



March 4, 2024

Palo Alto City Councilmembers

Subject: PATMA's 2024 Annual Report, Three-Year Strategic Plan, and 2024 Commute Survey

Dear Councilmembers,

The non-profit Palo Alto Transportation Management Association (PATMA) is pleased to present three reports for your consideration. Written in an easy to skim style, you will see attached PATMA's 2024 Annual Report, Three-Year Strategic Plan (FY 2026 – FY 2028), and 2024 Commute Survey.

In FY 2025, PATMA's budget was restored to \$400,000/year, closer to pre-pandemic levels. With the same budget level in FY 2026, we will be able to grow our impact by further reducing traffic, demand for parking, and greenhouse gas emissions while supporting local businesses. We also understand the City's budget situation and offer three budget scenarios.

Three budget scenarios for FY 2026

Expenses	Expenses \$400,000 budget	Expenses \$350,000 budget	Expenses \$300,000 budget
ALTRANS management	\$105,000	\$95,000	\$85,000
Business (office supplies, insurance, software)	\$8,000	\$8,000	\$8,000
Lyft	\$3,000	\$3,000	\$0
ALTRANS operations & admin	\$105,000	\$84,000	\$75,000
Transit passes - Clipper card expenses	\$115,000	\$100,000	\$100,000
Commute survey	\$28,000	\$28,000	\$28,000
E-bike e-scooter pilot	\$4,000	\$0	\$0
Refurbished bikes	\$4,000	\$4,000	\$4,000
Bike Love	\$28,000	\$28,000	\$0
Total	\$400,000	\$350,000	\$300,000

The \$400,000 scenario represents a continuation of the restored budget PATMA realized in FY 2025, which would allow PATMA to grow the program's impact to 500 parking spaces freed up. The \$350,000 budget (cutting staff hours and transit pass expenditures) would allow us to grow the program to 400 parking spaces freed up. A smaller \$300,000 budget (cutting staff hours further, cutting the Lyft afterhours program and cutting the BikeLove \$5/day rewards program) would maintain our impact at 312 parking spaces freed up.

PATMA is pleased to support the City Council's goals on climate change, community wellness, and economic development. Let me know if you have any questions.

Kind regards,

Justine Burt

Executive Director, Palo Alto Transportation Management Association



2024 Annual Report

January 1, 2024 – December 31, 2024

Submitted to the Palo Alto City Council

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March 2025

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Palo Alto Transportation Management Association

2024 Annual Report

Executive Summary

With leadership and financial support from the City of Palo Alto, as well as collaborative partnerships with regional transit agencies, local community-based organizations, and grantmaking organizations, in 2024, the Palo Alto Transportation Management Association (PATMA) delivered mode shift results efficiently and cost-effectively.

PATMA's sustainable transportation programs for workers – free train and bus passes, \$5/day Bike Love bicycle commute incentive rewards, free refurbished bicycles, after-hour Lyft rides, and a new e-bike e-scooter pilot – in 2024, resulted in a **reduction in demand for 312 parking spaces** around town, **1,542,441 fewer vehicle miles** traveled, and **603 fewer tons of greenhouse gas emissions**. With these accomplishments, PATMA supported three of the 2024 Palo Alto City Council's four priorities: economic development, climate change, and community health.

Highlights of PATMA's work in 2024 included:

- Increased funding
 - Stability - City of Palo Alto restored PATMA's budget which allowed expansion beyond University Ave Downtown and California Ave
 - Grant awards – PATMA won funding from VTA's Transit Oriented Communities program, City of Palo Alto Utilities, Palo Alto Community Foundation, and the Starbucks Neighborhood Grant program
 - Fair market value of transit passes – Securing free Caltrain GoPasses (worth \$4,200/year each) and reduced cost \$169/year VTA passes (worth \$1,080/year each) allowed PATMA to help more workers at a lower cost/user
- Expanded geographic reach
 - Performed outreach at the Stanford Mall, along El Camino Real, at Midtown, and in South Palo Alto
 - In these areas, PATMA offered sustainable transportation programs, conducted the annual commute survey, and presented an e-bike and e-scooter pilot program
- Small business support
 - Ahead of Caltrans' El Camino Real repaving project where bike lanes will be replacing 220 on-street parking spaces, PATMA offered train and bus passes and refurbished bikes to workers who park on El Camino
- Leveraged partnerships
- A dramatic reduction in cost/user/month from \$77 in Dec 2023 to \$51 in Dec 2024

These developments lay a strong foundation for PATMA's future mode shift work.

Introduction

The Palo Alto TMA is a non-profit working to reduce single-occupancy vehicle (SOV) trips, traffic congestion, demand for parking and greenhouse gas emissions by delivering targeted transportation solutions that serve Palo Alto's diverse range of employers, employees, visitors, and residents. Financial support for this work comes primarily from the City of Palo Alto's University Avenue and California Avenue parking fund, and, starting in 2024, from the City's General Fund. This funding allows PATMA to provide free transit passes, \$5/day Bike Love rewards, refurbished bicycles, and late-night Lyft rides chiefly to low wage service sector workers in the commercial districts of Palo Alto.

About PATMA

Staff

PATMA is a non-profit, staffed by ALTRANS TMA Inc., a firm specializing in transportation demand management (TDM). Staff providing on-going support for PATMA include:

- Justine Burt, Executive Director
- Sana Ahmed, Program Coordinator
- Stephen Blaylock, President, ALTRANS TMA Inc.
- Andrew Ridley, Chief Operating Officer, ALTRANS TMA Inc.

Board of Directors

In 2024, two long-serving board members (Philip Kamhi, the City's Chief Transportation Official, and Brad Ehikian) stepped down and one new member (Steven Lee) joined. The City's seat on the board will be filled by Interim Chief Transportation Official Lily Lim-Tsao until a permanent replacement is identified. A representative from the tech sector helped diversify our board whose members at the end of the year included:

- Cedric de la Beaujardiere, resident (Board Chair)
- Rob George, Philz Coffee (Treasurer and a founding board member)
- Shannon Rose McEntee, resident (Secretary)
- Lily Lim-Tsao, City of Palo Alto
- Sebastian Mafla, Sheraton
- Nathaniel Duncan, Patagonia
- Alejandra Mier, Coupa Café
- Steven Lee, Meta

The PATMA board meets monthly on the third Thursday at 9:00am and efficiently works through one hour of agenda items. Nearly all board members regularly attend. The public is encouraged to join these virtual meetings. Meeting details and zoom links can be found on our Meetings page at <https://www.paloaltotma.org/meetings-reports>.

New Mission and Core Values

In 2024, PATMA staff and Board members updated PATMA's mission and core values to be more aspirational and memorable. The new mission statement reads "Better commutes for everyone." PATMA's core values describe how our non-profit improves life for the workers and residents of Palo Alto:

- Traffic and parking – reduce traffic congestion and demand for parking
- Climate change – transition to a zero-emission transportation system
- Equity – fair outcomes, treatment and opportunities for all
- Local businesses – help local businesses attract and retain employees
- Health – encourage community health

Incorporating City of Palo Alto Priorities

While the original motivation for the Palo Alto City Council to create PATMA was to alleviate traffic congestion and reduce demand for parking downtown, each year, PATMA overlays the City Council's stated priorities to guide its work. In January 2024, the City Council announced its priorities for the year:

1. Climate Change & Natural Environment - Protection & Adaptation
2. Community Health, Safety, Wellness & Belonging
3. Economic Development & Transition
4. Housing for Social & Economic Balance

PATMA's work supports three of these priorities: climate change, community health, and economic development. Regarding City Council's priority of addressing climate change, PATMA helps reduce greenhouse gases from on-road transportation sources which are 51.7% of Palo Alto's emissions, according to the City's 2022 Greenhouse Gas Emissions inventory.

Supporting City of Palo Alto's Sustainability/Climate Action Plan (S/CAP)

The City of Palo Alto set a goal to reduce greenhouse gas emissions 80% below 1990 levels by 2030 and to become carbon neutral by 2030. One S/CAP mobility goal relevant to PATMA regarding reducing greenhouse gas emissions is "increasing the mode share for active transportation (walking, biking) and transit from 19% to 40% of local work trips by 2030."

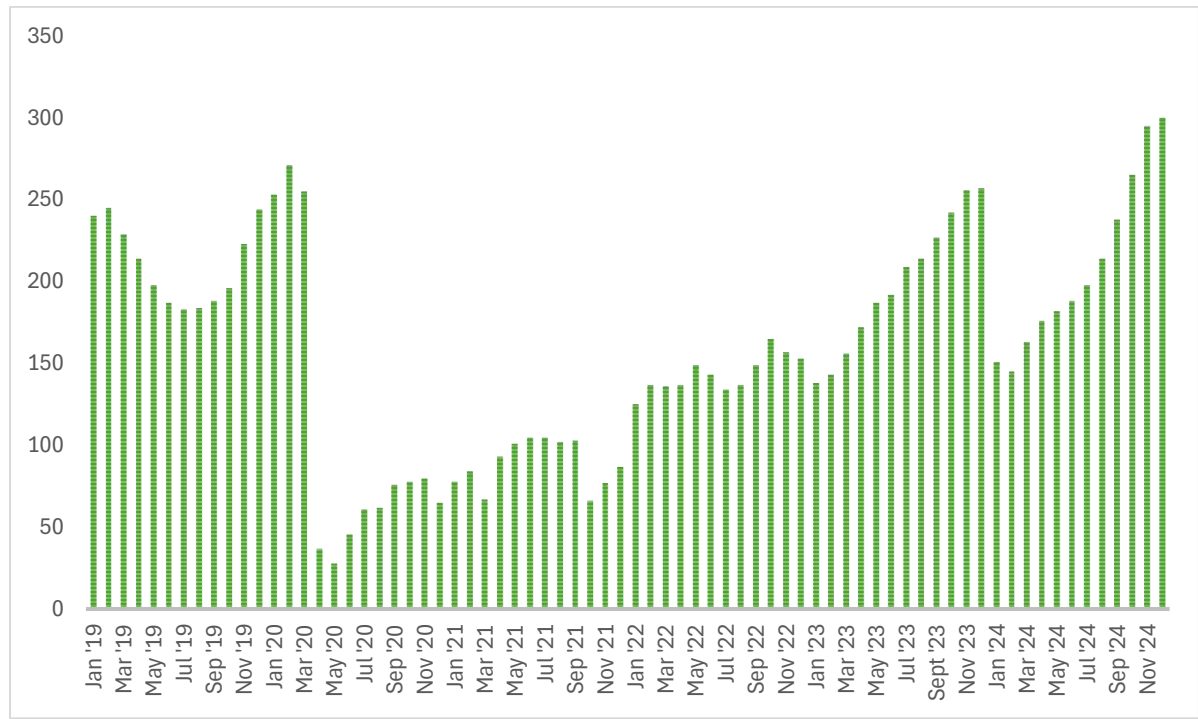
The S/CAP focuses on launching effective programs for emissions reductions with the highest impact and lowest cost. PATMA's programs help accomplish this goal as noted in the following section.

PATMA's Top Five Accomplishments

The following were highlights of PATMA's work in 2024.

1. Rebuilt the transit pass program from a Covid-induced low of 28 people served in May 2020 to a high of 300 in December 2024, exceeding pre-pandemic numbers. Figure 1 shows the number of PATMA-granted transit passes in circulation among Palo Alto workers over the past six years.

Figure 1: Transit passes activated 2019 – 2024¹



2. Activated and distributed 197 Caltrain GoPasses from the Caltrain GoPass Donation Program. Likewise, 67 VTA Smartpasses were distributed to low wage service sector workers in 2024.
3. Received approval from transit agencies to continue distributing Caltrain GoPasses and VTA Smartpasses in 2025 to low wage service sector workers to help grow transit ridership.
4. Reduced 605 tons of greenhouse gas emissions
5. Started an e-bike and e-scooter pilot program with City of Palo Alto Utilities funding to develop case studies that will inspire other low wage service sector workers to consider active commutes.

These activities demonstrate the power of partnerships with local and regional organizations as well as the trust PATMA has established with local business managers.

¹ Note the drop of transit passes between Dec 2023 and Jan 2024. This is due to the fact that in 2023, PATMA started distributing free annual Caltrain GoPasses instead of renewing and paying for Caltrain passes each month. In December 2023, about 100 workers had moved to different jobs outside of Palo Alto and did not renew their GoPasses for January 2024.

Programs

With funding from the City's University Avenue Parking Fund, California Avenue Parking Fund, and General Fund, PATMA provides free Clipper Cards loaded with monthly or annual passes for Caltrain, VTA buses, SamTrans buses, and Dumbarton Transbay buses. PATMA also offers \$10 credits for after-hours Lyft rides of less than five miles, refurbished bicycles at no cost to the recipient, and \$5/day Bike Love rewards. During 2024, PATMA expanded outreach efforts to the Stanford Mall, throughout the length of El Camino Real, at Midtown, and in South Palo Alto.

Service sector workers who receive transit passes work primarily in food service establishments, retail, and accommodation. Light office workers who receive transit passes or accrue Bike Love rewards include staff at Palo Alto's banks, dental and medical offices, and professional firms such as accounting and law offices.

Programs with income thresholds

Train and bus passes

Transit pass benefits are provided to employees earning less than \$70,000 per year who work in the commercial areas of Palo Alto and who do not already receive employer-supported TDM benefits. Workers at the Stanford Research Park and Stanford University are ineligible for PATMA's programs as these organizations have their own TDM programs.

Pilot: E-bicycles and e-scooters

With funding from the City of Palo Alto Utilities Department, in 2024 PATMA ran a pilot program to study e-bikes and e-scooters for active mobility commutes. Four pilot participants making less than \$70,000/year received either an e-bike and safety equipment, or a 12-month e-scooter lease. The intent was to study how many times a week they used the e-bike or e-scooter, how many device miles they traveled, and understand supports and barriers to device use. The four participants in the 12-month pilot have realized the following benefits.

Figure 2: E-scooter and e-bike pilot case studies



Katrina uses an Unagi e-scooter to travel the first mile to the Santa Clara Caltrain station, folds it up and brings it onboard, then rides the last mile to work. During the week she often scooters to restaurants Downtown to grab lunch. But the big time savings comes when she leaves work. The e-scooter allows her to catch the train and get home in time to pick up her kids from school.

Rickaya's kids have scooters. Now that she also has an e-scooter she can keep up with them. After dropping them off at school, she rides off to meet either the Caltrain or a VTA bus. She folds up the Unagi e-scooter and brings it on, then scooters the last half-mile to work. Rickaya finds this a faster way to commute from Santa Clara given rush hour traffic or accidents on Highway 101 or 280.



Antonio works at Patagonia and lives in Mountain View. Each morning, once he's ready to leave for work, he looks at the time of the next Caltrain and the weather to figure out if he wants to bike to Caltrain or bike five miles to work. One handy feature of his Lectric folding e-bike is that it does not take up much space when folded, which makes it easier to store safely inside at home and at work. The benefits of the e-bike to Antonio are getting exercise and fresh air, relaxing on Caltrain, saving money on gas, and helping the environment.

Dorothee teaches cooking classes at Taste Buds Kitchen in Midtown. She loves commuting to work from Menlo Park on her Lectric e-bike among the beautiful, tree-lined streets of Palo Alto. The fresh air and exercise energize her on the way to work.



Refurbished bicycles

In 2024, PATMA continued working with local non-profit Bike Exchange for a pilot program to provide seven refurbished bicycles and safety gear to essential workers. This pilot is open to workers making less than \$70,000/year. Figure 3 shows several Palo Alto-based essential workers receiving their refurbished bicycles.

Figure 3: Essential workers taking delivery of their “new” refurbished bikes





Lyft after-hours rides

The Lyft after-hours program provides rides home to workers commuting less than five miles after transit stops running.

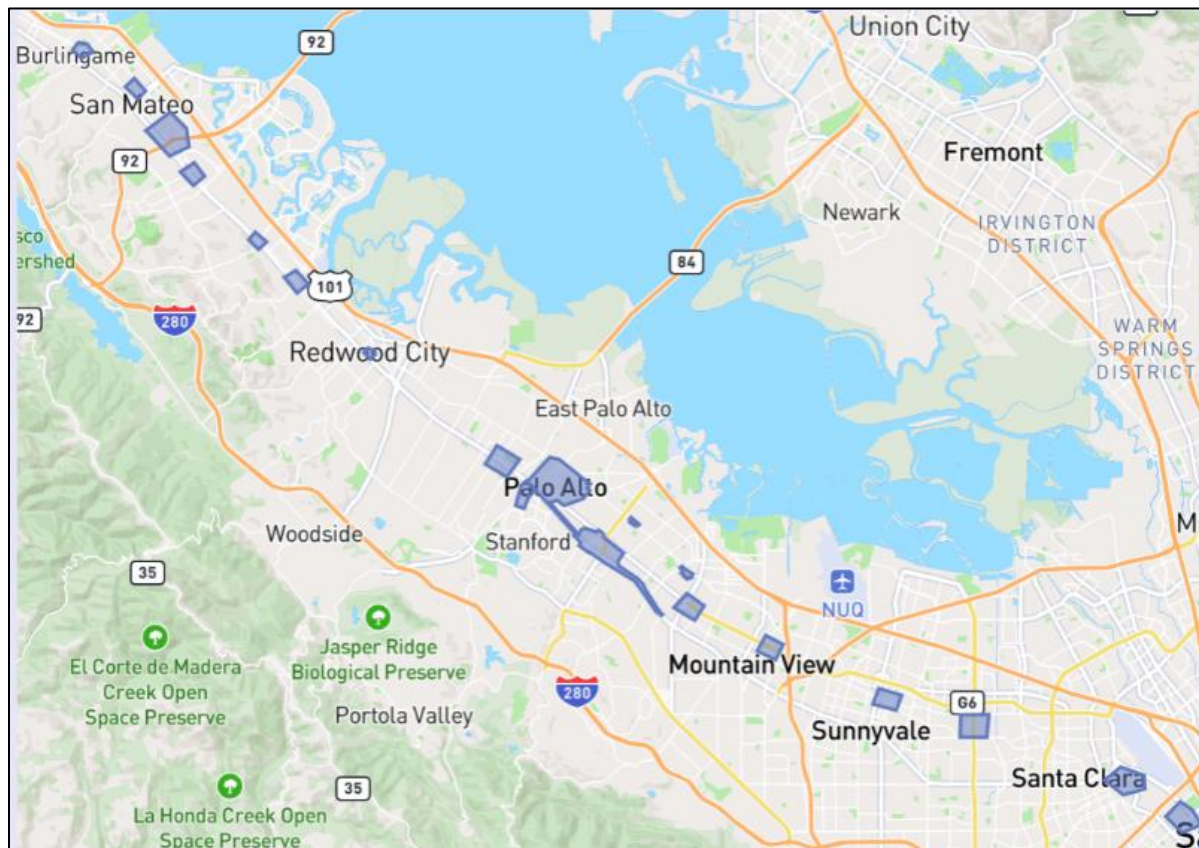
PATMA programs without an income threshold

Bike Love rewards

The Bike Love smartphone app provides daily incentives for active mode first-mile commute trips to transit and active mode commutes between home and work, of \$5/day up to \$599 per year per commuter. Automated travel mode detection identifies eligible bike, e-bike, e-scooter, and e-skateboard trips. Eligibility is determined by trips that stop or start within geofences around 30 Caltrain stations and five commercial areas (Downtown, California Ave., Stanford Mall, El Camino Real, and Midtown). Incentive dollars are instantly redeemable at local merchants via reloadable Apple/Google Wallet Virtual Visa cards.

Figure 4 shows the current geofences that mark commute destinations that earn workers rewards. This map includes all Caltrain stations, for workers who use a bike or e-scooter for first/last mile, as well as expanded commercial areas.

Figure 4: Bike Love Geofence Boundaries



In 2024, 35% of the transaction values of redeemed rewards happened in Palo Alto, in support of the City Council's 2024 priority for economic development. The ability of Bike Love users to

redeem incentives at Palo Alto businesses helps keep dollars in the local economy. Figure 5 provides detail about where Bike Love users spend their reward funds.

Figure 5: Where Bike Love Rewards Were Spent in 2024

	All	Palo Alto	Mountain View	Redwood City	San Francisco	San Carlos	Sunnyvale	Menlo Park	Amazon or online	Other cities
Transactions value (\$)	17,503	4,944	596	195	1344	110	231	2,570	3,586	3,927
Number of transactions	877	308	20	12	55	22	8	114	172	166

Source: Motion

This information is gathered from merchant identification numbers where rewards are redeemed.

For a quick overview video explaining the app, please visit [Bike Love in 80 seconds \(video\)](#).

Benefits of PATMA Programs

While PATMA programs save service workers money on their commutes, many other benefits of these programs accrue to local businesses, workers, City government, and Palo Alto residents.

Businesses

For business owners and managers, PATMA participation gives them a competitive advantage over similar businesses in nearby cities. Being able to provide transit passes to their employees helps shops, restaurants, and hotels attract and retain workers in competitive industries with high rates of staff turnover.

Workers

Workers who stop driving not only save money on variable vehicle costs such as gasoline, maintenance, and repairs, they also escape the stress of having to drive in traffic congestion. The workers who commute by active modes enjoy the benefits of exercise that allow them to arrive at work energized and refreshed.

City of Palo Alto

Municipal governments impact the wellbeing of residents and workers within the city's boundaries, and PATMA's programs on the City's behalf reduce traffic congestion, free up parking spaces in commercial areas, and enhance the quality of life for residents by reducing the number of cars parked in neighborhoods.

Program Results

Results of the TMA's program management, outreach, and program operation labor in Figures 6 – 12 depict the number of transit passes distributed, the cost per freed up parking space (cost/user), vehicle miles traveled avoided, and greenhouse gases reduced.

Among all businesses served, Figure 6 gives a breakdown by business with the number of their employees in descending order who had an active train or bus pass from PATMA in December 2024.

Figure 6: Number of Transit Passes Distributed by Employer in December 2024

Employer	Transit Pass Count
Sheraton/Westin	33
Nobu Hotel	16
Ettan	12
Whole Foods	10
Patagonia	9
Neiman Marcus	8
Walgreens	7
Coupa Cafe	7
Apple	7
Watercourse Way	6
Rangoon Ruby	6
Philz Coffee	6
Macy's	6
Crepevine	6
West Elm	5
The Palo Alto Inn	5
SkinSpirit	5
The Melt	4
Sephora	4
Peloton	4
Lytton Gardens (Front Porch)	4
Christine Hansen DDS	4
VIP Vein Treatment Clinic	3
True Foods Kitchen	3

Employer	Transit Pass Count
San Agus	3
Oren's Hummus	3
Lima Ruby Peruvian Restaurant	3
Hobee's	3
Glass Slipper Inn	3
Buca di Beppo	3
Avenidas	3
Yayoi	2
Wells Fargo	2
Webster House	2
Vizavoo Salon	2
Starbucks	2
Spring Spa	2
School of Rock	2
Restoration Hardware (RH)	2
Palo Alto Orthodontics	2
Palo Alto Oral and Maxillofacial surgery	2
Palo Alto Bicycles	2
Mollie Stone's Market	2
McDonald's	2
L&P Aesthetics	2
Kowa Ramen	2
Kindercare Day Care Center	2
Equinox	2
Curry Up Now	2

Employer	Transit Pass Count
Creamery	2
Coach	2
City of Palo Alto (interns)	2
Cardinal Hotel	2
Bright Horizons	2
Blue Bottle	2
Bloomingdales	2
Arya Steakhouse	2
Zola + Zola Bar	1
Zareen's	1
Xfinity	1
Wu Orthodontics	1
Williams Sonoma	1
Wetzel Pretzel	1
Victra	1
Trader Joes	1
The Real Real	1
TAVERNA	1
Tamarine	1
Tacolicious	1
Summit Bicycles	1
Sprinkles	1
Somi Somi	1
Smiles By Pai	1
Security Industry Specialists	1
Rooh	1
PIP Printing	1

Employer	Transit Pass Count
Palo Alto Bilingual Montessori Academy	1
Pacific catch	1
Nola Restaurant & Bar	1
Matroid	1
Lush Cosmetics	1
La Bodeguita del Medio	1
Kris Hamamoto DDS, Inc.	1
Khazana Palo Alto	1
Keen Garage	1
K. Minamoto	1

Employer	Transit Pass Count
Immersion Spa	1
Imaginemos Oruguitas	1
Guckenheimer: Palo Alto Club	1
Gott's Roadside	1
Gong Cha	1
Gardening	1
Fast Repair	1
Everything but Water	1
Everlane	1
Embarcadero Media Foundation	1
Dr. William Tseng	1

Employer	Transit Pass Count
Downtown Streets Team	1
Da Sichuan	1
Comfort Inn	1
Clement Hotel	1
City National Bank	1
Channing House	1
Caretaker (home in Palo Alto)	1
Cafe 220	1
Block Advisors	1
Bike Connection	1
Beyond Explorations	1
Grand Total	304

Figure 7 provides the number of transit passes PATMA distributed to businesses along El Camino Real (between Park Blvd and San Antonio Rd) by month. PATMA's proactive transit pass outreach efforts were conducted along with Silicon Valley Bicycle Coalition volunteers to help reduce demand for parking ahead of the Caltrans repaving and bike lane project in fall 2024.

Figure 7: Transit Passes Distributed Along El Camino Real by Month in 2024

Month	Caltrain	VTA	SamTrans	Dumbarton Express
Jan				
Feb				
Mar		12		
Apr		1	1	
May				1
Jun				
Jul				
Aug	2			
Sep	3	1	1	1
Oct	3	10	1	
Nov	6	2	1	
Dec				
Total	14	26	4	2

PATMA's marketing and outreach efforts throughout Palo Alto in 2024 resulted in the following impacts.

Figure 8: Number of Commuters Diverted from Single-Occupancy Vehicles (average of three months)

Program	Q1 2024	Q2 2024	Q3 2024	Q4 2024
Transit passes	153	182	216.67	286.67
Bike Love (>12 rides/month)	13.33	15.33	14.67	10
Lyft	3.33	2.67	3.33	4
Total	169.67	200.0	234.67	300.67

Figures 9 and 10 show the average cost per month that PATMA paid to mode shift workers out of single-occupancy vehicles and into a sustainable transportation commute. The drop in monthly cost between December 2023 and December 2024 is partially attributable to the increased number of GoPasses Caltrain donated to PATMA and the highly discounted Smartpasses VTA sold to PATMA.

Figure 9: Cost per User in 2023

Cost per user	Jan '23	Feb '23	Mar '23	Q1 '23	Apr '23	May '23	Jun '23	Q2 '23	Jul '23	Aug '23	Sep '23	Q3 '23	Oct '23	Nov '23	Dec '23	Q4 '23	ANNUAL TOTALS
Transit Pass Program	\$39.45	\$50.29	\$44.49	\$44.74	\$45.98	\$39.87	\$38.30	\$41.38	\$36.29	\$39.10	\$36.97	\$37.45	\$45.54	\$49.40	\$31.92	\$42.29	\$493.97
Bike Love	\$54.93	\$69.97	\$46.02	\$56.98	\$49.15	\$53.16	\$61.95	\$54.75	\$49.78	\$72.12	\$62.43	\$61.44	\$65.90	\$74.84	\$85.02	\$75.25	\$741.64
Lyft Program	\$106.99	\$63.31	\$86.42	\$85.57	\$86.89	\$100.09	\$116.25	\$101.08	\$107.95	\$93.98	\$79.12	\$93.68	\$63.62	\$78.78	\$112.74	\$85.05	\$1,099.67
Average cost/user	\$67.12	\$61.19	\$58.98	\$62.43	\$60.67	\$64.37	\$72.17	\$65.74	\$64.67	\$68.40	\$59.51	\$64.19	\$58.35	\$67.67	\$76.56	\$67.53	\$778.43

Figure 10: Cost per User in 2024

Cost per user	Jan '24	Feb '24	Mar '24	Q1 '24	Apr '24	May '24	June '24	Q2 '24	July '24	Aug '24	Sept '24	Q3 '24	Oct '24	Nov '24	Dec '24	Q4 '24	ANNUAL TOTALS
Transit pass subsidy	\$58.63	\$56.07	\$56.76	\$57.15	\$46.33	\$50.77	\$46.79	\$47.97	\$40.75	\$38.86	\$40.27	\$39.96	\$49.54	\$19.69	\$15.47	\$28.23	\$486.55
Bike Love	\$52.47	\$0.00	\$99.46	\$50.64	\$47.49	\$0.00	\$69.60	\$39.03	\$80.36	\$65.73	\$54.30	\$66.80	\$54.20	\$67.84	\$83.84	\$68.63	\$659.46
Lyft Program	\$86.54	\$86.65	\$69.47	\$80.89	\$85.35	\$124.37	\$78.04	\$95.92	\$94.98	\$70.91	\$70.00	\$78.63	\$42.17	\$49.94	\$54.67	\$48.93	\$870.62
Average cost/user	\$65.88	\$47.57	\$75.23	\$62.89	\$59.72	\$58.38	\$64.81	\$60.97	\$72.03	\$58.50	\$54.86	\$61.80	\$48.63	\$45.82	\$51.33	\$48.60	\$672.21

Figure 11 shows the number of avoided vehicle miles traveled as a result of PATMA's programs.

Figure 11: Avoided Vehicle Miles Traveled (VMT)

Program	Q1 2024	Q2 2024	Q3 2024	Q4 2024
Transit pass subsidy	247,473.7	320,103.0	403,728.4	561,593.4
Lyft	250.4	211.9	239.1	195.8
Bike Love	2,179.4	2,408.2	2,205.9	1,852.1
Total	249,903.5	322,723.1	406,173.4	563,641.3

Adding up the four quarters, PATMA programs reduced vehicle miles traveled by 1,542,441. And finally, Figure 12 shows greenhouse gas emissions reduced as a result of programs.

Figure 12: Greenhouse Gases Reduced (tons)

Program	Q1 2024	Q2 2024	Q3 2024	Q4 2024
Transit passes, Lyft and Bike Love	98.5	126.0	158.7	220.2

In 2024, PATMA's work resulted in a reduction of greenhouse gas emissions of 603.4 tons.

Testimonials

Beyond the quantitative effect, PATMA also has a qualitative impact on workers in Palo Alto. The following feedback from employees of local businesses shows how much PATMA's programs mean to the community. Here are some testimonials we received from retail, accommodations, and personal services establishments.

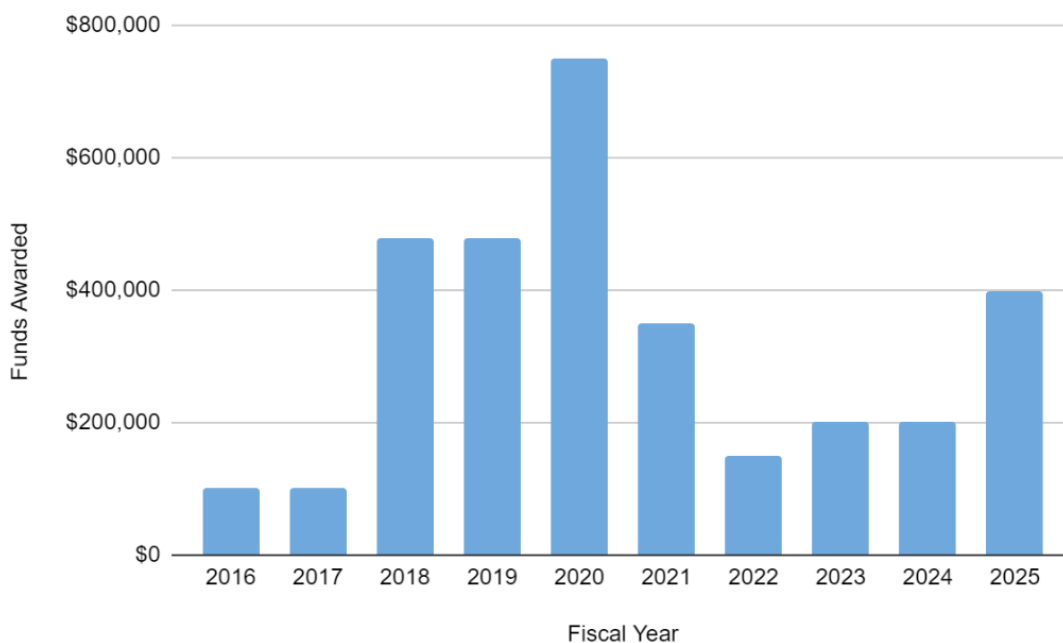
- "I was able to ride the bus to work this morning and it was a lot of fun! Very efficient and saving me lots of gas money! I appreciate your efforts and this awesome program!"
- DéBorah S.
- "I love the ability to combine bicycling and Caltrain and not rely at all on an automobile. And I am impressed by how the City of Palo Alto encourages and supports that."
- Dennis W.
- "Estoy muy contenta con el servicio de PATMA. Gracias ." (I am very happy with PATMA's service.) - Yuliana A.
- "Being a part of the program really reduces my stress of commuting to work. I don't drive because it will cost me too much money to drive back and forth versus taking the train. It really saves me stress and money." – Ernestine T.

- “Me gusta viajar en el Caltrain porque es comodo, llego a tiempo a mi trabajo, etc.” (I like to travel on Caltrain because it’s comfortable, I arrive to work on time, etc.) – Juana A.
- “Es seguro y siempre llego temprano a mi trabajo.” (It’s safe and I always arrive on time for work.) - Nancy R.
- “No issues! Happy with Caltrain.” – Spencer S.

Budget

The non-profit demonstrated program results which helped to grow its City funding allocation until 2020 when the pandemic altered commuting habits and parking fund revenues fell dramatically. Figure 13 shows the history of PATMA’s funding allotments since FY 2016.

Figure 13: PATMA Funding Since Inception



Since 2020, PATMA has worked hard to do more with less and build back the number of workers it supports with mode shift.

Grant funding

In 2024, PATMA applied for and received grants from four organizations to use for various purposes.

- VTA Transit Oriented Communities - \$24,550 for outreach and marketing along El Camino Real to encourage mode shift to VTA buses

- City of Palo Alto Utilities - \$10,000 grant for e-bike and e-scooter pilot
- Palo Alto Community Foundation - \$5,000 unrestricted grant
- Starbucks Neighborhood Grant - \$1,000 used to purchase Starbucks gift cards to incentivize filling out PATMA's commute survey

These grants complemented City of Palo Alto funding.

Figure 14 provides specific information about income sources and expenses by month.

Figure 14: PATMA Income and Expenses in 2024

Category	Jan '24	Feb '24	Mar '24	Apr '24	May '24	Jun '24	Jul '24	Aug '24	Sept '24	Oct '24	Nov '24	Dec '24
Beginning balance on 1/1/24: \$36,536.74												
INCOME												
City of Palo Alto			\$50,000	\$42,000		\$50,000		\$50,000			\$110,000	
Grants				\$5,000			\$1,000					
Memberships	\$800						\$2,500			\$1,000		
Value Caltrain GoPASSES												
Value VTA SmartPASSES												
TOTAL INCOME	\$800	\$0	\$50,000	\$47,000	\$0	\$50,000	\$3,500	\$50,000	\$0	\$1,000	\$110,000	\$0
EXPENSES												
Executive Director ALTRANS	\$4,233	\$0	\$17,120	\$8,560	\$8,560	\$8,560	\$8,560	\$4,280	\$0	\$0	\$12,840	\$8,560
Biz (rent, office, ins, etc)	\$114	\$625	\$68	\$102	\$293	\$1,472	\$642	\$1,488	\$1,895	\$576	\$399	\$733
Lyft	\$338		\$520	\$278	\$256		\$234	\$285		\$284	\$379	\$200
Program Coordinator ALTRANS	\$4,489	\$0	\$10,743	\$4,763	\$5,037	\$4,125	\$5,256	\$5,986	\$5,165	\$0	\$10,330	\$6,424
Adjusted Transit - clipper	\$15,594	\$9,387	\$2,581	\$19,508	\$3,473	\$9,060	\$16,241	\$708	\$18,577	\$9,363	\$205	\$18,355
Transit - refunds	-\$472	\$0	-\$1,318	-\$467	-\$824	\$0	-\$1,114	\$0	-\$671	\$0	-\$1,462	\$0
Commute Survey - additional labor					\$990	\$80		\$4,280	\$8,560		\$11,896	\$296
E-bike e-scooter pilot											\$4,004	\$947
Refurbished bikes											\$2,000	
Bike Love	\$1,784		\$3,183	\$1,805		\$2,227	\$2,652	\$2,498	\$2,063	\$2,005	\$2,103	\$2,431
TOTAL EXPENSES	\$26,080	\$10,012	\$32,897	\$34,548	\$17,785	\$25,525	\$32,471	\$19,525	\$35,589	\$12,228	\$42,694	\$37,946
INCOME _ EXPENSES	-\$25,280	-\$10,012	\$17,103	\$12,452	-\$17,785	\$24,475	-\$28,971	\$30,475	-\$35,589	-\$11,228	\$67,306	-\$37,946
Ending balance on 12/31/24: \$26,118.89												

In Figure 14, the Executive Director's tasks include program oversight, communications with stakeholders, finance and accounting activities, managing board meetings, maintaining 501c3 non-profit status, tax filing, and pursuing grant opportunities to diversify funding sources.

The Program Coordinator's labor involves updating the website, processing new transit pass requests, communicating about pass renewals, purchasing new passes, replacing lost passes, troubleshooting, and monitoring accounts.

Figures 15 and 16 show relative income sources and expenditures. Note that the fair market value of Caltrain GoPasses (\$827,400) and VTA Smartpasses (\$50,105) in 2024 that PATMA received for free or at a fully discounted price respectively are not included in the income chart.

Figure 15: Overview of 2024 Income

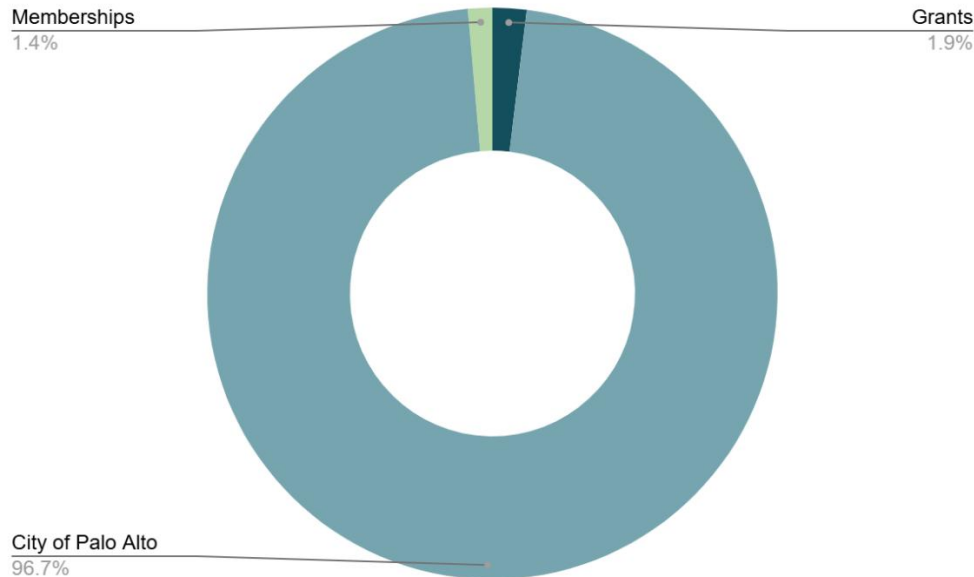
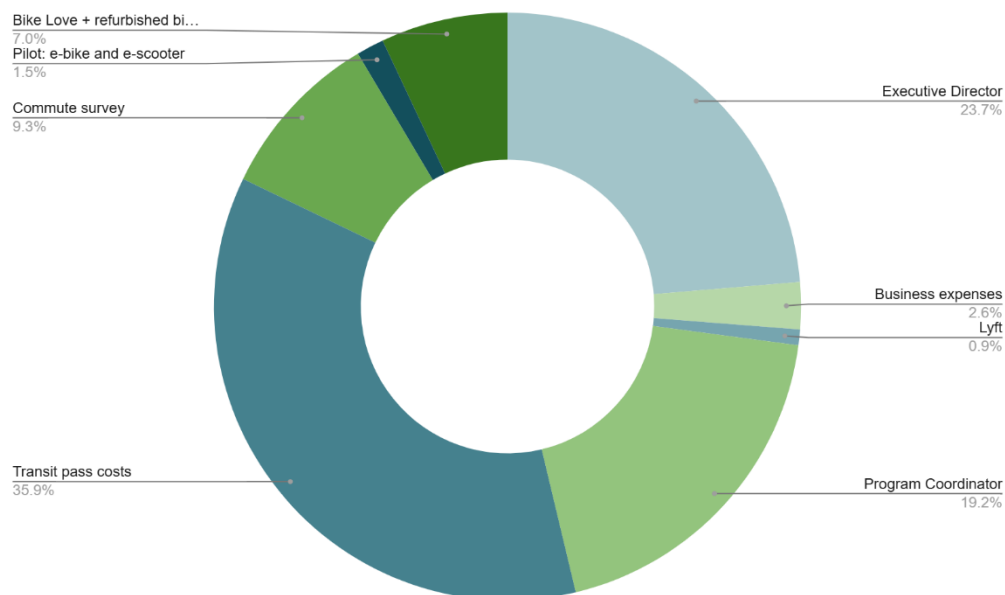


Figure 16: Overview of 2024 Expenses





Conclusion

In 2024, PATMA made great strides in mode shift and program cost effectiveness by working in close collaboration with a number of partners. Thanks to our colleagues at Caltrain and VTA, additional free Caltrain GoPasses and highly discounted VTA Smartpasses helped bring down PATMA's cost/user. Grant providers supported PATMA with specific aspects of our mode shift work along El Camino Real and during the annual commute survey.

Local and regional non-profits such as Bike Exchange, Silicon Valley Bicycle Coalition, Seamless Bay Area, and Palo Alto Forward either provided services, volunteers, or introduced PATMA to potential funders to grow our work. In addition, PATMA's Board members provided valuable advice and conducted advocacy on PATMA's behalf.

All together, these collaborations have helped position PATMA to have an even larger impact reducing traffic, demand for parking, and greenhouse gas emissions in 2025.



Three-Year Strategic Plan

July 1, 2025 – June 30, 2028

Submitted to the Palo Alto City Council

Prepared by:

Palo Alto Transportation Management Association
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March 2025



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PATMA's Three Year Strategic Plan

July 1, 2025 – June 30, 2028

Executive Summary

Each year, the Palo Alto Transportation Management Association (PATMA) conducts a Three-Year Strategic Plan with input from its Board of Directors. This plan provides a roadmap of goals, strategies, tactics, and objectives that ensure the non-profit will be able to help an increasing number of workers shift from driving single-occupancy vehicles to sustainable transportation modes.

PATMA's work supports local businesses with transportation demand management programs that help companies attract and retain workers: free transit passes, refurbished bicycles, rewards for active mobility commutes, and after-hours Lyft rides less than five miles. For the past five years, PATMA has been rebuilding from a pandemic-induced 90% drop in transit pass requests in early 2020 and in 2024 exceeded pre-pandemic numbers.

In December 2024, PATMA's programs resulted in a reduction of demand for 312 parking spaces which yields benefits every day, all year. Building on this success, this Strategic Plan details the following goals for the next three years.

- Year 1: Scale up the number of transit passes; scale up the number of active mobility commuters traveling <3 miles
- Year 2: Make it easier for commuters to access multiple sustainable commute modes; support active commutes <5 miles
- Year 3: Leverage new technologies and programs to enable workers to commute without a personal vehicle

In the next year, PATMA expects dramatic growth in the number of workers served by our mode shift work for several reasons. Contractually, PATMA is now able to offer programs beyond just Downtown and California Ave to most businesses throughout the commercial areas of Palo Alto. New findings from the 2024 Commute Survey provide insights about which sectors offer mode shift opportunities. PATMA has the ability to provide programs to workers at a higher income threshold. Caltrain and VTA have made a large number of free or highly discounted transit passes available. Starting in FY2025, the City restored PATMA's baseline \$400,000 budget which provided more resources to accomplish mode shift.

These conditions enable growth in the number of workers served in the next year.

Introduction

The Palo Alto Transportation Management Association (PATMA) is a non-profit leading efforts to reshape commute behaviors around town. Abundant mass transit, active mobility (bicycle, electric scooter, walking), on-demand ride hailing options, as well as trip planning and real time arrival apps are available to enable workers who live and work near major transit pipelines (Caltrain, VTA 22/522, SamTrans ECR, and the Dumbarton Express) to commute quickly and efficiently without



needing to own a personal vehicle. In this spirit, PATMA provides information and incentives that encourage workers to shift out of their single-occupancy vehicles (SOVs) and into low-carbon transportation options.

For the 12-month period ending December 31, 2024, PATMA programs resulted in a **reduction in demand for 312 parking spaces** around town, **1,542,441 fewer vehicle miles** traveled, and **603 fewer tons of greenhouse gas emissions** by providing free transit passes, \$5/day Bike Love rewards, refurbished bicycles, and after-hour Lyft rides.

There is potential for PATMA to free up more parking spaces and reduce more greenhouse gas emissions. The following Three-Year Strategic Plan, which is compiled each year for the next three years, lays out goals, strategies, tactics, and objectives for PATMA’s work supporting Palo Alto businesses and workers over the next three years.

Context

Several contextual elements inform this strategic plan, including the City of Palo Alto’s ambitious greenhouse gas emission reduction goals, the fact that on-road transportation contributes more than half of Palo Alto’s greenhouse gases emissions, the priorities the Palo Alto City Council sets each January, PATMA’s contract with the City of Palo Alto, and PATMA’s bylaws, among other considerations.

Sustainability Climate Action Plan (S/CAP)

The City of Palo Alto set a goal to reduce greenhouse gas emissions 80% below 1990 levels by 2030 and to become carbon neutral by 2030. One S/CAP mobility goal relevant to PATMA regarding reducing greenhouse gas emissions is “increasing the mode share for active transportation (walking, biking) and transit from 19% to 40% of local work trips by 2030.” Two sectors in Palo Alto already exceed the 40% metric.

Data from PATMA’s 2024 commute survey found the following percentages of workers in four different work sectors in Palo Alto who were commuting by a mode other than driving a single-occupancy vehicle:

- Service – 45%
- Light office – 23%
- Tech – 45%
- Government – 28%

To help realize the City’s S/CAP goal that 40% of work trips by 2030 be by transit or active mobility, PATMA plans to support each sector in different ways. The service sector - in retail, food service, and accommodation - has a high sustainable commute rate already but also high turnover. This is a sector whose employees served as frontline workers during the pandemic, that are price sensitive and have elastic demand for driving to work, and as a result is most open to PATMA’s sustainable commute mode shift programs. PATMA will continue offering programs to new service sector employees.



With PATMA’s new higher income threshold, PATMA will be able to serve more members of front office staff in the light office sector who have been just above PATMA’s old income threshold of \$70,000/year. Finally, PATMA will support mode shift efforts at large tech companies and the City of Palo Alto by sharing annual commute survey findings, and in the case of tech companies, table at commuter fairs when requested. All of these efforts will help realize the City’s S/CAP goals.

City Council Priorities

Each year, the Palo Alto City Council sets their strategic priorities for the year. In January 2025, the new set of goals included:

1. Climate Change & Natural Environment – Protection & Adaptation
2. Community Health, Safety, Wellness & Belonging
3. Economic Development & Transition
4. Housing for Social & Economic Balance

PATMA’s programs help address three of these four priorities: economic recovery, climate change, and community health by providing low wage workers with commute counseling, access to free transit passes, rewards for bicycling to work, and late night ride hailing services.

PATMA’s Contract with the City of Palo Alto

The contract between the City of Palo Alto and PATMA provides guidance about how public funds should be used to ensure the public good as well as planning, reporting, and surveying requirements.

- Use of City funds – “PATMA shall use the City Funds for “pilot projects” intended to reduce single occupancy vehicle trips by Downtown and California Avenue Business District workers, as mutually agreed upon by the City Manager and PATMA. For FY24 and FY25, \$200,000 of City Funds may be used to reduce single occupancy vehicle trips anywhere in Palo Alto. Pilot projects may include purchase and distribution of transit passes, active commute rewards, support for carpooling, and other measures to address first mile and last mile connections. If PATMA uses City Funds to purchase transit passes to give away free-of-charge, the free transit passes shall be provided solely to low income workers.”
- Planning – “PATMA shall: (a) conduct an annual strategic planning session producing 3-year goals and objectives and funding requirements, and prepare an annual budget with projected metrics (cost per mode shift, ROI, etc.), and (b) annually provide to the City a detailed, updated strategic plan and budget. The strategic plan may utilize scenarios to illustrate the return on investment associated with different funding levels. The strategic plan shall identify the projects proposed to be funded with the City Funds for the City Manager’s review and approval.”
- Reporting – “PATMA shall provide the City with quarterly written reports on the implementation and effectiveness of pilot programs funded by the City, including quantitative measures of SOV trip reduction and mode shift achieved, metrics used, cost



per employee mode shift, and how the City Funds were expended. PATMA shall submit the reports at the same time that PATMA submits the quarterly invoice to the City.”

- Surveying – “PATMA shall conduct a robust survey of Downtown and California Avenue Business District employee commute patterns on an annual basis. Additional areas of Palo Alto where the TMA has been active may be included in the survey.”

PATMA’s Bylaws

PATMA’s bylaws provide operating instructions for the non-profit. One way it does this is by ensuring PATMA’s board members represent a range of interests among the Palo Alto community as well as the number of board members PATMA should have.

- Qualifications of Directors. “The Board shall in good faith strive to include as Directors, representatives from major stakeholder groups serving PATMA’s current or planned/proposed service areas, including representatives of the following industries: technology, real estate development, retail and/or hospitality, philanthropy, and traditional office (e.g., finance, accounting, legal) and including representatives representing residential interests.”
- Number of Directors. “The authorized number of Directors shall consist of at least five but no more than thirteen Directors.”

New Mission and Core Values

In 2024, PATMA staff and their board rewrote PATMA’s mission statement to make it more memorable and rewrote its core values to provide clarity on what the non-profit seeks to accomplish.

Mission

Better commutes for everyone

Core values

- Traffic – lighten traffic congestion
- Parking – reduce demand for parking in commercial areas
- Climate change – transition to a zero-emission transportation system
- Equity – fair outcomes, treatment and opportunities for all
- Local businesses – help local businesses attract and retain employees
- Health – encourage community health

Higher Income Threshold

In 2018, PATMA raised its income threshold for program participation from \$50,000 to \$70,000/year. Since then, the cost of living in the Bay Area has increased substantially. In January 2025, PATMA’s board decided to raise the threshold to 80% of Area Median Income in Santa Clara County which in 2024 was \$103,200/year for a household of one.

All together, this context provides guidance to PATMA about how to structure our programs to best serve the public’s interest.



PATMA Programs

Programs with a \$100,000/year income threshold

Transit Passes

Currently, PATMA focuses on supporting essential workers in the commercial districts of Downtown and California Ave, at the Stanford Mall, along El Camino Real, at Midtown, and along San Antonio Rd. If these workers are driving to work and make less than \$100,000/year¹, they can receive free Caltrain, SamTrans, or Dumbarton Transbay bus passes.²

Refurbished Bicycles

In 2022, PATMA piloted a refurbished bicycle program with the local non-profit [Bike Exchange](#). This refurbished bicycle program is for essential workers in Palo Alto making less than PATMA's income threshold who would like to bike to work but do not own a bicycle. If they also need any safety equipment – helmet, lock, lights – Bike Exchange provides these to each essential worker receiving a refurbished bike.

E-bike e-scooter pilot

This pilot studied two mode shift scenarios: active commutes via e-bike and first/last mile solutions via e-scooter. Four pilot participants making less than \$70,000/year received either an e-bike and safety equipment, or a 12-month e-scooter lease. The intent was to study how many times a week they used the e-bike or e-scooter, how many device miles they traveled, and understand supports and barriers to device use. In addition, based on what is learned in the pilot, PATMA will create case studies with photos to inspire other workers in similar situations who drive alone to work.

After hours Lyft rides

Workers who live less than five miles from work and who need to travel home from work late at night when mass transit is not running can receive a \$10 Lyft credit per ride.

Program without an income threshold

Bike Love

PATMA's [Bike Love](#) app provides \$5/day up to \$599/year to workers in Palo Alto's commercial districts to encourage commuters to leave their cars at home and bike or e-scooter to work. Unlike the transit pass program, there are no income restrictions for the Bike Love program. The app was designed to provide attractive financial rewards to build active mobility habits. See Figure 1 for a map of Bike Love program boundaries within which workers earn rewards. The Bike Love app also

¹ PATMA's new income threshold is currently 80% of Santa Clara County's Area Median Income, which in 2024 was \$103,200 for a household of one person. For the sake of memorability to PATMA's target audience, marketing materials will say \$100,000/year.

² VTA is currently working on a contract amendment to allow PATMA to raise the income limit for access to Smartpasses to workers making less than 80% of Area Median Income.

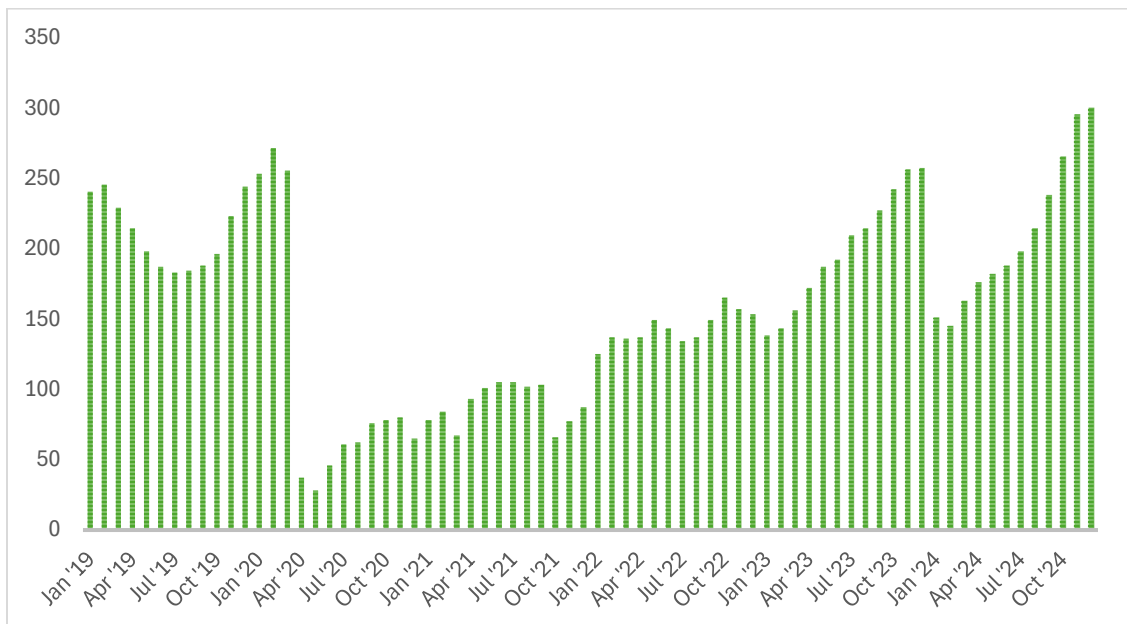
rewards travel to all 30 Caltrain stations for commuters who would be incentivized to bike or scooter to Caltrain and take the train to work.

In 2024, 35% of Bike Love reward transactions were redeemed at Palo Alto-based businesses which is another way that PATMA supports local businesses and multiplies program impact to benefit the local economy.

Accomplishments

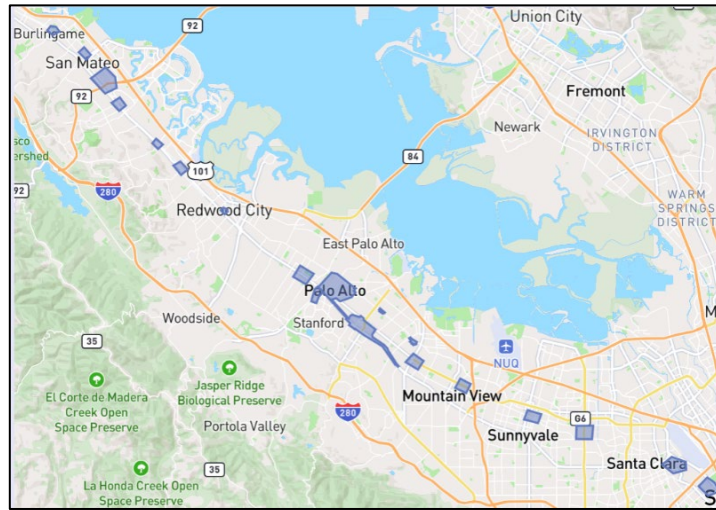
PATMA's sustainable transportation programs in 2024, resulted in a **reduction in demand for 312 parking spaces** around town, **1,542,441 fewer vehicle miles** traveled, and **603 fewer tons of greenhouse gas emissions**. The majority of these results were due to the transit pass program. See Figure 2 for the number of transit passes activated over the past five years.

Figure 2: Transit passes activated 2019-2024³



³ Note the drop in the number of transit passes activated in January 2024. This was due to a switch from monthly pass purchases to annual free passes. High turnover in the service sector means about 100 workers no longer needed transit passes for 2025 which PATMA found out about after asking if they wanted to re-register in December 2024 for 2025.

Figure 1: Geofenced areas for Bike Love rewards



Three-Year Strategic Planning

With this context in mind, PATMA staff and board members met in person in December 2024 to discuss strategic planning for the next three years. Input gathered informs PATMA's path forward with goals (targets to achieve), strategies (plan of action), tactics (specific actions), and objectives (measurable outcomes) for FY2026-FY2028.

Year 1 (Jul 2025-Jun 2026)

Assumptions: Free Caltrain GoPasses and highly discounted VTA Smartpasses will continue to be available for PATMA to distribute to low wage workers

Goals

- Scale up number of transit passes activated
- Scale up number of workers commuting <3 miles by active mobility
- Support S/CAP goals to reduce greenhouse gas emissions
- Support local businesses to attract and retain workers

Strategies

- Develop or deepen relationships with managers at light office and service sector businesses
- Develop or deepen relationships with community-based organizations that work on transportation, housing and/or climate issues
- Raise awareness about PATMA's programs
- Develop new pilot programs

Tactics

- Update and expand marketing collateral for transit passes and active mobility
 - Update one page flyer with \$100,000 income threshold for English, Spanish, and Mandarin. Translate into Vietnamese.
 - Develop window clings (non-adhesive decal) for windows of businesses that receive PATMA incentives
- Deploy 8 minute 1:1 manager training on mode shift programs and tools beneficial to workers (transit passes, refurbished bikes, \$5/day Bike Love, after-hours Lyft, Transit app)
 - 40% transit or active mobility commutes by 2030 S/CAP goal
 - One page flyer
 - Real time arrival information: Transit app and Caltrain live system map
 - Window clings – membership and ask them to post
- Refer a co-worker outreach wherein workers receive a free coffeehouse gift card if the coworker they refer receives a transit pass
- Refine application process for refurbished bicycle program (apply, download Bike Love app, and pass bike safety quiz) before workers can receive a refurbished bicycle
- Conduct annual commute survey

- Develop pilot programs that encourage active mobility – e-bike financing, bike safety quiz and classes
- Hold a promotional event around active mobility
- Organize interactive information sharing event with other Bay Area TMA and TDM professionals
- Deepen relationships with non-profit organizations that have similar missions and goals (Friends of Caltrain, Seamless Bay Area, Silicon Valley Bicycle Coalition, Bike Exchange, Alta Housing)
- Develop and share short, relevant content regularly with local CBOs and the Chamber of Commerce to distribute to their membership
- Develop and offer short content regularly to local online news outlets

Objectives

- # freed up parking spaces
- # workers using transit passes
- # workers commuting by active mobility
- # vehicle miles traveled reduced
- # tons greenhouse gas emissions reduced
- # survey respondents

Year 2 (Jul 2026-Jun 2027)

Assumptions: Availability of Tap to Pay, expanded Bay Pass program, and/or Mobility Wallet pilot

Goals

- Scale up number of transit passes
- Enable workers who live outside Santa Clara County to access multiple sustainable commute modes and make transit connections seamlessly
- Scale up number of active mobility commutes <5 miles
- Find creative solutions to challenges of workers interested in active mobility commutes <5 miles

Strategies

- Raise awareness about PATMA's programs by strengthening relationships with local business managers and community-based organizations
- Update printed and digital promotional materials
- Leverage new technologies for trip planning and payment
- Develop new pilot programs

Tactics

- Develop e-bike financing pilot program

- Update printed and digital materials to address gaps in knowledge and mode shift friction points
- Train managers on new apps that help workers plan and pay for sustainable commute modes
- Update branding materials – PATMA as a fun, trusted, and valued brand
- Further streamline application process
- Conduct commute survey
- Hold a promotional event
- Develop and share content with inspiring new case studies about local workers commuting by transit or active mobility

Objectives

- # freed up parking spaces
- # workers using transit passes
- # workers commuting by active mobility
- # vehicle miles traveled reduced
- # tons greenhouse gas emissions reduced
- # survey respondents

Year 3 (Jul 2027-Jun 2028)

Assumptions: 2026 Bay Area ballot initiative passed providing more funding for transit agencies which allows them to increase service frequency, Mobility Hubs are available around town

Goals

- Workers can easily commute without a personal vehicle
- Study and leverage new technologies (ex., Mobility as a Service to plan and pay for commute trips, commute management platform)
- Support the evolution of our region's commuting systems
- Determine what is missing to help workers get where they need to go without owning a personal vehicle

Strategies

- Expand PATMA's toolkit of information and incentives to encourage mode shift
- Help expand clean transportation options available to workers in Palo Alto

Tactics

- Develop new case studies of workers who commute by transit or active mobility
- Test new technology Mobility-as-a-Service planning and payment options as they become available
- Promote Mobility Hubs that are available

Objectives

- # parking spaces freed up
- # vehicle miles traveled reduced
- # tons greenhouse gas emissions reduced
- # survey respondents

Workplan

Year 1

The flow of work over the course of FY2026 is shown in Figure 3.

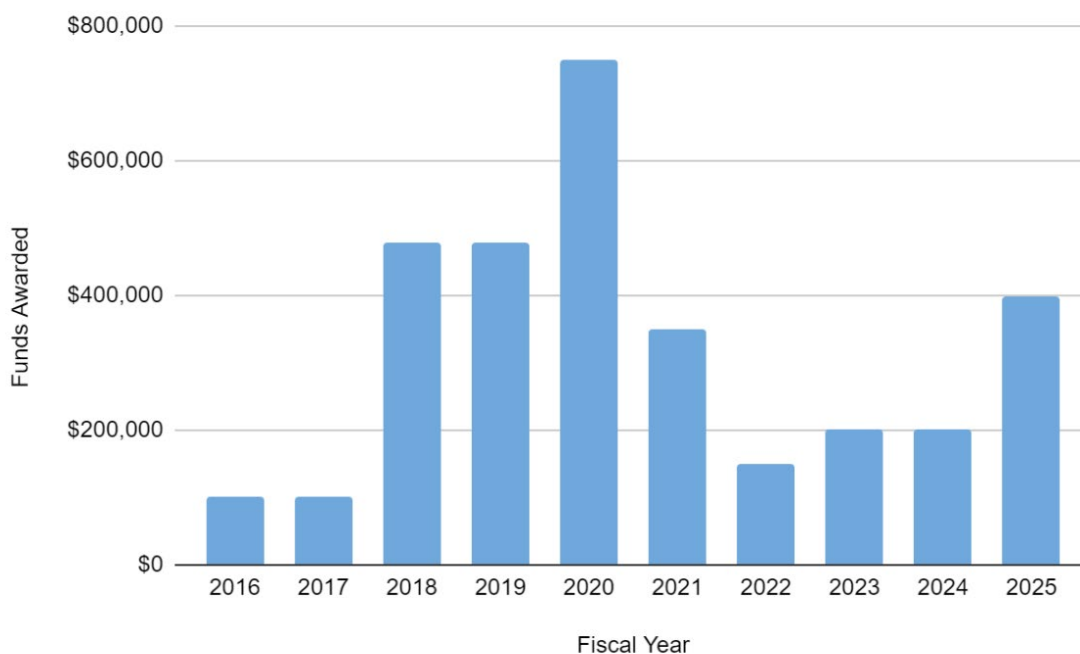
Figure 3: Year 1 workplan

	Jul '25	Aug '25	Sep '25	Oct '25	Nov '25	Dec '25	Jan '26	Feb '26	Mar '26	Apr '26	May '26	Jun '26
Events	X								X			X
Market transit passes	X	X							X	X		
Develop pilot	X	X										
Translate materials into additional language		X										
Commute survey			X	X	X							
Apply for grant funding					X					X		
Deliver Commute Survey, Annual Report, and Strategic Plan reports									X			
Market active mobility	X								X	X		

Budget

Looking back at funding levels since PATMA's inception in 2016, PATMA grew over several years and demonstrated cost-effective successes freeing up parking spaces, reducing greenhouse gas emissions, and reducing vehicle miles traveled until the pandemic. Figure 4 shows historic budget trends.

Figure 4: PATMA funding since inception



The PATMA baseline budget is \$400,000. This level allows PATMA to continue with 2 part-time staff and pull in additional contractors on an *ad hoc* basis to support seasonal activities such as active mobility marketing in the spring and Commute Survey distribution in the fall. A status quo budget for FY2026 will allow PATMA to:

- Perform marketing and outreach to target sectors
- Develop or deepen relationships with business managers who are the gatekeepers to workers who could use PATMA’s programs and services
- Conduct the annual commute survey
- Free up additional parking spaces, reduce greenhouse gas emissions, and ease traffic congestion

In 2024, the cost/user/year or cost to free up a parking space was \$672 while in 2023 the cost/user/year was \$780. This includes the cost to purchase transit passes, Lyft rides, refurbished bicycles, and \$5/day Bike Love rewards. Figure 5 provides three budget scenarios for PATMA’s projected expenses in FY2026. The \$400,000 scenario represents a continuation of the restored budget PATMA realized in FY2025, closer to a pre-pandemic level which would allow PATMA to grow the program’s impact to 500 parking spaces freed up. The \$350,000 budget would allow us to grow the program to 400 parking spaces freed up. A smaller \$300,000 budget would maintain our impact at 312 parking spaces freed up.

Figure 5: Three budget scenarios for FY2026

Expenses	Expenses \$400,000 budget	Expenses \$350,000 budget	Expenses \$300,000 budget
ALTRANS management	\$105,000	\$95,000	\$85,000
Business (office supplies, insurance, software)	\$8,000	\$8,000	\$8,000
Lyft	\$3,000	\$3,000	\$0
ALTRANS operations & admin	\$105,000	\$84,000	\$75,000
Transit passes - Clipper card expenses	\$115,000	\$100,000	\$100,000
Commute survey	\$28,000	\$28,000	\$28,000
E-bike e-scooter pilot	\$4,000	\$0	\$0
Refurbished bikes	\$4,000	\$4,000	\$4,000
Bike Love	\$28,000	\$28,000	\$0
Total	\$400,000	\$350,000	\$300,000

In the \$350,000 budget scenario, PATMA would cut staff hours and expenditures on transit passes. In the \$300,000 budget scenario, PATMA would cut back further on staff hours, cut the Lyft afterhours program, and cut the BikeLove \$5/day rewards program.

As circumstances change, PATMA has the ability to adjust income and expenses through various financial levers.

- Reducing labor costs
- Reducing program expenses
- Requesting additional GoPasses from Caltrain and large employers in the area
- Increasing grant writing and philanthropic fundraising

PATMA will continue to operate leanly and use our budget effectively to maximize impact.

Conclusion

Many public and private organizations in the Bay Area are working hard to facilitate a future seamless, integrated low-carbon transportation system that will lower personal transportation costs and reduce GHG emissions. PATMA will continue to monitor developments in these areas and adjust our programs accordingly to best serve Palo Alto businesses.

In support of the local economy, over the next three years PATMA will look for opportunities to help more workers shift to a sustainable commute as we raise awareness about the benefits of transit and active mobility commutes, offer information about sustainable transportation options, and provide programs and incentives for mode shift.



2024 COMMUTE SURVEY REPORT

for



and

PATMA Board Members

Cedric de la Beaujardiere, resident (Chair)
Rob George, Philz Coffee (Treasurer)
Shannon McEntee, resident (Secretary)
Philip Kamhi, City of Palo Alto

Sebastian Mafla, Sheraton
Alejandra Mier, Coupa Cafe
Nathan Duncan, Patagonia
Steven Lee, Meta

December 2024

Prepared by:

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Executive Summary

In August and September 2024, the Palo Alto Transportation Management Association (PATMA) team surveyed workers in commercial areas of Palo Alto to learn about their commute habits and preferences. The team conducted online and in-person surveys in English, Spanish, and Mandarin beginning with emailing and texting then following up with door-to-door canvassing. This document provides highlights from the survey findings.

The two main objectives of the commute survey were to 1) determine which workers were open to shifting their commute from single-occupancy vehicles to mass transit or active mobility options and 2) raise awareness of PATMA's programs.

Based on the 885 completed surveys, Figure 1 shows the percentage of respondents from the four main sectors into which PATMA classifies workers: service, government, technology, and light office.

Figure 1: Survey Respondents by Sector

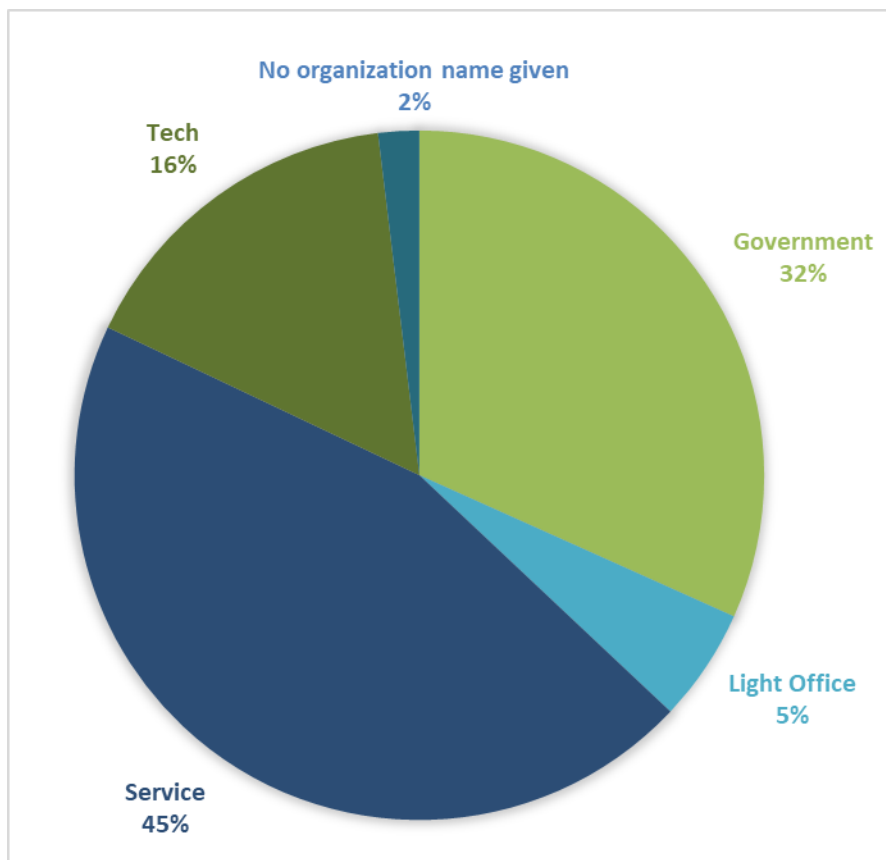
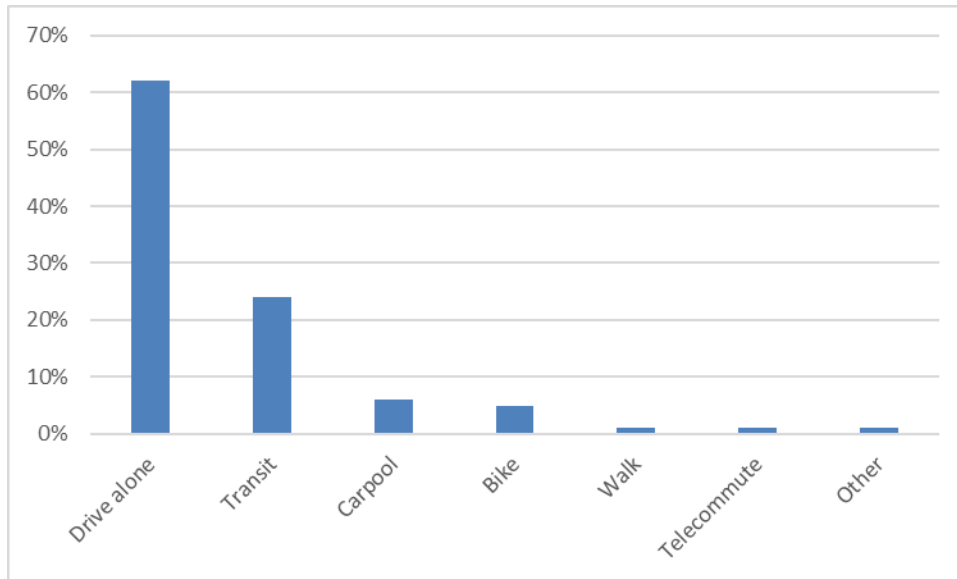


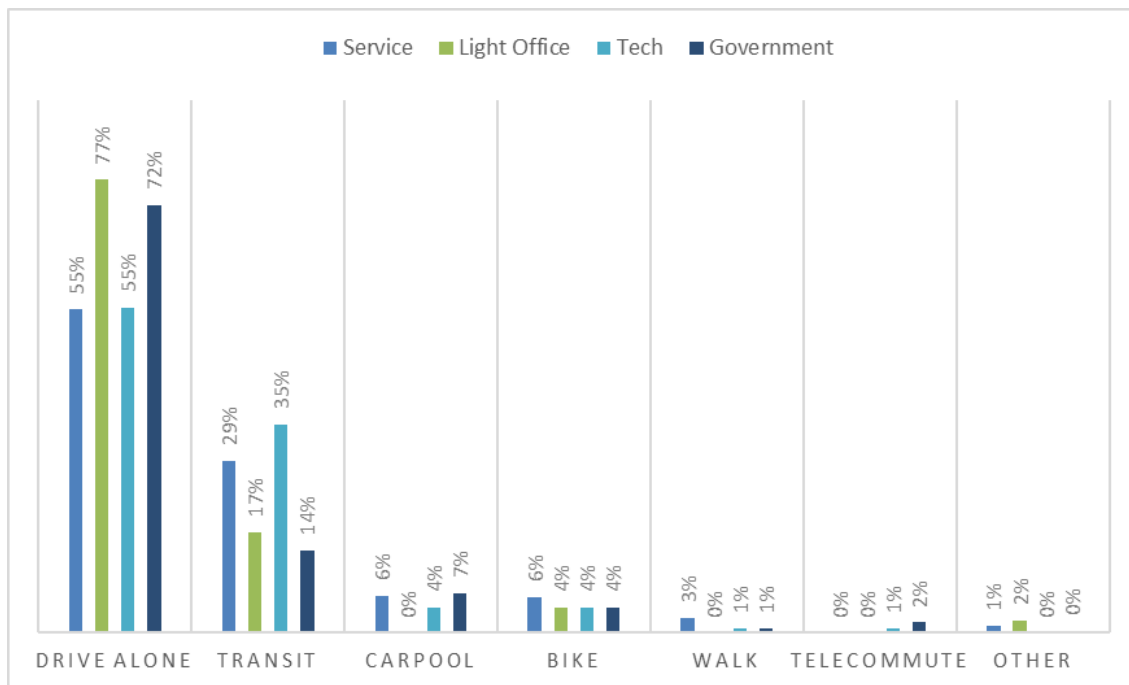
Figure 2 below provides the primary mode workers use to commute each week. The survey found that overall 62% of workers surveyed used a single-occupancy vehicle (SOV) as their primary commute mode in 2024.

Figure 2: Primary Commute Mode of Survey Respondents



By separating out commute mode by work sector, Figure 3 illustrates the sectors with the highest drive alone rates: light office and government.

Figure 3: Commute Mode by Work Sector



With respect to PATMA's mission, data collected in the 2024 commute survey provides opportunities to reach more workers and expand PATMA's program offerings that will help realize PATMA's goals to reduce traffic congestion, reduce demand for parking, support small businesses, lower greenhouse gas emissions, and address social equity issues.

Introduction

In 2024, the Palo Alto Transportation Management Association (PATMA) conducted its ninth annual employee commute survey as required by the funding agreement between PATMA and the City of Palo Alto (COPA). PATMA contracted with ALTRANS TMA Inc. to conduct the survey and performed outreach in August and September 2024.

The survey was designed to identify how Palo Alto employees working in the commercial areas of Palo Alto - University Avenue (Downtown), California Avenue (Cal Ave), El Camino Real, the Stanford Mall, the Charleston Middlefield shopping center, and along San Antonio Rd - commute to work, identify individuals currently driving alone who are open to shifting to a sustainable commute mode, and raise awareness of PATMA's program offerings.

Survey Population

According to U.S. Census data, the total worker population in Palo Alto was 109,011 in 2022. The darker shaded areas of Figure 4 show where work centers are clustered Downtown, along El Camino Real, and along San Antonio close to Highway 101.

Figure 4: Density of Workers in Palo Alto



Source: U.S. Census OnTheMap, 2022

The U.S. Census organizes sectors using the North American Industrial Classification System (NAICS) categories. Figure 5 shows the number of workers by NAICS codes.

Figure 5: Palo Alto Workers by Sector

NAICS Sector	Number of Employees	Percentage
Agriculture, Forestry, Fishing, and Hunting	5	0.0%
Mining, Quarrying, Oil and Gas Extraction	1	0.0%
Utilities	282	0.3%
Construction	881	0.8%
Manufacturing	5,152	4.7%
Wholesale Trade	971	0.9%
Retail Trade	3,991	3.7%
Transportation and Warehousing	2,217	2.0%
Information	18,860	17.3%
Finance and Insurance	4,283	3.9%
Real Estate and Rental and Leasing	1,389	1.3%
Professional, Scientific, and Information	23,575	21.6%
Management of Companies and Enterprises	3,049	2.8%
Administration & Support, Waste Management and Remediation	1,915	1.8%
Educational Services	3,420	3.1%
Healthcare and Social Assistance	30,187	27.7%
Arts, Entertainment, and Recreation	831	0.8%
Accommodation and Food Services	4,931	4.5%
Other Services (excluding Public Administration)	2,315	2.1%
Public Administration	756	0.7%

PATMA organizes NAICS sectors into four employer categories – service, light office, technology, and government – and offers programs to workers in the first two categories. Figure 6 shows which NAICS code sectors PATMA includes in service, light office, technology, and government categories.

Figure 6: NAICS Codes and PATMA Classification

NAICS Code	NAICS Sector Name	PATMA Classification
11	Agriculture, Forestry, Fishing and Hunting	Service
21	Mining, Quarrying, and Oil and Gas Extraction	Service
22	Utilities	Government
23	Construction	Service
31-33	Manufacturing	Service
42	Wholesale Trade	Service
44-45	Retail Trade	Service
48-49	Transportation and Warehousing	Service
51	Information	Technology

NAICS Code	NAICS Sector Name	PATMA Classification
52	Finance and Insurance	Light Office
53	Real Estate and Rental and Leasing	Light Office
54	Professional, Scientific, and Technical Services	Technology
55	Management of Companies and Enterprises	Light Office
56	Administrative and Support and Waste Management and Remediation Services	Light Office
61	Educational Services	Light Office
62	Health Care and Social Assistance	Service
71	Arts, Entertainment, and Recreation	Light Office
72	Accommodation and Food Services	Service
81	Other Services (except Public Administration)	Service
92	Public Administration	Government

Source: NAICS Association

After sorting Census data for the number of workers in the four categories for statistical purposes, Figure 7 shows the number of workers in each category and the total worker population in Palo Alto.

Figure 7: Number of Workers in Four Sectors

PATMA Organization Category	Number of Employees	% Share
Service	50,651	46%
Light Office	14,887	14%
Technology	42,435	39%
Government	1,038	1%
Total	109,011	

Subtracting the 29,000 worker population at the Stanford Research Park, which has its own Transportation Management Association, leaves us with a worker population of 80,011.

After cleaning the survey data of duplicate responses and incomplete surveys, there were a total of 885 complete surveys of which:

- 399 respondents were service sector workers
- 280 were government staff
- 47 were light office workers
- 142 were tech workers
- 17 chose not to share their employer's name

This year's response rate was higher than the three previous years the survey was conducted. The response rate for each of the nine survey years is shown in Figure 8.

Figure 8: Number of PATMA Commute Survey Responses by Year

Year	Number of Respondents
2024	885
2023	738
2022	511
2021	551
2019	1,471
2018	496
2017	892
2016	829
2015	1,173

Compared to 2023, stronger working relationships with managers in the technology and government sectors in 2024 helped boost response numbers.

Survey Methodology

In August and September 2024, the PATMA team reached out to businesses and organizations to administer the survey. The survey asked questions about the primary travel mode workers used to commute, their home city, employer, income level, and openness to sustainable commute options.

The survey was administered through the SurveyMonkey platform which respondents accessed via personal smartphones through a QR code or PATMA's electronic tablets. The electronic survey tool offers skip logic and survey branching to optimize question relevance to different respondents. Paper copies of the surveys in English and Spanish were distributed to managers at downtown hotels who collected responses from their staff. Electronic surveys in Mandarin were administered at restaurants and spas. Block-by-block, door-to-door canvassing resulted in a dataset representing businesses and organizations in commercial areas. Door-to-door outreach was bolstered by mass texting and email follow-up to business contacts.

As noted above, the PATMA team secured 885 responses from a citywide worker population of 80,011. With a 95% confidence level and a sample size representing 1.1% of the population, the margin of error for this data is $\pm 3\%$.

Results

Data collected in this survey shed light on several topics:

- how people commute to work
- where they are coming from
- which workers could commute using one main transit or active mobility option

- which workers are open to a different commute mode, and
- what information, equipment, or incentives could encourage them to make the shift from driving alone.

The following figures show results for each question.

Q1. *In which city and zip code do you live?*

Among survey respondents this year, the top 10 home cities are shown in Figure 9.

Figure 9: Top 10 Cities of Survey Respondents

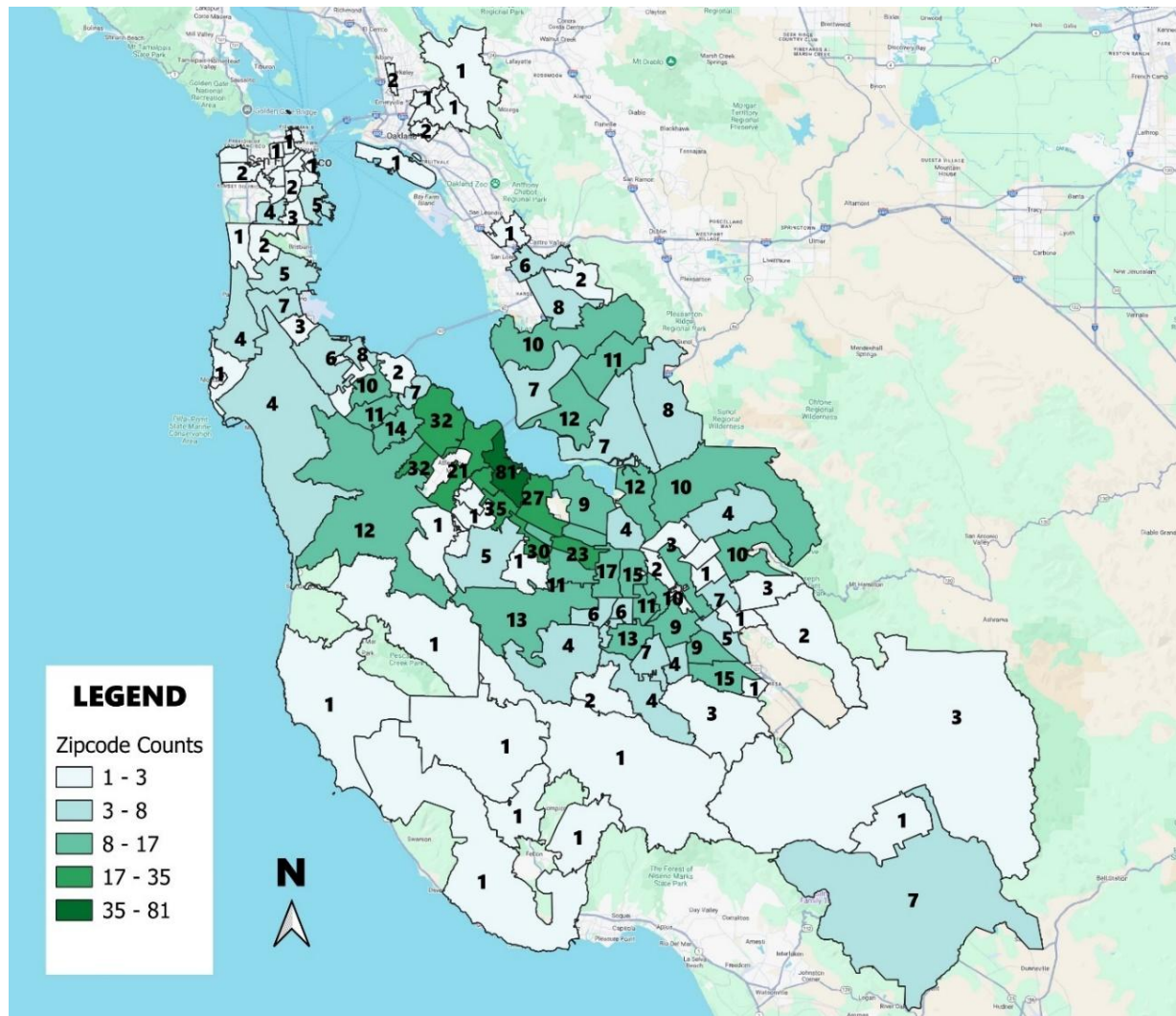
	Home City	Number Survey Respondents
1	San Jose	152
2	Redwood City	83
3	Palo Alto	80
4	Mountain View	74
5	Sunnyvale	57
6	East Palo Alto	56
7	Santa Clara	36
8	Fremont	33
9	San Francisco	32
10	San Mateo	23

Note that 70% of respondents live in cities served by a train or bus that runs to Palo Alto.

Figure 10 maps the home zip codes of survey respondents in San Francisco Bay Area¹ counties.

¹ The Bay Area refers to the nine counties that touch the San Francisco Bay plus Santa Cruz County.

Figure 10: Number of Respondents by Zip Code

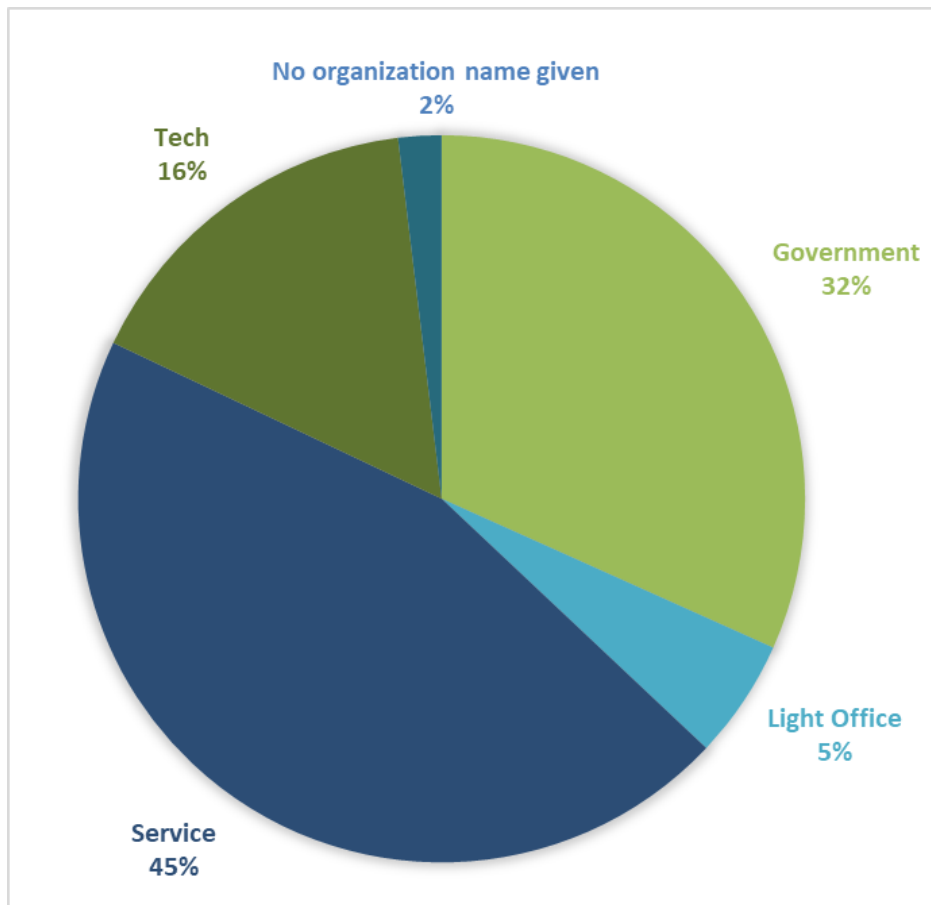


Some survey respondents live beyond the nine county Bay Area near Sacramento, in the Central Valley, and even one in Southern California.

Q2. *What is the name of your employer? (This information will help us analyze commuting patterns for the four main types of employers [service, technology, light office, and government] in Palo Alto.)*

Employer names were organized into four main sectors of employers in Palo Alto, as seen in Figure 11.

Figure 11: Survey Respondents by Sector



Note that the number of survey respondents from technology companies located in Downtown, Amazon and Salesforce, is higher this year than last. With Return to Office encouragement from management and corporate concern about greenhouse gas emission reductions, employees at both companies were encouraged to fill out PATMA's commute survey.

Q3. *How do you usually travel to work? If you use more than one type of transportation, choose the one used for the longest distance of your trip.*

Many commuters use more than one type of transportation for commuting. To be able to compare this year's data with previous years', we asked people about the main commute mode they used for the longest segment of their trip. Figure 12 provides information about the primary commute mode.

Figure 12: Primary Commute Mode

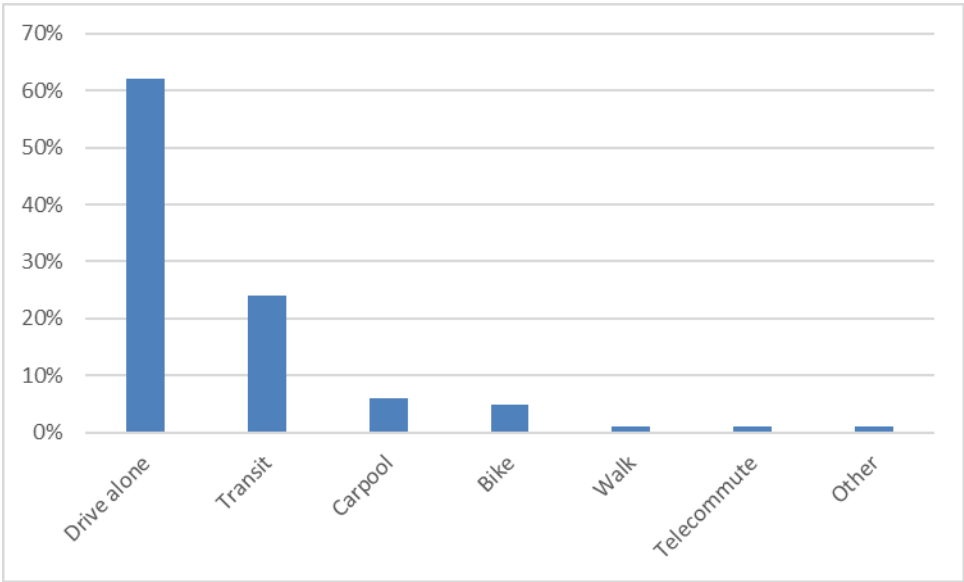
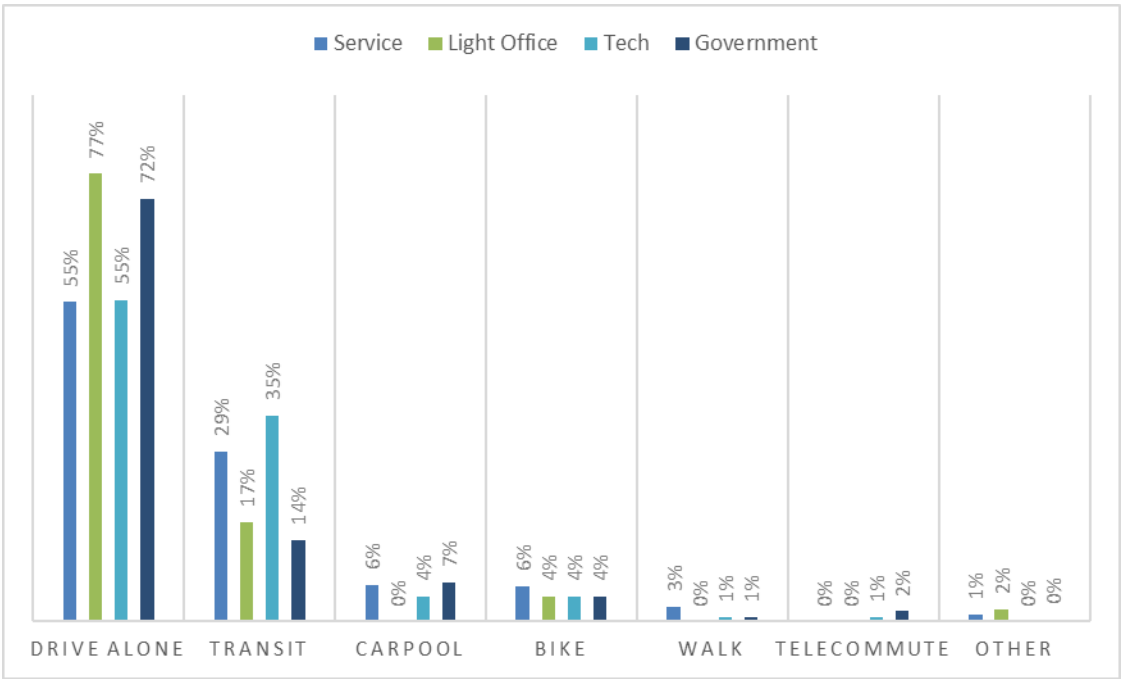


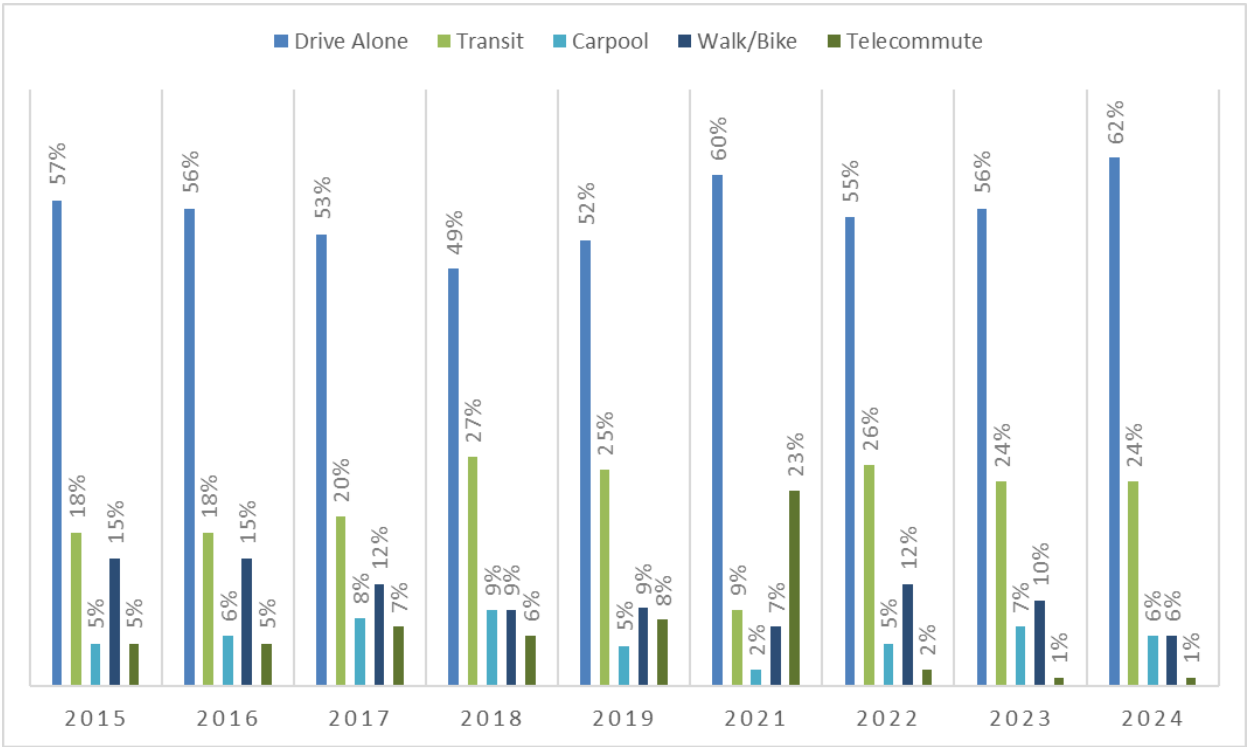
Figure 13 divides this data by sector for 2024 to allow comparisons between government, light office, service, and tech sectors.

Figure 13: Commute Mode by Sector, 2024



A comparison of commute modes over the past several years is shown in Figure 14.

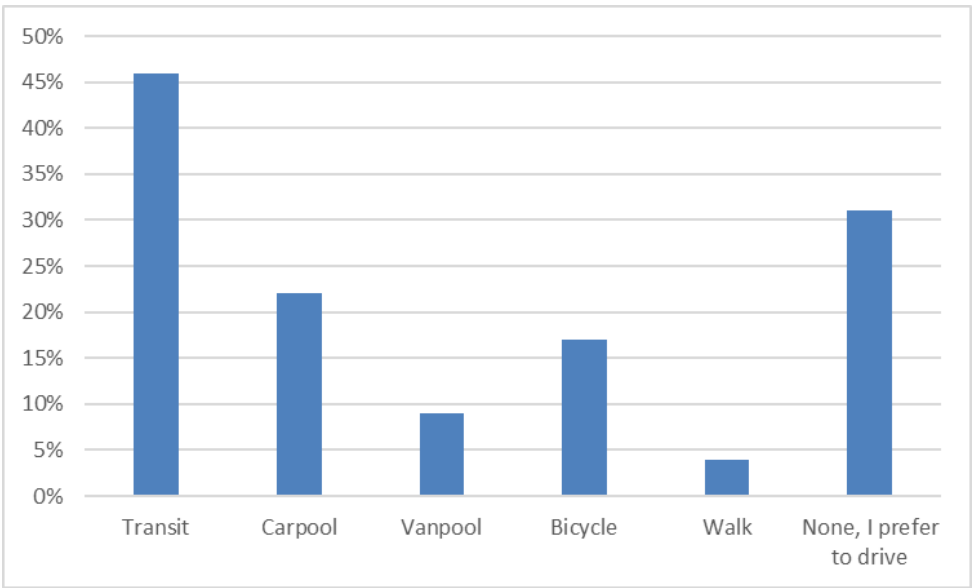
Figure 14: Changes in Commute Mode, 2015-2024



Q4 If you drive alone to work, which of the following sustainable commute modes are you open to taking?

Note that respondents could choose more than one option, and only respondents who said their main commute mode was by single-occupancy vehicle were given this question.

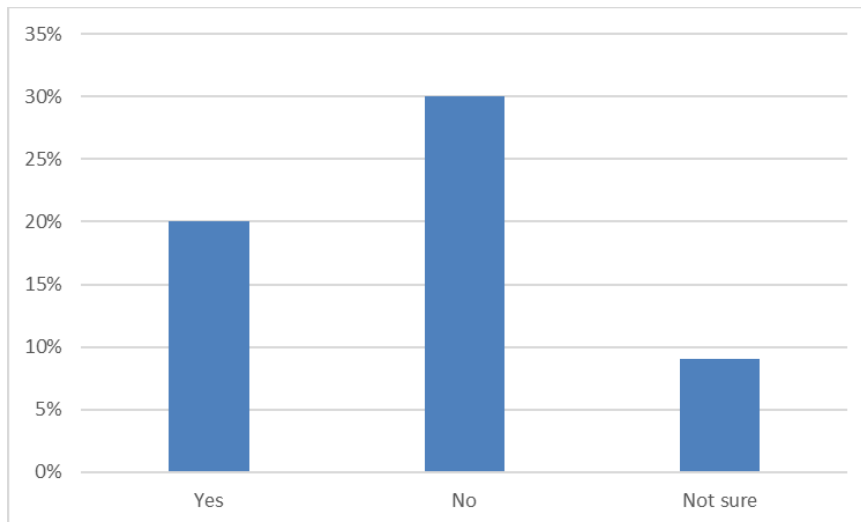
Figure 15: Sustainable Commute Options Drivers Considering



Many respondents were open to transit (46%), carpooling (22%), bicycling (17%), vanpooling (9%), and walking (4%).

Q5. If you drive alone to work, is your home located less than one mile from a Caltrain station, VTA 22/522 bus stop, SamTrans ECR bus stop, or Dumbarton Express bus stop?

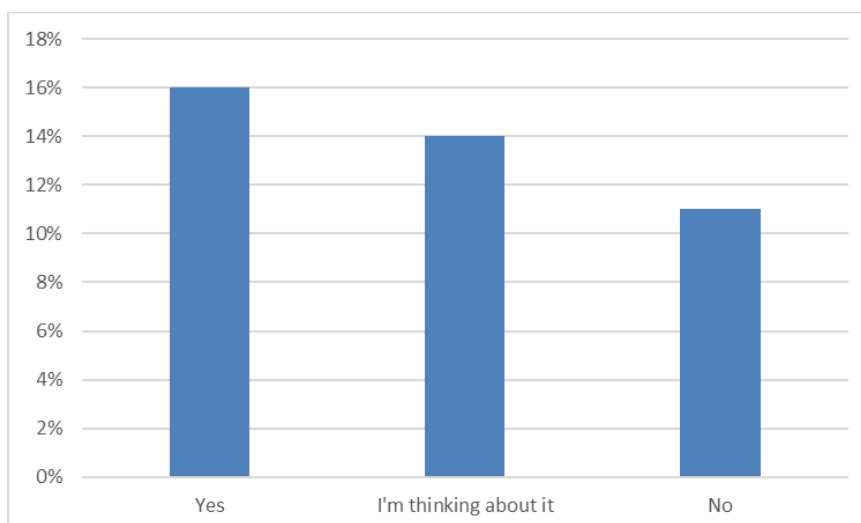
Figure 16: Live <1 Mile from Sustainable Transit Option



This question was included to determine the proximity of a transit option that runs directly to Palo Alto.

Q6. If you live less than 5 miles from work, are you open to switching to an active mobility mode (bicycle, electric bicycle, scooter, electric scooter, or other personal mobility device) for commuting?

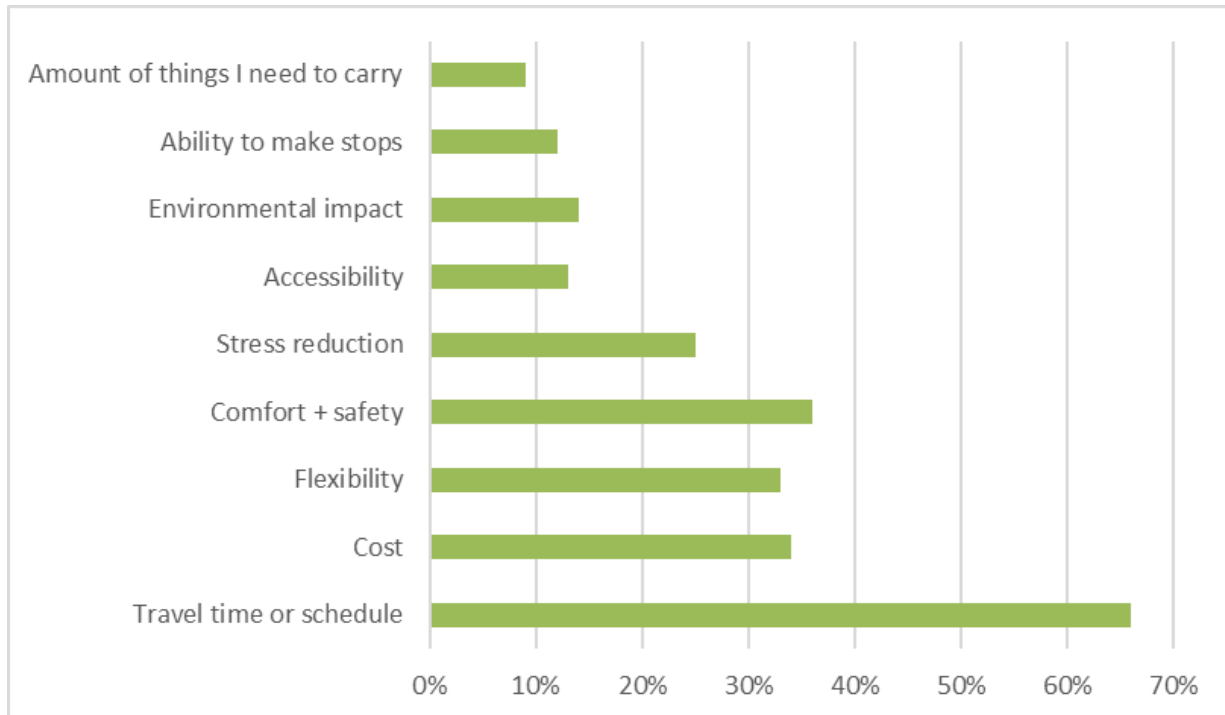
Figure 17: Live <5 Miles from Work and Open to Active Commute



Thirty percent of respondents are open to an active commute.

Q7. What is most important to you when choosing how to commute to work? (select up to 3)

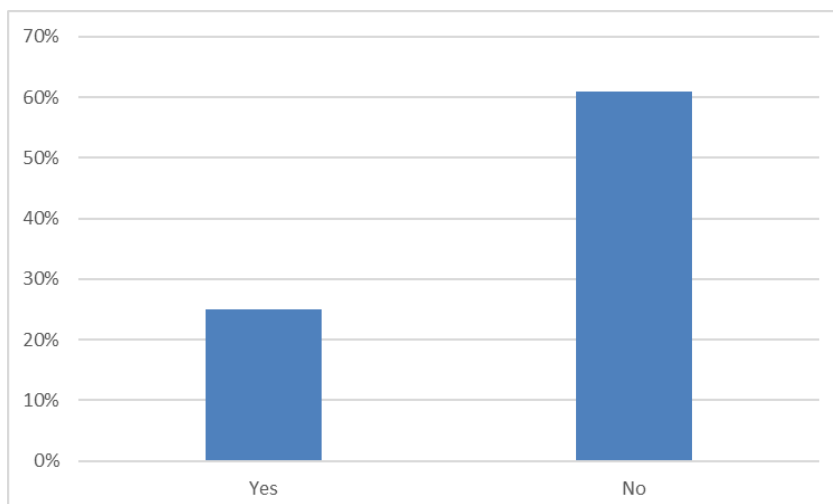
Figure 18: Most Important Considerations When Choosing How to Commute



Travel time and schedule predominates the list of factors workers consider when deciding how to commute.

Q8. Does your workplace need additional bike racks outside?

Figure 19: Need Additional Bike Racks



This information provides an opportunity for follow-up with organizations surveyed.

Q9. What is your annual salary?

Figure 20: Is Your Annual Salary Less Than \$70,000 or More?

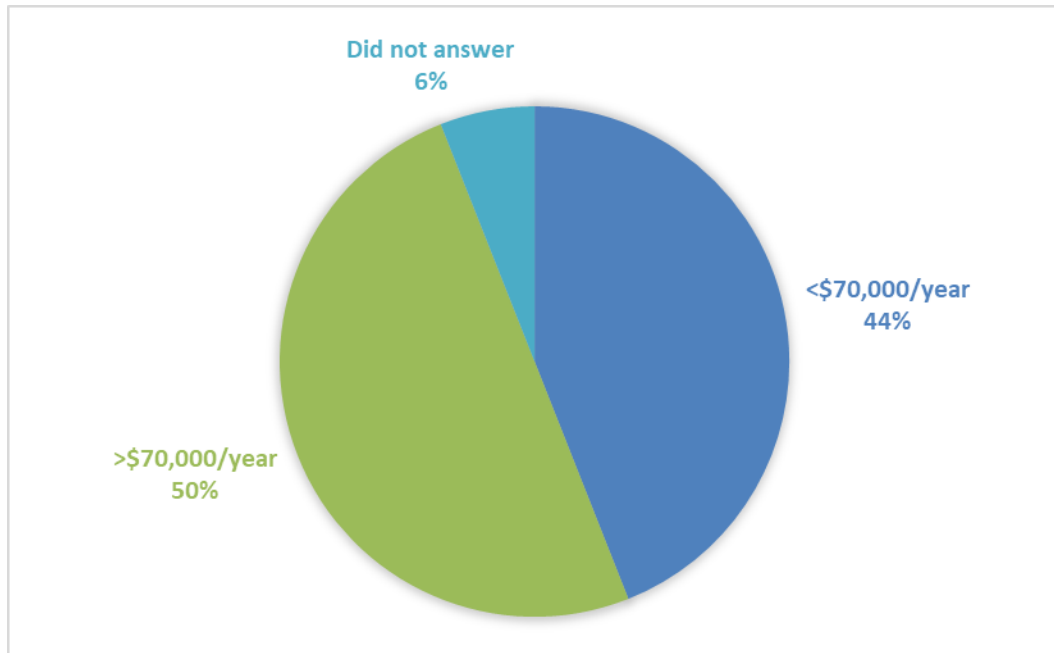


Figure 20 shows the percentage of respondents making less than \$70,000/year who are eligible for PATMA's free transit passes, refurbished bicycles, and after hour Lyft credits.

Q10. Are there any issues or concerns you would like to share about your commute?

The answers to this open-ended question provide PATMA with insights to improve our programs, accomplish more mode shift, or share questions and concerns with our contacts at tech companies and City government.

Compliments and positive statements included:

- I am excited about new Caltrain trains.
- Very hard to get my bike on old trains. Like the new schedule too!!
- I love the ability to combine bicycling and Caltrain and not rely at all on an automobile. And I am impressed by how the City of Palo Alto encourages and supports that.
- Being a part of the program really reduces my stress of commuting to work. I don't drive because it will cost me too much money to drive back and forth versus taking the train.
- This has saved me money and time in traffic.
- It has saved my job and life. I'm so thankful for this service. I would love more stops at my Caltrain station.

- No issues! Happy with Caltrain.
- Estoy muy contenta con el servicio de PATMA. Gracias. (I'm very happy with PATMA's service. Thank you.)
- Es seguro y siempre llego temprano a mi trabajo. (It's safe and I always arrive early to work.)
- Me gusta viajar en el Caltrain porque es comodo, llego a tiempo a mi trabajo, etc. (I like to travel on Caltrain because it's comfortable, I arrive on time to work, etc.)
- I like the VTA and Caltrain options.
- Bike lanes have improved throughout the Peninsula. Thank you!!!
- Biking to Downtown is the best!
- I love the train and really appreciate the Caltrain GoPass.

Concerns raised multiple times by respondents were grouped by topic in Figure 21.

Figure 21: Respondent Concerns About Their Commute

Topic	# of Workers Mentioning Topic	Example Comment
Difficulties while driving: traffic, parking, cost of gas and tolls, road surface quality	73	"The afternoon commute has doubled in time in the last 1-2 years from 1 hour 10 min to 2 hours 15-20 mins."
Timeliness of trains and buses: late, infrequent service, not reliable	31	"Just buses being on time, especially in the morning hours."
Limited or no transit options near home (East Bay, Tri-Valley, Los Gatos, Gilroy) or work	20	"I wish there were a reliable, quick public transit option from the East Bay" and "Caltrain stops infrequently in South Counties."
Caltrain passes for City workers who don't work Downtown	12	"I would take the train if it was offered since I can bike easily to and from the train."
Connectivity too difficult: to and from transit, making connections between transit options	11	"The first 5 miles and the last 5 miles are the biggest barrier for public transportation."
Safety and cleanliness of transit and stations	9	"The station needs to be only for people that use it to commute to take the bus or train."
Want more transit service: earlier, later, weekends	8	"Wish Caltrain stopped at the Blossom Hill station in San Jose more frequently in general, but on weekends specifically."

Topic	# of Workers Mentioning Topic	Example Comment
Feel can do their job from home most of the time	7	"I can do my job well from home and would use the extra 2 hours a day to do more work if could work from home every day."
Would like electric vehicle charging for City workers - MSC and Elwell	6	"There are no charging stations at our yard (MSC) and I believe I have the only all electric vanpool running for the City."
Wish could afford a home closer to work	4	"My commute is very long but my husband is a disabled veteran. The city we live in is the only place we can live for accessibility reasons and afford."
Would like showers to wash up after biking	3	"There are no showers for staff at my workplace so biking isn't an option."

Other concerns mentioned:

- I can't be late for work: "I work as a dental hygienist and have patients" or "my manager expects a timely arrival for my shift."
- Public transit is difficult to navigate, so I drive. Nobody is at the train stations to help when you are new to it. I worry about problems at the last minute. Like funds not applied to Clipper card etc.
- Clipper cards should cover Caltrain and buses in case one is running late I can take the other.
- As a single parent working an hour away from home, I have to be able to get to my kiddo fast in case of an emergency.
- Better lights for nighttime commuters.
- Neighborhoods should be zoned for multi-use so there would be less sprawl and more housing.

Comments about bicycling:

- Would like more visible and separated bike lanes. (3)
- Unsafe drivers
 - Palo Alto really needs to ban Right Turn on Red in Downtown Palo Alto. Drivers accelerate to red lights - it's terrible for pedestrians. At least do this for a 2 block radius around the Caltrain Station.
 - Cars that run the red lights at the intersection of Lytton and High Street in Palo Alto in particular but all along University and Lytton is an issue.
 - Cars run red lights which is dangerous for cyclists and pedestrians.
 - I almost get right hooked every day I ride my bike in to work. It's terrifying sometimes.

- The nearest train station is very far away and there is no secondary transit to close the gap. No buses, no bike or scooter rental etc. (Midtown)
- There is one bike rack, but it is blocking a convenient access point for handicapped people getting out of their cars.
- Bike theft (4)
 - There are people who will steal bikes in downtown Palo Alto.
 - Lots of bike theft in Palo Alto, so outdoor bike rack not optimal. (Downtown)
 - Need bike boxes. We have racks but I won't use. Had locked bike stolen from racks. I bring my bike inside. (retail on University Ave)
 - Bikes are still getting stolen and I would like greater protection for bike racks.

Key Insights

The following insights gleaned from data and comments lead PATMA to believe that additional mode shift opportunities exist among workers in Palo Alto.

- PATMA conducted the 2024 commute survey in an expanded geographic area this year with a larger worker population compared to previous years.
- The survey had more participation from workers in the government and technology sectors this year than last.
- This year, the average drive alone commute rate is higher (62%) than last year (56%).
- Light office (77%) and government sector (72%) sectors have higher drive alone rates than service (55%) and tech (55%) sectors.
- Gathering responses from service sector workers in restaurants, retail and accommodations was more time-consuming than government and tech sectors where managers took a more active role encouraging staff to participate. Service sector businesses required multiple visits to realize results.
- Seventy percent (70%) of survey respondents live in a city served by Caltrain or a bus that runs directly to Palo Alto.
- Two percent (2%) of respondents are super commuters coming from outside of the Bay Area (17 out of 885 responses).
- Among people who drive alone to work:
 - 46% are open to taking transit
 - 22% are open to carpool
 - 17% are open to active mobility (bicycle or e-scooter)
 - 9% are open to vanpool
 - 4% are open to walking
- Sixteen percent (16%) live less than 5 miles from work and are open to an active commute (bike or e-scooter).
- When deciding how to travel to work, 72% of respondents cite travel time or schedule as the most important consideration.

These insights point to potential for workers to switch from driving alone to transit, carpooling, active mobility, vanpool, or walking, particularly among light office and government workers.

Conclusions

Given the openness of respondents to sustainable commute modes and the proximity of their home or workplace to transit options, survey results point to opportunities to mode shift more workers who commute to Palo Alto by providing information, equipment, and rewards. Some people would benefit from more availability of refurbished bikes, electric bikes, and electric scooters to connect to transit or for commutes of less than five miles. Others just need information about real time train and bus arrivals, Guaranteed Ride Home availability, rapid bus schedules and routes, and safer bicycle routes between home and work. And finally, any incentives, such as Bike Love rewards, would provide an additional nudge toward a more sustainable commute.