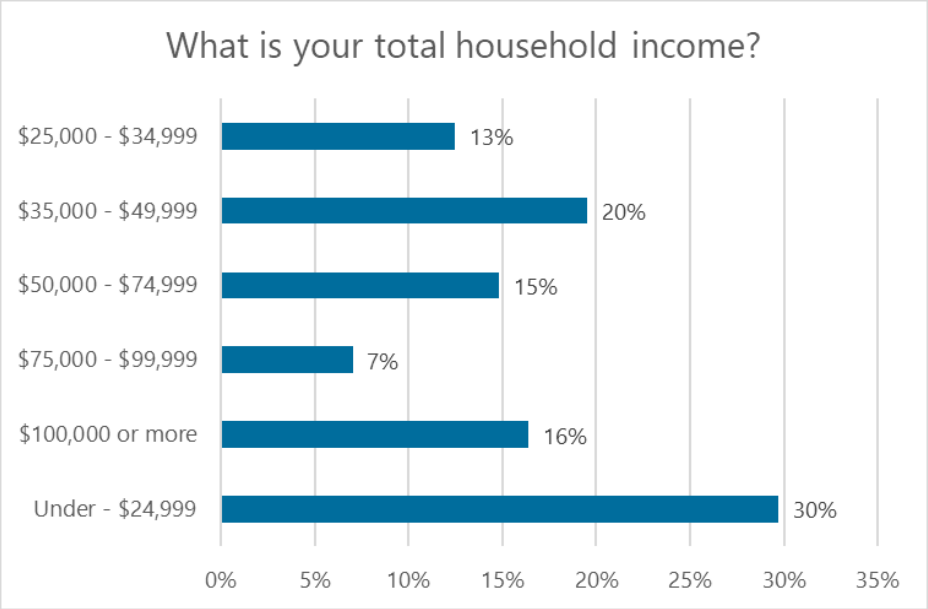
Figure 68: Age Distribution



Household Income

Out of 128 respondents, 30% reported a household income of less than $24,999. This was followed by 20% at $35,000 - $49,999, 16% at $75,000 - $99,999, 15% at $50,000 - $74,999, 13% at $25,000 - $34,999, and 7% at $100,000 or more respectively.

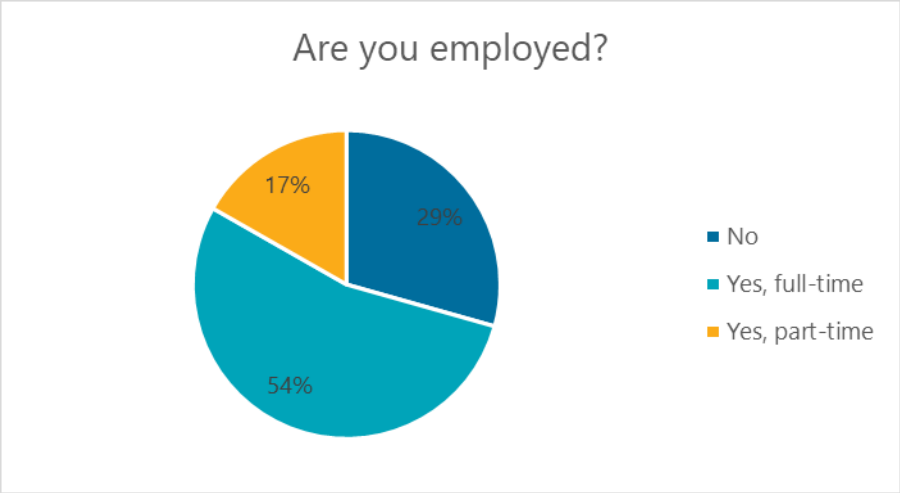
Figure 69: Household Income



Employment

Out of 143 respondents, 54% had full-time jobs, 17% had part-time, and 29% said they weren't employed.

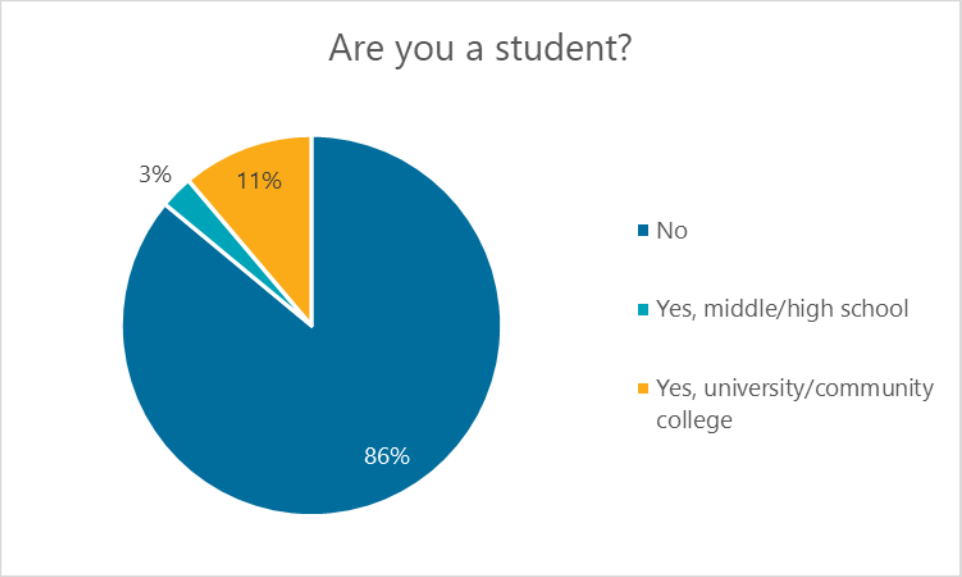
Figure 70: Employment Status



Student Status

Out of 143 respondents, only 3% were middle and high school students, while 16% were university or community college students, and 86% were neither.

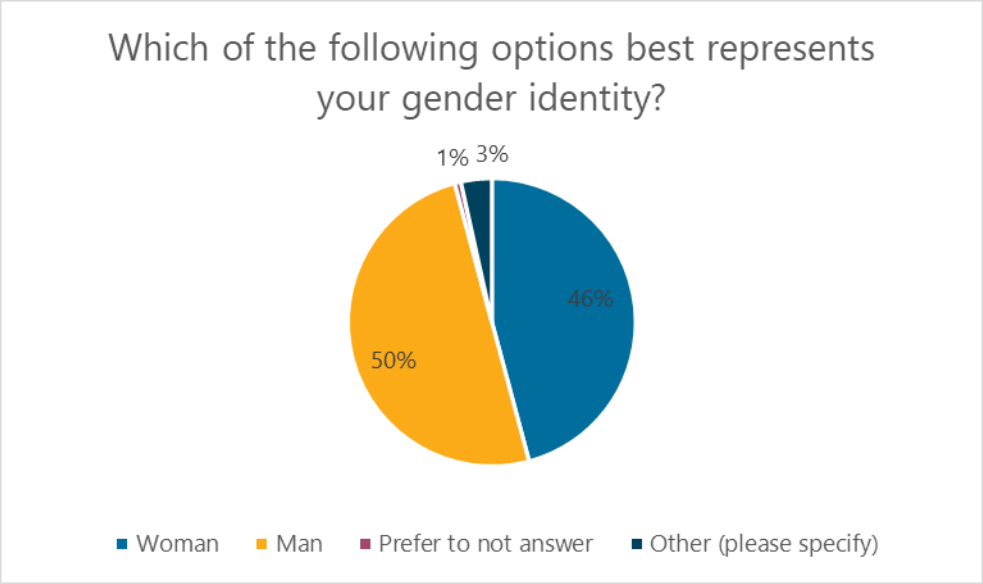
Figure 71: Student Status



Gender Identity

Out of 144 respondents, 46% were women, 50% were men, 15 preferred not to answer, and 3 identified as other genders.

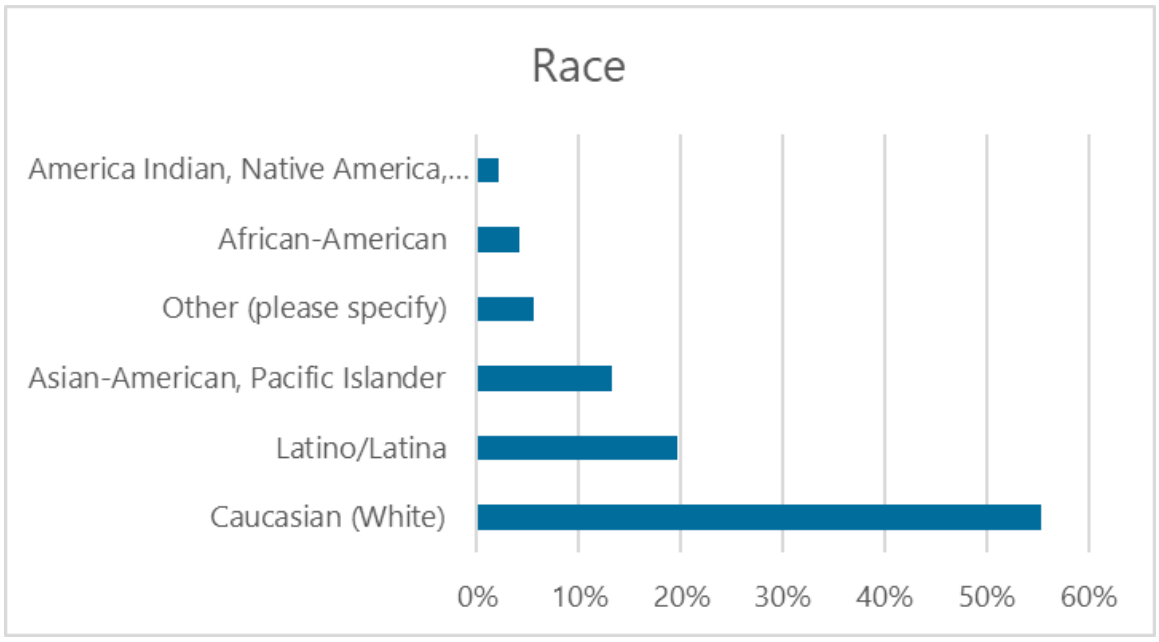
Figure 72: Gender Identity



Race Distribution

Out of 143 respondents, 55% identified as Caucasian, 20% as Latino/Latina, 13% as Asian American/Pacific Islanders, 4% as African American, 2% as American Indian, Native American, Aleutian, and 6% as other.

Figure 73: Race Distribution



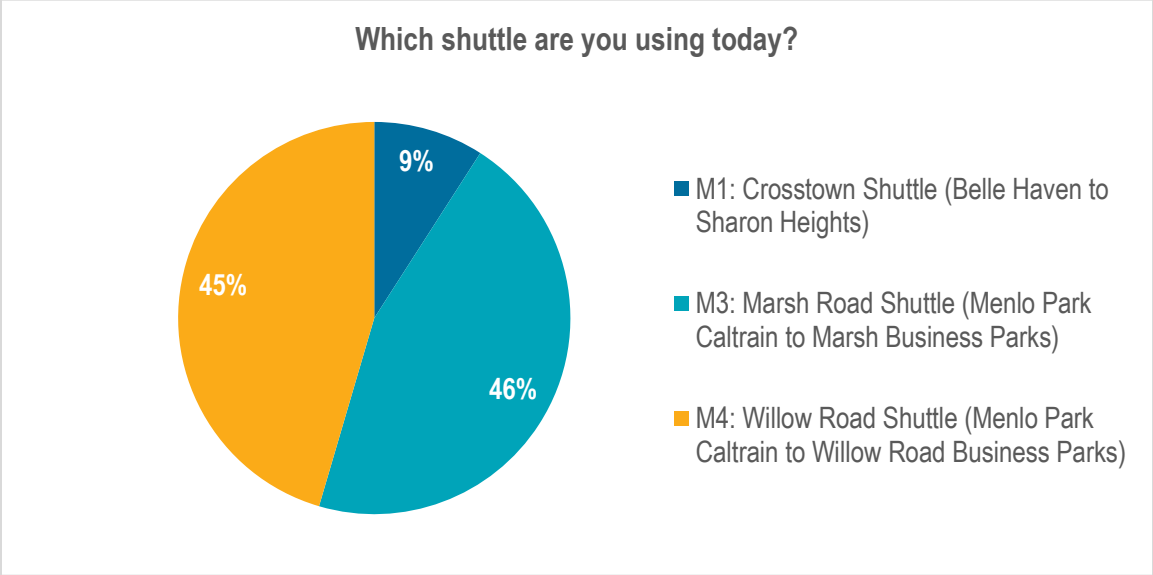
On Board Survey #1

The goal of the onboard survey was to engage with the riders about their priorities for the system and provide an opportunity for feedback on what changes they would like to see in the service. The onboard survey was divided into Rider information, Service Understanding, and Rider Demographics. The responses were collected on the morning of October 12th, 2014, and included 11 riders from the fixed-route shuttles. Although the team would have preferred more input, results are consistent with other outreach methods utilized.

Rider Information

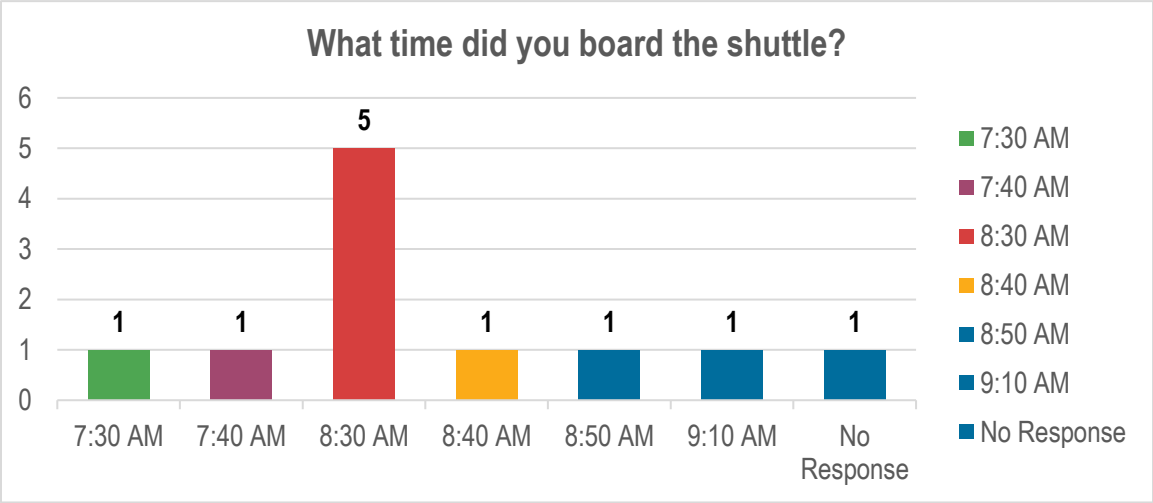
Most riders surveyed were using the commuter routes, with 45% using the Willow Road Shuttle and 46% using the Marsh Road Shuttle. Only one response was taken on the Crosstown Shuttle.

Figure 74: Which shuttle are you using today?



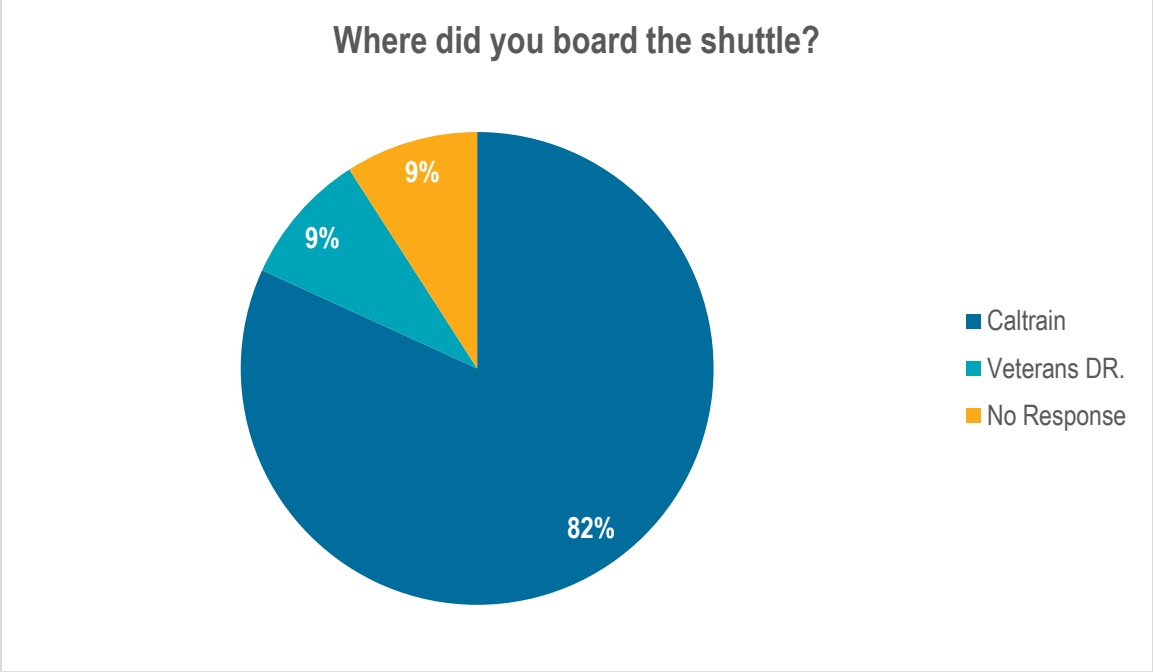
We received the most responses from riders that boarded the shuttle between 8 and 9 am, with 46% boarding at 8:30 and 9% boarding at 8:40 am and 8:50 am. Figure 75 shows the responses for all riders.

Figure 75: What time did you board the shuttle?



As expected, the majority of respondents boarded the shuttle at Menlo Park Caltrain, making up 82% of the results. One respondent boarded at the Veterans Campus, and one person did not respond, as shown in Figure 76.

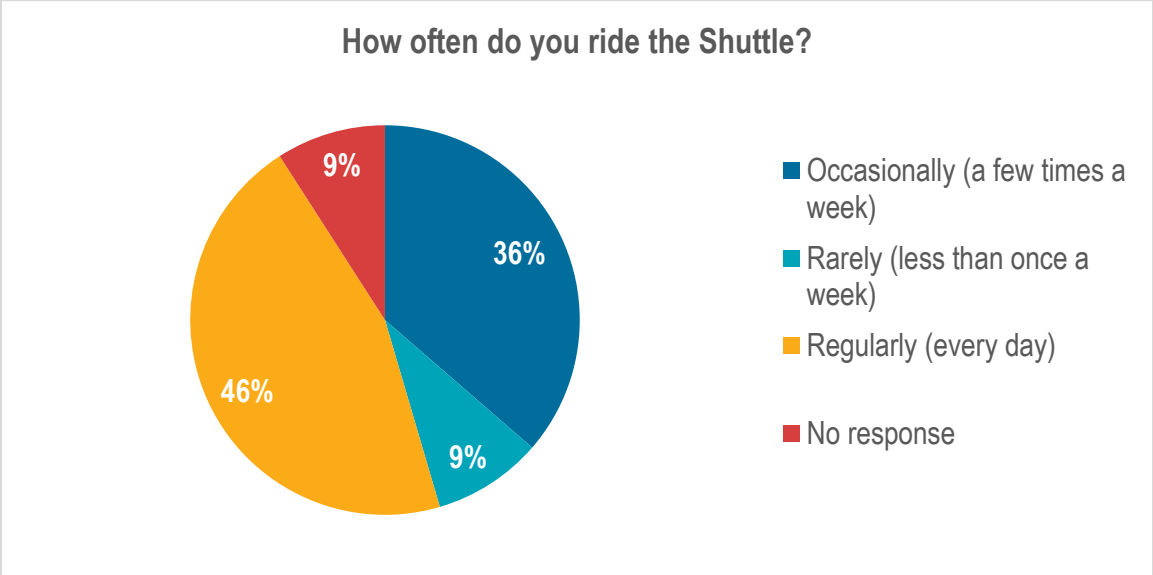
Figure 76: Where did you board the shuttle?



Service Understanding

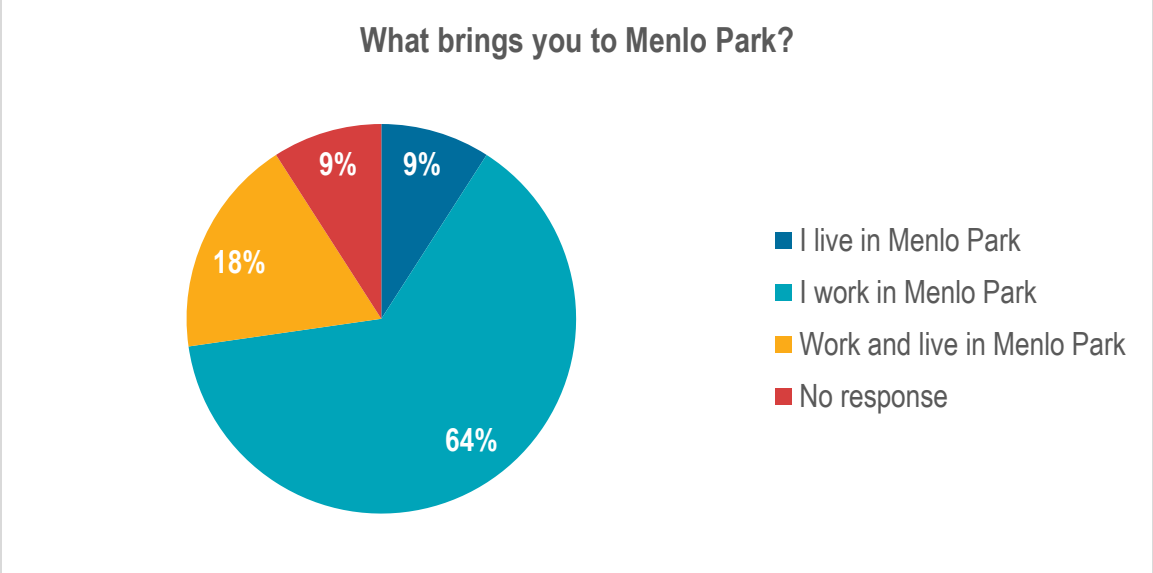
When respondents were asked how often they used the shuttle, 46% stated they rode regularly or every day, 36% used the shuttle occasionally (a few times a week), and 9% rarely rode the shuttle (less than once per week), as shown in Figure 77.

Figure 77: How often do you ride the shuttle?



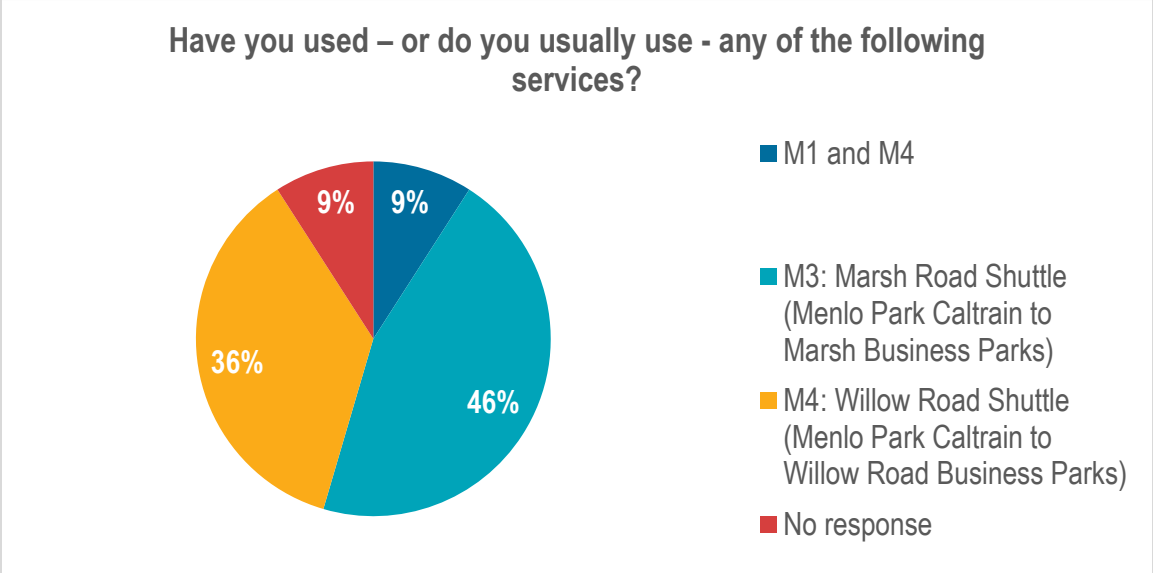
When asked, 64% of respondents were in Menlo Park for work, with 18% of responding riders both living and working in the city. 9% of respondents stated they live in Menlo Park, as shown in Figure 78.

Figure 78: What brings you to Menlo Park



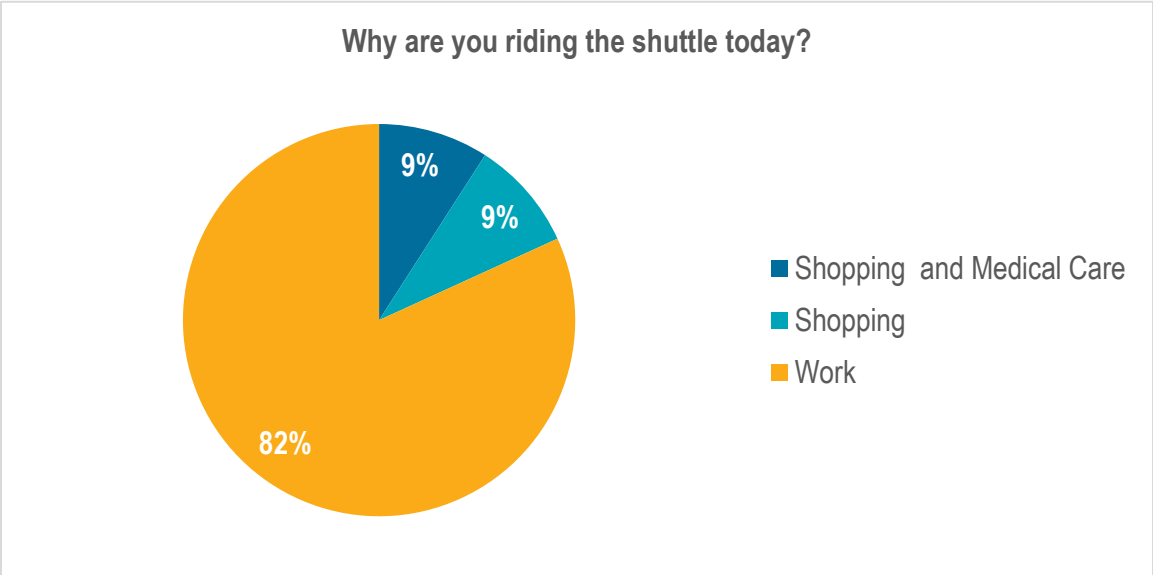
When asked about the shuttle services they use, 46% said they used the Marsh Road shuttle, 36% used the Willow Road shuttle, and 9% used the Crosstown and Willow Road shuttles, as shown in Figure 79.

Figure 79: What services have you used?



The majority, or 82% of respondents, were using the shuttle for work, 9% were using the shuttle for shopping, and 9% using the shuttle for shopping and medical care, as shown in Figure 80.

Figure 80: Why are you riding the shuttle today?



According to the survey, a small majority of respondents (55%) did not connect to or from other transit services. and 45% did use another transit provider to connect to the shuttle, 80% of those used Caltrain, shown in Figure 81.

Figure 81: Connecting to other services

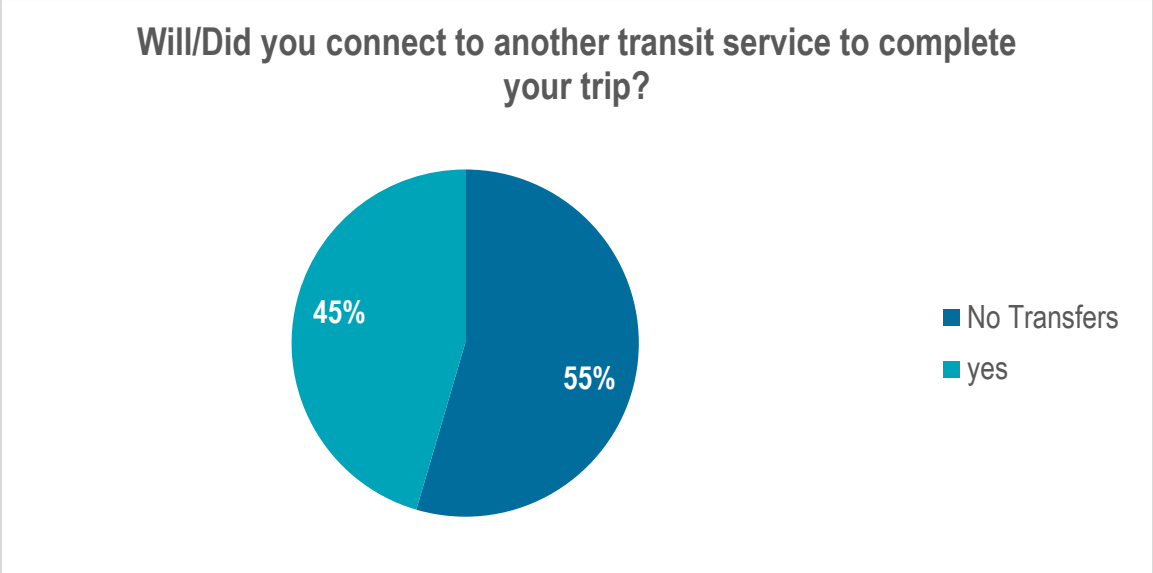
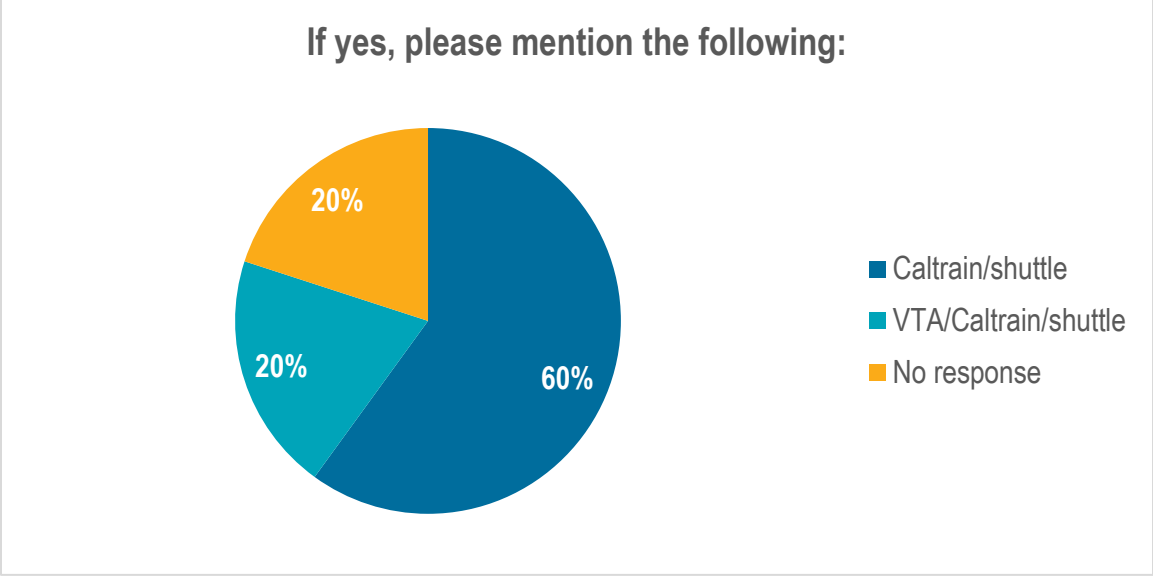


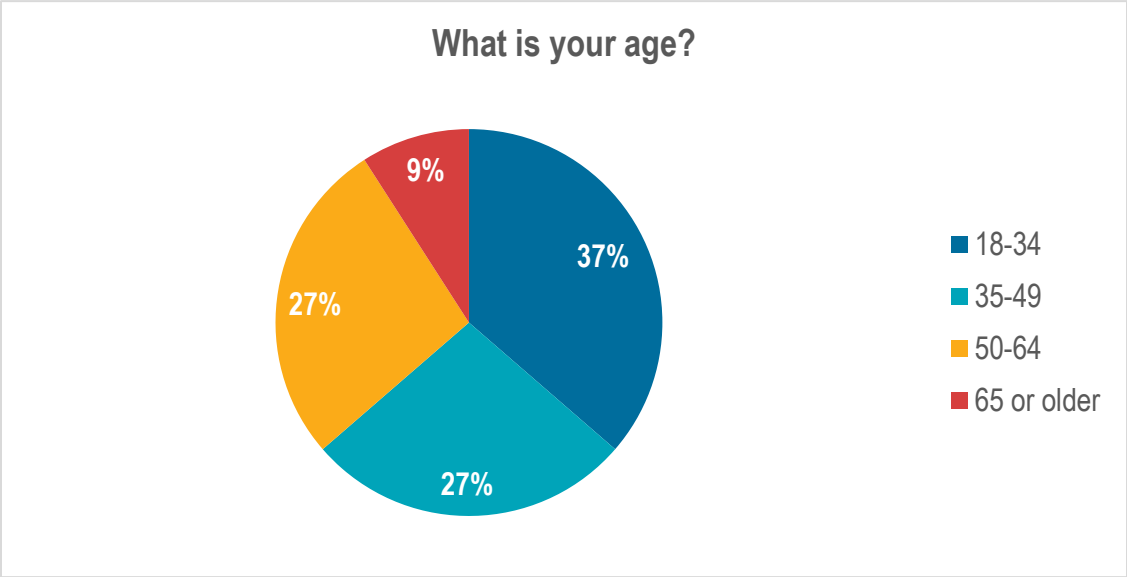
Figure 82: Which service did you connect to?



Rider Demographics

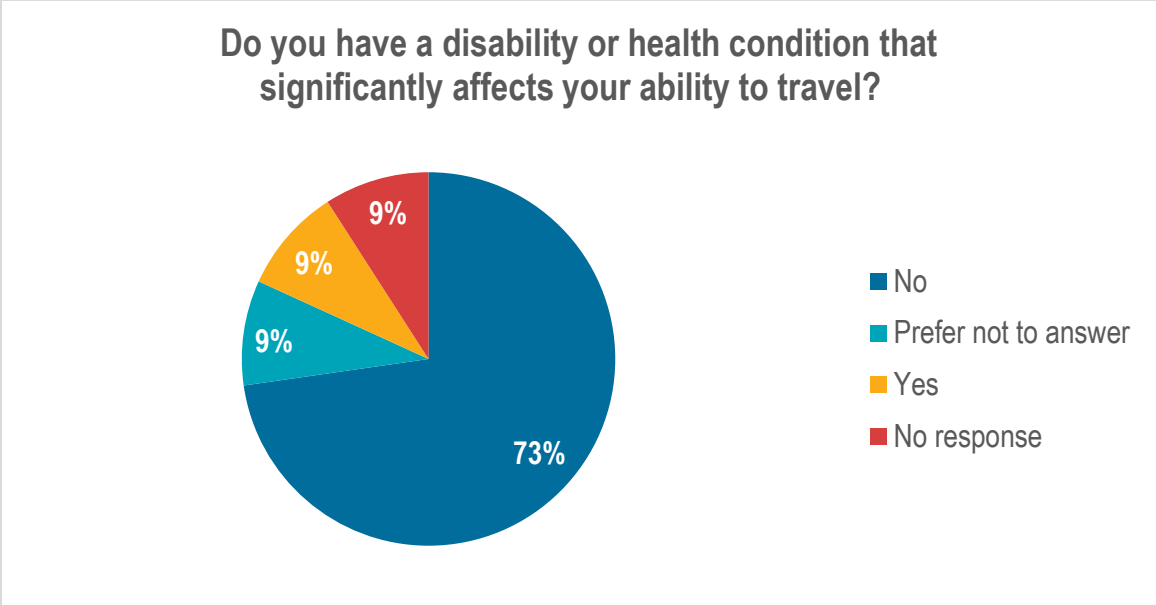
Of the riders surveyed, 91% were between the ages of 18 and 64, 37% were between 18 and 34, 27% were between 35 and 49, and 27% were between 50 and 64.

Figure 83: Age Distribution



When asked about disability, most respondents (73%) said they did not have a disability, 9% preferred not to answer, and 9% did not respond. All responses are shown in Figure 84.

Figure 84: People with Disability



Other Feedback

In the final question in the survey, the respondents were asked to provide open-ended feedback on how to improve the service. Most of the feedback was about improving service quality, including more frequent service, additional or restored stop locations, and how the

service interacts with Caltrain service. Please see the below for the question and its responses:

Do you have any other feedback about improving the City's Shuttle services?

- Bring back Coleman Ave Stop
- Drivers are more consistent now, and the service is nice; I think the challenge is meeting Caltrain's schedule. My roommate includes an hour waiting for the shuttle
- It would be helpful if the shuttle was mindful of Caltrain so as delays on CT happen, the shutlle schedule could flex.
- More Caltrain service at Menlo Park Station
- More frequent service, TJs and Draegers

PHASE 2: SERVICE SCENARIOS

This engagement phase was focused on introducing the community to potential shuttle alternatives and gathering their input on those options.

Approach:

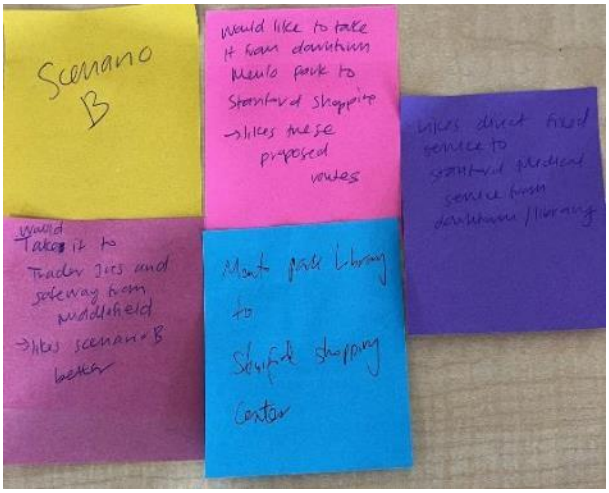
- Pop-Up events (In-person)
  - Farmers Market
  - Crane Place Senior Center
  - Mi Tierra Linda
  - Little House
  - Menlo Park Senior Center
- Marketing Collateral and Social Media Toolkit
- Newsletter and Project Website
- Community Surveys

Figure 85: Project Factsheet

What We Learned

Interaction with the engagement boards was the primary activity for the Pop-Up events. The public could interact with Post-it notes and dots to make a comment or show a desired preference. The public could also note their preferences from each scenario presented.

Figure 86: Post-it Notes from Pop-Up



Main Themes

1. **Scenario B was Preferred over Scenario A:** More than half of respondents preferred Scenario B over Scenario A, with a few concerns. There were concerns about the span of service and reduced service to Sharon Heights and Palo Alto Transit Center.
2. **Respondents had Concerns about Both Scenarios:** Consistent feedback was provided on the limitations of both scenarios regarding service span and access to community amenities.
3. **Respondents Desired an Increased Span of Service:** Members of the TAC and the public commented about expanding service in the evenings and weekends.
4. **Fares for TNC service were Less Important than Fares for Microtransit:** Survey respondents were more concerned about the affordability of Microtransit fares than the cost of TNC service.
5. **Major Concerns for Reduced Service to West Menlo Park:** The reduction of service to Sharon Heights and West Menlo Park was noted as a concern in both scenarios.
6. **Community Members Supported Expansion for TNC Service:** Members of the TAC and the public supported expanded TNC service for the disabled and older adults. Comments supported expanding that service to all residents.

Sub Themes

1. **Extended Hours:** It was noted that there was support for increased service hours compared to the number shown in both scenarios.

2. **Increasing Frequency:** There was a strong emphasis on the need to increase the frequency of shuttle services with noting that that would increase a sense of reliability.
3. **Improving Accessibility:** Several requests highlighted the need to improve road accessibility for pedestrians, especially around Central Menlo Park.
4. **Lack of Awareness:** Many people were unaware of the program or the services targeted to users.

Figure 87: Engagement Board #1

Menlo Park Comprehensive Shuttle Study

CITY OF MENLO PARK

Goals of the study are to:

Efficiently connect the community to transit, jobs, shopping, and other destinations	Ensure shuttle service complements other San Mateo County transit services to create a holistic regional transportation network	Find cost savings while continuing to provide high-quality shuttle service	Provide an attractive transit alternative to driving

About the Phase 2 Engagement

Shape the future of transit in Menlo Park! After evaluating ridership, market conditions, and community feedback, two service scenarios emerged:

Scenario A: focuses on providing access to all city residents, with microtransit service being the primary service mode

Scenario B: ridership-focused, using higher frequency and more direct routing for fixed route shuttle service to reduce travel time between major destinations

The final plan will combine elements from both scenarios. **Hence your input is crucial!**

TNC/Rideshare	Microtransit
It is a same-day service (typically Uber/Lyft) available to residents (over 65 years old) who can use a curb-to-curb service.	It offers same-day, on-demand trips like transportation network companies (TNCs)/rideshare. However, it is open to everyone and operates only within a specified service area.

Why consider these modes for Menlo Park?

- Serving low-density area and in areas not covered by transit routes
- Responsive to user demand, offering personalized transportation solutions
- Providing options for passengers who have limited mobility
- Riders typically request service using a smartphone app or by phone

Differences

• Rides are on-demand and usually arrive within 5-15 minutes of a ride request	• Rides are usually shared with others traveling in the same general direction
• Fares are estimated at $4 per trip but may be higher for longer-distance trips	• $3 per trip with reduced fares for youth and older adults
• Personal car, truck, or van	• Accessible van or small bus
• All trips must begin or end within the City of Menlo Park, but trips can be booked to destinations outside the city	• Trips must begin and end within the designated microtransit zones
• Works best serving vulnerable populations who have limited mobility	• Works best for completing the "first or last mile" of a transit trip, for rider who require wheelchair access or prefer to not to walk to fixed route stops

To learn more about the study and to find the informational recording about this phase, please visit this website: **https://www.menlopark.gov/shuttlestudy**

Figure 88: Engagement Board #2

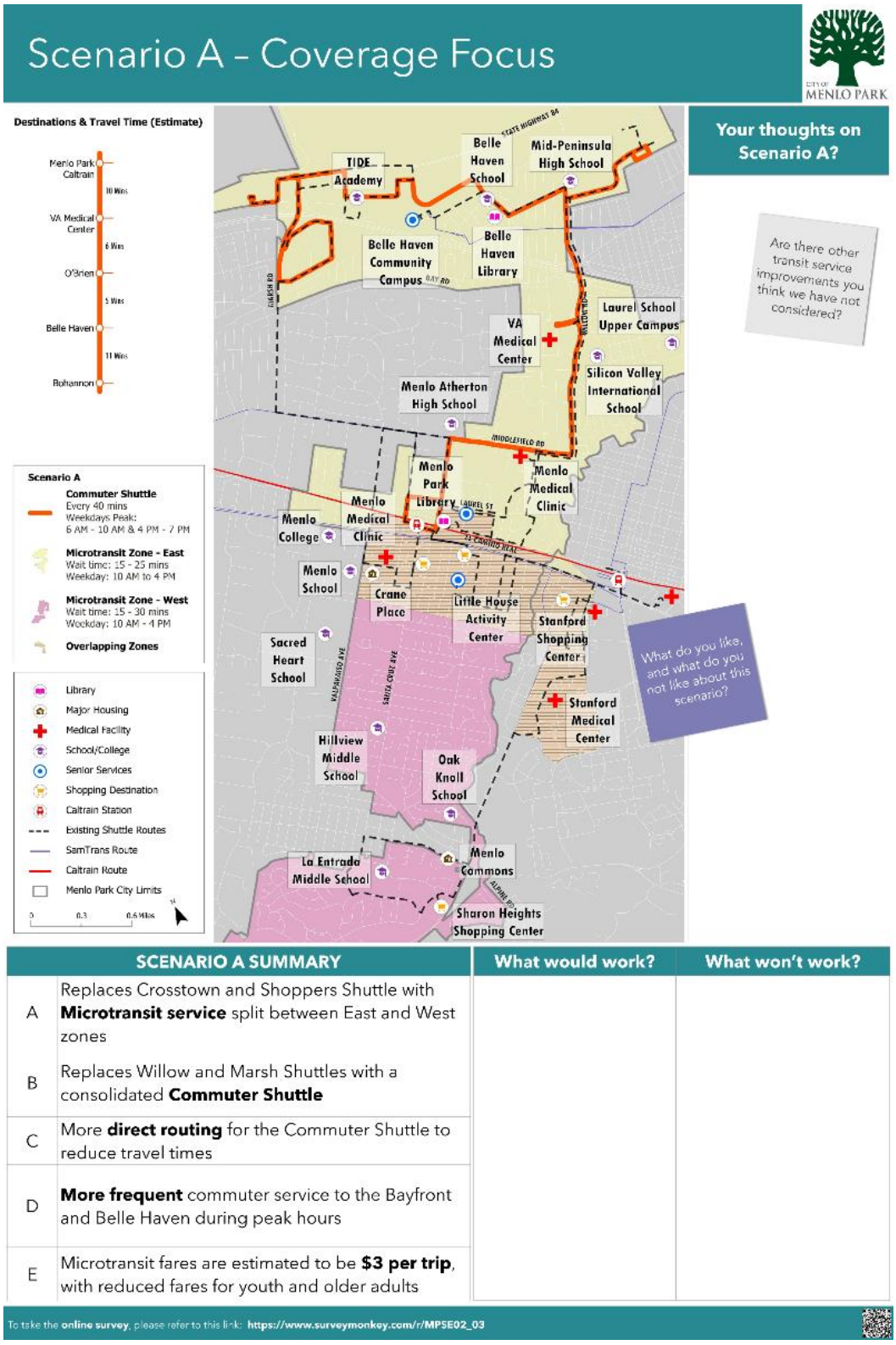
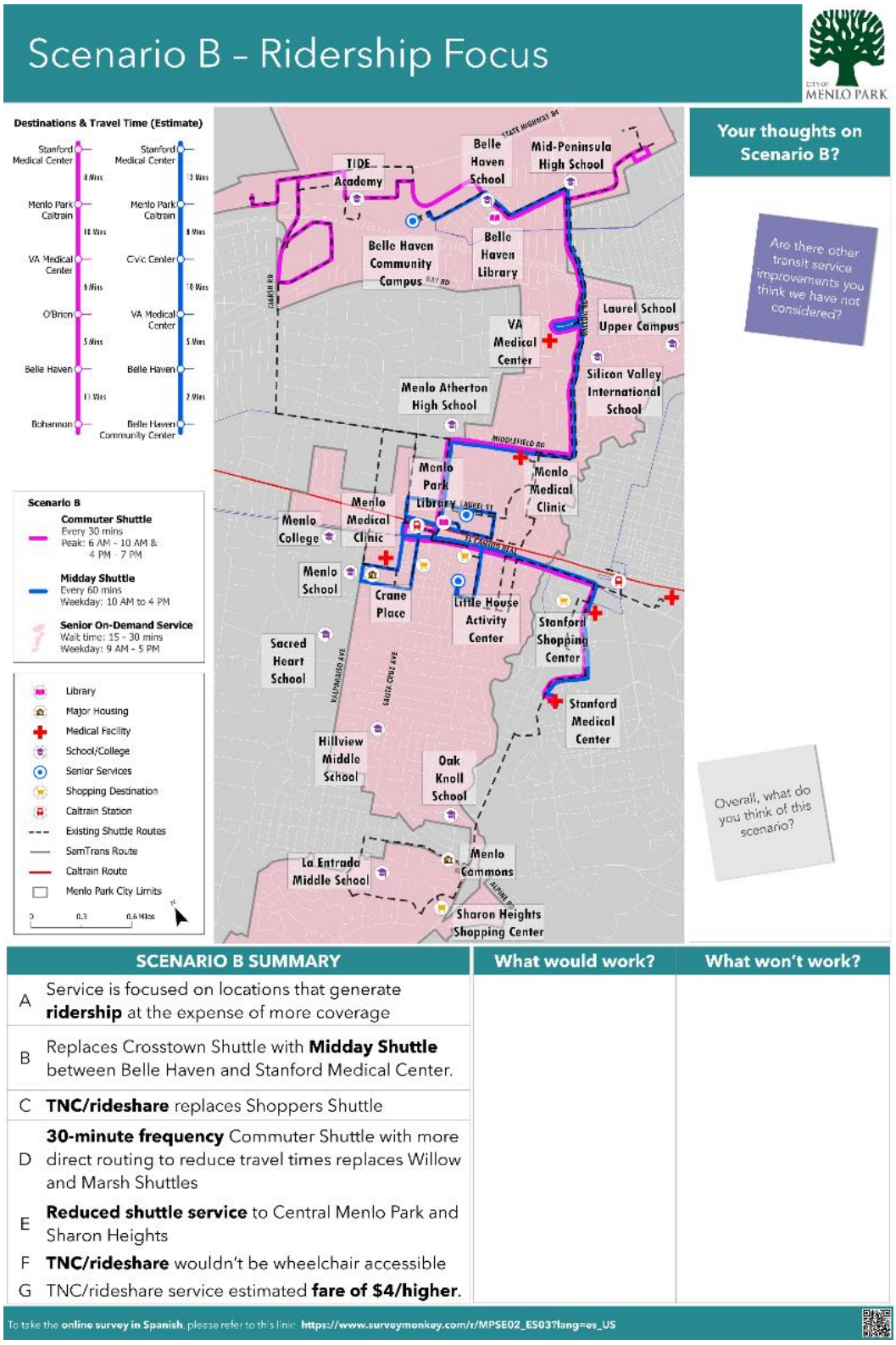


Figure 89: Engagement Board #3



Technical Advisory Meeting #2

- **Event Name:** Technical Advisory Meeting #2
- **Event Date and Time:** Friday, February 16, 2024, 11:00 am–1:00 pm.
- **Event Location:** Zoom

Background

The Technical Advisory Committee (TAC) included key stakeholders who would help promote and inform the Study. TAC meeting #2 focused on presenting the Service Scenarios and gathering feedback. Attendees are shown in Table 22**.**

Table 22: Attendee List - Technical Advisory Meeting #2

Team Member	Organization	Organization Type
Julie Shanson	Belle Haven Action	Community-Based Organization
Richard Fontela, Alton Chen	Commute.org	Governmental Org
Matthew Stafford	Meta	Large Employer
Airel Tinajero	Senior Center Coordinator	Senior Community
Daniel Shockley	SamTrans	Transportation Provider
Michael Stevenson	SamTrans Shuttle Contracts	Transportation Provider
Nathan Matson	Tarlton	Commercial Property Owner
Patrick Glister	SMCTA	Governmental Org
Asiya Patel	SamTrans	Transportation Provider
Alex Lam (primary)	Caltrain	Transportation Provider
Total Members	10	

Key Themes

Members understood the complexity of the existing shuttle system and welcomed a detailed system analysis. They appreciated the imperfection of both scenarios and supported elements of both.

Service Scenario

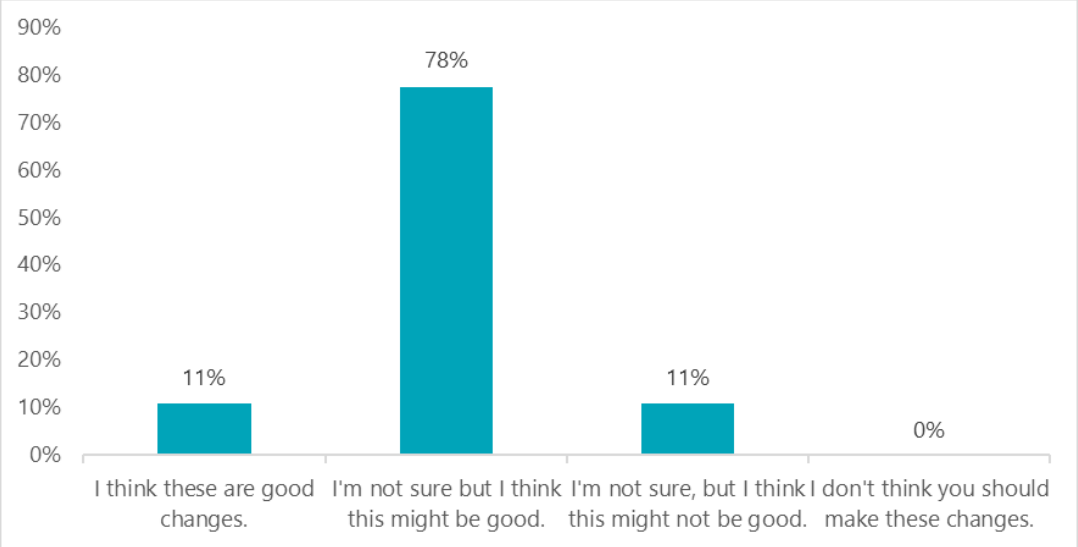
The attendees participated in Mentimeter polling to gauge their opinions of the two service scenarios.

Scenario A

Question #1: Overall, what do you think about Scenario A?

- Overall, members supported the concepts in this scenario but had concerns about certain elements. Of TAC members, 11% believed that the changes in this scenario might not be good.

Figure 90 Overall, what do you think about Scenario A?



Question #2: Please rate the importance of each of the following features of Scenario A.

- Overall, members strongly supported the more direct routing in this scenario and the idea of consolidating and increasing the frequency of the Commuter shuttles. Members were neutral on coverage-based service and fares for microtransit service.

Figure 91: Rate the importance of each of the following features of Scenario A (Avg.)

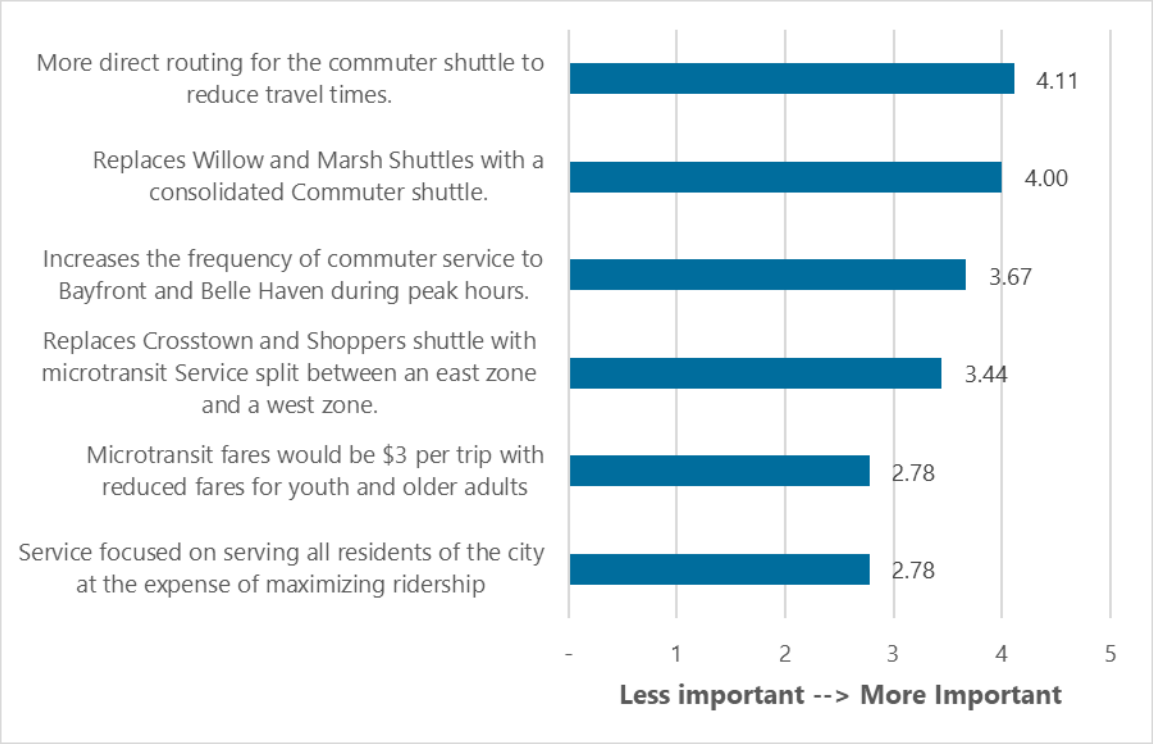
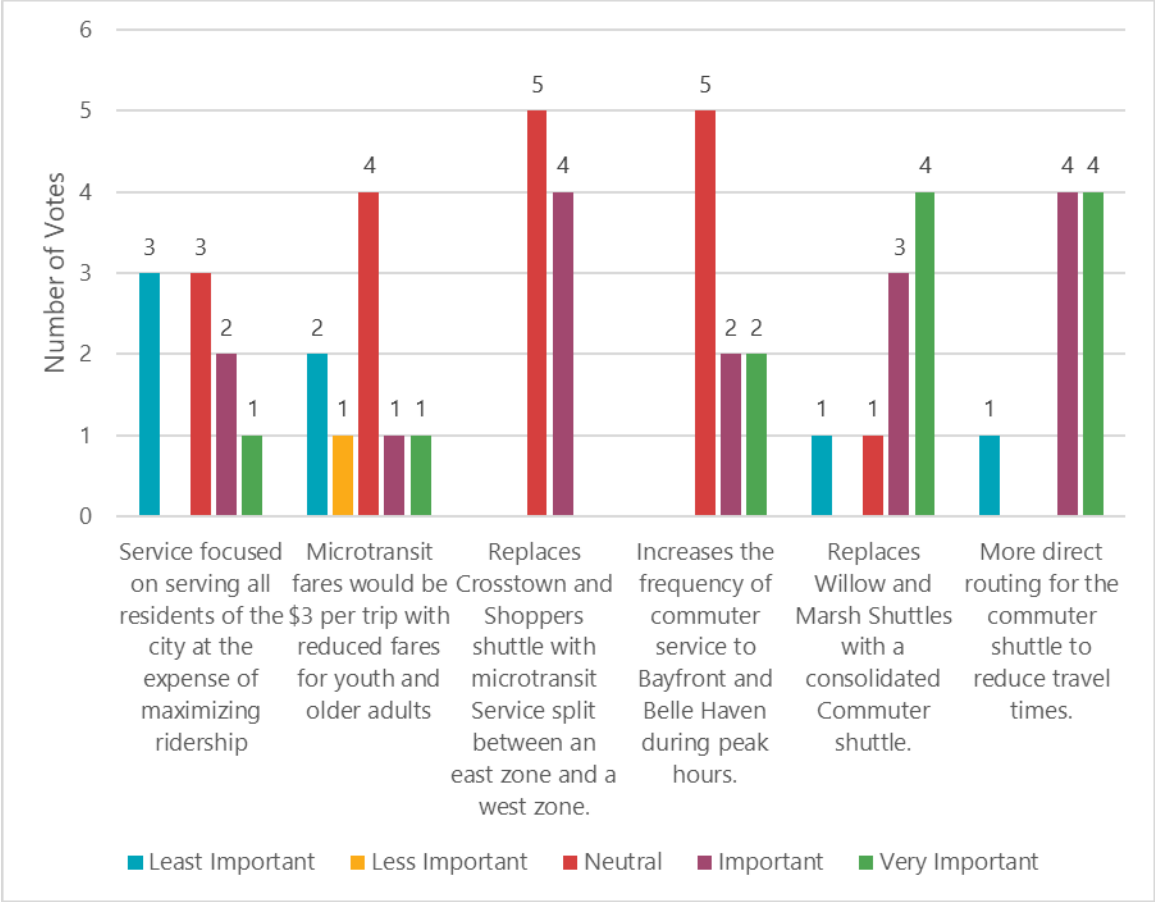


Figure 92: Please rate the importance of each of the following features of Scenario A



Question 3: Do you have general comments about Scenario A?

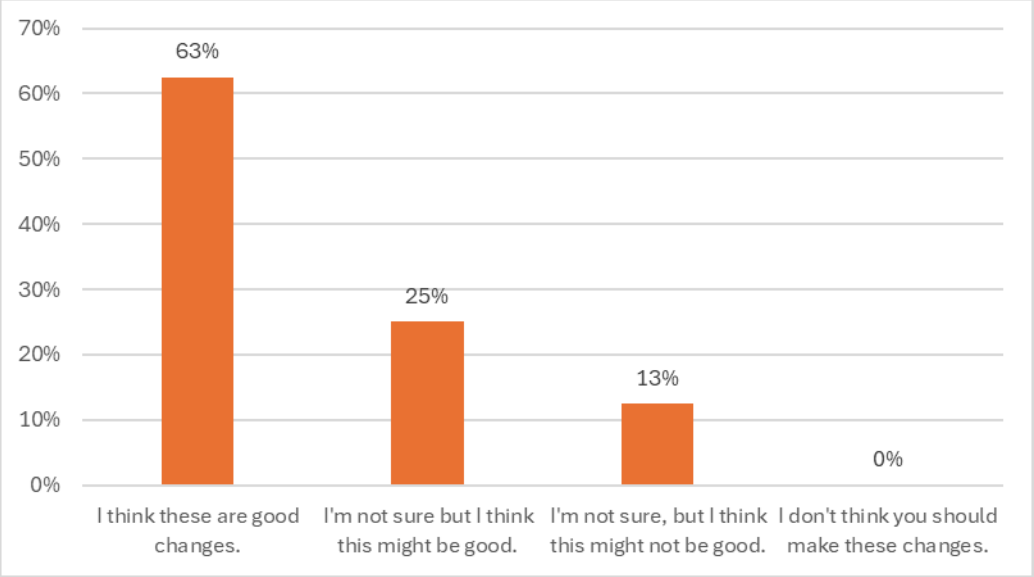
- *Menlo Park not best Caltrain frequency*
- *El Camino for buses?*
- *Add more weekend service to the Microtransit proposal*
- *+1 for weekend service*
- *Weekend service options for Microtransit*
- *Belle Haven and West Menlo keep frequency of buses*
- *More frequency and focus on key areas for higher ridership makes the service much more valuable*

Scenario B

Question #4: Overall, what do you think about Scenario B?

- When responding to Scenario B, 88% of TAC members thought the changes were good or might be good, with 13% believing they might not be good.

Figure 93: Overall, what do you think about Scenario B?



Question #5: Please rate the importance of each of the following features of Scenario B.

When rating the importance of the Scenario elements, TAC members thought the focus on frequency and ridership was important, but were less supportive of the TNC service's lack of accessibility and service reductions in Central Menlo Park and Sharon Heights.

Figure 94: Rate the importance of each of the following features of Scenario B (Avg.)

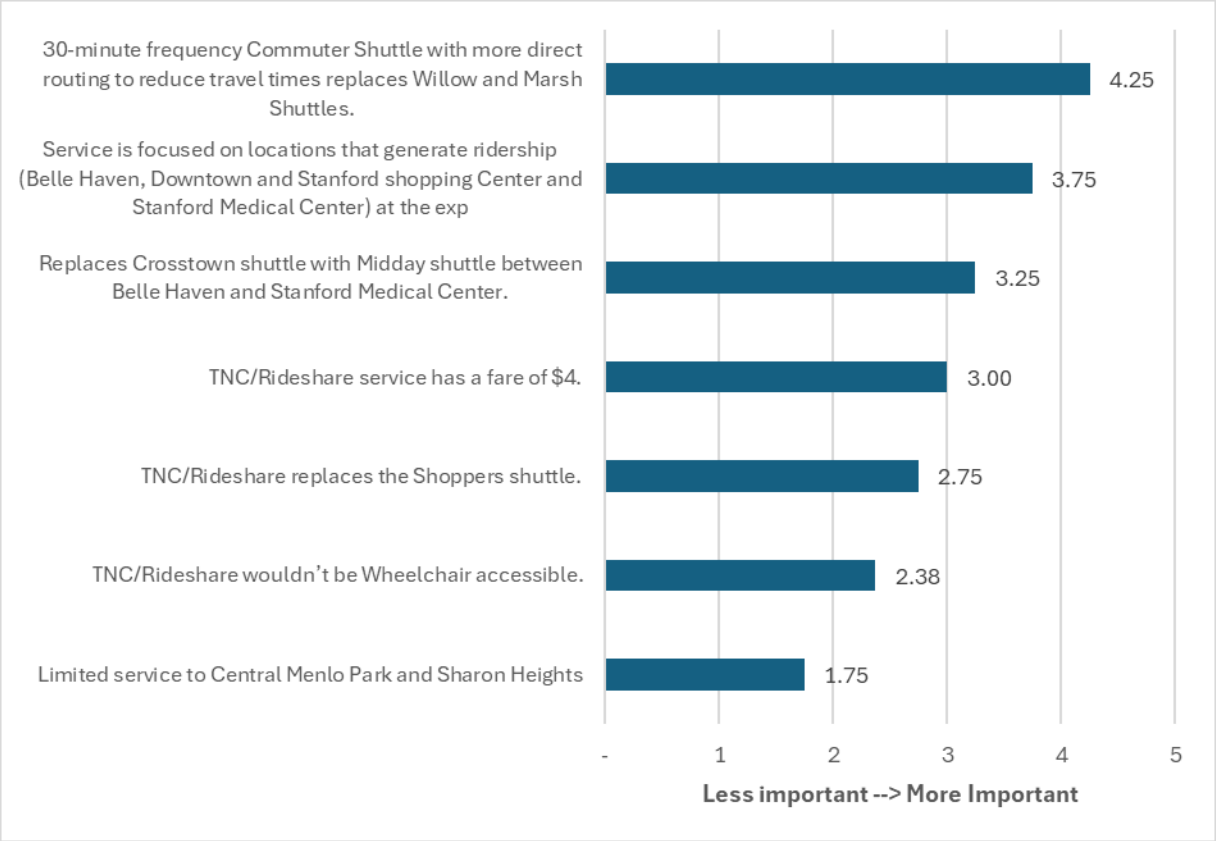
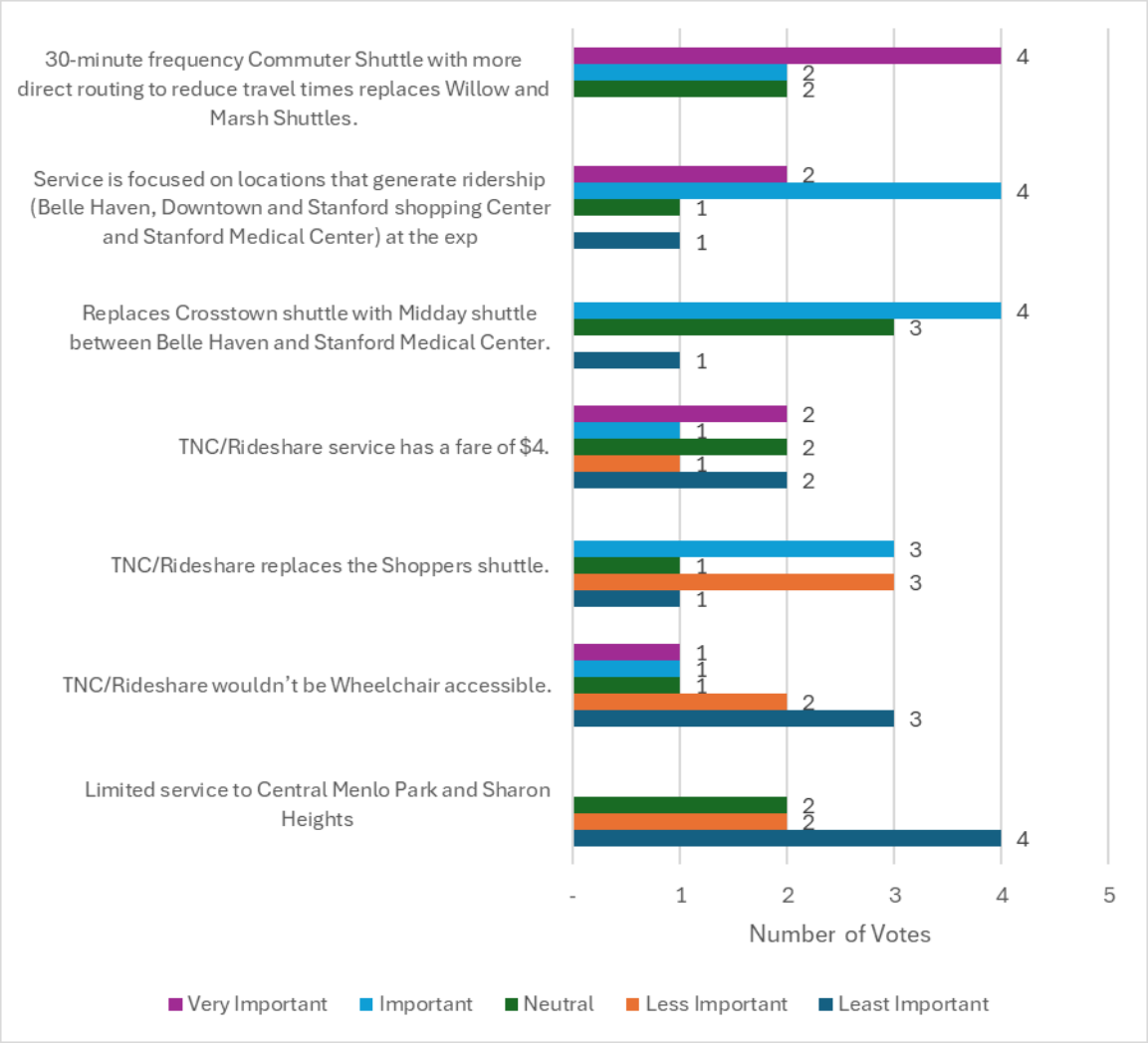


Figure 95: Please rate the importance of each of the following features of Scenario B



Question 6: Do you have general comments about Scenario B?

- *More weekend service*
- *Late night service?*
- *Concern about good transit access for Menlo Uptown/Portal residents.*
- *Out to dinner? Show at the Guild?*
- *Scenario B weekdays*
- *30 min. frequency for commuter service seems like an improvement and potential ridership growth*

In-Person Engagement #2

Pop-Up Event #1 Summary

- **Event Name:** Crane Place Senior Center
- **Event Date and Time:** Tuesday, January 24, 2024, 11 a.m.–1 p.m.
- **Event Location:** 1331 Crane St., Menlo Park, CA 94025

Event Overview

Crane Place is a retirement residence for seniors aged 62 or over and capable of self-care, including persons who must use a walker or cane. The project team hosted an informational session in coordination with Crane Place's National Pie Day celebration in the dining room.

Summary

There were about 15-20 participants who listened to the presentation about the Menlo Park Shuttle Study and picked up a copy of the survey to take. The project team stayed after the presentation for about an hour and a half to speak with some residents about specific priorities/concerns they had and to answer questions about the two scenarios. Many attendees currently use the shuttle service and were thus very engaged with the two scenarios and what the different trade-offs would mean for them. Some participants required Chinese translation and were told that Chinese versions of the survey would be delivered shortly.

Comments/Feedback

Most participants took hard copies of the survey to fill out on their own after the session, which was collected later by a project team member.

In conversation with the project team, many participants brought up the trade-off between access outside of Menlo Park and wheelchair accessible service across the two scenarios (Scenario A Microtransit provides wheelchair access but not outside of the city, and Scenario B Microtransit provides access outside of the city but no wheelchair access). It appeared many participants frequent the Kaiser Permanente or other medical services in Redwood City/Palo Alto but highly value wheelchair access, and neither scenario entirely met their transit needs.

Some participants appreciated the on-demand nature of the proposed Microtransit service compared to the existing Shoppers Shuttle, while others had concerns about increased fares compared to the existing free service. Destinations that were high priorities for the participants to have access to include the new senior center in Belle Haven, Little House, and Caltrain.

Pop-Up Event #2 Summary

- **Event Name:** Menlo Park Farmers Market
- **Event Date and Time:** Sunday, January 28, 2024, 9 a.m.–1 p.m.
- **Event Location:** Santa Cruz Ave. and Menlo Ave., Menlo Park, CA 94025

Event Overview

This is a farmers' market in downtown Menlo Park where many community members gather weekly to shop for produce, eggs, baked goods, and homemade meals from local farms and businesses. There are about 15 booths, and the project team had their booth located in the middle of the market.

Summary

There was continuous engagement throughout the morning, with many community members curious about the project and eager to provide feedback. There were about 65 touchpoints with community members who received project information, provided feedback, took surveys, or took one of the takeaway flyers, brochures, or postcards. The scenario maps on the exhibit boards allowed community members to visualize the potential routes and provide specific feedback about desired destinations/stops.

Comments/Feedback

Most participants provided feedback directly to the project team, which was recorded on post-it notes. One community member took a paper survey, while several others opted to take the online survey at a later time.

In general, community members liked the introduction of on-demand service, especially for those who didn't live near a major street or destination. There were some concerns about the hours and frequency of both scenarios' fixed route service, with some wanting it to run for longer hours, on the weekend, and more frequently. There was also a concern about service to and from the communities along Bay Road, with one community member saying they were willing to pay for more service to Caltrain from Bay Road.

There appeared to be a preference for Scenario B due to the fixed routes' coverage of central downtown locations and Stanford Medical/Shopping Center. There was also positive reception of Scenario B's city-wide on-demand service, with a community member expressing willingness to pay for the service if it was available to those under 65. Another said they liked the ease of being able to call a car to go anywhere in the city (compared to the two zones in Scenario A).

Pop-Up Event #3 Summary

- **Event Name:** Mi Tierra Linda
- **Event Date and Time:** Monday, January 29, 2024, 4:30–6:30 p.m.
- **Event Location:** 1209 Willow Road, Menlo Park, CA 94025

Event Overview

Mi Tierra Linda is a local grocery market located in the Belle Haven neighborhood of Menlo Park. The project team hosted a tabling event outside of the store to seek targeted input from Menlo Park's Belle Haven community. Outreach was conducted in English and Spanish.

Summary

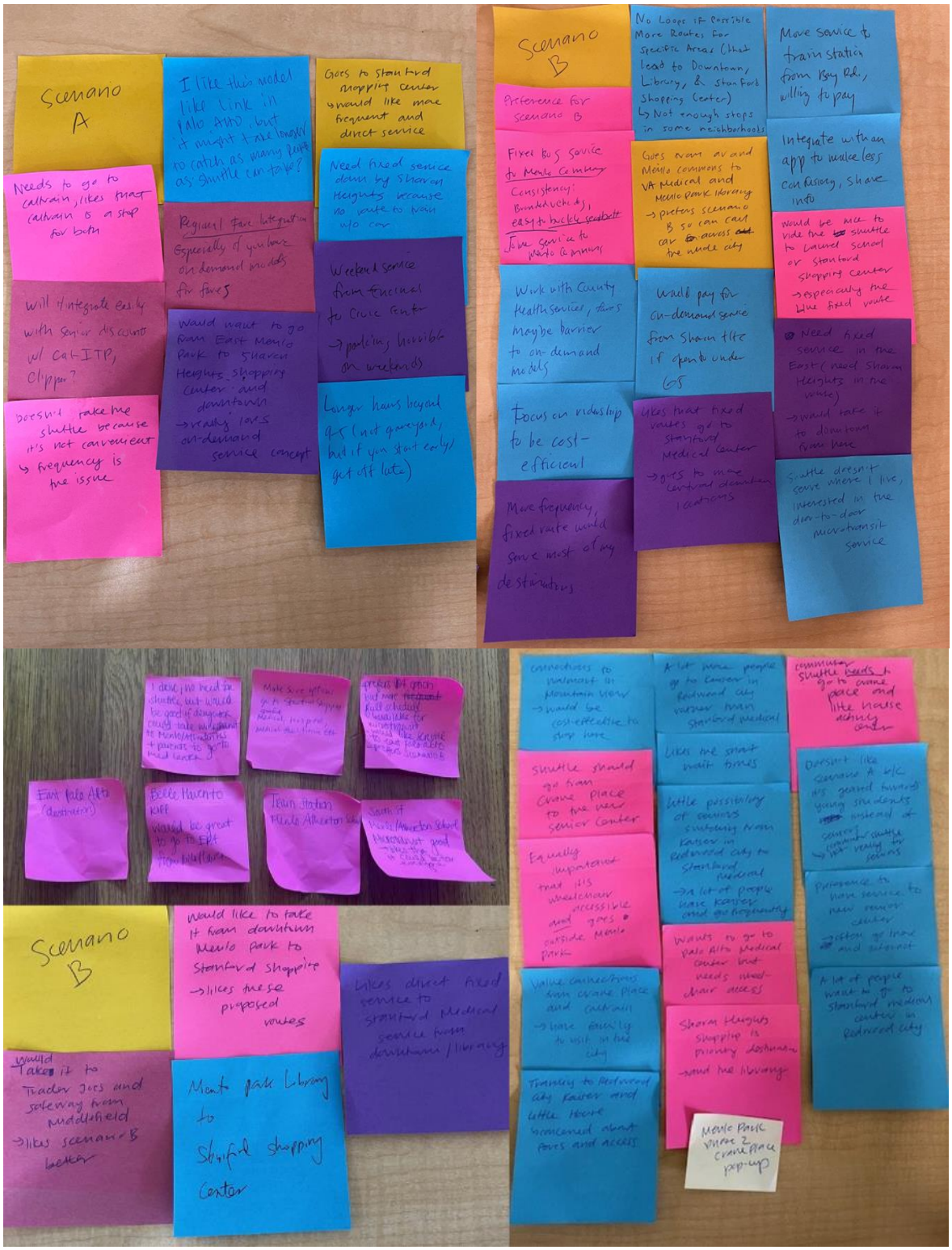
During the two-hour event, there were about 15 participants who spoke with the project team about the Menlo Park Shuttle Study. Most of the conversations at this event were held in Spanish. The project team set up informational boards that illustrated two potential scenarios for the future of the shuttle. Members of the public were asked to provide input on their current usage of the shuttle and what is a priority, interest, or concern for the future development of the shuttle routes. Most of the individuals who provided feedback indicated that they do not currently use the shuttle because they drive their own cars. However, some indicated that it could be useful for their children or elderly family members. Many did not know that the free shuttle service existed, or confused it with SamTrans. In addition to seeking input about the future shuttle routes, the project team provided information and resources about the current routes for the shuttle.

Comments/Feedback

Many participants expressed interest in the on-demand nature of the proposed micro-transit service compared to the existing Shoppers Shuttle. Most expressed an interest in the micro-transit service being open to all, rather than limited to the elderly, but expressed a desire for the service to be available across a broad range of hours, rather than just during commute times. Destinations that were high priorities for the participants to have access to include East Palo Alto, Menlo-Atherton High School, the Caltrain Station in Menlo Park, KIPP, the Stanford Shopping Center, and hospitals and medical centers.

While nobody submitted a survey at the event, a few individuals took the postcard and shared that they would take the survey at home using the QR code.

Figure 96: Pop-Up Comments



Community Survey Analysis #2

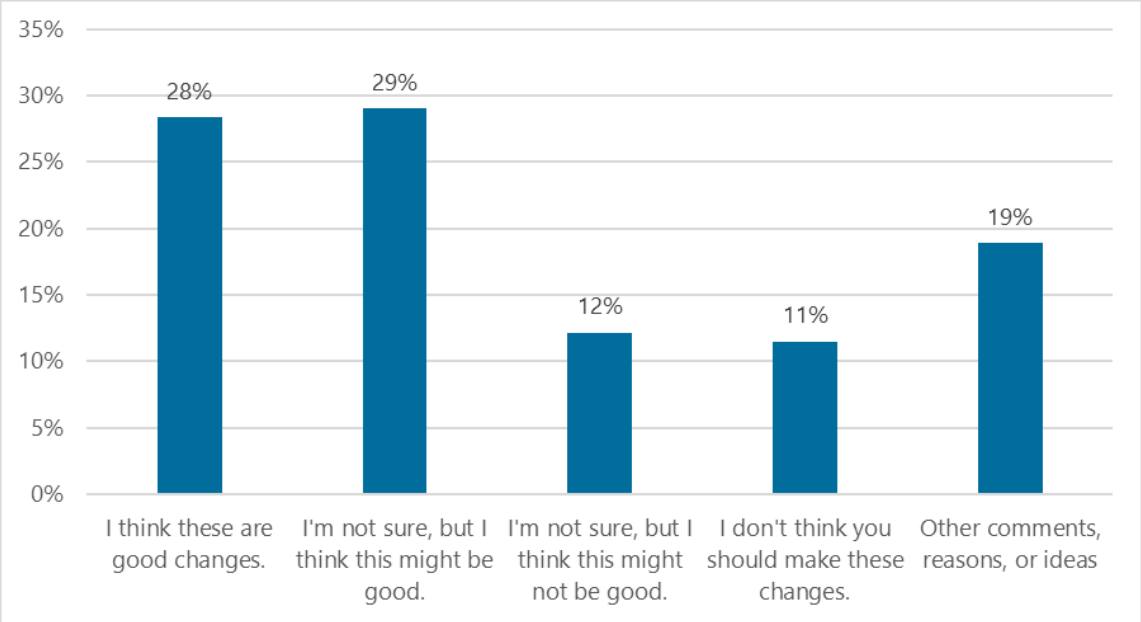
The Scenarios Survey was administered from January 21st to April 4th, 2024. In total, 126 responses were collected, with 27% and 15% coming from the Belle Haven and Sharon Heights neighborhoods, respectively. The section below represents the service scenario questions.

Scenario A

Question #1: Overall, what do you think about Scenario A?

57% of respondents stated they thought the changes in the scenario might be good, while 23% believed that they might not be good. In the comments, there were concerns about access to the service from Sharon Heights, hours of operation, and cost of service.

Figure 97: Overall, what do you think about Scenario A?



Comments and Feedback

- *Keep the Sharon Heights Shopping Center-Palo Alto Caltrain scheduled service.*
- *Too many significant disadvantages. Plus, I see no data to support the perceived assumptions that more people will take the shuttle as described.*
- *I prefer Scenario B*
- *I like having options for earlier morning transit needs.*
- *10am - 4pm seems terrible. Also, why no transit on the pink side of the map. Finally, Palo Alto Caltrain (or the closest point in MP across the pedestrian bridge) would be better than MP Caltrain during peak hours when many trains bypass MP. Last: one of our biggest traffic burdens is school transit to and from Hillview and M-A. Samtrans is*

not meeting demand for M-A. Why not partner with the districts and create a transit system that alleviates some of that?

- *I would access the commute service at Florence and Marsh. The microservice hours are not useful to me.*
- *You're asking how I rate the changes. Not even sure what the change is FROM. Only very vaguely aware of current services*
- *The only (comment) I have is that a lot of seniors in the community do not know how to use a smart phone and would have issues with trying to request a ride*
- *The shuttle service is a waste of city resources. Cancel it entirely and provide those who need access vouchers for Uber*
- *Anything that is going to help for people who no longer able to drive , is a saviour.*
- *It is not open to all. Residents 65 and older should move to care facilities if they are unable to drive or walk to their needed facilities. This would also open housing for young families.*
- *Start time of Microtransit is too late and end time is way too early. residents are unable to use this service to say get groceries after work*
- *The M1 is currently good for me. This change would provide more frequent service over a more limited area, which has pluses and minus.*
- *I'm speaking for my 96 year old neighbor who can get about with a cane or a walker. She would like to shop in downtown Menlo Park but this scenario would not work for her because she would have to transfer from and Eastbound service to a Westbound service which, as I am lead to believe, would require the payment of an additional fee and additional wait time when she is not able to stand for any length of time. I do think she would find it much easier to wait at home for a ride and enter a personal Uber or Lyft vehicle than have to travel in a van.*
- *Wait time is long. Service hours don't take into account key work commute hours. No consideration for other transportation schedules*
- *No service on Santa Cruz Ave?*
- *I live on American Way, one cul de sac away from Delfino Way. Our street is in unincorporated San Mateo county under the word "School" in the Hillview Middle School square. Including our street and neighborhood on either side of Orange will increase ridership with minimal additional cost.*
- *Please bring back the bus stop next to Sharon park near on Sharon park drive and monta Rosa. This is because it takes longer walks for residents of that area to use public transit if they have no car*

- *It's dumb. Why would west Menlo Park residents want to go to downtown MP. Pretty sure that if you draw a line that takes them to Palo Alto MP, you would get a better response.*
- *Bay Rd not included. A no from me. You left out many residents.*
- *Would prefer it's free for seniors*
- *No coverage to the West side of Menlo Park. Are residents in the unincorporated portions of Menlo Park eligible for the service?*
- *The hours are of absolutely no use to people who actually work.*
- *I think Microtransit needs to be available for more hours, especially consider it's added cost. Like the idea of more direct service to transit stations, when possible.*
- *I like the idea of transportation to all residents between 10-7:00. This includes the quieter drive times. I don't understand why it would be more difficult for seniors and special needs people. Why is that? My issues: 1. BYPASSED: Scenario A omits Bay rd communities completely (Flood Triangle, Loralei Manor and Sub Park). We are furthest from all services, amenities and viable, comprehensive public transportation, and a lot of us are seniors, special needs, fixed income. Over the next several years, we will experience a large amount of development throughout our area of the city, and driving will become less and less tenable for our demographic. Scenario A doesn't help us reach anything on our side of Menlo Park, never mind taking us across town or to Redwood City or Palo Alto. 2. TWO MICROZONES: Breaking the shuttle into east and west microzones is problematic. Travelling across the city east to west is a huge problem for resident commuters -- mostly on the East side of El Camino. Particularly elderly, special needs. and fixed income. We need access to facilities and amenities in and around Belle Haven and FaceBook (the shopping center by Ikea, the new senior Center, the YMCA, dedicated walking paths. We need access on Willow Rd and in the Willows to groceries, restaurants, laundromat, dry cleaning, Cafe Zoe, We need access to down town Menlo Park for food shopping and restaurants, Menlo Medical Foundation, We need access to Stanford Medical Center in Redwood City and Palo Alto. Access to PAMF, Stanford shopping center, Town and Country shopping center, and Stanford University proper.*
- *More frequent trips will make using this service more likely to be used*
- *I am a disabled senior citizen, and have had challenges using current Shuttles. They have often not understood that I was waiting for them to pick me up. Finding the stops is also nontrivial if you're blind.*
- *I don't see the route serving very much of Menlo Park. If you live in Belle Haven, great. I want a door to door service for elderly that works. I have a neighbor in her 90' s that is not allowed to drive anymore but likes to go out to lunch every day. This does not serve*

her in the flood triangle Neighborhood. The route needs to include more streets, Bay, Gilbert, Santa Cruz.

Question #2: Please rate the importance of each of the following features of Scenario A

When asked to rate the importance of different elements in the Scenario, the majority of respondents believed that improvements to frequency, routing, and service focusing on residents were important or very important. Respondents also listed the fares for Microtransit service as important or very important

Important[7]

- 78% - More direct routing for the Commuter Shuttle to reduce travel times
- 72% - Microtransit fares are estimated to be $3 per trip, with reduced fares for youth and older adults
- 72% - Service focused on serving all residents of the city at the expense of maximizing the ridership
- 70% - Increases the frequency of commuter service to Bayfront and Belle Haven during peak hours

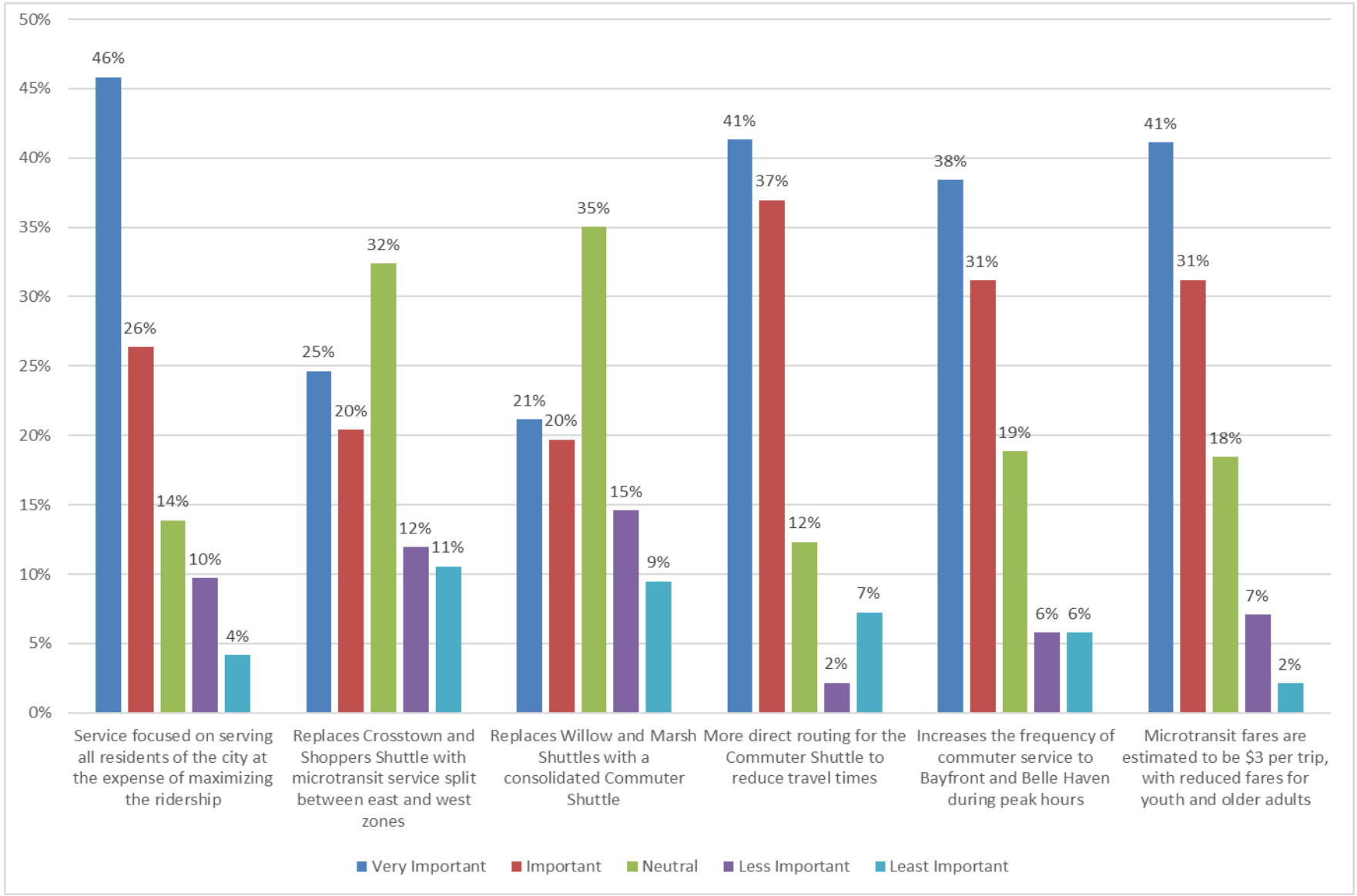
Less Important[8]

- 24% - Replaces Willow and Marsh Shuttles with a consolidated Commuter Shuttle
- 23% - Replaces Crosstown and Shoppers Shuttle with microtransit service split between east and west zones

[7] Percentage of Responses rated very important and Important.

[8] Percentage of Responses rated very important and Important.

Figure 98: Please rate the importance of each of the following features of Scenario A



Question 3: Overall, what do you think about Scenario B?

- *Scenario 4 offers better & more flexible access than current Crosstown/Shopper shuttles.*
- *I am thinking about changing behaviours for future use. having shorter wait times will encourage more people to use the service, reducing traffic and emissions.*
- *I think a focus on "all residents" is not so important. Improving the safety of bike riders and pedestrians would be a better focus. I walk everywhere I can...*
- *For me it is important to advocate for a service that provides access to all residents across the city, not just people who live in the higher utilization areas.*
- *Important and convenient*
- *Easily and more convenient transportation routes*
- *I think there should be more focus on regular, reliable shuttle service throughout the day.*
- *It's better*
- *I recognize that it helps simplify things to have one commuter shuttle as opposed to two but I feel like the reliance on Microtransit service is not the way to go.*
- *I haven't taken the shuttles before, but I choose what would be important to me if I did ride the shuttle. It looks like the walk to the closest stop from my house would be equally close in either case.*
- *I've taken a holistic approach, considering both the service offerings and the specific route maps, while also envisioning how costs might affect us.*
- *My evaluation primarily focuses on two aspects: firstly, whether the plan can enhance transportation convenience and improve traffic flow, and secondly, judging based on cost considerations*
- *My evaluation is based on two main factors: firstly, whether the plan can make transportation more convenient and improve traffic efficiency, and secondly, judging based on the costs involved."*
- *Service focused on serving all residents of the city. The features of Scenario A are good changes.*
- *I tried to keep in mind my experience using the current shuttle. If I didn't know or experience something in the question I kept my answer neutral*
- *Providing shuttle service to the largest amount of people is important to maximize how helpful the shuttle is.*
- *it's easy to use*
- *Scenario A has more convenient*
- *They Scenario A it was the best*
- *Good product*
- *Convenience*
- *Great work*
- *Good product*

- *Great and perfect*
- *I think commuters and Belle Haven residents need the shuttles the most.*
- *Thinking about community needs*
- *Frequent shuttles. Hopefully tuned with train schedules too the south*
- *Allowing ride share to be accessible to entire city is priority.*
- *Not sure but it looks good*
- *Maximizing ridership, to me, isn't as important as targeting the correct individuals who need the transportation.*
- *Currently existing shuttle routes (esp. Sharon Heights --> Caltrain) takes too long to be convenient, would like to see perhaps fewer stops in between the important community stops (Sharon Heights --> Stanford Shopping Center --> downtown / Caltrain area)*
- *The final plan ideally will provide service to all residents and neighborhoods.*
- *Very important we need to make sure we can help our seniors as much as possible*
- *I prefer a ridership focus.*
- *Thinking about helping people is very important for our community.*
- *Mostly dislike this plan due to the hours restrictions.*
- *All ok*
- *This is so stupid and misguided*
- *While Microtransit is a nice idea it seems like it would inky benefit a small group.*
- *reduced travel time & increased frequency are important for working people whose time is limited. cost is important for seniors & those w/ limited income. But really, i strongly believe that all public transportation should be free & available to the public. 1 more person on the shuttle means one less car on the road. 5 people on the shuttle means 5 less cars on the road. If 80% of the people ride public transportation, the roads would be a lot safer for everyone !*
- *Based upon who will need the service the most.*
- *Eastbound Scenario A does not cross El Camino which means that anyone from the Scenario A area that wants to shop in downtown Menlo Park must transfer to a Westbound service vehicle. What a pain!*
- *Shoppers shuttle is very useful - please keep it.*
- *I like that it focused on an area so more rides can happen than waiting around*
- *I think maximizing ridership is important, and having lines that can serve the most of the city on potentially multiple lines would be better. The key purpose of the commuter shuttles is to get to and from working districts during commuter hours (8am-10am, 4pm-7pm)*
- *Maximizing utility to disabled, elderly and youthful residents of the city*
- *If it benefits commuters at a low cost, then I deemed it if higher importance. If it benefited lower income or those with mobility issues, I deemed it a higher priority.*
- *I'm 65 and would use services to Caltrain and downtown Menlo Park between 8 am and 8 pm*

- *Based on how it would benefit people with no cars, and why they need transit.*
- *Again I don't think downtown MP would be a popular destination*
- *Not important. Left out Ringwood and Bay Rd.*
- *The proposed changes leave out the possibility of accessing shuttle routes for the whole west of Menlo Park. Microtransit can hardly replace a shuttle route with a fixed schedule. Also, it leaves out commuting to Palo Alto Caltrain Station, a station that gets serviced by every line in the Caltrain schedule.*
- *Currently the commuter buses do not have a convenient schedule. I often take the bus downtown and walk back or vice versa.*
- *Coverage area is the most important factor in determining the value of the transit solution. With very little coverage to the West Menlo Park neighborhood, I do not find tremendous value.*
- *It would be good for commuters who aren't able to walk to nearby bus stops or afford Uber or Lyft.*
- *I like the idea because is very important to have access to all city residents,specially for older people and disables,go door to door pick up.Thank you*
- *It's difficult to answer #2 the way it's worded. I'll explain what's important to my husband and myself, and the many oothers in a similar situation. Hopefully that's okay. We reviewed both scenarios based on how well they support the needs of seniors, special needs and fixed income residents of Menlo Park, particularly those living in our remote neighborhoods along Bay Rd., especially older, health- compromised individuals who may need to age out in place. Residents interested in helping reduce the increasing number of cars on the road and in creating a safe livng experience for citizens who most need it. Including transportation options that come reasonably close to our homes with good frequency during the less busy traffic times -- somewhere between 10-4:00. Transportation to medical appointments, grocery and other shopping, City Hall, library, senior swimming, exercise and senior center and safe walking paths, restaurants, laundramat, dry cleaners, and more, in and around Menlo Park, Redwood City, East Menlo Park, East Palo Alto and Palo Alto.*
- *I don't like to spend time on transit that is going to places I don't want to go to*
- *None*
- *Providing a greater geography feels more important than frequency or duration of the ride. It also feels less accessible for riders sith disabilities. Option b is preferred*
- *Seems like more service to Sharon Heights, which I prefer*
- *which features would make it useful to the most people*
- *Schedule, coverage area, cost*
- *I like the fact that more riders will be able to use this service. Like to see increased times available.*

- *This scenario would not serve someone like myself who is a blind senior citizen very well. therefore, I expressed my responses, mainly as "neutral."I believe the fare to be charged, is reasonable, recognizing that reduced fares are important for seniors and disabled.*
- *I don' Understand hat the statements so I put neutral. A shuttle needs to serve the entire community not just one area as it does now. I don't think commuters, I am not sure what that means here, will not use a shuttle. I see a shuttle for those who don't drive.*
- *no one in my family is a senior and we want access to city funded transportation*
- *I couldn't figure out how to answer. I think the current shuttles should not be replaced*
- *arrive at my destination*
- *takes me where I want*
- *It takes a long time to get to the place I want*
- *Have more transport for longer routes and not wait too long*
- *It's a long distance to the place I want to go*
- *It is important because it is economical and more accessible to different places.*
- *It needs to be accessible to people my age.*
- *Because it is important that it is not expensive*
- *Because I can go to more places, it's not expensive*
- *It is important, so that you can use limited transportation resources to get to maximum goals*
- *Microtransit should be $1 max for seniors. As a senior I can't pay much. Need to travel to Senior Center from Burgess Park once it moves to Belle Haven*
- *Service should help the most needy*
- *It turns a lot*
- *Takes a lot of time*
- *Takes more time to my work*
- *Passes through places I don't know*
- *Takes more time to my destination*
- *I use the Shoppers Shuttle and I have concerns about the changes*
- *At age 84, I need help with packages and walker. A long wait time after shopping is not conducive to my needs*
- *The places I can go*
- *Hours should not be limited to 10-4pm. Shorter shuttle route serving specific communities is better*
- *Transport agility and avoid congestion*

Question 4: Do you have general comments about Scenario A or other transit service improvements you think we have not considered? What do you like, and what do you not like?

- *I like that the service is available for good or bad weather conditions.*

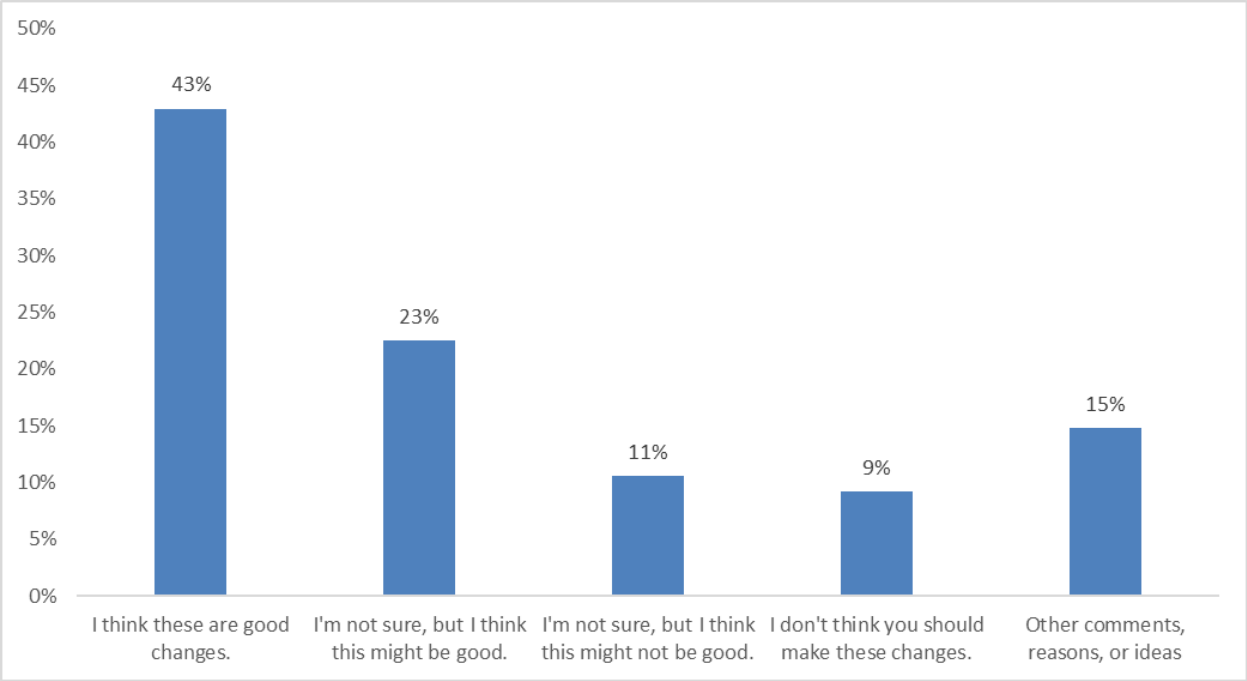
- *I would like to drivers need to wait for a least one minute,when they see some people run to cach the bus,not at the stop sign,or older people walks slow.Thank you*
- *More important to understand where ridership demand is and focus around those service areas to build consistent passenger usage. Expand to areas*
- *We need to see appropriate transportaion options for seniors, individuals with disabilities and those living on a fixed income. in the community.*
- *I would not take microtransit unless it were a bus and not an Uber type model where it's just me and the driver due to personal safety concerns*
- *It's important to serve ALL city residents with walks at most ~10 minutes to the next access stop. I like the idea of an easy-to-use Microtransit and a fixed route/timetable for commuter shuttle BUT: how do you get to this shuttle when living in Microtransit Zone West? The residents of Zone West have no short access to public transit during the times of the commuter shuttle. This needs adjustment.*
- *The goal is to provide service to as many residents as possible with reasonable fares and this scenario is advertised as it is the best solution to achieve this, yet the limited service time 10:00-4:00 pm is a problem as riders needs for rides to past 4:00 pm. Capping this at 6/7 pm and raising the fares to $4.00 would be better suited for all communities.*
- *None*
- *I want to make sure the western neighborhoods are served, like Sharon Heights*
- *Extend hours past 4.*
- *Where is commute hour service to West Menlo. No provisions for the "last mile"*
- *As I mentioned earlier, this scenario does not serve a blind senior citizen very well. this is also true for anyone who has limited mobility. it also would be difficult for me and other seniors to carry groceries from a Store to The pick up location. remember, a blind person needs to hold either his or hurricane, or the leash to a Guide dog with one hand.*
- *should cover bus rides to public schools for all students. why does the public MP shuttle go to private schools? They city services should be directed to city/public schools. Students shouldn't have to pay to ride the bus to school. Use funds from this to include bus rides to school for students*
- *Make the driver more friendly*
- *May the driver help me get on the transport*
- *That transport passes more often during rush hours*
- *With option A I would like it to reach more places*
- *Need to go more places*
- *We want to take us to more places*
- *We want you to go to more places*
- *I cannot drive. However I want to go to Chinese markets in Mountain View if once a month if possible. But there's not Chinese markets in Menlo Park.*

- *Need to coordinate rides with senior activities, e.g. provide shuttle to new Senior Center in Belle Haven before and after lunch time to/from Burgess Park*
- *I don't like that Sharon Heights would lose shuttle service*
- *It meanders a lot*
- *Shopping is very important for seniors. I'm concerned that it will be more difficult for me*
- *Driver should be helpful*
- *Move to electric vehicles*
- *Would like to go to hospital in San Mateo*
- *Need to go to San Mateo for hospital*

Scenario B

Question 5: Overall, what do you think about Scenario B?

Figure 99: Overall, what do you think about Scenario B?



Other comments, reasons, or ideas

- *If we are going to provide access to Stanford (hospital and shopping) could they also provide some funding? In terms of shopping, I think it is cumbersome to take public transport after shopping, it might be better to support small local independent stores in the areas of less traffic, and definitely people who might be short of money are unlikely to shop at Stanford Shopping Mall.*
- *Connection with Palo Alto Caltrain important. Stanford Hospital is not where most Stanford Patients get routine care anymore. They've moved that to Redwood City and other campus*

locations. I don't know why the hospital is on the map but not PA Caltrain or Stanford Redwood City.

- *Excellent*
- *I think the affordability of these programs is very important for most riders*
- *This plan does not provide transportation to those in East Menlo who may need it the most, and is too business-centric.*
- *I no don't have an answer*
- *Has thought been given to overlap with 296 bus route? Shuttle is currently free, so cost currently outweighs convenience for me, but with subsidy removed this could change.*
- *I am very opposed to them not being able to accommodate wheelchairs - one of the most important factors of transportation and accessibility.*
- *As long as the TNC service caters to those with disabilities, I think this service is great. On demand service hours are longer and someone being picked up in Flood Triangle can travel to downtown Menlo Park without having to transfer to another system. Still, would be nice to have a reduced rate for older riders.*
- *What? No service on Valparaiso, Santa Cruz Ave, nor Middle? How do people near thos routes get to Caltrain, city offices, and shopping?*
- *I live on American Way, one cul de sac away from Delfino Way. Our street is in unincorporated San Mateo county under the word "School" in the Hillview Middle School square. Including our street and neighborhood on either side of Orange will increase ridership with minimal additional cost.*
- *No bay rd.*
- *Like the addition of more busses and the addition of more time slots. Would like a stop at Safeway in Menlo. I use the stop at Concord on Willow often which isn't on your schedule but more convenient for me.*
- *My same concerns as Scenario A, no coverage to West Menlo Park*
- *This scenario provides stellar support for Belle Haven -- young and old. It even supports Willow rd, downtown Menlo Park, all of the streets that have schools, including preexisting routes into Sharon Heights. It goes to parts of the community that Suburban Park, Loralei Manor, The new Flood Teacher's housing, Haven House residents and Flood Triangle need support getting to - like Menlo Medical foundation, Stanford Shopping Center, Safeway, Menlo Park Downtown, Stanford Hospitals and the Menlo Park schools, but it doesn't stop at the intersection of Bay Rd and Ringwood. Many of the scenario B stops you propose here are very close to the intersection of Bay Rd. and Ringwood Ave., without being walkable from that intersection. If you added a stop there, you would not be going out of your way for this plan. You could easily generate sufficient ridership at this location! It seems crazy not to just include it. And, it will help us do our part to reduce the city's carbon footprint by reducing the number of longer-range (by 101) car trips our city accounts for. Please consider adding a shuttle stop near the intersection of Ringwood and Bay!! Thank you.*

- *Does not provide service to all.*
- *Again no commuter services for last mile West Menlo 60 minutes seems long fot regilar svhedule*
- *I use the Coleman stop mostly so I'd hate to see that go away. Would like to keep a stop at Safeway.*
- *This is a good improvement for seniors and disabled. You should be aware, however, that there is a service called Uber Assist. perhaps it allows accommodation for those who use a wheelchair.*
- *Again, just serves Belle Haven. I would like the shuttle to go down Bay Road and Ringwood to downtown or Stanford SC or town and country.*
- *Other: I like any day and flexible times, don't like the charge*

Question 6: Please rate the importance of each of the following features of Scenario B

When asked to rate the importance of different elements in the Scenario, most respondents believed that focusing on ridership generators, improved frequency, and lack of TNC accessibility as important or very important. Respondents also rated that, reduced service to West Menlo Park, and TNC Replacement for the Crosstown shuttle as less or least important.

Important[9]

- 73% - Service is focused on locations that generate ridership (Belle Haven, Downtown and Stanford Shopping Center, and Stanford Medical Center) at the expense of coverage
- 66% - 30-minute frequency Commuter Shuttle with more direct routing to reduce travel times replaces Willow and Marsh Shuttles
- 48% - TNC/Rideshare wouldn't be Wheelchair accessible

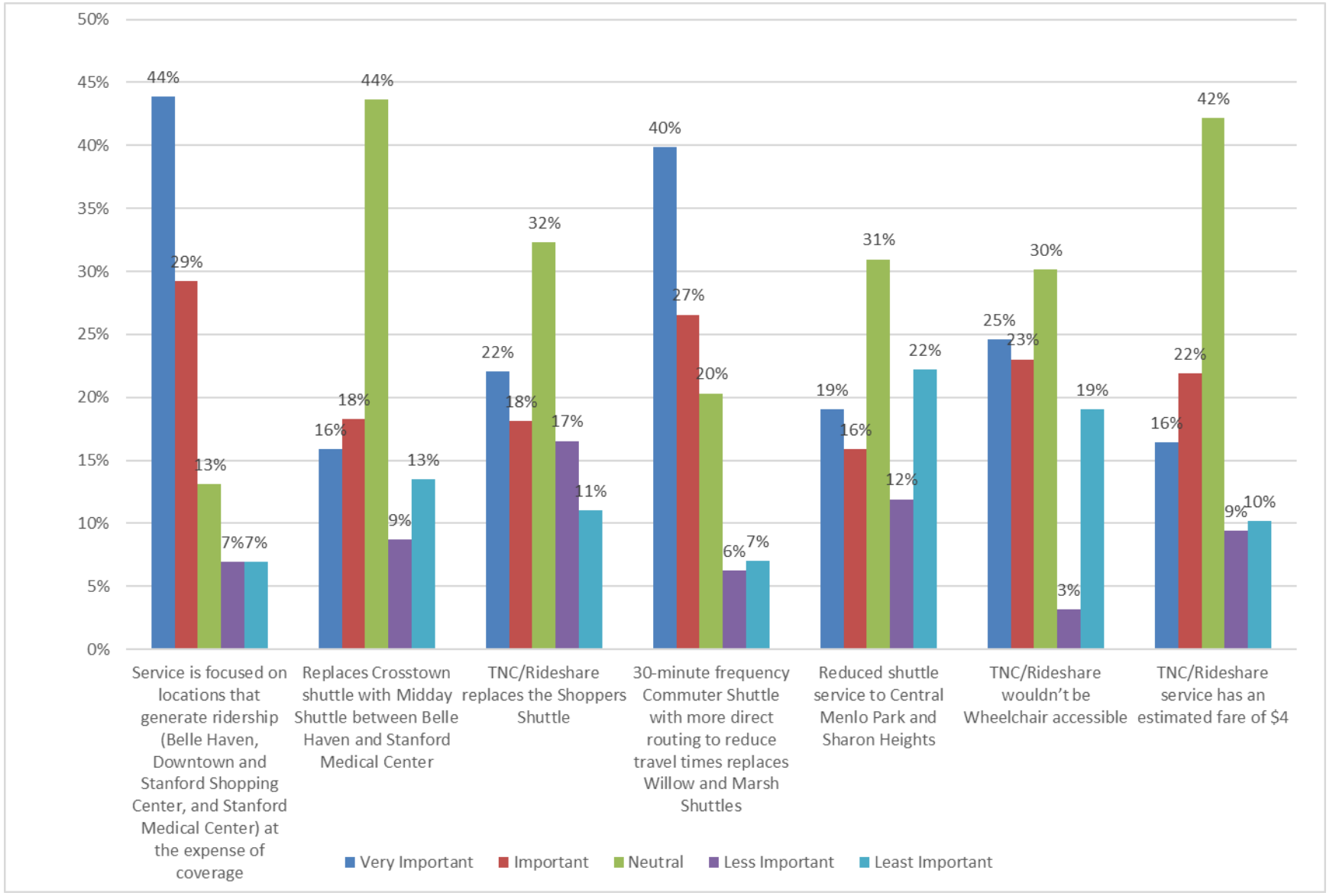
Less important[10]

- 28% - TNC/Rideshare replaces the Shoppers Shuttle
- 34% - Reduced shuttle service to Central Menlo Park and Sharon Heights

[9] Percentage of Responses rated very important and Important.

[10] Percentage of responses rated less and least important

Figure 100: Rate the importance of each features of Scenario B



Question 7: Building on question 6, could you explain how you decided whether the features of Scenario B are important or not? (Be as specific as possible)

- *We do need to provide transport for wheel chair users.*
- *I like the idea of increasing ridership. It also seems aimed at current ridership behavior. I would hate to see a new solution that isn't used by the potential riders the City thought would be riding.*
- *Its a betwr rote y*
- *Personally, I live near Hillview and am not a senior citizen so, to my understanding, this plan would not benefit me or my neighbors in any way, despite being Menlo Park residents and interested in using more community transit as opposed to driving.*
- *Because Hospital and seniors are important*
- *I like B better because it goes to areas people go more often. Plus I like it going to the stanford hospital and close to the mall since it can allow for seniors to get medical attention and not have to drive. And it lets people go to the mall and reduce pollution and less traffic*
- *As much public transport- shuttles included should be accessible & ADA compliant.*
- *It's the same*
- *It's a bummer that the Midday shuttle can't go to PAMF but I understand that the roads there make it tough. Also, there should be some consideration into prioritizing Central MP with its density. Otherwise, I love this option.*
- *We're weighing the travel expenses and transportation modes against the array of options at hand, leading to a thorough assessment.*
- *Assessment considers both travel costs and transportation modes, as well as the available variety of options, leading to a comprehensive evaluation.*
- *On one hand, the evaluation is based on the cost of travel and transportation modes, and on the other hand, the variety of options available, followed by a comprehensive assessment.*
- *For me, the biggest benefit is the time saved, which I judge based on my daily travels. The changes in plan B are more suitable for today's fast-paced lifestyle.*
- *I rated it important if it was something I thought should be evaluated well. I said neutral if I had no information or experience on the topic.*
- *The current route I use falls on the Midday Shuttle route, so have that is important to me, because I use it throughout central Menlo Park to Palo Alto.*
- *Good product*
- *Excellent and great*
- *It was important and perfect*
- *Excellent*
- *Perfect*
- *Great and perfect*

- *Making transit wheelchair accessible is important. How would people in wheelchairs use scenario B? Can they use SamTrans? Also making transit available to low-income and commuters is important.*
- *Thinking about community needs*
- *Higher frequency*
- *Willow and marsh are minority citys allowing ride share accessible to this demographic will allow them the opportunity to hold better paying jobs.*
- *This plan is less accessible and accommodating to people that have mobility difficulties if wheelchair access isn't available and if more walking to a stop is required.*
- *The biggest problem would be the loss of wheelchair accessibility*
- *Commuter shuttle efficiency seems crucial to get people to use Caltrain.*
- *I have no way to properly vote on wheelchair accessibility which I think is VERY important. Our most vulnerable are wheelchair bond and need access to this service.*
- *Sharon Heights, due to Sharon Shopping Center, de facto generates higher traffic; the reason that shuttle is not as utilized is that the shuttle takes too long, rather than lack of demand. If Scenario B includes Sharon Heights as one of the peak stops, it would be a good plan.*
- *Exclusion of mobility impaired citizens is a big mistake.*
- *we need to make sure people are able to get out of their homes safely*
- *Office is located near Sharon Heights and is a necessary commuter transit corridor.*
- *I prefer ridership*
- *It is difficult to decide which ares should be covered. Where do senior's live?*
- *Although I think this is the best plan, I do like the Willow/Marsh shuttle and will be dad to see it go.*
- *This is so stupid, you're increasing the density 100 fold. You have no senior housing here – how dare you?*
- *This is more accessible to more of the community*
- *I'm a strong believer that all public transportation should be made free to the public. as it is, there's a conception that buses and shuttles are for the people who can't afford caltrain & Bart. all public transportation should be free and available to the public, where those who drive there own private cars help pay for the cost of the public transportatio that is free for everyone to use.*
- *By not providing shuttle service to Sharon heights the one area west of downtown with significant apartments loses a useful means of public transportation*
- *Not knowing the demographics of ridership, I focused on my own experience.*
- *I had to answer neutral to this question because the answers are confusing i.e. is it important that the TNC is NOT wheelchair accessible or is it least important so that you don't care if it is wheelchair accessible or not? Even though this scenario does not offer wheelchair accessibility, it would have been better if the question had been phrased "How important is it that the TNC*

IS wheelchair accessible". I think wheelchair accessibility is important but I didn't know how to convey that in my answer.

- *Cost is higher, but seems better than scenario a*
- *Ridership is important and having frequent service helps with ridership and reliability. I'm not too familiar with the shoppers shuttle or the crosstown shuttle so those were less important to me. Not being wheelchair accessible is not ideal.*
- *Does not seem to serve West Menlo Park*
- *Not for me.*
- *This scenario has slightly better coverage for shuttle routes. As a user, I'm not interested in rideshare, especially since it would leave out important destinations for a commuter, like Palo Alto Caltrain.*
- *Would like free ridership far seniors*
- *Not sure how to answer the Reduced Shuttle to Central menlo Park and Sharon Heights. This service must be included in the scenario. I do not want to see this removed.*
- *It's not good that the service is only for adults and would be for midday service.*
- *I don't like it,why TNC/raidershare wouldn't be wheelchair accesible.*
- *Rideshare should have an ADA accessible option, even if it is an added cost to rider. Shuttle service should be focused where demand is, and prioritize frequency where possible.*
- *I decided by 1. looking closely at the map to see which populations and neighborhoods in Menlo Park will be included and which will not. 2. Looking at the degree to which ridership from particular neighborhoods on plan B helps the city reduce it's carbon footprint. 3. Looking at how far neighborhoods or areas are from the places on the route. 4. Thinking about the populations who need a shuttle service the most. Residents from neighborhoods farthest from the services would benefit the most from a shuttle while also improving the city's carbon footprint by leaving their cars at home for at least part of the time. If you are not close to these services, your car trips are ultimately harmful to the environment. After that it seems that the neediest populations should be prioritized: veterans, seniors, young school children, people with special needs, people that don't own a car or cannot drive.*
- *I like that is more frequent than scenario A but very sad to not be accessible*
- *I don't like that this reduces service to Central Menlo and Sharon Heights, which is already poorly served by transit*
- *Re:question regarding lack of wheelchair accessibility, this would be concerning given the population you'd be targeting.*
- *I use the shuttle to go to the library, downtown and Safeway.*
- *I think this scenario does a good job of serving most seniors and disabled in Menlo Park. I hope Uber Assist provides an option for seniors are disabled, who depend on the use of a wheelchair. You may wish to explore a lower fare For seniors and disabled, who have a very low income. Perhaps, if they are receiving SSI, or Medi-Cal benefits, they could be charged a lower fare.*

- *Only taking care of Belle Haven residents to Palo Alto medical. Not inclusive of the entire city.*
- *fixed routes disproportionally place traffic burden of these shuttles on specific roads. This is unequitable. People who live on these roads will bear the burden of these shuttles.*
- *Everything's fine*
- *Go more directly*
- *I could get closer to my work*
- *I don't have to transfer to another bus.*
- *They are the places that I travel*
- *Come more directly to my destination*
- *It takes us to more places*
- *It is good for senior people. Could the estimated fare be lower than $4?*
- *Rides need to be $1 max for seniors. Need targeted services not several empty buses for routes that no one uses*
- *From Sharon Heights, the Marguerite bus could connect*
- *Leaves me close to the doctor*
- *Brings me close to stores*
- *It came more directly to my destination*
- *Takes me where I need to go*
- *I wouldn't use any other transportation*
- *Shopping is very important. I don't drive and require help*
- *If I like it and would use service then it's a 1, if it prevents use then it's a 5*
- *More frequent and direct routes*
- *It's important for our seniors to have fast transportation around the neighborhood at a low or fare cost*
- *Service to Redwood City*
- *Great it goes to Redwood City*
- *Like that it goes to Redwood City*

Question 8: Do you have general comments about Scenario B or other transit service improvements you think we have not considered? What do you like, and what do you not like?

- *On-demand service should be open to all ages.*
- *I have never taken a City shuttle. Whatever you come up with, please add a marketing campaign along with rewards. Perhaps show the elected officials take the shuttle and put photos in the City's weekly news, etc.*
- *No*
- *No*

- *The shuttle could link CalTrain, downtown, the VA, med centers, libraries & shopping.*
- *It needs improvement*
- *We really need a different survey: "Where would you like to go? what would it take to get you out of your car (cost and time)? what alternatives do you have available to you (e.g. personal car, friends, Uber…)? This survey is asking us to choose without the underlying data. My hunch is that city-subsidized Uber offers the most benefits to the most people, and simplifies the work (and cost) associated with a municipal ride service.*
- *I like the multiple travel options in Plan B, but I'm not keen on the walking time and expenses. Hoping for better improvements based on road conditions.*
- *I must say, Plan B offers quite the smorgasbord of travel options! Yet, I can't say I'm thrilled about the whole trekking and spending ordeal. Here's to hoping they can spruce things up a bit, maybe throw in some road condition upgrades for good measure!*
- *I really like the variety of travel options provided by Plan B. However, I'm not fond of the walking time and expenses involved. I hope there can be better improvements based on the road conditions.*
- *I think Plan B is great as it greatly improves transportation. The downside is that we have to walk for too long, which might affect our travel plans.*
- *I think it's good that the elderly and handicapped will be kept in mind and offered alternatives in the rideshare option if there are shuttles introduced with no accessibility. I think it's a shame that the fare would be increased to $4 or even $3 on the shuttle. I think it should be comparable to a normal bus fare under $3. Or if it is raised to $3 or $4 maybe there can be a discounted monthly card/offer for people to be able to buy.*
- *More frequent/ faster service to Catrain is a good idea.*
- *interesting*
- *Lovely*
- *Creative*
- *Nice*
- *How much is the shuttle?*
- *Having it not accessible to wheelchair is not proper.*
- *I would like service to all residents in Sharon Heights.*
- *I have not used any of the shuttles or buses, but may in the future, if I end up not being comfortable driving as I age. I would want to go to Country Sun Natural Foods on CA Ave, Palo Alto, Whole Foods in Palo Alto (or Redwood City), and the train station. I can't do mornings, but later in the day is better for me - telling you just in case you are collecting actual wishes. I am sensitive to chemicals and synthetic fragrances, so am anxious about calling an uber/lyft.*

- *I've found that it hard for me to figure out how these services work and when they are active. Having an app that shows where I am and what's available near me would be a tremendous Beni fit for old and young riders*
- *Wheelchair access is important. Pls fix this so it is available.*
- *Wheelchair accessible should be available to all*
- *I want people who need help to be able to get it. Why? Because the cost of living is high in our area.*
- *I am concerned about people with disabilities getting transit.*
- *The fact that you are just a bunch of corrupt, terrible, greedy actors*
- *See comments regarding 296 bus in scenario A*
- *A reduced rate for older riders would be great. $4 x 2 for a roundtrip is quite pricey for a 90 year old on social security. I didn't know how to answer question 7 because Yes, it is very important that the fare be (exactly?) $4 vs least important i.e. or I don't care what the fare is, $8? $2, etc. made me confused as to how to choose and answer if I though the price was too high. A poorly phrased question!*
- *I like that it's more frequent and hits important destinations*
- *I live on American Way, one cul de sac away from Delfino Way. Our street is in unincorporated San Mateo county under the word "School" in the Hillview Middle School square. Including our street and neighborhood on either side of Orange will increase ridership with minimal additional cost.*
- *I think every neighborhood should get the coverage it deserves*
- *This is better. You want to enable EPA, Belle Haven to have access to Stanford, Caltrain, etc.*
- *Include bay rd and Ringwood*
- *Would be great if Palo Alto Caltrain was somehow included in the shuttle routes.*
- *No comment.*
- *A neighbor stopped at a booth at the downtown farmer's market last summer, where a consultant was talking to people about a shuttle service and checking people's interest. My neighbor said our neighborhoods along Bay were not on the list to be considered as part of the service. The consultant said she'd never heard of Suburban Park, Flood Triangle or Loralai Manor. Noone had mentioned them to her. My neighbor reached out to Drew Combs about this. He said he had the neighborhoods/the area added to the list. That's the last we heard of it. Reading through the scenarios and checking the map -- we're still not on the list and not included in the shuttle service routes. This would be so easy to fix and a fix would go so far towards supporting the city's goals and the resident's needs. Please consider adding a stop at the intersection of Bay and Ringwood -- or somewhere close by, on Bay. Thank you.*
- *Nice idea to have shuttles which cover the whole day. But not for residents at Sharon Heights or Central Menlo Park. They won't have short access to public transit the whole day(!) as the rideshare is just for seniors... You need a scenario that has a shuttle service (or services) for ALL*

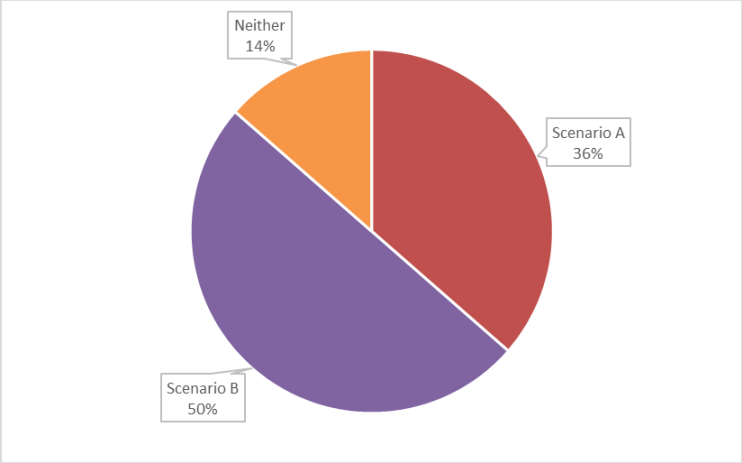
(even Sharon Heights and Central Menlo Park) at peak times (with convenient connections from/to Caltrain) and at least a Microtransit for the time in between.

- *I like the more direct routing but it would be good to ensure a connection to Stanford's Marguerite; sorry to lose PA Medical Foundation*
- *This option is not the best solution for the city as it does not provide service to all.*
- *I don't like that this reduces service to Central Menlo and Sharon Heights, which is already poorly served by transit*
- *Limited hours*
- *Would like it to remain free to seniors.*
- *At some point in the future, perhaps you could implement both Micro transit for the public at large, as well as TNC type services for senior and disabled.*
- *TNC/Rideshare should be for everyone and like the Palo Alto shuttle. Do not route shuttles on residential roads in front of homes which includes Laurel St.*
- *Everything's fine*
- *Let the driver help me get up*
- *What will happen through more streets*
- *That drivers know more information about other routes"*
- *A telephone number, what hours does the transport run?*
- *What happens where you make apartments?*
- *I like Scenario B improvements. We can go to Stanford Hospital more easily but the fare should be lowered.*
- *Need to still provide shuttle to Sharon Heights senior complex on Santa Cruz Ave*
- *More frequently*
- *Service on weekends*
- *Make drivers friendlier*
- *That the bus has routes that you travel*
- *Bus has brochures of routes*
- *I need services to shopping and some help*
- *It should be affordable and accommodating*
- *Less secure with Lyft or Uber driver. Fee is negative. Can you do a tiered pricing so that it's lower for seniors, lower for most appointments (doctors, dentists, grocery, prescriptions)*
- *When driver helps you lift items*
- *Fares are too expensive*
- *Fares are ok, but would like it lowered*
- *Ok with a fare*

Question 9: If you had to choose between Scenario A and B, which would you prefer?

50% of respondents preferred Scenario B (50%) over Scenario A (36%) with 14% preferring neither scenario.

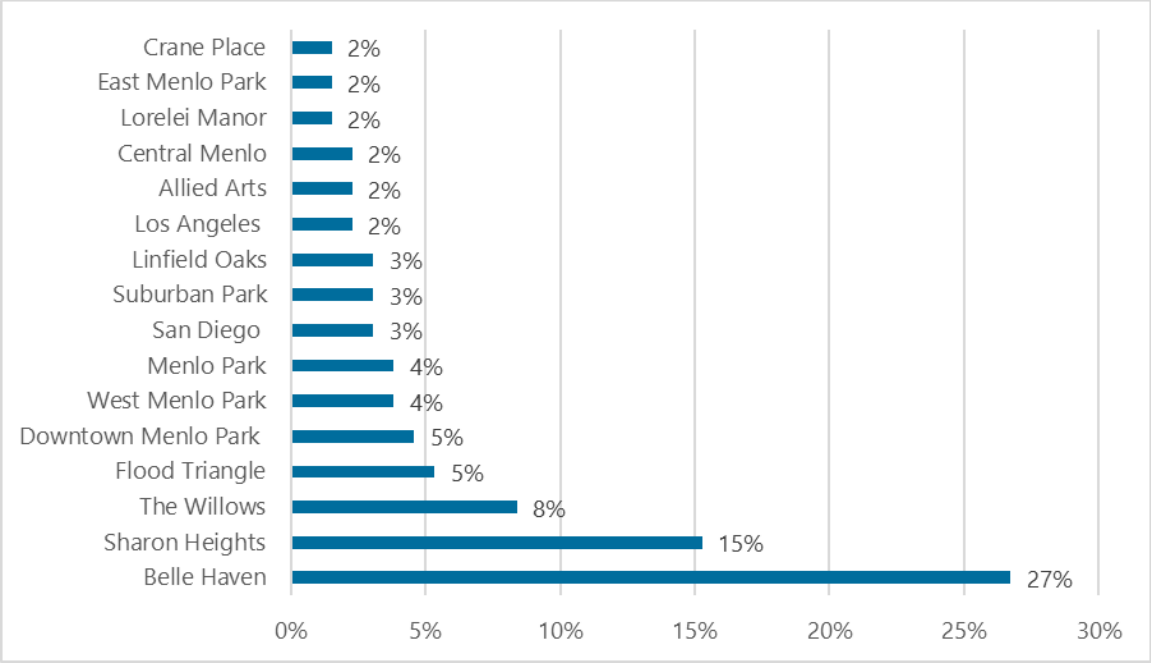
Figure 101: Scenario Preference



Survey Demographics

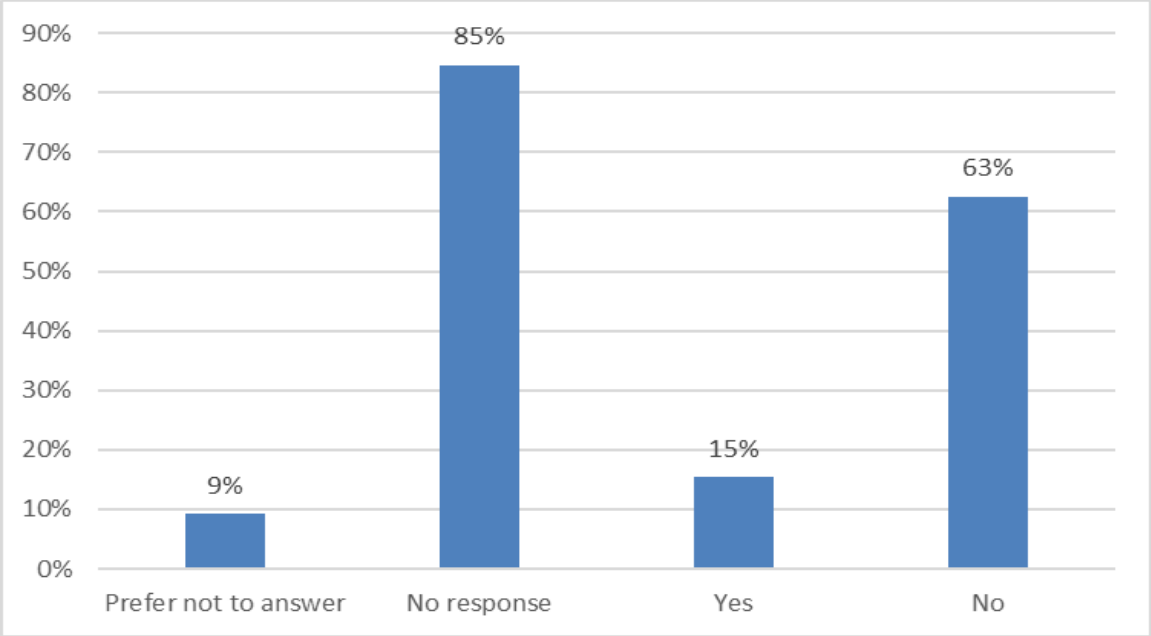
Question 10: What neighborhood do you live in?

Figure 102: Participant's Neighborhood



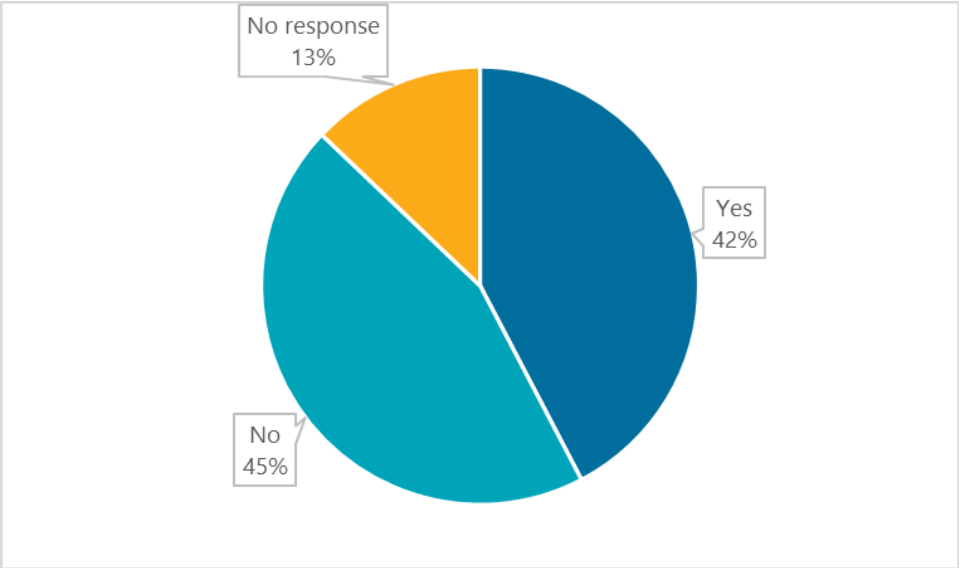
Question 11: Do you have a disability or health condition that significantly affects your ability to travel?

Figure 103: People with Disability



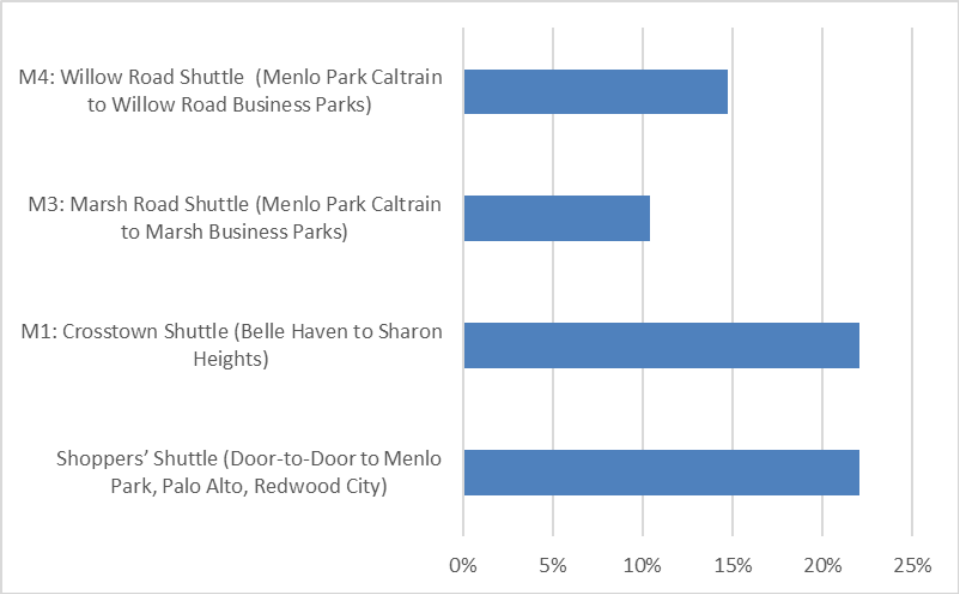
Question 12: Have you ever used the Menlo Park shuttle?

Figure 104: Shuttle Usage



Question 13: Which shuttle services do you typically use? (select all that apply)

Figure 105: Shuttle Service Used



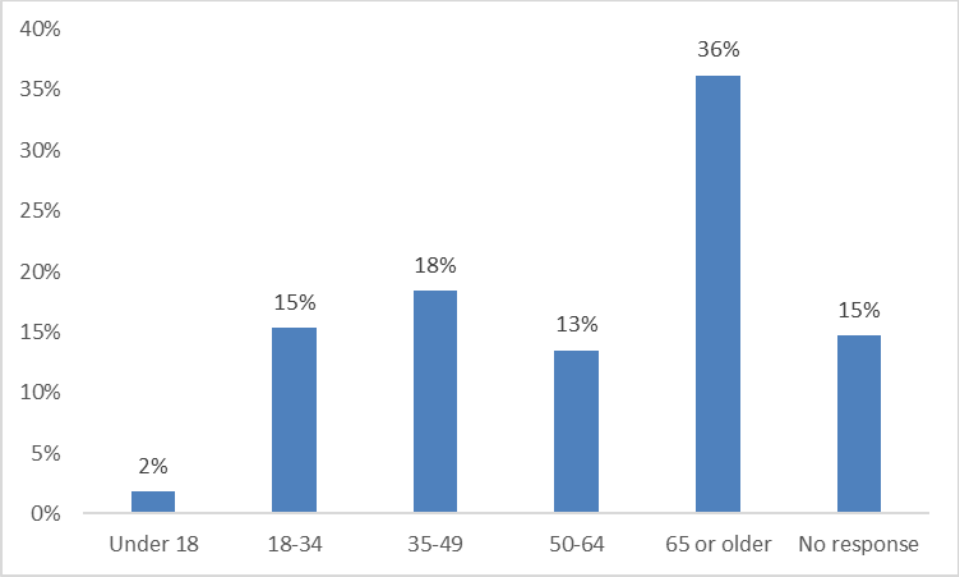
Other Responses

- *I usually walk or take my bike.*
- *None. I walk where I can and drive little.*
- *None of your services are convenient*
- *Stanford Marguerite, I walk from home in downtown MP to get it*
- *I didn't know about the shuttles before*
- *I don't currently use these services but I would like to if they were more convenient*
- *Not yet. Would want to go to South Palo Alto (Country Sun Natural Foods on California Ave), Whole Foods, maybe downtown Menlo Park. How long would folks wait to ride back after shopping?*
- *I would have used the Marsh road one if I'd known about it!*
- *I did t even know about these shuttles*
- *I ride M1 shuttle all the time from Bellehaven to and from central menlo. If it costs $ to ride, I will likely change my habit and ride less. More people should know about this excellent service.*
- *I have used the Tuesday shuttle occasionally, but I use the M1 every week.*
- *Samtrans but now that i know the shuttle exists great!*
- *Drive*
- *The Samtrans bus that goes too and from Menlo-Atherton High School*
- *SamTrans bus service and SamTrans Rider Transit*
- *M1, M3 M4 are not close enough to my area and frequency is not there. I do have some issues with walking and am car dependent.*

- *Tried using the shuttle in the past but could not get service.*
- *The shuttle is not near my neighborhood. To walk to Willow the sidewalk ends and is mud. Marsh road is too far to walk. I have elderly neighbors that would a shuttle is available.*
- *SamTrans*
- *Other: don't use shuttle currently*
- *Little House TNC*
- *Lyft*

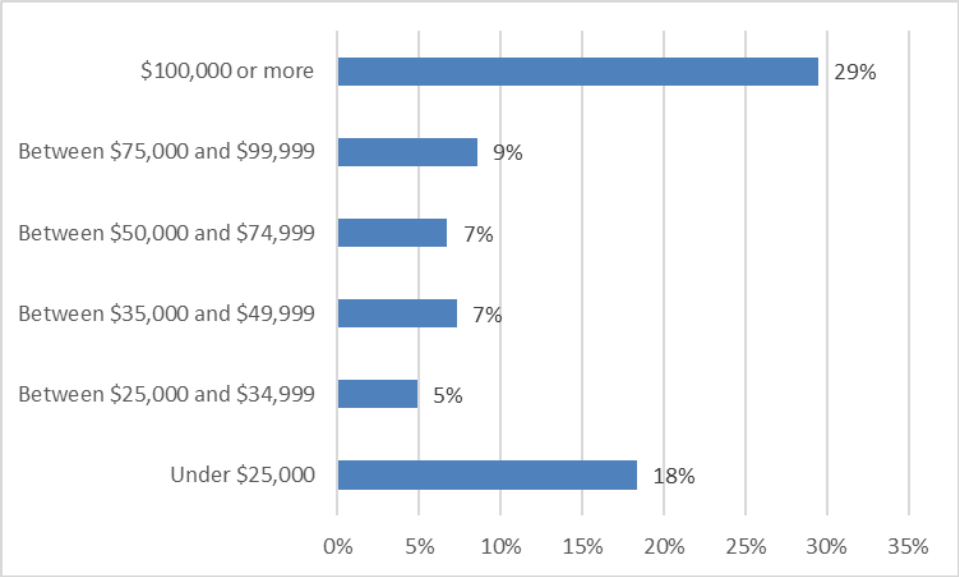
Question 14: What is your age?

Figure 106: Age Distribution



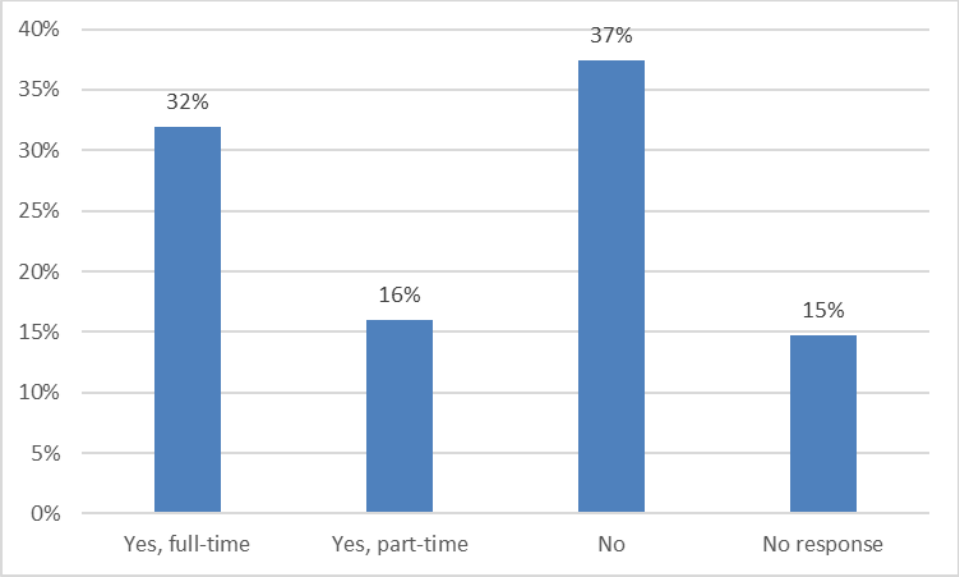
Question 15: What is your total household income (before taxes)?

Figure 107: Income Distribution



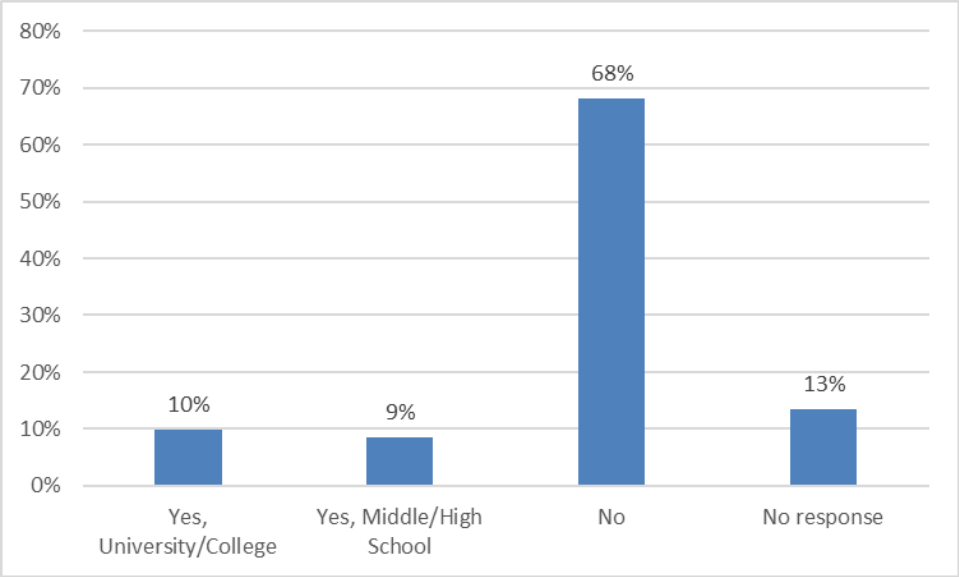
Question 16: Are you employed?

Figure 108: Employment Status



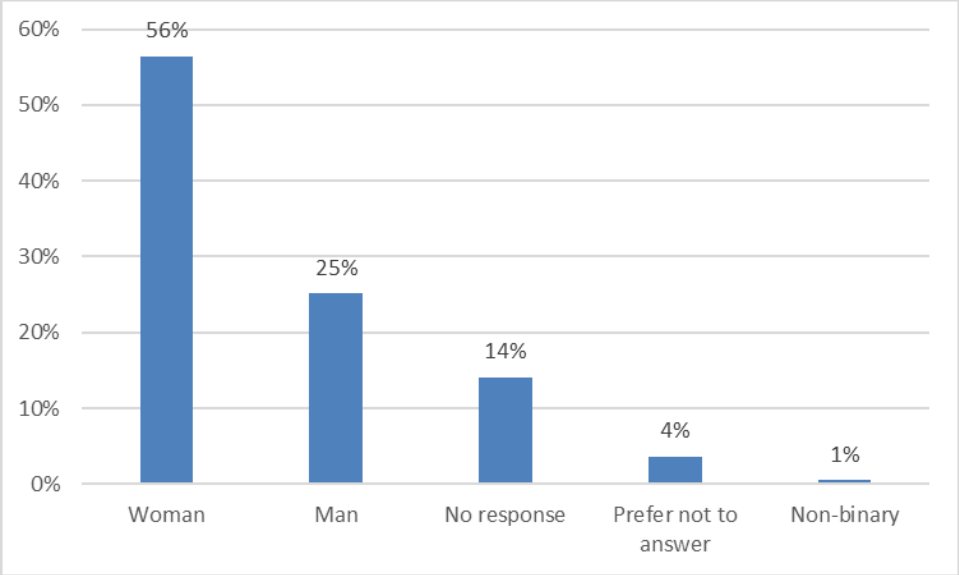
Question 17: Are you a student?

Figure 109: Student Status



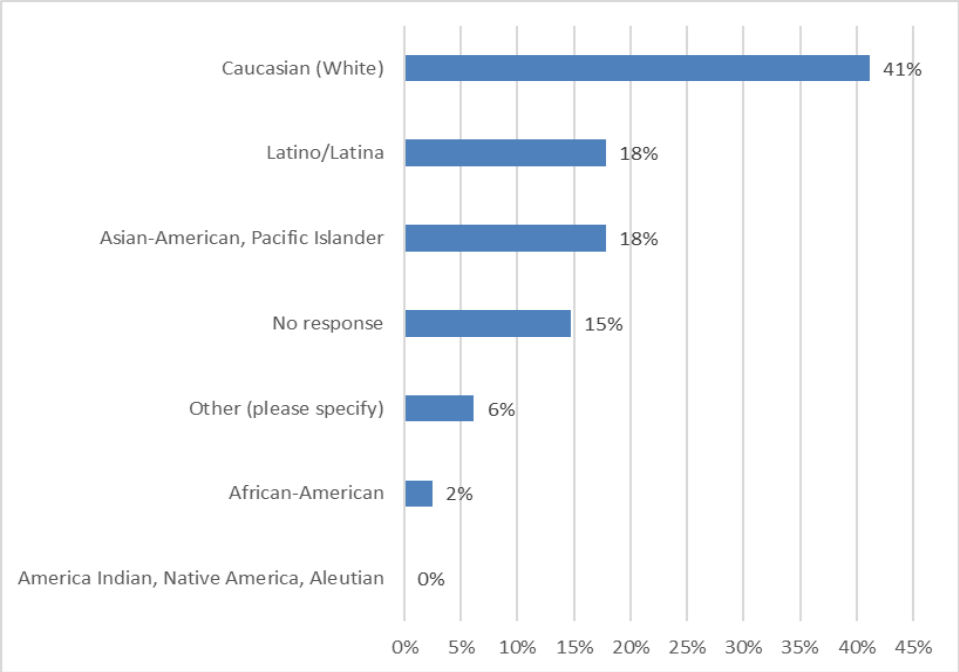
Question 18: Which of the following options best represents your gender identity?

Figure 110: Gender



Question 19: What is your ethnicity?

Figure 111: Ethnicity



PHASE 3: SERVICE RECOMMENDATIONS

For the final phase of engagement, the project team focused on presenting the Service Recommendations to the public and stakeholders. In spring 2024, the City of Menlo Park presented two different service scenarios for the Menlo Park Shuttle and heard detailed feedback from the community through online surveys and pop-up events. Using this input and a travel demand analysis, the project team has developed a single Preferred Service Plan for the Menlo Park Shuttle Program to make the shuttle service more convenient, reliable, and efficient for both current and future riders. This plan was presented for review to the public online at the study website and at a community-wide public meeting.

Approach

For the final phase of engagement, the project team focused on presenting the Service Recommendations to the public and Stakeholders. Touchpoints during this phase included:

- Public meeting (virtual)
- Marketing Collateral
- Social Media on Facebook, Twitter, Instagram, and Nextdoor
- Newsletter and Project Website
- Technical Advisory Meeting #3
- Feedback form
- Co-Creation Session #2

What We Learned

Feedback was positive about the changes to the Midday Community shuttles. There were concerns about the changes to the Commuter Shuttle especially for users accessing the Marsh Road area.

Main Themes

- **Community Members Supported the Recommendations:** Members of the TAC and the public supported the changes to the Midday Community shuttles. There were concerns about the changes to the Commuter Shuttle especially for users accessing the Marsh Road area.
- **Concerns about service to the Marsh Road Area:** There were concerns about the changes to the Commuter Shuttle especially for users accessing the Marsh Road area, due to an increase in travel time for those users.
- **The Lack of Accessible On-Demand Options:** Participants in the public meeting had concerns about the lack of on-demand options for the On-demand option due to the lack of wheelchair accessible TNC vehicles in the area.
- **Support for Changes to Shuttle funding and Governance:** Participants in the Co-Creation session supported the concept of a Transportation Management Association (TMA) to

manage the shuttle program and an expansion of Shuttle funding to enable additional mobility programs and investments.

Technical Advisory Meeting #3

- **Event Name:** Technical Advisory Meeting #3
- **Event Date and Time:** September 20, 11:00 am–12:00 pm.
- **Event Location:** Zoom

Background

The Technical Advisory Committee (TAC) included key stakeholders who would help promote and inform the Study. TAC meeting #3 focused on presenting the Service Recommendations and gathering feedback. Attendees are shown in Table 23.

Table 23: Attendee List in Technical Advisory Meeting 3

Team Member	Organization	Organization Type
Julie Shanson	Belle Haven Action	Community-Based Organization
Richard Fontela, Alton Chen	Commute.org	Governmental Org
Matthew Stafford	Meta	Large Employer
Michael Stevenson	SamTrans Shuttle Contracts	Transportation Provider
Nathan Matson	Tarlton	Commercial Property Owner
Patrick Glister	SMCTA	Governmental Org
Alex Lam	Caltrain	Transportation Provider
Marley Mathews	Caltrans	State DOT
Rondell Howard	City of Menlo Park	Library and Community Services
Jonathan Steketee	SamTrans	Transportation Provider
Total Members	11	

Key Themes

Members supported the changes in the service recommendations, but there were concerns about implementation and the impacts on service for development in the northeast portion of the service area.

Co-Creation Session #2

- **Event Name:** Co-Creation Session #2: Shuttle Program Planning Game
- **Event Date and Time:** Monday, October 14, 2024, 1:00–3:00 p.m.
- **Event Location:** Arrillaga Family Recreation Center 700 Alma St, Menlo Park, CA 94025

Objective

The Shuttle Program Planning Game is a tool that allows groups of stakeholders to place their ideas for public transit on paper and quickly understand the tradeoffs with those ideas. There was a focus on the medium and long-term sustainability of the program.

Focus on the Long Term

In contrast to the first transit planning game in the 1st Co-Creation Session, which focused on routes and service, the Program Planning game focused on building a sustainable transportation program. Participants established a plan for service, a funding structure for that service, and a plan for managing that service. The exercise allowed stakeholders to dive deeper into the details of making a sustainable system for their community.

Game Design

- Participants were tasked with developing a service plan, using the cards
- Figure 112 and were encouraged to explain their decision-making process during each phase of the game. Questions are shown in Table 24.
- When creating a service plan, participants were encouraged to offer additional services that supported the mobility goals of their plan.
- They were directed to establish a funding plan using conceptual sources, based on real-world examples (Table 25) and build a management plan that best meets the needs of their constituents (Table 26).

Table 24: Planning Game Questions

Key Questions to be answered for each of the scenario
DEVELOP SERVICE PLAN **1 Choose your level of service and recommendation?** Explain why and who it caters to and how?
FUND SERVICE PLAN **2 Plan and prepare your funding structure?** How would you fund it? Explain the benefits of this model Explain disadvantages of this model

MANAGE SERVICE PLAN

3 What does your Management Model look like?

Reason for your selection

Explain the benefits of this model

Explain disadvantages of this model

Figure 112: Service Plan Options

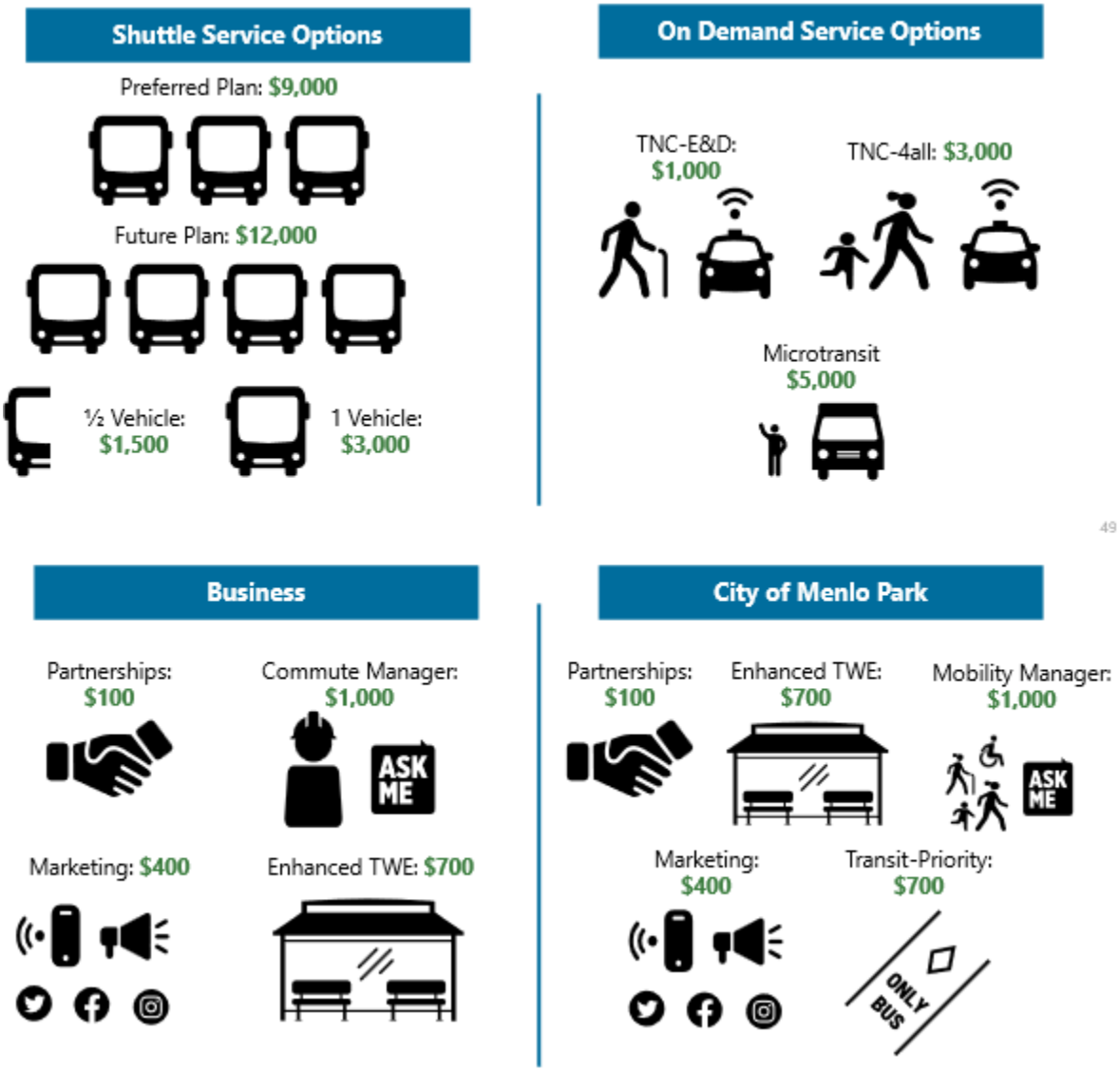


Table 25: Conceptual Funding Sources

Source	Max Revenue
City	$2,000
County	$6,000
Regional	$2,000
BID	$6,000
PBID	$10,000
Membership Fee	$10,000

Table 26: Management Models

	City	TMA/TMO
Strengths	Direct representation of residents Easier access to larger pool of funding Prioritizes serving all residents	More flexible representation with a non-profit More responsive than most government-run TDM initiatives Can be focused on areas within the city
Barriers	Slower to react to change May not best represent the changing needs of stakeholders Potentially higher overhead cost	Can be seen as not representative of residents More vulnerable to change in funding environment

Key Takeaways

1. **Diverse funding options were preferred:** All groups used multiple funding sources for their plan and supported the idea of equitable sources of funding to support an equitable shuttle program.
2. **The establishment of a TMA:** All groups supported the formation of a Transportation Management Association (TMA) to manage the shuttle program due to the success of TMAs in other cities.
3. **Preference for a comprehensive mobility program:** All members supported the addition of supportive elements that encouraged use of the service and other mobility options.

4. **Importance of the governance structure:** Participants were conflicted over the governance structure that would manage the TMA, some members wanted more representation for community members while others believed representation of the business community was required to ensure support for the funding plan.

Public Meeting Summary

Project Overview Provided in Materials

In spring 2024, the City of Menlo Park presented two different service scenarios for the Menlo Park Shuttle and heard detailed feedback from the community through online surveys and pop-up events. Using this input and a travel demand analysis, the project team has developed a single Preferred Service Plan for the Menlo Park Shuttle Program to make the shuttle service more convenient, reliable, and efficient for both current and future riders. This plan was presented for review to the public online at menlopark.gov/shuttlestudy and at a community-wide public meeting.

Meeting Notification

To promote the public meeting, social media posts and copy for an e-newsletter were provided for the City of Menlo Park and the Technical Advisory Committee (TAC) to share on their social media channels and through their newsletters. This content included a project overview and provided information on how to attend the upcoming virtual public meeting.

Meeting Summary

The public meeting was held on Tuesday, October 15, 2024 at 7 p.m. via Zoom Webinar; there were three attendees, including City Councilmember Betsy Nash. The purpose of the meeting was to provide an overview of the project's outreach efforts and progress to date, as well as present the final Preferred Service Plan for community feedback. The meeting began with a brief introduction from Kristiann Choy, City Senior Transportation Engineer, and continued with a presentation by Marvin Ranaldson from Nelson\Nygaard.

Afterwards, attendees had the opportunity to ask questions of the project team via the Zoom Q&A function, which included questions about rideshare transportation for seniors/disabled residents and alternative options for those with wheelchairs. The meeting was also recorded and uploaded to the project webpage, available for those unable to attend.

Next Steps

After the public meeting, the project team prepared to present the final Preferred Service Plan to the Complete Streets Commission and City Council, and finalize the plan based on feedback heard from the City, key stakeholders, and the community. The final report is planned to be completed by the end of 2024 or early 2025.

Community Survey Analysis #3

To gather feedback on service recommendations, an open-ended question was used to collect broad comments, designed to highlight major concerns about the recommendations. Overall, the majority of comments were about changes to the Marsh Road Route and the increased travel time created by the consolidation of the Willow Road and Marsh Road shuttles.

Question: Tell us what you think about the Service Recommendations.

Table 27: Feedback Response to Recommendations

Responses
M1 route would be very long for the one commuting to marsh road. Please keep the current M3 route as is as the new route doesn't make sense as new M2 route is covering more than half distance of new M1 route.
Currently, the focus of the shuttles has been helping get from the caltrain to their place of work. It's frustrating that it looks like the focus is swinging to people traveling during the middle of the day instead. There are a lot of people that take the m3 shuttle, and from the looks of your maps, you're adding an additional 20 minutes to our commute. And it's going to be frustrating because in that time of the morning, we're probably going to be the only ones on the shuttle, taking this wildly longer commute for little benefit. Why not keep special morning and evening routes for people getting to/from work, and have separate midday routes servicing the people that make the trips during those times? It also seems redundant having the m1 and m2 shuttles take the same route (but the m2 goes further). I don't understand why you're overlapping that area for the midday people, and then tacking a little bit on the end for the folks commuting to work.
I'm significantly affected as I am a user of the Marsh Road shuttle. The USPS Post Office goes from being the first stop of the shuttle to now being pretty much dead last. Hope the current proposal is revised to address that.
I don't want it to change. I use this transit to get to school, and if the route were to change I'm not sure if I would be able to make it to school on time reliably. Both my parents are working, so I really don't know any other way I could get to school. My friend and I (we both go to the same school) would both be greatly impacted if this were to change, as he also lives much too far away from school to walk or bike, and we don't live close enough together to be able to carpool to school, not to mention the fact that both his parents are also working full-time. I am strongly requesting that this change doesn't go through so both my friend are able continue to receive a trustworthy transportation, and therefore a reliable education.
Please keep M3 route as it is with no changes. As changes will increase commute time.
Due to COVID concerns, some disabled people (especially immuno-compromised) cannot take mass transit, but might take the personal driver IF wheelchair access were provided; outrageously, the current proposal excludes wheelchair users from receiving appropriate assistance from Menlo Park in getting to vital areas of our town.
Great. keep it. Don't think of eliminating it.
Perhaps adding more frequent rides per stop would be helpful. Thank you!

APPENDIX C: ASSESSMENT OF SHUTTLE SERVICE IMPROVEMENT

SERVICE SCENARIOS

To determine the best way to improve individual routes and overall connectivity, the project team developed different service scenarios that represent different approaches. Scenarios include changes such as:

- Route realignments to provide more effective, efficient, and attractive service
- Changes to frequencies to match service with demand and facilitate connections
- Revised service spans to maximize access to employment, education, and basic needs
- Potential service to new areas identified as transit-supportive in the travel demand analysis
- Improved service coordination to facilitate transfers and reduce wait times
- Scenarios with different service models, including microtransit and TNC/Ridehail service

Service scenarios represent different combinations of approaches, rather than entire packages that would need to be selected as a whole. Instead, the purpose would be to determine which individual projects or combinations of projects in each scenario will generate the highest levels of support, and then subsequently combine the best elements of each scenario into the final recommendations.

The scenarios developed by the project team focus on two approaches to improving mobility in Menlo Park. **Service Scenario A** focuses on providing access to all city residents, with microtransit service being the primary service mode (Figure 113). In addition to that service, the commuter service from Caltrain is maintained and enhanced with a 40-minute frequency during peak hours. A tradeoff for offering microtransit is that this scenario would only provide service between 10:00 AM and 4:00 PM, or midday. **Service Scenario B** is ridership-focused, using higher frequency and more direct route for fixed route shuttle service to reduce travel time between major destinations and improve frequency throughout the day (Figure 115). This would presumably lead to higher ridership. The trade-off with Scenario B is the service does not cover the entire city. To ensure coverage for vulnerable residents, Scenario B offers all-day (9:00 AM to 5:00 PM) citywide on-demand TNC service for older adults and people with disabilities. All scenarios are constrained to operating within the existing shuttle budget.

On-Demand Service

What is On-Demand service?

On-demand service is a flexible same-day transportation service that includes microtransit or TNC/Rideshare services. Riders would request a ride through a smartphone app or by phone.

What is TNC/Rideshare?

This service is designed to help older adults maintain their independence by providing them with safe, reliable, and affordable transportation options through subsidized Uber or Lyft rides. As proposed, the service would be provided to residents who must travel to specific locations within or outside Menlo Park. Users can typically expect a driver to arrive within 5 to 15 minutes of their request. Requests would be made through a smartphone or a concierge service.

Users share the cost for each ride, and the city covers the remaining ride cost up to a certain threshold, with any cost above the threshold paid by the user.

TNC/Ridehail works best for:

- Serving low-density areas
- Serving vulnerable populations like older adults who don't require a wheelchair-accessible vehicle
- Riders who prefer not to walk or wait outside due to uncomfortable weather
- Providing options for passengers who have limited mobility

What is Microtransit?

Microtransit is like a dial-a-ride service but offers same-day, on-demand trips like transportation network companies (TNCs) such as Uber and Lyft. Riders typically request service using a smartphone app. Microtransit can provide curb-to-curb or point-to-point trips within a specified service area. Rides are usually shared with others traveling in the same general direction.

Microtransit works best for:

- Serving low to medium-density areas
- Completing the "first or last mile" of a transit trip
- Riders who prefer not to walk to or wait at fixed route stops
- Riders who require a wheelchair-accessible vehicle
- Providing options for passengers who have limited mobility

Fares

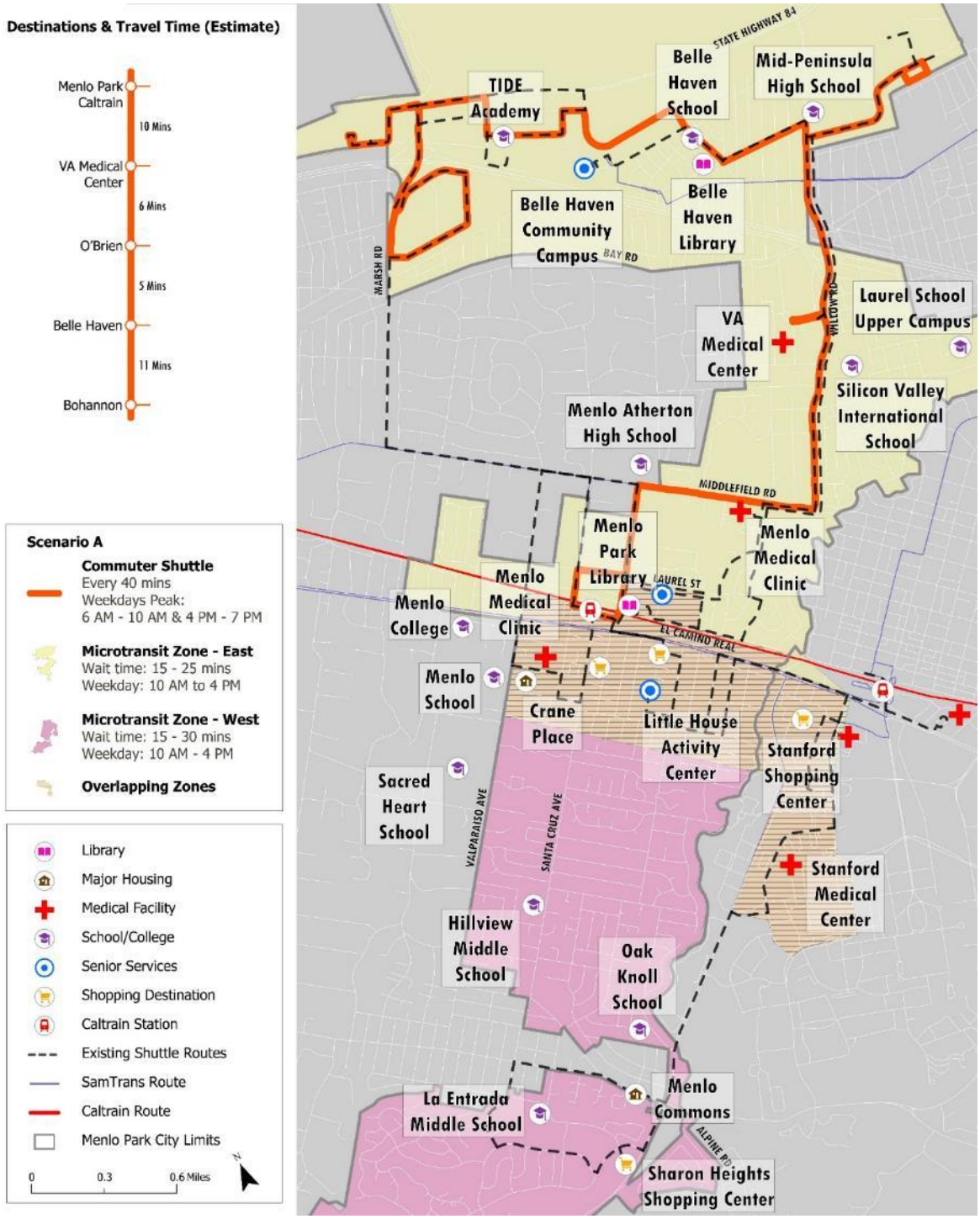
To cover the increased administration cost of the more convenient, premium service, the on-demand options would require a payment from the rider to use the service. The proposed fares for all services are listed in Table 28.

Table 28: Propose Fare for All Service Type

Service Type	Cost to Rider
Fixed-Route Shuttle	Free
On-demand: Microtransit	$3 per trip with reduced fares for youth and older adults
On-demand: TNC/Rideshare	$4 per trip (trip costs above $20 and any tip provided to the driver is covered by the rider)

Scenario A: Coverage Focus

Figure 113: Scenario A Map*



**This map was prepared in January 2024 and used in outreach engagement. Updates are incorporated in the service recommendations map.*

Table 29: Service Description for Scenario A

Service	Description	Service Span	Frequency
Commuter Shuttle: Willow/Belle Haven	Destinations ▪ Downtown Menlo Park ▪ Caltrain ▪ Belle Haven ▪ Bayfront Area	Weekdays: Peak: 6-10 am, 4-7 pm	Every 40 minutes
Microtransit Zone East	Service is limited to travel within each zone	Weekdays: Midday: 10 am-4 pm	Average wait time 15 minutes
Microtransit Zone West	Service is limited to travel within each zone	Weekdays: Midday: 10 am-4 pm	Average wait time 15 minutes

Commuter Shuttle: Willow/Belle Haven

Figure 114: Travel Time of Commuter Shuttle - Scenario A

Key features of this scenario include:

- Service focused on serving all residents of the city, at the expense of high ridership
- Replaces Crosstown and Shoppers Shuttle with microtransit service split between east and west zones
- Replace Willow and Marsh Shuttles with a consolidated commuter shuttle
- More direct routing for the commuter shuttle to reduce travel times
- Increases the frequency of commuter service to the Bayfront and Belle Haven during peak hours
- Microtransit fares would be $3 per trip with reduced fares for youth and older adults

Benefits

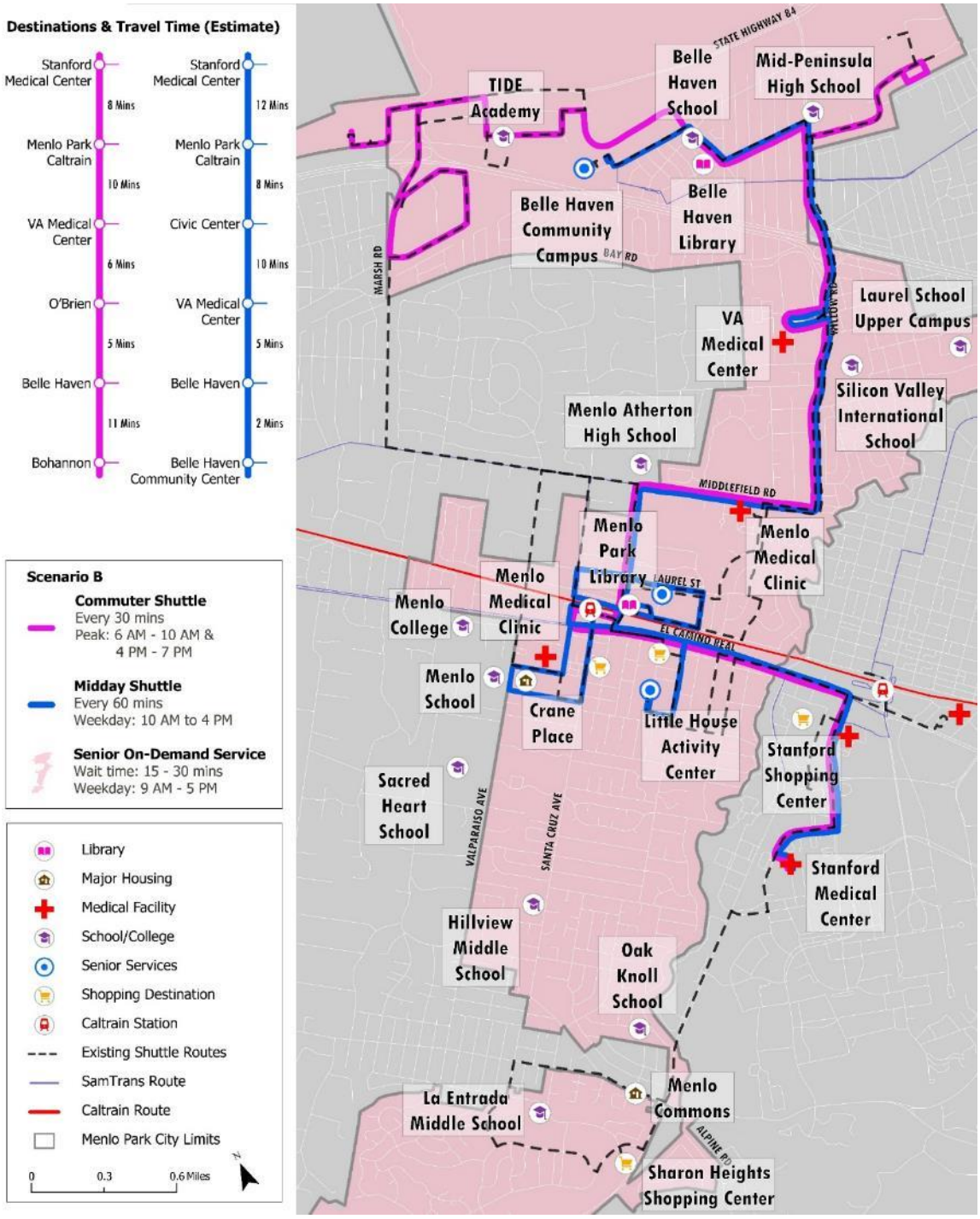
- Improved midday access to transit for all residents
- Improved access to Caltrain for Belle Haven and the Bayfront

Disadvantages

- Limited capacity to handle ridership growth
- Microtransit service can be challenging to use for older adults
- Higher costs for microtransit users

Scenario B: Ridership Focus

Figure 115: Scenario B Map*



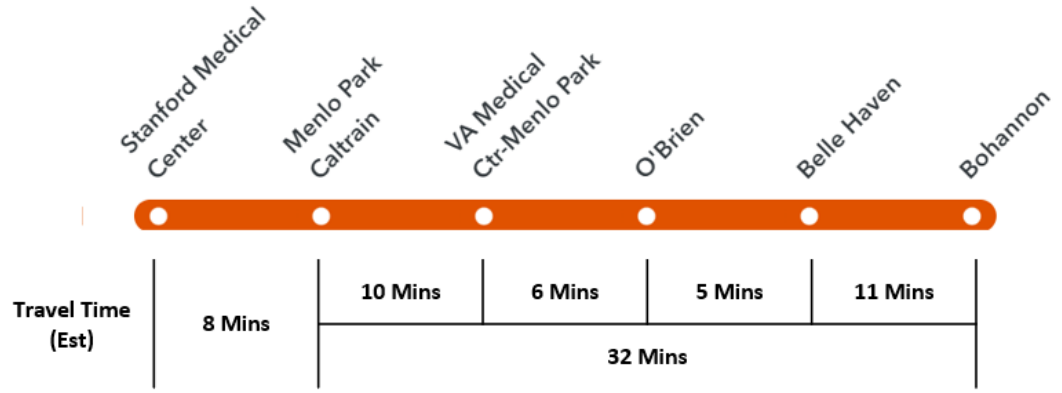
**This map was prepared in January 2024 and used in outreach engagement. Updates are incorporated in the service recommendations map.*

Table 30: Service Description for Scenario B

Service	Description	Service Span	Frequency
Commuter Shuttle: Willow/Stanford/Bayfront	Destinations: ▪ Stanford Medical Center ▪ Stanford Shopping Center ▪ Downtown Menlo Park ▪ Caltrain ▪ Belle Haven ▪ Bayfront Area	Weekdays Peak: 6-10 am, 4-7 pm	Every 30 mins
Midday Shuttle - Stanford Medical Center- Belle Haven	Destinations: ▪ Stanford Medical Center ▪ Stanford Shopping Center ▪ Downtown Menlo Park ▪ Caltrain ▪ Community Center ▪ VA Medical Center ▪ Belle Haven	Weekdays Midday: 10 am-4 pm	Every 60 mins
Senior On-Demand Transportation	On-demand service for older and disabled residents within Menlo Park and surrounding communities using Uber or Lyft	Weekdays: 9 am-5 pm	Average wait time 15-30 minutes

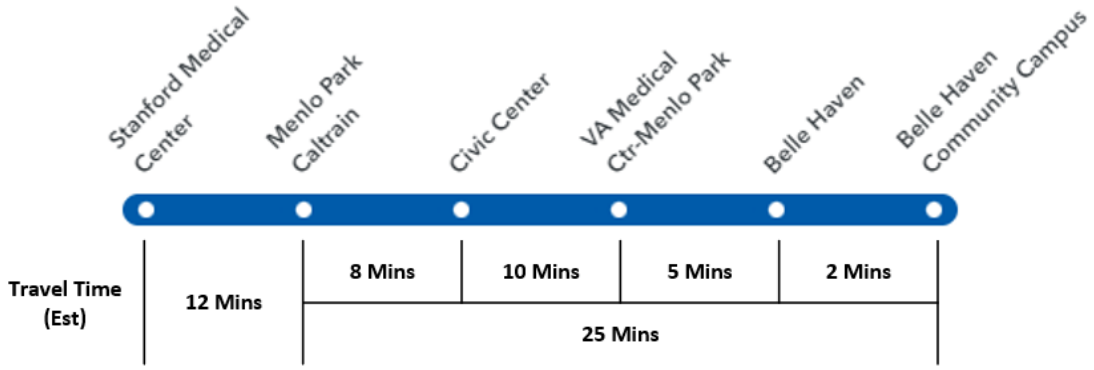
Commuter Shuttle: Willow/Stanford/Bayfront

Figure 116: Travel Time for Commuter Shuttle - Scenario B



Midday Shuttle - Stanford Medical Center- Belle Haven

Figure 117: Travel time for Midday Shuttle - Scenario B



Key features of this scenario include:

- Service is focused on locations that generate ridership (Belle Haven, Downtown Stanford Shopping Center, and Stanford Medical Center) at the expense of broad coverage
- Replaces Crosstown Shuttle with midday shuttle between Belle Haven and Stanford Medical Center
- Replaces Shoppers Shuttle with TNC/Ridehail service
- Replaces Willow and Marsh Shuttles with a consolidated commuter shuttle—more frequent commuter service to the Bayfront and Belle Haven with more direct routing to reduce travel times
- TNC/Ridehail would not be able to guarantee wheelchair accessible service
- TNC/Ridehail has a fare of $4

Benefits

- More frequent peak service to Belle Haven, the Bayfront, and Stanford Medical Center
- More frequent and faster service to Caltrain for Belle Haven and Downtown
- On-demand service is accessible to more older and disabled residents

Disadvantages

- Reduced fixed-route service for Central Menlo Park and Sharon Heights
- Revised routing may require a longer walk to access stops

SERVICE RECOMMENDATIONS

The recommendations for improvements to the shuttle system were developed based on feedback from the public and stakeholders, data from travel demand projections and market trends. Three service plans were developed based on common route alignments and service concepts. Secondary recommendations were developed to leverage additional investments to improve the mobility eco-space within the city. The Recommendations were based on six service considerations established in the first phase of the study.

- Focus on bidirectional service
- Minimize non-productive route segments
- Streamline service and reduce duplication
- Provide new transportation options
- Modify service to more effectively serve Belle Haven
- Improved frequency and span of service

The **Preferred Service Plan** was developed to operate with existing financial resources but to better align existing service with demographic and travel changes in Menlo Park. In the medium-term, the service improvements identified in the **Future Service Plan** are recommended if additional financial resources can be identified. A **Reduced Service Plan** is also provided if funding decreases, or cost increases require a reduction in service.

Service Considerations

Focus on bidirectional service. The existing Shuttle routes have one-way service to either expand geographic coverage or to ensure long routes can effectively connect back to Caltrain. However, one-way routes also force round-trip travel for most trips to be longer than necessary. The preferred service plan focuses on service where it is highest and creates bidirectional routes that serve the same corridor in both directions and is easier for passengers to understand.

Minimize non-productive route segments. Several route segments serve areas that generate very little or no ridership – either because of land use or because they operate non-stop on some corridors. The preferred service plan reduces the number of these segments so that valuable resources can be focused on areas that will generate ridership.

Streamline service and reduce duplication. The shuttle routes that serve Menlo Park share some segments and stops with SamTrans and AC Transit routes. It is important that the Shuttle Service complements existing transit service and has a narrower focus than the larger transit operators in the City.

Provide new transportation options. A new TNC/Rideshare program fills the transportation gap for Menlo Park older adults and people with disabilities by providing access to medical care and shopping in neighboring communities. This service model has been successful in other communities, improving mobility of older adults within and outside of their community.

Modify service to more effectively serve Belle Haven. One of the top desires of community members was to offer better service to Belle Haven and the Bayfront to reduce car trips and improve access to opportunities for low to moderate-income workers. Belle Haven is currently served by SamTrans Fixed Route and Microtransit service. The Preferred Service Plan improves service to Caltrain, Central Menlo Park, Stanford Medical Center, and Stanford Shopping Center.

Improved frequency and span of service. The top desire among existing riders was to improve frequency and hours of service. The preferred service plan recommends increased frequencies with clockface scheduling and expanded service hours.

Preferred Service Plan

- Service is focused on locations that generate ridership (Belle Haven, Downtown, Stanford Shopping Center, and Stanford Medical Center) as presented in Figure 118.
- 30-minute frequency commuter shuttle, with more direct routing to reduce travel times, replaces Willow and Marsh Shuttles
- Coordination with the electrified Caltrain schedule
- Midday Hourly service with an East and West Shuttle between Caltrain and Belle Haven and Caltrain and Sharon Heights and Stanford Medical Center to replace the Crosstown Shuttle
- Timed connection at Caltrain for the Midday shuttle

Benefits

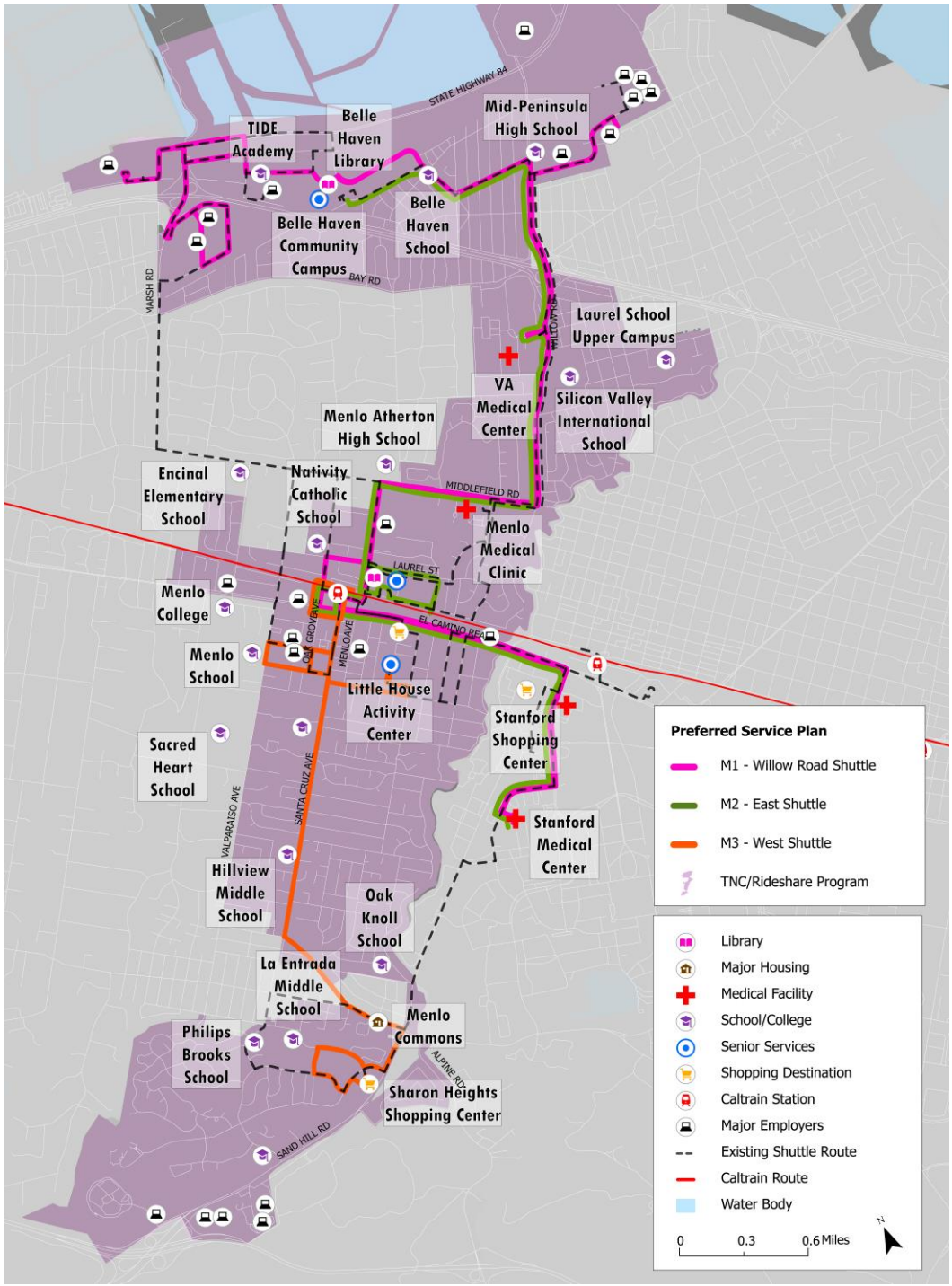
- More frequent peak service to Belle Haven, the Bayfront, and Stanford Medical Center
- Faster service to Caltrain for Belle Haven and Sharon Heights
- Direct Service on Santa Cruz Ave Corridor

- Subsidized TNC/rideshare service is available to more residents

Disadvantages

- Longer travel times for commuters
- Revised routing may require a longer walk to access stops

Figure 118: Preferred Service Plan



Shuttle Routes – Preferred Service Plan

This section presents the shuttle route information of the Preferred Service Plan. Figure 119 represents all the respective individual route map and the travel time estimates.

M1 – WILLOW ROAD SHUTTLE

- **Targeted User:** Commuter and General Public
- **Frequency**: Every 30 Minutes
- **Hours of Operation**: Weekdays from 6:00 a.m. to 10:00 a.m. and 4:00 p.m. to 7:00 p.m.
- **Markets Served**: Stanford Medical Center, Stanford Shopping Center, Downtown Menlo Park, Caltrain, Belle Haven, Bayfront Area

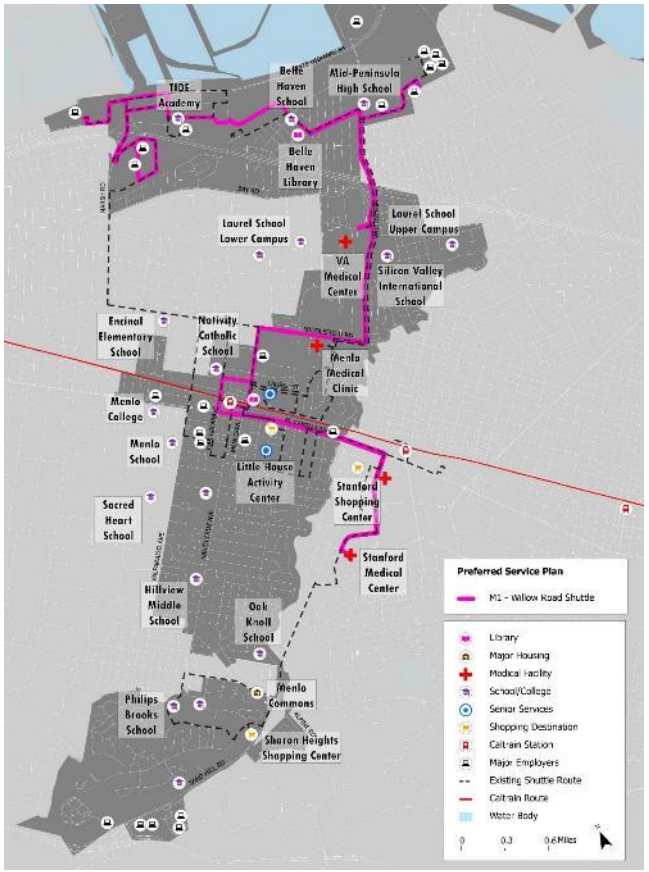
M2 – EAST SHUTTLE

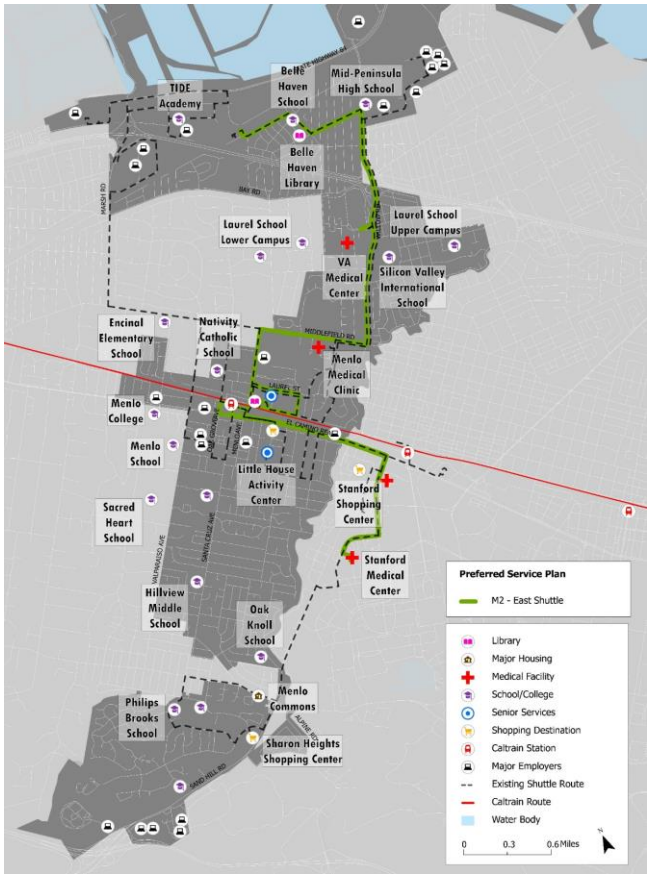
- **Targeted User:** Senior and Disabled Residents, and General Public
- **Frequency**: Every 60 Minutes
- **Hours of Operation**: Weekdays from 8:30 a.m. to 4:00 p.m.
- **Markets Served**: Stanford Medical Center, Stanford Shopping Center, Caltrain, Civic Center, VA Medical Center, Belle Haven

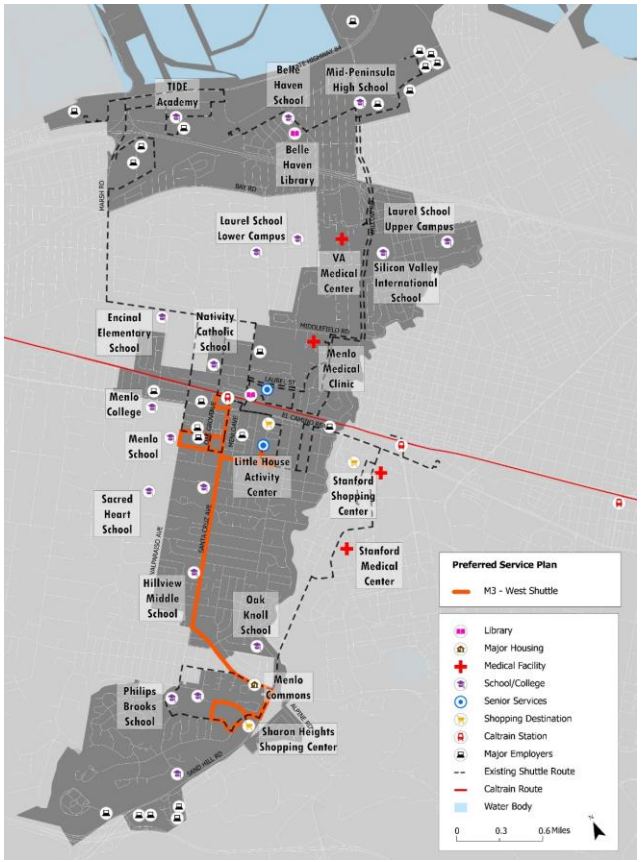
M3 – WEST SHUTTLE

- **Targeted User:** Senior and Disabled Residents, and General Public
- **Frequency**: Every 60 Minutes
- **Hours of Operation**: Weekdays from 8:30 a.m. to 4:00 p.m.
- **Markets Served**: Sharon Heights, Central Menlo Park, Menlo Park Caltrain

Figure 119: Travel Time and Route Maps for Preferred Service Plan







TNC/Rideshare Program

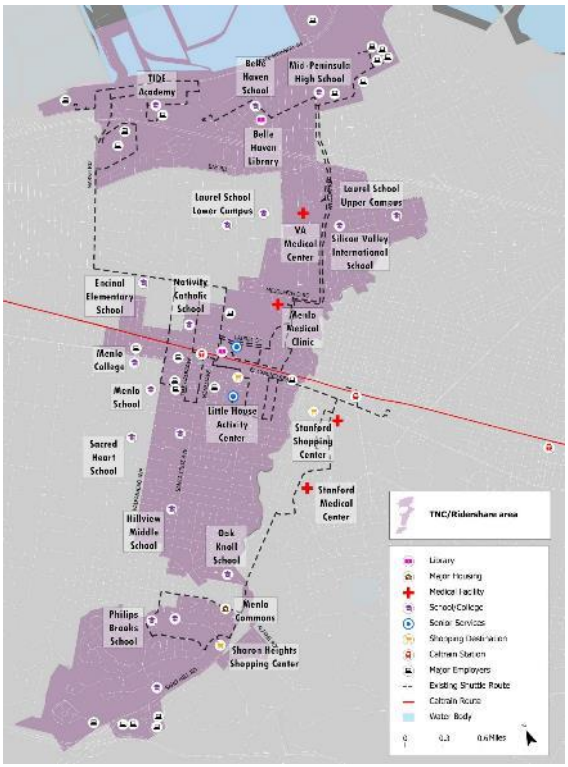
TNC/Rideshare fills the transportation gap for Menlo Park Seniors and Disabled. Riders would request a ride through a smartphone app or by phone.

- TNC/rideshare replaces Shoppers Shuttle for residents over 65 years old
- Service fills the need for Medical Transportation
- Service would extend to surrounding communities for registered users
- Proposed Fare of $4, City covers the remaining ride cost up to $20. Rider is responsible for a cost above $24

Recommendations for this program include:

- The ability to schedule trips via concierge program
- Trip limits based on available funding
- Open to all trip purposes for registered users
- Development of a fare subsidy program for low-income users

Figure 120: TNC/Rideshare Limit Map



Future Service Plan

- Expanded service to new development on the bayfront including Willow Village, and developments on Independence and Constitution Drive
- Commuter and midday shuttles are rerouted to better serve Willow Village
- Midday Shuttle is extended to serve north bayfront developments on Constitution/Independence Drive

Benefits

- More frequent peak service to Belle Haven, the Bayfront, and Stanford Medical Center
- Expanded service to new developments on the Bayfront including Willow Village
- Faster service to Caltrain for Belle Haven and Sharon Heights
- Subsidized TNC/rideshare service is available to more residents

Disadvantages

- Longer travel times for commuters
- Revised routing may require a longer walk to access stops

Reduced Service Plan

- Service is focused on locations that generate ridership (Belle Haven, Downtown, Stanford Shopping Center, and Stanford Medical Center) at the expense of more coverage
- Midday hourly service with an East and West Shuttle between Caltrain and Belle Haven and Caltrain and Sharon Heights to replace the Crosstown Shuttle
- 45-minute frequency commuter shuttle, with more direct routing to reduce travel times, replaces Willow and Marsh Shuttles
- TNC/rideshare replaces Shoppers Shuttle for residents over 65 years old
- TNC/rideshare wouldn't be wheelchair accessible, has an estimated fare of $4

Benefits

- More frequent peak service to Belle Haven, the Bayfront, and Stanford Medical Center
- Faster service to Caltrain for Belle Haven and Sharon Heights
- Subsidized TNC/rideshare service is available to more residents

Disadvantages

- No Midday service to Stanford Medical Center
- Reduced frequency compared to the Preferred Service Option
- Longer travel times for commuters
- Revised routing may require a longer walk to access stops

Figure 121: Reduced Service Plan

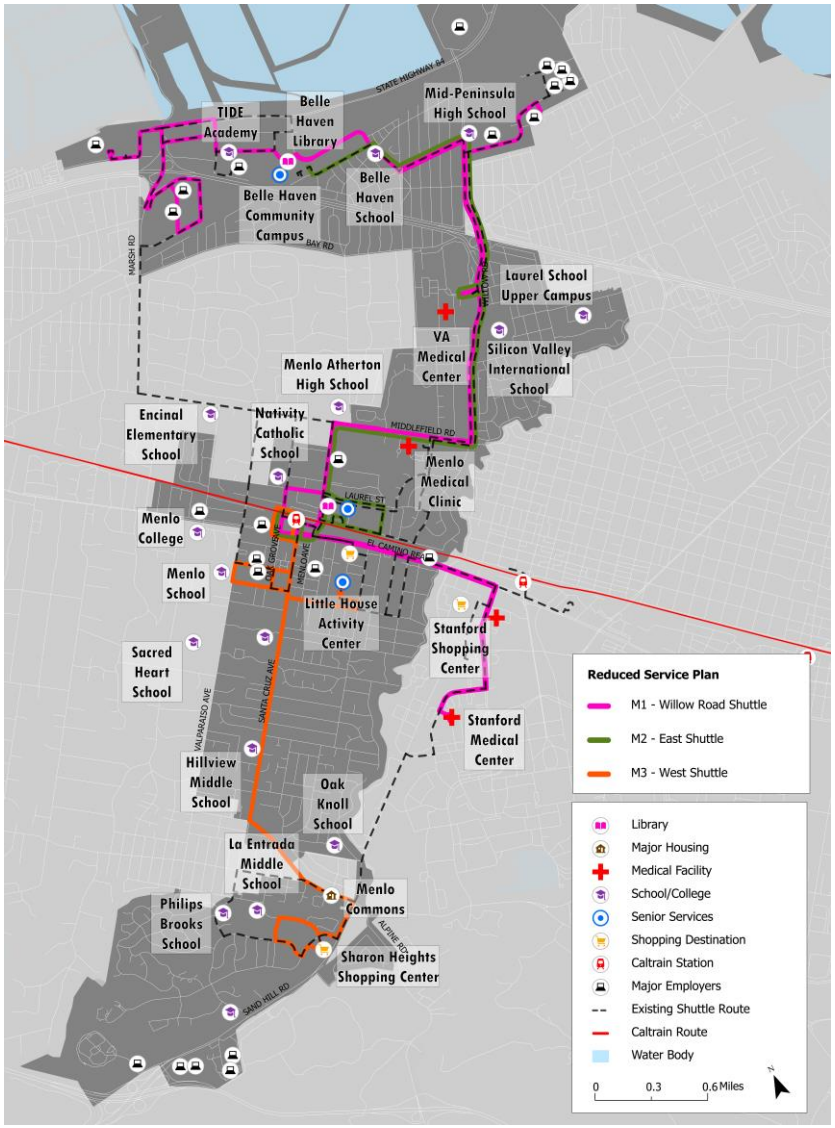
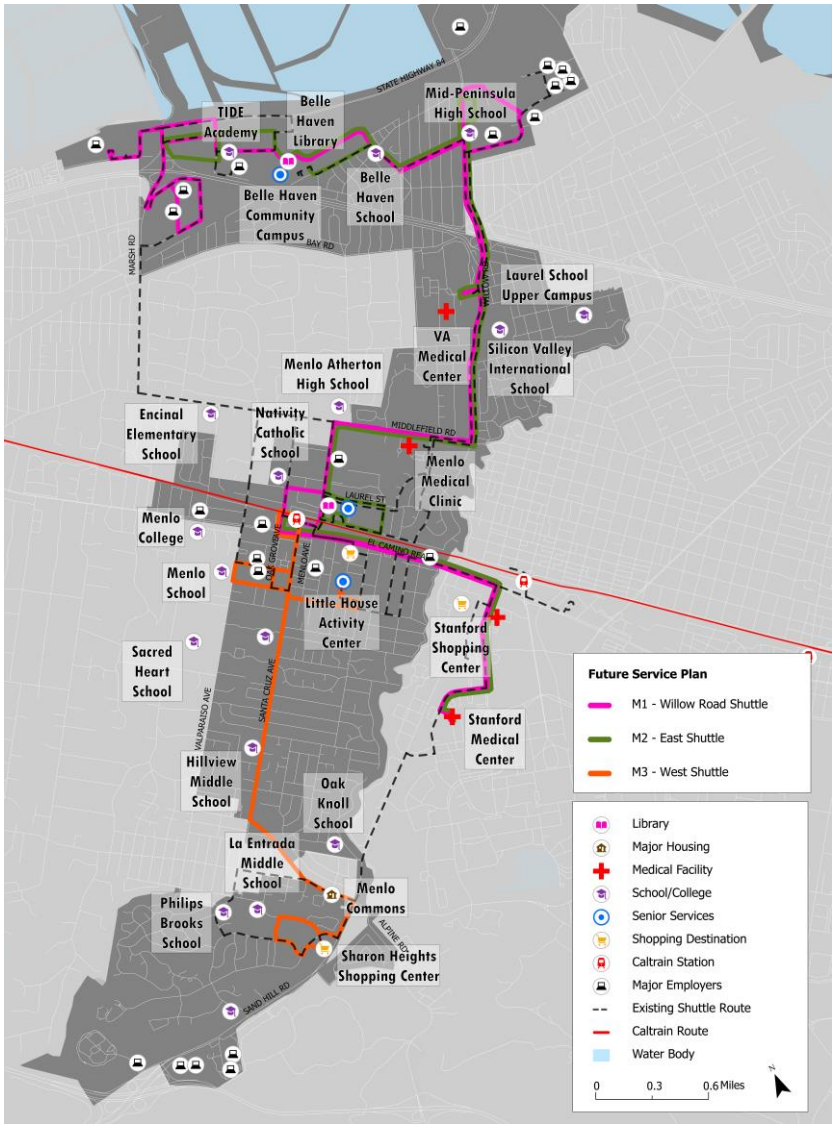


Figure 122: Future Service Plan



Other Recommendations

Transit providers

SAMTRANS

Proposed enhancements to SamTrans service include extending existing service from Belle Haven into new development areas to the north. These changes would improve access to SamTrans service from the new developments north of Belle Haven.

Recommendations

- Extend Route 281 to Marsh Rd via Belle Haven
- Extend Ride Plus Service Area to Marsh Road
- Modify EPX Routing to include Constitution Drive

Business Community

Businesses adjacent to the shuttle service should work with the City to improve the waiting environment for shuttle users; these improvements could include shelters, benches, signage, and other investments that make the shuttle more attractive to users.

Recommendations

- Improved transit waiting environment
- Dedicated mobility/commute manager for the Bayfront Area

City of Menlo Park

Invest in transit infrastructure to improve service reliability in areas with high congestion. Investments could include bus lanes, transit signal priority, and queue jumps. Partnering with community organizations to establish a mobility management program for residents, to connect residents to transportation resources within the community and help fill mobility gaps in the City.

Recommendations

- Improved marketing to increase program awareness, engagement, and visibility
- Investments in transit-priority infrastructure
- Mobility management program

APPENDIX D: SHUTTLE FEE ASSESSMENT RESEARCH

The COVID-19 pandemic changed the city's financial environment, and this section reviews fees and assessments and how peer cities assess their fees to provide recommendations.

DEVELOPMENT FEES AND OTHER ASSESSMENTS

The concept of development fees in the Bay Area is part of a broader effort to fund infrastructure improvements, including transportation. These fees, often known as Transportation Impact Fees (TIFs) or Development Impact Fees (DIFs), are imposed by local governments on new developments to mitigate the additional demand they place on public services, especially transportation networks.

Development Fees for Transportation

Purpose: Development fees are used to finance transportation infrastructure that supports new developments, such as roads, bike lanes, transit stops, and pedestrian pathways. They are intended to reduce the strain on existing transportation systems by ensuring that new developments contribute their fair share to transportation improvements.

Legal Basis: Under California law (specifically the Mitigation Fee Act, also known as AB 1600), municipalities can charge these fees to developers. The fees must be:

- Reasonably related to the impact of the development.
- Based on a nexus study, which quantifies the impact of the new development on transportation and other infrastructure.

Vary by Municipality: The exact amount of development fees varies across cities and counties in the Bay Area, as each local government sets its own fee structure based on local needs and the results of their nexus studies. Some of the cities and counties with significant TIFs include:

- San Francisco: *Transportation Sustainability Fee* (TSF) imposed on new developments to fund transit, pedestrian, and bike infrastructure.
- San Jose: The city imposes fees to finance road improvements and transit enhancements.
- Oakland: *Transportation Impact Fee* applies to both residential and non-residential development.

Use of Funds: These funds are typically allocated to:

- Public transit improvements (e.g., BART, Muni, and Caltrain).
- Roadway expansions or enhancements.
- Bicycle and pedestrian infrastructure.
- Other traffic-related infrastructure projects.

Impact on Development: While these fees are necessary to maintain and improve the Bay Area's strained transportation network, they can increase the cost of development, potentially affecting housing affordability. Cities like San Francisco have faced criticism that high development fees contribute to higher housing costs.

Policy Trends: As Bay Area cities shift toward more sustainable urban development, fees are increasingly being used to support non-car transportation modes like biking, walking, and public transit. San Francisco, in particular, has been a leader in directing funds toward transit-first policies.

Challenges

Balancing Development and Affordability: Cities in the Bay Area must balance collecting enough fees to improve transportation infrastructure with keeping development from being prohibitively expensive.

Allocation Efficiency: Ensuring that the funds are used efficiently and where they are most needed can be a complex issue, as various stakeholders (transportation agencies, local governments, developers, and residents) have different priorities.

Development Fees in Menlo Park

Development fees in Menlo Park and many other parts of the Bay Area are used to help fund infrastructure improvements, including transportation. These fees are typically imposed on developers when they build new housing or commercial developments to offset the impact of growth on local infrastructure and services. Menlo Park has been experiencing significant growth, which has prompted the city to use development fees to maintain and improve its transportation system.

Existing fees in Menlo Park

- **Transportation Impact Fees (TIF):** These are fees assessed on new developments to cover the costs of transportation infrastructure improvements. In Menlo Park, the TIF is often used to fund roadway improvements, traffic signals, bike lanes, and pedestrian infrastructure to accommodate increased traffic from new developments.

Example Projects Funded by Development Fees

In Menlo Park, these fees have been used for various transportation-related projects, including:

Caltrain Grade Separation: Caltrain is a major transit line running through Menlo Park, and development fees may help fund future projects to separate train tracks from roadways, improving safety and traffic flow.

Roadway and Intersection Improvements: Fees are used to address congestion and traffic management, ensuring that key roads and intersections can handle increased vehicle volumes from new developments.

Bike and Pedestrian Infrastructure: To promote alternative transportation, the city may invest in bike lanes, pedestrian walkways, and safety measures.

Fee Calculation

Development fees are typically calculated based on the size and scope of the project. For example, fees may be based on square footage, the number of residential units, or the anticipated traffic generated by the development. The city updates these fees periodically based on studies that estimate the impact of development on local infrastructure.

Fees not utilized in Menlo Park

- **Transportation Demand Management (TDM) Fees:** These fees may be levied to encourage sustainable transportation practices. Developers might be required to fund programs or infrastructure that reduce the demand for single-occupancy vehicle travel, such as improving public transit access or encouraging biking and walking.
- **Regional Transportation Fees:** As part of the larger Bay Area, Menlo Park developers might contribute to broader regional transportation initiatives. These fees could support transit improvements, such as upgrades to Caltrain stations, bus rapid transit, or other regional transportation networks that serve the area.
- **Parking In-Lieu Fees:** Instead of providing on-site parking, developers can pay in-lieu fees, which the city uses to fund transportation improvements, parking structures, or other mobility solutions.

TRANSPORTATION MANAGEMENT ASSOCIATIONS

Most shuttle programs are administered by Transportation Management Associations (TMA) or Transportation Management Organizations (TMO).

What is a TMA?

A transportation management association (TMA), sometimes known as a transportation management organization (TMO), is an administrative body designed to manage the transportation needs of a particular venue, district, or community. TMAs are usually non-profit organizations controlled by members. Most TMAs also use partnership models that combine private investment with public resources, thus casting a wider net of stakeholders.

TMAs operate on various scales, with larger-scale organizations holding jurisdiction over entire cities or regions, and smaller-scale associations governing the transportation needs of medical facilities, shopping centers, business districts, or industrial zones, among others. They play an important part in shaping and implementing transportation demand management (TDM) programs with specific objectives that typically include:

- Single occupancy vehicle (SOV) commuter trip reductions
- More efficient allocation of parking resources
- Reducing peak-period traffic levels
- Shifting traffic to off-peak periods
- Promoting alternatives to single-occupancy vehicles
- Improving transportation accessibility and system performance

Member-controlled transportation management organizations are more responsive than most government-run TDM initiatives, since they are not encumbered by as many administrative requirements and can implement new policies with greater speed and flexibility. They also play a key role in supporting smart growth initiatives and land-use patterns that conform to the mixed-use models being favored by many municipalities.

MENLO PARK'S SHUTTLE FUNDING STRUCTURE

The City of Menlo Park operates two free community shuttles (Crosstown Shuttle and Shoppers' Shuttle) and two free commuter shuttles (Marsh Road Shuttle and Willow Road Shuttle). Ridership has declined over the past decade, but this was exacerbated by the COVID-19 pandemic.

The City of Menlo Park is assessing the shuttles' fee structures to adapt to the changing financial landscape and ridership patterns. As shown in Table 31, the four shuttles are funded from various sources, including regional grants, local funds, and other fees.

Table 31: City of Menlo Park Shuttle Fee Structure (FY2023-2025)

Shuttle	Funding Sources	Current Budget FY2023-2025
Crosstown Shuttle	60% C/CAG Grant 40% MTC Lifeline Grant	$874,000
Shoppers' Shuttle	100% City funds[11]	$150,400
Marsh Road Shuttle	75% C/CAG Grant 25% City funds (Measure A and Developer fees)	$379,000
Willow Road Shuttle	75% C/CCAG Grant 25% City funds (Measure A and Developer fees)	$341,900
Total		**$1,746,200**

PEER REVIEW

The project team examined three peer city programs to inform research into ways the City of Menlo Park can adjust its fee structure. These programs were chosen based on their funding sources, organizational model, and size.

- Emery Go-Round (Emeryville, CA)
- MVgo and Community Shuttle (Mountain View, CA)
- San Leandro LINKS (San Leandro, CA)

City of Emeryville

Program Overview

The Emery Go-Round is operated by the Emeryville Transportation Management Association, a non-profit organization that seeks to increase access and mobility to, from, and within Emeryville. The free shuttle connects Emeryville residents, employees, and visitors to retail areas and the MacArthur BART Station.

Shuttle Program

The Emery Go-Round shuttle is fare-free, private transportation. It has three lines that run five days a week (5:30 am to 10:00 pm weekdays) and one that runs seven days a week, with more limited service on weekends (8:00am to 10:00 pm Saturdays, 9:00 am to 7:30 pm Sundays). The shuttle provides access to major shopping areas, businesses, schools, and residences around the city, with almost 1.7 million annual boardings in 2015.

[11] City recently received Lifeline funding and expanded the Shopper Shuttle service to Sundays

Funding Structure

The Emeryville Transportation Management Association is funded by the Emeryville Citywide Property and Business Improvement District (PBID). Formed in 2001, the PBID was developed to benefit the city's residents, visitors, and businesses. The goal of the PBID is to provide a long–term, stable, and equitable means of funding the Emery Go-Round shuttle service. The PBID levies a city-wide assessment on all parcels within the City that are also within a one-quarter mile walking distance to an Emery Go-Round shuttle stop. Assessments cannot exceed the actual district operating costs in any given year.

Fee Structure

Fee is assessed based the formula that determines "special benefits" from the PBID, shown in Table 32. Special benefit points calculations are based on Land use and level of service (Service Days) of the parcel being assessed. Land use and service days factors are included in Table 33 and Table 34. The average assessment per special benefit point was $171.52 in FY 2015/16.

Special Benefit Points

Special Benefit Points are assigned based upon a property's proximity to a shuttle, whether it is a stop along a route that runs five days a week or a route that runs seven days a week, as well as the property's existing land use classification and property characteristics. The method of apportioning the benefit to the parcels within the Emery Go-Round service area reflects the proportional special benefit assigned to each property from the shuttle service, based upon the various property characteristics for each parcel, as compared to other properties within the Emery Go-Round service area.

Table 32: Special Benefit Points Calculation

Parcel's Special Benefit Points	=	Base Land Use Factor	X	Service Days Factor

Service Day Factor

Each property within the service area is assigned a service days factor based on its proximity to a route that runs either seven days a week or five days a week.

Table 33: Service Days Factor

Service Days Category	Service Days Factor
Parcels within ¼ mile of a seven-day route	1.000
Parcels within ¼ mile of a five-day route[12]	0.714

[12] Equals five-sevenths of the seven-day route factor.

Land Use Factor

Land Use Factors are derived from ITE Trip generation rates. This methodology recognizes that certain property types benefit from more the shuttle service than others. For example, office buildings generate more vehicle trips than residential and industrial parcels, and retail/shopping centers generate more vehicle trips than office buildings.

Table 34: Land-Use Factor

Land Use Classification	Base Land Use Factor	Multiplier
Single-Family Residential	1.00	per Dwelling Unit
Athletic Club	2.88	per 1,000 Building Square Feet
Bank	7.77	per 1,000 Building Square Feet
Boat Slip	0.31	per Berth
Church/Lodge/Club	0.96	per 1,000 Building Square Feet
Fast-Food Restaurant	13.36	per 1,000 Building Square Feet
Furniture Store	0.53	per 1,000 Building Square Feet
General Office	1.16	per 1,000 Building Square Feet
General Retail/Shopping Center	4.49	per 1,000 Building Square Feet
Government Office Complex	2.93	per 1,000 Building Square Feet
Heavy Industrial	0.16	per 1,000 Building Square Feet
Home Furnishing Superstore	2.10	per 1,000 Building Square Feet
Hotel	0.86	per Room
Light Industrial	0.73	per 1,000 Building Square Feet
Marina	2.20	per Acre
Mixed	n/a	Case-by-Case
Medical-Dental Office	3.80	per 1,000 Building Square Feet
Movie Theater	6.14	per Screen
Multi-Family Residential	0.65	per Dwelling Unit
Office Supply Store	3.57	per 1,000 Building Square Feet
Pharmacy/Drugstore	9.46	per 1,000 Building Square Feet
Post Office	11.23	per 1,000 Building Square Feet

Land Use Classification	Base Land Use Factor	Multiplier
Rail Station	4.16	per 1,000 Building Square Feet
Restaurant	9.45	per 1,000 Building Square Feet
Retirement Home	0.25	per Dwelling Unit
School	1.62	per 1,000 Building Square Feet
Utilities	0.82	per 1,000 Building Square Feet
Warehouse	0.37	per 1,000 Building Square Feet

City of Mountain View

Program Overview

The City of Mountain View supports two shuttle operators, the Mountain View Community Shuttle and the commuter-focused MVgo program. Combined the programs support five fixed-route shuttles and associated TDM programs.

Mountain View Community Shuttle

The free Mountain View Community Shuttle is an all-day, fixed-route service designed for residents to make local trips throughout the city, including parks, senior centers, downtown Mountain View, El Camino Hospital, and the San Antonio Center.

Since its establishment in 2015, the Community Shuttle has experienced a consistent increase in ridership, with about 98,000 riders in the first year, about 154,000 riders in 2016, about 190,000 riders in 2017, and 206,000 riders in 2018, 223,000 riders in 2019. However, the COVID-19 pandemic has significantly impacted ridership, decreasing to about 83,000 riders in 2020 and about 79,000 riders in 2021. However, ridership rebounded in 2022 with about 175,000 riders, 77% of 2019 ridership levels.

The Community Shuttle is operated by the Mountain View Transportation Management Association (MTMA) and the City of Mountain View but is funded by Google and VTA's Measure B Innovative Transit Service Models Grant Program. Google has committed over $20 million since 2015 until its renewal in 2024. It is estimated that the program costs $2 million annually to operate, and Google has renewed the program every year since 2015. In 2022, VTA's Measure B extended service operations by three hours in the morning and one hour later in the evening.

MVgo

MVgo is a service of the Mountain View Transportation Management Association (MTMA), a nonprofit membership organization funded by Mountain View businesses and property

owners. MTMA was formed in 2013. Its goal is to reduce congestion in Mountain View streets to the community's benefit.

MVgo Shuttle

The free MVgo Shuttle operates peak-only weekday service between the Mountain View Transit Center and various city offices, such as Google, Greystar, Intuit, LinkedIn, Microsoft, Prometheus, and Samsung. It is primarily designed as a first/last-mile connection for commuters to business parks in the city.

Guaranteed Last-Mile Reimbursement

The Guaranteed Last-Mile (GLM) Program reimburses commuters up to $15 for the cost of alternative transportation when an MVgo shuttle is 15+ minutes late. Commuters may use any form of transportation as their “last- or first-mile” connection to and/or from the Mountain View Transit Center or the San Antonio Caltrain station and another MVgo shuttle stop location.

Mid-Day Mobility Program

MVgo’s Mid-Day Mobility Program offers reimbursements of up to $15 for Uber, Lyft, or taxi rides starting or ending in Mountain View between 10 AM and 3 PM.

Funding Structure

MVgo is operated and funded by the Mountain View Transportation Management Association (MTMA), a nonprofit organization funded by Mountain View businesses and property owners. Members of the MTMA include:

- Broadreach Capital Partners
- Brookfield Properties
- City of Mountain View
- Google
- Greystar
- Intuit
- Lennar Multi-Family Communities
- LinkedIn
- Microsoft
- Prometheus
- Rockwood Capital
- Samsung Research America
- Sares Regis Group of North California (Stockbridge)

- Sobrato Organization
- Summerhill Apartment Communities

Fee Structure

MTMA Members pay an Initial fee of $75,000 and annual dues of $10,000.[13] Member companies also pay an annual fee equivalent to their share of costs to operate the TMA and provide services to their employees.

City of San Leandro

Program Overview

The San Leandro Transportation Management Organization (SLTMO) operates the LINKS Shuttle. It serves businesses in West San Leandro by providing a free transportation link between places of employment and the San Leandro BART Station. Operating for 22 years, LINKS has provided over 3 million rides. The San Leandro Transportation Management Organization (SLTMO) is a non-profit organization with representation from local businesses and the City of San Leandro.

Businesses with 50+ employees that participate in the LINKS Business Improvement District satisfy Option 3 ("Employer Provided Transit") under the Bay Area Air Quality Management District program, which requires all employers with 50 or more full-time employees to provide commuter benefits to their employees.

In addition to the Commuter shuttle, the City of San Leandro operates a Community Shuttle focused on older adults and people with disabilities. The program is funded through a through transportation sales tax revenue designated for paratransit. For the purpose of this study, this peer review will focus on the LINKS commuter shuttle.

LINKS Shuttle

The San Leandro LINKS is a free, first/last mile transportation service between the San Leandro BART and West San Leandro. Shuttles run every 30 minutes from Monday through Friday during peak commute hours (5:45 AM – 10:30 AM and 3 PM – 7:20 PM).

Funding Structure

LINKS funding comes from grants, the City of San Leandro, business and property-owner partnerships, and the West San Leandro Business Improvement District (BID). The BID funds approximately half of the total LINKS budget.

Fee Structure

[13] Mountain View City Council report, February 25, 2014

- **Assessment structure:** Assessment is levied only on businesses within ¼ mile of the shuttle route.
- **Exemptions:** Businesses with three or fewer owners and employees, rental property owners, home businesses, and nonprofit businesses are exempt.
- **Assessment:** $28.79 per owner and number of employees per year. The annual assessment may be increased based on the Bay Area Consumer Price Index.

Key Themes

In all the city-based shuttle programs studied, the management structures of their programs were based around a non-profit TMA. This structure enables cities to bridge the gap between local government and business communities. This flexible collaboration was crucial in all of the examples cited. Forming a TMA helps facilitate the creation of improvement districts that fund transportation programs, such as in Mountain View. MVgo operates without directly assessing property owners. This reflects the concentration of large employees within the city. In contrast, Emeryville has the most expansive assessment program which applies to all property owners within the city. The unique scoring system establishes the amount of that assessment.

Overall, with its concentration of large companies and new developments, Menlo Park is well-positioned to potentially access additional funding. This could be through leveraging additional private funding or developing a TMA to fund a comprehensive program to support the Shuttle and other transportation services going forward. The disadvantages of a TMA model are that it can be seen as not representative of residents, and can be more vulnerable to changes in the funding environment.

APPENDIX E: FUNDING OPPORTUNITIES AND PARTNERSHIPS

Community transportation services and operations are generally funded with a combination of resources. Most fixed route, complementary paratransit, and community-based services rely on public funding from federal, state, and local sources, as summarized below.

Funding Summary

Transportation services are almost always funded with a combination of funding sources, and most include some public funds, including programs available through the federal government and funding from local and regional municipalities or regional authorities. In San Mateo County, there are five major categories of funding for public and human service transportation:

1. U.S. Department of Transportation (U.S.DOT) funding is administered through the **Federal Transit Administration (FTA).** This includes (among others) programs targeted for Older Adults and People with Disabilities (Section 5310), Rural Transit Formula Funds (Section 5311) and the Urban Transit Formula Funds (Section 5307).
2. Federal funding programs outside of the U.S. DOT can be used for transportation. The largest and most relevant of the non-DOT funding programs are available from the **Department of Health and Human Services (DHHS). DHHS includes the Centers for Medicaid Services, and the Administration on Aging,** both of which are involved in the funding of transportation services. The **Department of Veterans Affairs** also funds transportation services and programs.
3. **California Department of Transportation** (Caltrans) The California **Transportation Development Act (TDA)** includes revenues collected from a portion of the state diesel fuel tax, and sales tax. These funds are distributed to local and regional transportation authorities. These funds are available to support public transportation services, including services for older adults and people with disabilities. It should be noted that a number of State funding sources are geared towards reductions in greenhouse gas emissions, for which transportation for older adults and people with disabilities do not usually score well due to large vehicle miles traveled per passenger.
4. Local tax revenues are dedicated to supporting transportation services, such as **San Mateo County Measure A**, discretionary grants from **Caltrain** and **SamTrans**, and

regional funding from the Metropolitan Transportation Commission (MTC) and Bay Area Air Quality Management District (BAAQMD).

5. Private grants and donations are another source (typically not available to public agencies).

FEDERAL FUNDING

City transportation programs in San Mateo County are eligible to take advantage of Federal funding for capital projects like vehicles, infrastructure, and technology. In some cases, programs can apply for support for operations. Due to the competitive nature and administrative burden of seeking and maintaining federal grants, with the exception of ADA paratransit programs, most cities in the county prefer to rely on local grants for funding. Below is a summary of federal grant programs.

There are several FTA programs used to fund public transportation services in San Mateo County. For purposes of this report, three funding programs are among the most relevant:

Section 5310: Enhanced Mobility of Seniors & Individuals with Disabilities

This program (49 U.S.C. 5310) provides formula funding to states for the purpose of meeting the transportation needs of older adults and people with disabilities. Formula funds are apportioned to the Metropolitan Transportation Commission (MTC) for distribution to local government authorities, private non-profit organizations, and/or operators of public transportation. MTC uses a competitive selection process to allocate funding.

The following San Mateo County organizations were selected for funding in the most recent Cycle:

- Peninsula Jewish Community Center
- Peninsula Family Service

Other Federal Transit Funds

- Section 5311: Formula Grants for Rural Areas
- Section 5307: Urbanized Area Formula Grants

Other Federal Transportation Funding

Several other federal programs fund transportation, the largest of which reside within the **Department of Health and Human Services (DHHS)**. DHHS programs support transportation for non-emergency medical transportation (NEMT) for Medicaid recipients, and transportation programs for older adults managed under the Administration on Aging.[14]

The **Department of Veterans Affairs**, for example, funds transportation services and programs for eligible veterans. These programs tend to fund services directly oriented around veteran customers / veteran-specific needs and are typically administered as block grants to local and regional agencies.[15]

FHWA Capital Assistance

Capital assistance includes flexed FHWA funding from the Surface Transportation Program and **Congestion Mitigation Air Quality (CMAQ)** funds. CMAQ funds are directed to transportation projects and programs which contribute to the attainment or maintenance of National Ambient Air Quality Standards (NAAQS) in nonattainment or air quality maintenance areas for ozone, carbon monoxide, or particulate matter (PM) under provisions in the Clean Air Act. Due to the region's non-attainment of federal air quality standards, funds are allocated by the Region's MPO, MTC, and distributed through a competitive grant process.

Older Americans Act (OAA)

The Older Americans Act (OAA), originally enacted in 1965, supports a range of home and community-based services, such as meals-on-wheels and other nutrition programs, in-home services, transportation, legal services, elder abuse prevention and caregivers' support. These programs help seniors stay as independent as possible in their homes and communities. In addition, OAA services help seniors avoid hospitalization and nursing home care and, as a

[14] Administration for Community Living. Available at: https://acl.gov/about-acl/administration-aging

[15] U.S. Department of Veterans Affairs. Available at: https://www.va.gov/healthbenefits/vtp/

result, save federal and state funds that otherwise would be spent on such care.[16] These funds are apportioned to the County.

STATE FUNDING

Transit programs in California are funded by the **Transportation Development Act** which includes revenues collected from a portion of the state diesel fuel tax, and sales taxes. These funds are distributed to local and regional transportation authorities. These funds are available to support public transportation services, including services for older adults and people with disabilities.

The Transportation Development Act of 1971 is allocated through the county's designated regional transportation planning agency (RTPA). The Metropolitan Transportation Commission (MTC) is the RTPA for San Mateo County. The Act provides two major sources for funding of public transportation in California. The first, county **Local Transportation Fund (LTF)**, was established in 1972, while the **State Transit Assistance (STA)** fund was implemented in 1980. The intent of the legislation is to provide a stable source of funding to meet the area's transit needs.

The Transportation Development Act, or TDA, has long been a cornerstone of state transit funding.

Senate Bill 1 (2017)

Senate Bill 1 (SB 1), the Road Repair and Accountability Act of 2017, provides about $250 million annually for the State Transit Assistance (STA) Program to help transit agencies fund their capital infrastructure and operational costs. Despite the large number of specific programs earmarked for funding in the legislation (active transportation, university research, parks and agricultural, freight movements, etc.) funding is largely oversubscribed.

Senate Bill 1376 (2018)

Senate Bill (SB) 1376: TNC Access for All Act became law in September 2018. SB 1376 empowers the CPUC to establish a program to increase accessibility for persons with disabilities as part of its regulation of TNCs. As part of the implementation of SB 1376, on July 1, 2019, transportation network companies (TNCs) were required to collect a ten cent ($0.10) fee on each TNC trip in California. The funds generated from the fee support the expansion of on-demand transportation for non-folding wheelchair users who require a wheelchair-accessible vehicle (WAV). The CPUC is conducting a rulemaking process and

[16] National Committee to Preserve Social Security and Medicare. Available at: https://www.ncpssm.org/documents/older-americans-policy-papers/older-americans-act/

determining which agencies will be authorized fund administrators. San Mateo County does not have a fund administrator currently and may fall under the statewide administrator. Funds may be distributed on a countywide basis.

Potential NEMT and NMT Funding for Transit Operators

The rules governing what "cost" is reimbursable under NEMT and NMT has created challenges for transit operators as passenger fares only cover a fraction of the cost of an ADA-mandated paratransit trip. For example, each paratransit trip can cost between $70 and $120, while the fare for that trip can be $4.00 to $7.00. Since Medi-Cal reimburses for the cost of the fare, and not the trip, transit operators are in effect subsidizing trips for Medi-Cal, at a lower cost than a private operator could charge for the same trip. Multiple organizations are pursuing changes to how Medi-Cal reimburses eligible trips[17]. If successful, these changes could create an additional source of revenue for transit providers.

Older Californians Act

The California Department of Aging (CDA) oversees implementation of the Older Californians Act, which was passed by the state Legislature to comply with federal legislation mandating the availability of certain community services to senior citizens. CDA provides services for older adults, adults with disabilities, family caregivers and residents in long-term care facilities. The department is part of the Health and Human Services Agency. CDA coordinates and directs the use of federal funds through local service providers and Area Agencies on Aging to fulfill the requirements of federal and state legislation.[18] Similar to the OAA, these funds are apportioned to the County.

[17] AB 719 "An act to amend Section 14132 of the Welfare and Institutions Code, relating to Medi-Cal.". Available at: https://openstates.org/ca/bills/20232024/AB719/

[18] CA Dept of Aging. Available at: http://www.allgov.com/usa/ca/departments/health-and-human-services-agency/department_of_aging?agencyid=129#:~:text=Overview%3A,Californians%20are%20getting%20old.&text=It%20oversees%20implementation%20of%20the,community%20services%20to%20senior%20citizens.

REGIONAL

Bay Area Air Quality Management District (BAAQMD)

Transportation for Clean Air (TFCA) Grants

BAAQMD administers a competitive TFCA grant program. TFCA grants are funded by vehicle registration fees and intended to reduce vehicle emissions and improve air quality. Grants are awarded annually on a competitive basis and typically focus on commuter shuttles.

While TFCA grants once constituted a substantial amount of shuttle funding, the awards have declined in value and become increasingly unpredictable in recent years due to changes in the program's funding criteria. Since TFCA grants occur on a calendar year cycle instead of a fiscal year, grant sponsors (primarily Caltrain) must estimate an expected reimbursement award and are often left covering an unfunded balance with general funds (adding administrative complexity and uncertainty). Recent changes to the TFCA program associated with the COVID-19 pandemic have resulted in most shuttles no longer receiving grant funding. In FY2018, BAAQMD represented 5% of shuttle funding in San Mateo County.

Metropolitan Transportation Commission (MTC)

Lifeline Transportation Program

MTC's Lifeline Transportation Program funds projects that advance mobility and accessibility in low-income communities. The program comprised 4% of shuttle funding in FY2018 and 21% for community shuttles.

Transit Discretionary Funding

SamTrans and Caltrain sometimes provide additional matching funds for shuttles from their general funds on an ad hoc basis, but they represented only 1% of shuttle funding in San Mateo County in 2018.

SAN MATEO COUNTY

San Mateo County levies two half-cent sales taxes to fund transportation services in the county: Measure A and Measure W. These funds are distributed by San Mateo Couty Transportation Authority (SMCTA), SamTrans, and City/County Association of Governments of San Mateo County (C/CAG).

SMCTA – C/CAG

The San Mateo County Transportation Authority (TA) and City/County Association of Governments of San Mateo County (C/CAG) have released the San Mateo County Shuttle Program Call for Projects (CFP) for fiscal year (FY) 2024 and 2025. The funding for this CFP is intended to start new local transportation services, augment existing services, or continue projects previously funded by the Shuttle Program.

The SMCTA-C/CAG Shuttle Call for Projects process provides grants to fund commuter and community shuttles in San Mateo County. The Call for Projects is funded by Measure A, San Mateo County's half-cent transportation sales tax administered by SMCTA, and Local Congestion Relief Plan funds administered by C/CAG. Both sources provide dedicated funding for shuttles to address local mobility needs and access to regional transit. The Call for Projects process awards approximately $5 million annually, though typically not all funds are expended. Shuttle grant sponsors develop applications. Under Measure A, SamTrans is ultimately responsible for allowing applications to move forward to evaluation via a letter of concurrence for each application confirming the proposed route does not materially overlap with a bus route. Applications are then evaluated by a committee of staff from multiple agencies on five criteria: need, readiness, effectiveness, funding leverage, and policy consistency and sustainability (see Appendix A for a full description of evaluation criteria). In FY21-22, 33 of 37 shuttle applications were funded, generally for the requested amount. SMCTA – C/CAG made up 52% of shuttle funding in FY 2018.

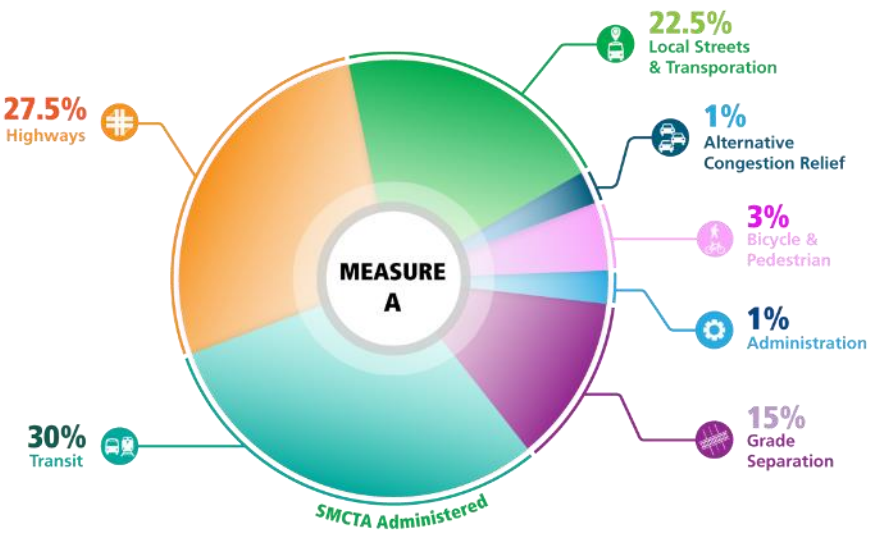
Measure A

Since 1988, when San Mateo County voters passed Measure A by 61.7%, the San Mateo County Transportation Authority (TA) has worked to improve transit and relieve traffic congestion. The measure was reauthorized by San Mateo County voters in 2004 by 75.3%.

The reauthorized measure, which went into effect in 2009, includes funds for more local community shuttle service, railroad/street grade separations, ferry service to South San Francisco and Redwood City, and a major infusion of tax dollars for pedestrian and bicycle projects.

The expenditure plans outline the goals, guidelines, and requirements for spending the sales tax revenues generated by Measure A. The plans, which were approved by voters, also set the program categories and percentage split of the sales tax revenues for each program category.

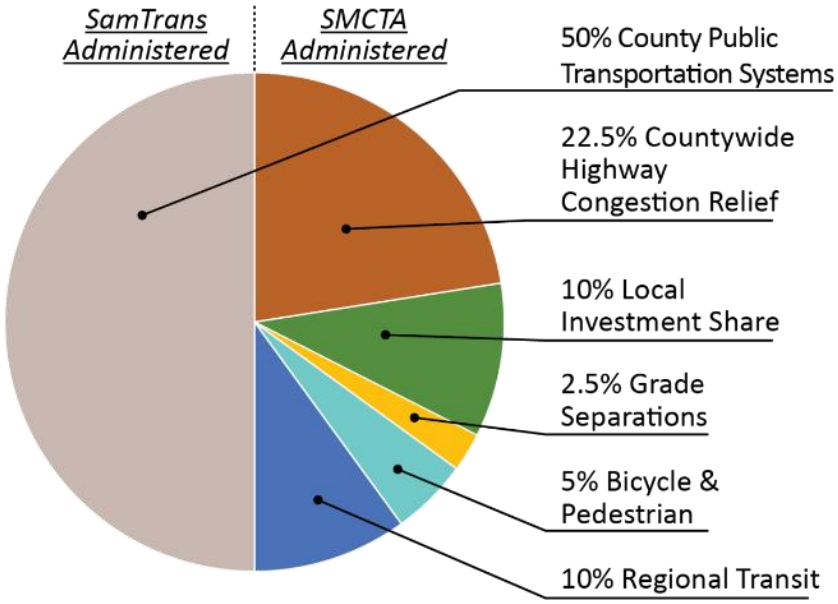
Figure 123: San Mateo County Measure A Allocations



Measure W

Measure W, approved by San Mateo County voters in 2018, will generate additional funds from another half-cent sales tax authorized for a period of 30 years beginning July 2019 and ending June 30, 2038. Measure W contains the Congestion Relief Plan, which establishes five Investment Categories for these funds: Highway/Interchange, Local Safety/Pothole, Bicycle/Pedestrian, Regional Connections, and Public Transit.

Figure 124: San Mateo County Measure W Allocations



LOCAL FUNDING

In addition to federal and state sources, some communities use general revenue funding to support transportation services. For example, the City of Menlo Park uses general revenue funds to support its shuttle programs.

Cities

Cities contribute matching funds through general funds, developer fees, and local returns from transportation sales tax measures. Cities represented 7% of shuttle funding in San Mateo County in 2018.

Private Sector

The private sector (employers, property managers, owners' associations, and transportation management associations). This represented 29% of all funding in FY 2018, and 36% of funding for commuter focused shuttle routes.

Key Findings

A review of funding sources reveals a limited number of sources that can be utilized for the Menlo Park Shuttle. Shuttles in San Mateo County are funded through a variety of sources listed below.

Table 35: 2019 San Mateo County Shuttle Funding

Agency/Entity	Source	San Mateo County Community	San Mateo County Commuter
SMCTA - C/CAG	Shuttle Call for Projects	$703,000	$2,555,000
Private Sector	Matching Funds		$1,788,000
Caltrain	Discretionary Funds		$91,000
SamTrans	Discretionary Funds	$29,000	$32,000
BAAQMD	Transportation for Clean Air (TFCA) Grants		$341,000
MTC	Lifeline Grants	$264,000	
City	General funds, developer fees, transportation sales tax	$283,000	$154,000

Table 37 summarizes the most likely funding sources for shuttles from this document, and the inherent obstacles.

Table 36: Other Funding Opportunities

Funding Source	Program	Funding	Details
State	Local Transportation Fund (LTF)	Discretionary Funding, Operations and Capital	Allocated to Local Transit Operators
	State Transit Assistance (STA) Program	Discretionary Funding, Operations and Capital	Allocated to Local Transit Operators
	TNC Access for All	Formula Funding: Operations and Capital	New program, No Fund Administrator for San Mateo County
Federal	5310: Enhanced Mobility of Seniors & Individuals with Disabilities	Competitive Funding-Capital	Program Administered by MTC and Caltrans
	Congestion Mitigation Air Quality (CMAQ)	Competitive Funding-Capital	Program Administered by MTC

Table 37: Shuttle Funding Sources and Obstacles

	Lifeline Transportation Program	Shuttle Call for Projects	Transportation for Clean Air (TFCA) Grants	Federal Section 5310	Matching Funds
Grant Administrator	Metropolitan Transportation Commission (MTC)	The San Mato County Transportation Authority (TA) City/County Association of Governments of San Mateo County (C/CAG	Bay Area Air Quality Management District (BAAQMD)	Federal Transit Administration (FTA)	Local Funding
Funding Type	Discretionary Grant	Discretionary Grant	Discretionary Grant	Discretionary Grant	Discretionary Grant
Funding Usage	Capital/ Operations	Capital/ Operations	Capital/ Operations	Capital/ Operations	Capital/ Operations
Program Description	MTC's Lifeline Transportation Program funds projects that advance mobility and accessibility in low-income communities. Project types include: Fixed-route bus service Transit stop improvements Pedestrian and bicycle access improvements Transportation services for seniors and children Community shuttles Auto loan programs Participatory budgeting pilots Regional means-based transit discount program (Clipper® Start)	The SMCTA-C/CAG Shuttle Call for Projects process provides grants to fund commuter and community shuttles in San Mateo County. The Call for Projects is funded by Measure A, San Mateo County's half-cent transportation sales tax administered by SMCTA, and Local Congestion Relief Plan funds administered by C/CAG.	BAAQMD administers a competitive TFCA grant program. TFCA grants are funded by vehicle registration fees intended to reduce vehicle emissions and improve air quality. Grants are awarded annually competitively and typically focus on commuter shuttles.	Through Section 5310, the federal government awards a mixture of capital and operating grants to private nonprofit organizations and public agencies. With these funds, they provide safe, efficient, and coordinated transportation services for older adults and individuals with disabilities for whom public transportation is otherwise unavailable, insufficient or inappropriate. Examples of projects funded by 5310 include: Transportation to day programs like senior centers Accessible vehicle purchases Travel training programs that teach riders with disabilities how to use fixed-route transportation systems for independent travel Volunteer driver programs Mobility management services	Shuttle sponsors applying to Measure A grants in San Mateo County leverage various public and private funding sources as matching funds. These Sources Include Cities general fund developer fees local returns from transportation sales tax measures. The private sector (employers, property managers, owners' associations, and transportation management associations). SamTrans and Caltrain General funds on an ad hoc basis.