

C/CAG

CITY/COUNTY ASSOCIATION OF GOVERNMENTS OF SAN MATEO COUNTY

*Atherton • Belmont • Brisbane • Burlingame • Colma • Daly City • East Palo Alto • Foster City • Half Moon Bay • Hillsborough • Menlo Park
Millbrae • Pacifica • Portola Valley • Redwood City • San Bruno • San Carlos • San Mateo • San Mateo County • South San Francisco • Woodside*

AGENDA

Congestion Management & Environmental Quality (CMEQ) Committee

Date: Monday, February 23, 2009 3:00 p.m. to 5:00 p.m.
Place: San Mateo City Hall
330 West 20th Avenue, San Mateo, California
Conference Room C (across from Council Chambers)

PLEASE CALL SANDY WONG (599-1409) IF YOU ARE UNABLE TO ATTEND.

- | | | | | |
|-----|--|-------------------------------------|----------------------|-----------------------|
| 1. | Public comment on items not on the agenda | Presentations are limited to 3 mins | | 3:00 p.m.
10 mins. |
| 2. | Minutes of January 26, 2009 meeting. | Action
(Richardson) | Pages 1 - 3 | 3:10 p.m.
5 mins. |
| 3. | Review and recommend approval of staff recommendation, as presented at the meeting, on Local Street and Road projects for Economic Stimulus Funding (American Recovery and Reinvestment Act of 2009) | Action
(Wong) | Pages 4 - 10 | 3:15 p.m.
15 mins. |
| 4. | Review of the shuttle ridership statistics for the first two quarters of FY 08/09 | Information
(Madalena) | Pages 11 - 12 | 3:30 p.m.
10 mins |
| 5. | Recommendation of the Fiscal Year 2009/2010 Expenditure Program for the Transportation Fund for Clean Air (TFCA) Program for San Mateo County | Action
(Madalena) | Pages 13 - 15 | 3:40 p.m.
10 mins |
| 6. | Update on the San Mateo County Smart Corridors project | Information
(Hoang) | Verbal Update | 3:50 p.m.
10 mins |
| 7. | Status update on the adoption of "San Mateo County Energy Strategy" | Information
(Napier) | Verbal Update | 4:00 p.m.
10 mins |
| 8. | Organization of Utility and Sustainability Task Force (USTF) with respect to CMEQ | Action
(Napier/Springer) | Pages 16 - 22 | 4:10 p.m.
25 mins |
| 9. | Executive Director Report | Potential Action
(Napier) | Oral
Presentation | 4:35 p.m.
5 mins |
| 10. | Member comments and announcements. | Information
(Richardson) | | 4:40 p.m.
10 mins. |

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11. Adjournment and establishment of next meeting Action 4:50 p.m.
date (March 23, 2009). (Richardson)

NOTE: **All items appearing on the agenda are subject to action by the Committee.
Actions recommended by staff are subject to change by the Committee.**

NOTE: ***Persons with disabilities who require auxiliary aids or services in attending and
participating in this meeting should contact Nancy Blair at 650 599-1406, five
working days prior to the meeting date.***

Other enclosures/Correspondence - None

**CITY/COUNTY ASSOCIATION OF GOVERNMENTS COMMITTEE ON CONGESTION
MANAGEMENT AND ENVIRONMENTAL QUALITY (CMEQ)**

**MINUTES
MEETING OF JANUARY 26, 2009**

The meeting was called to order by Chair O'Connell in Conference Room C at the City Hall of San Mateo.

Members in attendance: Jim Bigelow, Linda Koelling, Arthur Lloyd, Karyl Matsumoto, Barbara Pierce, Vice Chair Sepi Richardson, Lennie Roberts, Onnolee Trapp, Zoe Kersteen-Tucker, Daniel Quigg, Steve Dworetzky, and Gina Papan.

Members not in attendance: William Dickenson, Sue Lempert, and Naomi Patridge.

Staff/Guests Attending: Deborah Gordon (C/CAG Chair), Richard Napier, John Hoang, and Jean Higaki (C/CAG Staff), Pat Giorni (Burlingame resident), Pat Dixon (TA CAC), Kim Springer and Alexis Petru (San Mateo County Recycle Works), Joe Hurley (SMCTA), Jim Bourgart (Deputy Secretary of Business, Transportation and Housing Agency), Andrew Fremier (MTC/BATA).

1. Public comment on items not on the agenda.

Chair O'Connell introduced new member Gina Papan and welcome her to the committee.

Pat Giorni made suggestion to the CMEQ committee to change thinking on congestion management by giving more consideration to carbon footprint. Instead of making highway type of improvements, focus more on bicycle and pedestrian facility improvements.

Chair O'Connell added to this comment by stating that driving in congested condition creates more CO2 emission.

2. Minutes of November 17, 2008 meeting.

Motion: To approve the Minutes of the October 27, 2008 meeting. Bigelow/Lloyd, Members Roberts, Tucker, and Koelling abstained. Motion approved.

3. Nomination and election of Chair and Vice Chair.

Motion: To nominate and elect Sepi Richardson as the Chair. Koelling/Dworetzky, approved, unanimously.

Motion: To nominate and elect Barbara Pierce as the Vice Chair. Matsumoto/Lloyd, approved, unanimously.

4. Review and recommend approval of the guidelines and process for Economic Stimulus funding for streets & roads projects.

Sandy Wong presented the recommendations from the Congestion Management Program Technical Advisory Committee (TAC) on the process and guidelines to be used for distributing funding for local street and road projects. CMEQ members had the following comments and questions:

- Submit projects to caltrans early for review.
- Equity in the county: Due to the Federal requirement of short time (90 days +/-) to award contracts, there is a possibility that some smaller jurisdictions are not positioned to deliver

projects and meet the Federal requirements. CMEQ members discussed the possibility of those jurisdictions getting more money from other C/CAG funding programs. No conclusive decision was made at this meeting.

- Concerns were raised with regard to potential high bid prices if many paving projects are sent out at the same time. Suggestion was made to space out the timing of contracts.
- Ensure jurisdictions to obtain Disadvantage Business Enterprise (DBE) approval, a requirement to use Federal funds.
- Requested Mr. Napier to look at historic funding distributions amongst all jurisdictions.
- C/CAG Chair Gordon encouraged jurisdictions to work together. She also suggested giving jobs to local companies to the extent allowable.
- Member Bigelow who attended the TAC meeting and observed that the approach of jurisdictions working together permeated the meeting at the technical level.

Motion: Recommend approval of the guidelines and process for Economic Stimulus funding for street and road projects. Bigelow/Pierce, Approved, unanimously

5. Presentation on the Regional High Occupancy/Toll (HOT) lane (Information).

Mr. Jim Bourgart, Deputy Secretary of Business, Transportation, and Housing, and Mr. Andrew Fremier, Deputy Executive Director, Bay Area Toll Authority (BATA), made a presentation on the Regional High Occupancy/Toll (HOT) lane program. This program aims to maximize efficiency on the freeway system. The idea is to encourage people to carpool, but also allow the selling of excess capacity to single drivers. Typically, single drivers would not pay to use this lane on a daily basis. Instead, they pay to use the lane when they are in need to get to places on time such as an appointment or child care. The variable pricing structure of toll is based upon the economic theory of supply and demand. Allowing single drivers to pay and use the carpool/toll lane would maximize the utility of the lane. Money collected from toll will come back to the corridor for other improvements such as transit improvements.

6. Update on the US 101 carpool (HOV) lane study (Information)

Rich Napier and Joe Kott provided an update on a technical feasible study of carpool lane along US 101 between Whipple and the San Francisco County Line. The feasibility study is paid for by MTC. It will also include case studies comparing the operations to other similar corridors consisting of three mix-flow lanes and one HOV lane. If proven technically feasible, then public outreach would be the next step. The study will focus on carpool lane (HOV), but will also include a scenario for High Occupancy/Toll (HOT) lane.

7. Discussion and recommendation on committee support for energy efficiency and green house gas emissions

Rich Napier and Kim Springer provided background information on the Utility and Sustainability Task Force (USTF), created as a subcommittee of CMEQ to develop the San Mateo County energy strategy. Now that the originally assigned task is completed, should the USTF continue to operate and if so, should it continue as a subcommittee of CMEQ or should it report to C/CAG Board directly. The USTF was originally formed in 2005 in response to then Supervisor Hill who proposed countywide approach to energy. Kim Springer, staff member of San Mateo County Public Works (Recycle Works Section), provides staff support to the USTF. The Task Force includes membership from utility agencies and non-profit. C/CAG Chair Gordon and CMEQ member Pierce are on the Task Force. Due to the work of this Task Force, grants from the Bay Area Air Quality management District as well

as PG&E Local Government Partnership were received. Other groups not part of CMEQ, such as BASCA, PG&E, are engaged in the work of the Task Force. C/CAG Chair Gordon mentioned that all current members on the USTF are interested to stay on. Due to time constraint, CMEQ members agreed to continue this discussion at the next meeting. Members directed staff to provide list of USTF members.

8. Update on the San Mateo County Smart Corridors project

This item was deferred to the next meeting due to time constraint.

9. Executive Director Report.

None.

10. Member comments and announcements

None.

9. Adjournment and establishment of next meeting date.

Meeting was adjourned at 5:00 pm.

C/CAG AGENDA REPORT

Date: February 23, 2009
To: Congestion Management & Environmental Quality (CMEQ)
From: Sandy Wong
Subject: Review and recommend approval of staff recommendation, as presented at the meeting, on Local Street and Road projects for Federal Economic Stimulus Transportation Funding (American Recovery and Reinvestment Act of 2009)
(For further information contact Sandy Wong 599-1409 or Jean Higaki at 599-1462)

RECOMMENDATION

That the CMEQ review and recommend approval of staff recommendation, as presented at the meeting, on Local Street and Road projects for Federal Economic Stimulus Transportation Funding (American Recovery and Reinvestment Act of 2009).

FISCAL IMPACT

The dollar amount for transportation from the Economic Stimulus funding is unknown. The current target for San Mateo County share for local street and road is \$12.7 million.

SOURCE OF FUNDS

Economic Stimulus funds for local street and road come from Federal funds.

BACKGROUND/DISCUSSION

At the February 5, 2009 meeting, the C/CAG Board approved recommendations as presented in Staff Report (copy attached). This item will also be before the C/CAG Board at its February 12, 2009 meeting. At the time this February 19th TAC packet goes to print, actions from the February 12 C/CAG Board meeting is not available. Any such actions will be reported to the TAC during its meeting.

ATTACHMENT

- February 5, 2009 C/CAG Board meeting Staff Report (with no attachments)
- Revised funding target using Measure A formula and 1% minimum for smaller jurisdictions
- List of projects submitted to MTC on February 9, 2009

C/CAG AGENDA REPORT

Date: February 5, 2009
To: C/CAG Board of Directors
From: Richard Napier, Executive Director
Subject: Review and approval of the guidelines, process, and list of projects for Local Streets and Roads and authorize the Executive Director to negotiate with project sponsors and MTC to make appropriate modifications as new information becomes available, in preparation for the Federal Economic Stimulus Transportation Funding

(For further information contact Sandy Wong 599-1409)

RECOMMENDATION

That the C/CAG Board Review and approve the guidelines, process, and list of projects for Local Streets and Roads and authorize the Executive Director to negotiate with project sponsors and the Metropolitan Transportation Commission (MTC) to make appropriate modifications as new information becomes available, in preparation for the Federal Economic Stimulus Transportation Funding, in accordance with staff and committee recommendations.

TAC Recommendation:

Use Measure A allocation formula as a target in allocating funds, along with a 1% minimum for smaller jurisdictions.

CMEQ Recommendation:

Approve the TAC recommendations and encourage project sponsors to use local businesses on projects funded by this program, to the extent allowed by the Federal Aid process.

Task Force Recommendation:

Approved the Draft list of projects.

Staff Recommendation:

1. Authorize the Executive Director to continue to negotiate with project sponsors and MTC regarding project scope and funding and make modifications to the list of projects as new information becomes available.
2. Allow agencies to use another agency's Federal Stimulus funds in order to increase the size of project if there is mutual agreement between involved agencies.
3. Authorize the Executive Director to impose all deadline requirements to project sponsors as they will come from MTC.
4. Authorize the Executive Director to redirect Federal Stimulus funds from projects that fail to meet deadline(s) to another project within the county.

FISCAL IMPACT

The dollar amount for transportation from the Economic Stimulus fund is unknown. Consequently, the San Mateo County share of this funding is unknown. The current San Mateo County target received from the Metropolitan Transportation Commission (MTC) is \$13.8 million. However, the MTC commission will likely allocate only 80% of this target to local streets and roads projects. Moreover, the MTC estimate is subject to change until final Bill Enactment.

SOURCE OF FUNDS

Economic Stimulus funds for local streets and roads are Federal funds.

BACKGROUND/DISCUSSION

The main objective of this program is to create jobs now. "Use it or lose it" is being stipulated by the federal bill and/or as an MTC requirement. The deadline to use this money is extremely short (approximately 90 days to award contract). Yet, prior to contract award, projects must still go through the normal federal process including NEPA environmental process as well as the Caltrans and Federal Highway Administration approval process, which would take at least six months under normal conditions.

At the January 9, 2009 MTC Local Streets And Roads Working Group meeting, consensus was made to distribute Federal Economic Stimulus funding for streets and roads, if it comes through MTC to the Bay Area using the formula previously agreed upon by the said Working Group for Surface Transportation Program (STP) Local Street and Road fund distribution. This formula factors in population, lane miles, shortfall needs, and performance from each jurisdiction. The "performance" factor is influenced by the responses each jurisdiction provides to MTC through surveys. At present, this formula is expected to provide San Mateo County between 9% to 11% of the Bay Area's share.

At the January 15, 2009 Congestion Management Program TAC meeting, the TAC recommended the guidelines and process for this program. Detail is attached. In summary, the TAC recommended using the Measure A allocation formula as a target in allocating these funds, along with a 1% minimum for smaller jurisdictions. All proposed projects must meet minimum qualifications. The TAC further authorized a Task Force to screen projects and recommend approval of projects to move forward.

On January 18, 2009, following the TAC recommendation, C/CAG staff sent a "call for projects" to all jurisdictions in San Mateo County with the requested deadline of January 27, 2009. Applications were received from all 21 jurisdictions.

At the January 15, 2009 TAC meeting, the total San Mateo County programming target was estimated at between \$16 and \$64 million. However, several days after the TAC meeting, new information was provided by MTC. The target was significantly reduced, to \$11.04 million. In addition, MTC and Caltrans strongly encourage us to submit projects that are larger in size, i.e., minimum \$250K to \$500K. This will decrease the number of projects Caltrans will have to process. With the constraint of staff resource, and the large upcoming workload from Economic Stimulus fund, Caltrans anticipates to have major issues in fulfilling the short deadline imposed

by the Federal Bill. Instead of first come first serve, Caltrans (District 4) and MTC may choose to process larger projects first, in order to maximize the total dollar of contracts awarded in the Bay Area.

In light of the above situation, on January 26, 2009, C/CAG staff called a Special Working Session with all Directors of Public Works in San Mateo County to brainstorm on solutions, seeking collaborations such as jurisdictions combining projects, or helping out each other. As a result of this meeting, Atherton, Portola Valley, and Woodside are in the process of working together. The general consensus from other agencies is that they will continue to work on their own projects and monitor progress.

At the January 26, 2009 CMEQ meeting, the committee approved the TAC recommendations with the modification to the proposed schedule of adding a special C/CAG Board meeting on February 5. In addition, the CMEQ committee recommended the Executive Director be authorized to work with project sponsors to develop the list of projects, and make modifications to the list of projects as new information becomes available. Further, the CMEQ encouraged project sponsors to use local businesses for projects funded by this program, to the extent allowed by the Federal Aid process.

On January 28, 2009, the TAC Task Force, consists of Public Works Directors from the cities of Brisbane, Pacifica, San Carlos, San Mateo, and County of San Mateo, met along with the C/CAG Executive Director and staff to screen all project applications. The main criteria used for screening was the project's ability to meet the short deadlines imposed by MTC. Draft List of project is attached.

(Note: The "Economic Stimulus Funding Requested" for each project on the Draft List is at least 20% over the target provided by MTC. We will likely be asked by MTC to reduce the Stimulus funding amount for the projects on the list in the near future.)

Below is a chronology of past and upcoming events.

January 15, 2009 – TAC made recommendation on the process and recommended a Task Force to review/screen/recommend projects.

January 26, 2009 (noon) – Special working session with all Public Works Directors.

January 26, 2009 (3 PM) – Regular CMEQ meeting

January 27, 2009 – Deadline for sponsors to submit projects to C/CAG

January 28, 2009 – TAC Task Force and C/CAG staff screened and recommend "Draft List of Projects"

January 28, 2009 (end of day) – Draft List of Projects due to MTC

February 5, 2009 – C/CAG Board approval

February 6, 2009 – MTC Partnership Board meeting

February 9, 2009 – Final List of Projects due to MTC

February 25, 2009 – MTC Commission approval of projects (if Bill is enacted)

ATTACHMENT

- Funding target using Measure A formula and 1% minimum for smaller jurisdictions.
- TAC Recommendation.
- Draft List of projects submitted to MTC on January 28, 2009

Using "Measure A" Formula a Target and 1% mininum			
Jurisdiction	If \$11.04M Co-wide	If \$13.8 M Co-wide	If \$12.7 Million Co-wide
ATHERTON	\$206,000	\$257,000	\$237,000
BELMONT	\$388,000	\$485,000	\$446,000
BRISBANE	\$110,000	\$137,000	\$127,000 (1% min)
BURLINGAME	\$460,000	\$575,000	\$529,000
COLMA	\$110,000	\$137,000	\$127,000 (1% min)
DALY CITY	\$1,139,000	\$1,424,000	\$1,310,000
EAST PALO ALTO	\$352,000	\$440,000	\$405,000
FOSTER CITY	\$368,000	\$460,000	\$423,000
HALF MOON BAY	\$175,000	\$219,000	\$201,000
HILLSBOROUGH	\$328,000	\$410,000	\$377,000
MENLO PARK	\$531,000	\$664,000	\$611,000
MILLBRAE	\$319,000	\$399,000	\$367,000
PACIFICA	\$566,000	\$707,000	\$651,000
PORTOLA VALLEY	\$163,000	\$204,000	\$188,000
REDWOOD CITY	\$1,052,000	\$1,315,000	\$1,210,000
SAN BRUNO	\$551,000	\$689,000	\$634,000
SAN CARLOS	\$467,000	\$584,000	\$537,000
SAN MATEO	\$1,291,000	\$1,614,000	\$1,485,000
SSF	\$837,000	\$1,046,000	\$963,000
WOODSIDE	\$184,000	\$230,000	\$212,000
COUNTY	\$1,443,000	\$1,804,000	\$1,660,000
COUNTY TOTAL	\$11,040,000	\$13,800,000	\$12,700,000

METROPOLITAN TRANSPORTATION COMMISSION
American Recovery and Reinvestment Act of 2009
LS&R Rehabilitation/Resurfacing Projects
Amended into the federal TIP with Revision 09-07
SAN MATEO COUNTY

Mode: Local Roads
 Project Purpose: Rehabilitation
 Air Quality Exemption: Pavement Resurfacing and/or Rehabilitation

#	County	Responsible Agency (Agency to receive funds)	Agency Project Manager Contact Information		Project name	Project Location	Description of Work	ID #s TIP ID Fed Proj ID EA	Dates Obligation Award Complete* (Planned)	Phase	FTIP Program Year	Local Funding	Regional Funding	State Funding	Federal Funding (Non- Economic Recovery)	Economic Recovery Federal Funding	Total Funding
			Name	Phone # E-Mail													
SAN MATEO COUNTY																	
1	San Mateo	Atherton	Duncan Jones 650.752.0532 djones@ci.atherton.ca.us		Atherton Roadway Rehabilitation	Atherton Ave from Selby Lane to Elena Avenue	Reconstruct Atherton Ave from Selby Lane to Elena Avenue.				\$19,191,000			\$265,000	\$631,000	\$12,700,000	\$32,787,000
2	San Mateo	Belmont	Karen Borrman 650.595.7469 kborrman@belmont.gov		2009 Belmont Overlay	Sixth Avenue, Cipriani Blvd, Carlmont Drive, Hallmark Drive, etc	Overlay of streets including Sixth Avenue, Hallmark Drive, Carlmont Drive, and Cipriani Boulevard etc.		10/31/2009			\$358,000				\$237,000	\$595,000
3	San Mateo	Brisbane	Randy Breauil 415.508.2131 rbreauil@ci.brisbane.ca.us		Brisbane - Bayshore Blvd Overlay	Bayshore Blvd in Brisbane	AC overlay of federal aid eligible arterial completely within existing paved public ROW.		10/31/2009			\$554,000				\$446,000	\$1,000,000
4	San Mateo	Burlingame	Donald Chang 650.558.7236 dchang@burlingame.org		Burlingame Various Streets Resurfacing	Airport Blvd and Trousdale Drive	AC Overlay a portion of Airport Blvd and the lower portion of Trousdale Drive		10/31/2009			\$3,108,000				\$127,000	\$3,235,000
5	San Mateo	Colma	Brad Donohue 650.757.8888 brad.donohue@colma.ca.gov		Colma - Serramonte Blvd Pavement Rehabilitation	Serramonte Blvd in Colma	Pavement rehabilitation to include base repairs, crack sealing, Asphalt Grinding, AC Overlay, and striping		10/31/2009			\$271,000				\$529,000	\$800,000
6	San Mateo	East Palo Alto	Kamal Fallaha 650.853.3117 kfallaha@cityofepa.org		East Palo Alto Various Streets Rehabilitation and Resurfacing	Various streets in East Palo Alto	Provide preventive maintenance for street pavements and the repair of failed pavement sections as well as applying various maintenance and rehabilitation strategies such as the application of slurry seal, cape seal, and asphalt concrete overlay at various streets in the Palo Alto Park Neighborhood of the City of East Palo.		10/31/2009			\$69,000		\$265,000		\$127,000	\$461,000
7	San Mateo	County of San Mateo	Wency Ng 650.353.4100 wn@co.sanmateo.ca.us		San Mateo County Various Streets Resurfacing	Various streets in the Burlingame Hills, Broadmoor Village, San Mateo Highlands, and Menlo Oaks areas in the County of San Mateo	Resurface portions of various street in the Burlingame Hills, Broadmoor Village, San Mateo Highlands, and Menlo Oaks Areas of the County, including, but not limited to, planing asphalt concrete pavement (2" max.), placement of pavement reinforcing fabric and an asphalt concrete overlay, re-striping of the newly resurfaced roadway, and placement of new pavement markings, legends and markers.		10/31/2009			\$2,560,000				\$405,000	\$2,965,000
8	San Mateo	Daly City	Robert Ovadia 650.991.8286 rovadia@dalycity.org		Street Resurfacing 2009	Callan Blvd, Mission Street, Glenwood Ave, Carter St, Hillside Blvd., and John Daly Blvd.	Resurfacing of various Federal-Aid roadways in Daly City. Streets selected for resurfacing will depend on allocated federal funding and could include Callan Boulevard (Serramonte Boulevard to Hickey Boulevard), Mission Street (Wellington Avenue to Crocker Avenue) and Glenwood Avenue (Eastgate Drive to Lake Merced Boulevard), Carter Street from Guadalupe Canyon Parkway to Geneva Avenue, Hillside Boulevard from East Market Street to Mission Street, and John Daly Blvd. (Sheffield Drive to Cliffside Drive). Includes sidewalk and ramp improvements.		10/31/2009			\$1,196,000				\$1,660,000	\$2,000,000
9	San Mateo	Foster City	Brian Chan (650) 286-3282 bchan@fostercity.org		Foster City Blvd Resurfacing Project	Foster City Blvd from F.C. Blvd Bridge to Beach Park	Foster City Blvd Resurfacing Project (from F.C. Blvd Bridge to Beach Park Blvd.)		10/31/2009			\$690,000				\$1,310,000	\$700,000
10	San Mateo	Half Moon Bay	Mo Sharma 650.726.6265 msharma@hmbcity.com		Half Moon Bay Downtown Streets Rehabilitation	Downtown Half Moon Bay Streets	Milling and 2-inch overlay of Main Street and side-street conforms, between Stone Pine Rd. and Correas St., and Purissima St. within the same limits. Replacement of ADA ramps to current standards, including sidewalk bulb-outs, if required due to underground vault conflicts. Limited street paving, raised sidewalk and curb & gutter repairs.		10/31/2009			\$277,000				\$423,000	\$590,000
11	San Mateo	Hillsborough	Dave Bishop (650) 376.7588 dbishop@hillsborough.net		Hillsborough 2009 Asphalt Overlay	Ralston Ave, Parrott Dr., Black Mountain Rd, Tartan Trail, Hayne Road in Hillsborough.	Asphalt overlay of four urban collectors: 1) Ralston Ave. from Chateau Dr. to Pepper Ave., 2) Parrott Dr. from Salmark Ct. to Melrose Ct., 3) Black Mountain Rd. from Marlborough Rd. to Southdown Ct., 4) Tartan Trail. From Black Mountain Rd. to Crystal Springs Rd., and 5) Hayne Rd. from Robinwood Ln. to Black Mountain Rd. The 2-inch overlay and minor base repairs will provide an adequate structural section for each of these distressed roadways.		10/31/2009			\$389,000				\$201,000	\$1,202,000
12	San Mateo	Menlo Park	Lisa Ekers 650.330.6744 laekers@menlopark.org		Menlo Park Various Resurfacing of Various Federal Aid Routes	Haven Ave, Live Oak Ave, Monte Rosa Dr.	The project would resurface the following local arterial streets using recycled rubberized asphalt technology: Haven Avenue (Marsh Rd to City Limit), Live Oak Avenue (University Dr to El Camino Real), Monte Rosa Drive (Siskiyou Dr to Avy Ave) - all Federal Aid Routes.		10/31/2009			\$35,000				\$377,000	\$686,000
13	San Mateo	Millbrae	Khee Lim 650.259.2347		Millbrae 2009 Various Streets Repair	Skyline Blvd and Broadway in Millbrae	Street rehabilitation		10/31/2009			\$40,000				\$611,000	\$550,000

METROPOLITAN TRANSPORTATION COMMISSION
American Recovery and Reinvestment Act of 2009
LS&R Rehabilitation/Resurfacing Projects
Amended into the federal TIP with Revision 09-07
SAN MATEO COUNTY

Mode: Local Roads
 Project Purpose: Rehabilitation
 Air Quality Exemption: Pavement Resurfacing and/or Rehabilitation

Agency Project Manager
 Contact Information
 Name
 Phone #
 E-Mail

#	County	Responsible Agency (agency to receive funds)	Project Name	Project Location	Description of Work	ID #s TIP ID Fed Proj ID EA	Dates Obligation Award Complete* *(Planned)	Phase	FTIP Program Year	Local Funding	Regional Funding	State Funding	Federal Funding (Non- Economic Recovery)	Economic Recovery Federal Funding	Total Funding	
																SAN MATEO COUNTY
14	San Mateo	Pacifica	Van Ocampo 650-738-3770 ocampev@ci.pacifica.ca.us	City of Pacifica Various Fed Aid Street Pavement Rehabilitation Project	Manor Drive and Monterey Road		10/31/2009	CON:		\$19,191,000			\$265,000	\$631,000	\$12,700,000	\$32,787,000
								PE:		\$183,000					\$367,000	
								ROW:								
15	San Mateo	Portola Valley	Howard Young 650-851-1700 x 214 hyoung@portolavalley.net	Portola Valley FY 2008-09 Various Streets Resurfacing	Portola Road, Cervantes Road, and Westridge Drive		10/31/2009	CON:		\$183,000					\$651,000	\$834,000
								PE:								
								ROW:								
16	San Mateo	Redwood City	Saber Sarwary 650-780-7370 SSarwary@redwoodcity.org	Redwood City Various Streets Overlay	Jefferson Ave, Roosevelt Ave, and Veterans Blvd		10/31/2009	CON:		\$574,000					\$188,000	\$762,000
								PE:								
								ROW:								
17	San Mateo	San Bruno	Nader M. Oahu (650) 616-7065 ndahu@ci.sanbruno.ca.us	San Bruno Various Roadway Resurfacing and Overlays	De Soto Way, Crestwood Drive, Masson Ave, Elm Ave, and Euclid Ave in San Bruno		10/31/2009	CON:		\$1,100,000					\$610,000	\$1,710,000
								PE:								
								ROW:								
								CON:								
18	San Mateo	San Mateo	Otis Chan (650) 522-7305 ochan@cityofsanmateo.org	City of San Mateo FY 2008-09 Various FAU/MTS Streets Rehabilitation	Various streets in San Mateo		10/31/2009	CON:							\$634,000	\$634,000
								PE:								
								ROW:								
19	San Mateo	South San Francisco	Dennis Chuck (650) 829-6663 dennis.chuck@ssf.net	South San Francisco FY 2008-09 Various Streets Resurfacing	Various streets in South San Francisco		10/31/2009	CON:		\$2,386,000					\$1,485,000	\$3,871,000
								PE:								
								ROW:								
20	San Mateo	Woodside	Eunelune Kim 650-851-6790 ekim@woodsidetown.org	Woodside Canada Road Overlay	Canada Road		10/31/2009	CON:		\$4,124,000					\$963,000	\$5,087,000
								PE:								
								ROW:								
1	San Mateo	Redwood City	Saber Sarwary 650-780-7370 SSarwary@redwoodcity.org	Redwood City - El Camino Real/Broadway Streetscape	El Camino Real and Broadway in Redwood City		10/31/2009	CON:							\$212,000	\$212,000
							SM-070001 CML-5029(019)	1/15/2009	PE:							
								ROW:								
2	San Mateo	San Carlos	Robert Weil (650) 802-4202 rweil@cityofsan-carlos.org	San Carlos Pedestrian and Bicycle Improvements	Various streets in San Carlos		10/31/2009	CON:		\$269,000				\$631,000	\$600,000	\$1,500,000
								PE:								
								ROW:								
								CON:								
SAN MATEO COUNTY										\$19,191,000			\$265,000	\$631,000	\$12,700,000	\$32,787,000

F:\Users\lccag\WPDATA\STP\Simulus\Final List Feb 9\106 SH ARRA San Mateo Project Listing 02-17-09 from MTC.xls\SH TIP Amend 09-07 - All

C/CAG AGENDA REPORT

Date: February 23, 2009
To: Congestion Management and Environmental Quality (CMEQ) Committee
From: Tom Madalena
Subject: Review of the shuttle ridership statistics for the first two quarters of Fiscal Year 2008/2009.

(For further information or questions contact Tom Madalena at 599-1460)

RECOMMENDATION

That the CMEQ Committee review the shuttle ridership statistics for the first two quarters of Fiscal Year 2008/2009.

FISCAL IMPACT

None

SOURCE OF FUNDS

Funding to support the shuttle programs is derived from the Congestion Relief Plan adopted by C/CAG and included in the Fiscal Year 2008/2009 budget. The Transportation Authority is providing matching funds for those shuttles that take riders to Caltrain stations.

BACKGROUND/DISCUSSION

Please see the table below to view the shuttle ridership statistics for the first two quarters of fiscal year 2008/2009. The C/CAG benchmark for the operating cost per passenger as a performance standard is \$6.00 per passenger for fixed route shuttles and \$15.00 per passenger for door-to-door shuttles.

C/CAG Shuttle Monitoring for Quarter (Q) 1 of Fiscal Year 08/09			
Shuttle	Q1 Passengers	Q1 Shuttle Cost	Average Cost/Rider
Brisbane/Daly City Senior (door-to-door)	1,984	\$21,055	\$10.61
Brisbane/Daly City Commuter	3,142	\$21,677	\$6.90
Burlingame	4,111	\$23,873	\$5.81
East Palo Alto Weekend	3,354	\$16,306	\$4.86
East Palo Alto Senior/Shopper (door-to-door)	1,128	\$19,349	\$17.15
Foster City Connection Blue	6,432	\$20,598	\$3.20
Foster City Connection Red	13,189	\$20,598	\$1.56
Menlo Park Marsh	422	\$22,225	\$2.15
Menlo Park Willow	443	\$23,300	\$3.48
Menlo Park Middyay	657	\$34,604	\$7.64

Millbrae (door-to-door)	1,180	\$10,343	\$8.77
Redwood City Mid Point Employer	2,934	\$24,233	\$8.26
Redwood City Community (door-to-door)	1,492	\$24,479	\$16.41
South San Francisco OP BART	9,790	\$48,432	\$4.95
South San Francisco UG BART	8,180	\$50,676	\$6.20
South San Francisco OP Caltrain	6,486	\$27,663	\$4.27
South San Francisco UG Caltrain	4,828	\$31,642	\$6.55

C/CAG Shuttle Monitoring for Quarter (Q) 2 of Fiscal Year 08/09			
Shuttle	Q2 Passengers	Q2 Shuttle Cost	Average Cost/Rider
Brisbane/Daly City Senior (door-to-door)	1,923	\$21,055	\$10.95
Brisbane/Daly City Commuter	2,813	\$21,677	\$7.71
Burlingame	4,456	\$24,351	\$5.46
East Palo Alto Weekend	3,095	\$18,768	\$6.06
East Palo Alto Senior/Shopper (door-to-door)	1,252	\$19,239	\$15.37
Foster City Connection Blue	6,119	\$23,039	\$3.77
Foster City Connection Red	13,551	\$38,140	\$2.81
Menlo Park Marsh	8,010	\$24,446	\$3.05
Menlo Park Willow	6,793	\$25,628	\$3.77
Menlo Park Midday	5,177	\$37,447	\$7.23
Millbrae (door-to-door)	614	\$8,526	\$13.89
Redwood City Mid Point Employer	3,051	\$23,714	\$7.77
Redwood City Community (door-to-door)	1,288	\$24,193	\$18.78
South San Francisco OP BART	8,545	\$46,012	\$5.38
South San Francisco UG BART	6,632	\$49,241	\$7.42
South San Francisco OP Caltrain	4,917	\$27,677	\$5.63
South San Francisco UG Caltrain	4,316	\$31,606	\$7.32

C/CAG AGENDA REPORT

Date: February 23, 2009

To: Congestion Management and Environmental Quality (CMEQ) Committee

From: Tom Madalena

Subject: Recommendation of the Fiscal Year 2009/2010 Expenditure Program for the Transportation Fund for Clean Air (TFCA) Program for San Mateo County.

(For further information or questions contact Tom Madalena at 599-1460)

RECOMMENDATION

That the CMEQ Committee endorse the recommendations contained in this report for the Fiscal Year 2009/2010 Expenditure Program for the Transportation Fund for Clean Air (TFCA) Program for San Mateo County.

FISCAL IMPACT

The allocation of TFCA funds for Fiscal Year 2009/2010 is expected to be approximately \$1,070,722 of which \$51,722 (approx. 5%) will be allocated to administration. It is recommended that the remaining funds (\$1,019,000) be distributed based on the policies adopted in past years by C/CAG with modifications detailed in the discussion section. The following table shows how the funds would be distributed based on these policies. The funding provided in these categories for the past three years is also shown.

<i>CATEGORY</i>		<i>2006/2007</i>	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/2010</i>
Employer Based Shuttle Projects	SamTrans	\$638,000	\$576,000	\$636,000	\$570,000
	Menlo Park	\$45,000	\$0	\$0	See Background /Discussion
County-wide Voluntary Trip Reduction Program (Peninsula Traffic Congestion Relief Alliance)		\$450,000	\$453,000	\$500,000	\$449,000
Administration		\$50,800	\$49,099	\$57,400	\$51,722
Totals		\$1,183,800	\$1,078,099	\$1,193,400	\$1,070,722

SOURCE OF FUNDS

The Bay Area Air Quality Management District (BAAQMD) is authorized under Health and Safety code Section 44223 and 44225 to levy a fee on motor vehicles. Funds generated by the fee are referred to as the Transportation Fund for Clean Air (TFCA) funds and are used to implement projects to reduce air pollution from motor vehicles. Health and Safety Code Section 44241(d) stipulates that forty percent (40%) of funds generated within a county where the fee is in effect shall be allocated by the BAAQMD to one or more public agencies designated to receive the funds, and for San Mateo County, C/CAG has been designated as the overall Program Manager to receive the funds.

BACKGROUND/DISCUSSION

As the Program Manager for the TFCA funds, C/CAG has allocated these funds to fund projects in San Mateo County operated by SamTrans, the City of Menlo Park, and the Peninsula Traffic Congestion Relief Alliance (Alliance). For nine of the last eleven years the C/CAG Board has allocated the funds for the SamTrans and City of Menlo Park Shuttle Bus Programs and the Alliance County-wide Voluntary Trip Reduction Program. It is recommended that the same methodology be used for the FY 2009/2010 TFCA Program allocation with the exception of the Menlo Park Shuttle Program. The Menlo Park Shuttle Program had difficulties meeting the cost-effectiveness policy described below and is no longer being recommended to be funded through the TFCA Program. The 4% in TFCA funds that had been allocated to Menlo Park in the past has been directed to the Alliance for the FY 2009/2010 Expenditure Program recommendation. As a result, \$41,000 would be subtracted from the \$550,000 that was budgeted for the Alliance from the Congestion Relief Program for Fiscal Year 2009/2010.

- It is recommended that the SamTrans Shuttle Program receive an allocation of \$570,000 for its current shuttle program and maintain the existing cost sharing formula with SamTrans contributing approximately 14% of the cost of these shuttles and the remaining 55% through employer contributions. This funding recommendation shall be contingent upon SamTrans submitting an acceptable work plan for use of the funds.
- It is recommended that Peninsula Traffic Congestion Relief Alliance receive an allocation of \$449,000 in TFCA funds and receive \$509,000 from the Congestion Relief Plan for a total allocation of \$958,000 for its County-wide Voluntary Trip Reduction Program. The funds allocated for the Alliance are subject to the submission of an acceptable work plan for use of the funds.

The following are the C/CAG Board policies that will continue to be in effect for the Fiscal Year 2009/2010 Program.

Overall Policies:

- Cost Effectiveness, as defined by the Bay Area Air Quality Management District (BAAQMD), will be used as initial screening criteria for all projects. Projects must show a cost effectiveness of less than \$90,000 per ton of reduced emissions based upon the TFCA funds allocated in order

to be considered.

Shuttle Projects:

- Shuttle projects are defined as the provision of local feeder bus or shuttle service to rail and ferry stations and airports.
- All shuttles must be timed to meet the rail or ferry lines being served.
- C/CAG encourages the use of electric and other clean fuel vehicles for shuttles.
- Beginning with the 2003-04 TFCA funding cycle, all vehicles used in any shuttle/feeder bus service must meet the applicable California Air Resources Board (CARB) particulate matter standards for public transit fleets. This requirement has been made by the BAAQMD and is applicable to the projects funded by the Congestion Management Agencies.

If the recommendations are accepted, the following is a summary of the C/CAG TFCA Program for Fiscal Year 2009/2010:

Project	Recommendations
Administration	\$51,722
SamTrans	\$570,000
Peninsula Traffic Congestion Relief Alliance	\$449,000
Total funds obligated	\$1,070,722
Total funds anticipated	\$1,070,722
Balance	\$0

C/CAG AGENDA REPORT

Date: February 23, 2009
To: Congestion Management and Environmental Quality Committee (CMEQ)
From: Kim Springer
Richard Napier
Subject: Utility & Sustainability Task Force (USTF) Reporting
(For further information, contact Kim Springer 650-599-1412 or Richard Napier 650-599-1420)

RECOMMENDATION

That the CMEQ review and recommend direction on whether the USTF should report to CMEQ or directly to the C/CAG Board.

FISCAL IMPACT

No Fiscal Impact.

SOURCE OF FUNDS

The USTF is staffed by the County and projects are funded by the County, through grants, or by C/CAG upon approval by the Chair or by the C/CAG Board.

BACKGROUND/DISCUSSION

At the January 2009 CMEQ meeting, the USTF assignments and reporting were discussed briefly. The outcome of the discussion was that CMEQ requested that staff come back to CMEQ in February 2009 with further information on the membership of and the projects being undertaken by the USTF.

USTF Assignment History:

In April 2006 a charter was established by CMAQ for the Energy Working Group (EWG) and it was **“to consider the future energy needs of the County and to identify and recommend solutions that will address these needs in an environmentally, socially and fiscally responsible manner.”** The group established itself as the Utility Sustainability Task Force (USTF) in July 2006.

Because treating, transporting and pumping water uses substantial energy, water issues were to be addressed as part of the Energy Strategy. Climate change issues were expected to arise under the concept of sustainability and the request from CMEC to recommend solutions that are environmentally and socially responsible. The task force was not to directly address transportation because transportation is managed by CMEC and C/CAG. Similarly, the USTF was not to address land use issues because they are managed by C/CAG.

For more details on the 2006 stated objectives, guiding principles and task list for the USTF please refer to the attachment: Excerpt from the August 2006 minutes of the USTF.

Current Projects of the USTF:

San Mateo County Energy Strategy (Energy Strategy): Since the adoption by the County of San Mateo, Board of Supervisors and the C/CAG Board in December 2008 staffs are attending city council meetings, coordinating with and providing support to cities to facilitate the adoption of the Energy Strategy by every city in the County. This outcome is desired to help guarantee collaboration between cities and the County on issues relating to energy, water and greenhouse gas emissions and this is also a deliverable for grant funding from the Bay Area Air Quality Management District (BAAQMD). See CO2 San Mateo County below.

CO2 San Mateo County: CO2 San Mateo County is a proposal that was submitted to the BAAQMD for \$75,000 of grant funding to complete a number of deliverables all aimed at moving the Energy Strategy document and energy, water and greenhouse gas emission efforts forward in San Mateo County. The grant is a capacity building grant (to add new staff, an "Energy Officer" for San Mateo County) and the grant funding was matched by C/CAG and the County (\$30,000 each) to create a full-time Resource Conservation Specialist II position. Reporting will be through November 2009.

CO2 San Mateo County encompasses a number of programs for the cities in San Mateo County, including the Energy Strategy, a Climate Action Volunteer Pool, the San Mateo County Energy Watch program, funding (up to \$13,000 per city) via C/CAG for greenhouse gas emission inventories or climate action plans, staff expertise, collaboration with several nonprofit groups, and coordination and tracking of progress towards the goals in the Energy Strategy.

San Mateo County Energy Watch (SMCEW): The SMCEW is a partnership between PG&E and C/CAG, which seeks to reduce energy demand in San Mateo County through energy efficiency projects for municipalities, businesses and low-income residents. There is an agreement between the County and C/CAG to staff and manage this program per guidelines set out in the contract between C/CAG and PG&E.

The funding cycle for this program is 2009-2011 and the total program budget is approximately \$5 million over those three years. We are currently seeking additional funding of \$600,000 over three years to complete additional long-term planning work on green building and energy efficiency.

Future Projects of the USTF:

Economic Stimulus: Staff is developing proposals in preparation for funding that could become available to San Mateo County for programs such as energy efficiency, weatherization, renewable energy and job creation, leveraging all of the above programs, expansion of our established programs and existing contractor relationships.

BAAQMD Funding: Another grant cycle was recently announced and we intend to seek further funding.

Energy Strategy: The focus has been to get all the cities in the County to complete their emission inventories. The next effort will be to help cities and the County as a whole to complete a Climate Action Plan that will outline best approaches to reducing energy and water use and greenhouse gas emissions.

ATTACHMENT

- Current USTF Roster
- Excerpt from the August 2006 Minutes of the USTF

San Mateo County

Utilities & Sustainability Task Force

(current as of January 2009)

Elected Officials

Bill Dickenson
Councilman, Belmont
wdickenson@belmont.gov
(650) 593-3940

Deborah Gordon
Mayor, Woodside
dcgordon@stanford.edu
(650) 725-6501

Carole Groom
Supervisor, County of San Mateo
cgroom@co.sanmateo.ca.us
(650) 363-4568

Terry Nagel
Mayor, Burlingame
terrynagel@gmail.com
M-Th (650)331-1020 home (650)347-3596

Barbara Pierce
Mayor, Redwood City
barbara@barbarapierce.org
(650) 780-7554 home (650) 368-6246

Sepi Richardson
Former Mayor/Councilwoman, Brisbane
sepirichardson@sbgcglobal.net
(415) 467-6409

Stakeholder Representatives

Energy

OPEN (likely to be filled shortly by staff from Ecology Action, the SMCEW contractor)

Water

Nicole Sandkulla, P.E.
Senior Water Resources Engineer, Bay Area Water Supply and Conservation Agency
nsandkulla@bawsca.org
(650) 349-3000

Utility

Kathy Lavezzo
Account Manager, PG&E
KOL1@pge.com
(650) 598-7267 cell (650) 279-3864

current as of 2/17/2009

Nonprofit

Robert Cormia
Volunteer, Sustainable Silicon Valley
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Business

Large business
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Eco-Responsibility Program Manager
Sun Microsystems
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(650) 786-8720

Small Business
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Shop Manager
A+ Japanese Auto Repair, Inc.
apluseric@gmail.com
(650) 595-CARS

C/CAG

Richard Napier
Executive Director
rnapi@co.sanmateo.ca.us
(650) 599-1420

Staff

San Mateo County, RecycleWorks

Alexis Petru
Resource Conservation Specialist II
apetru@co.sanmateo.ca.us
(650) 599-1403

Kim Springer
Programs Manager
kspringer@co.sanmateo.ca.us
(650) 599-1412

The Following is an Excerpt from the August 17, 2006 USTF Minutes:

(Submitted to CMEQ for approval on August 18, 2006)

SAN MATEO COUNTY UTILITIES & SUSTAINABILITY TASK FORCE (USTF)

PURPOSE

USTF was convened by the Congestion Management Environmental Committee (CMEQ) to develop an Energy Strategy and to consider other utility related issues such as water conservation and cable issues, if referred or approved by CMEQ. As a subcommittee of CMEQ, the primary emphasis is on environmental issues relating to utilities.

LINE OF REPORTING

USTF is an ad hoc subcommittee of CMEQ (formerly called CMAQ). USTF studies and discusses issues and makes recommendations to CMEQ, which then advises C/CAG. C/CAG can then make recommendations to the cities.

MEMBERSHIP

Membership in USTF consists of 6 elected officials and one representative from each of the following: large business, small businesses, environmental nonprofit, energy expertise, water utilities and energy utility. The committee is staffed by C/CAG and/or San Mateo County employees. Meetings are open to the public and interested people are encouraged to attend and participate. (See Committee Roster)

MEETING TIME AND LOCATION

Meetings are on the third Thursday of each month, from 3 – 5 pm. Meetings are held at 155 Bovet Road, San Mateo, in the first floor conference room provided by BAWSCA.

DURATION OF EXISTENCE

The committee will complete the Energy Strategy for San Mateo County and will continue with other utility issues as requested or approved by CMEQ.

ENERGY STRATEGY FOR 2026 WORK PLAN

Purpose (as requested by CMEQ)

To consider the future energy needs of the county and to identify and recommend solutions that will address these needs in an environmentally, socially and fiscally responsible manner. (Energy includes electricity and natural gas and water as it affects energy use but not transportation fuels, which are already addressed by CMEQ with transportation issues).

Objectives (Desired Outcomes)

The strategy will ensure that:

- Energy is consistently available and affordable for all residential, commercial and industrial users in San Mateo County.
- Energy will be consistently available and affordable for future generations of San Mateo residents and businesses.
- The environmental impact of energy production is minimized to the greatest extent possible.
- Local officials are involved in PG&E's planning process regarding local production, transmission and distribution of energy, for both centralized and distributed generation.
- Policy makers and the public understand the impact of their actions, make wise energy choices and utilizing existing and future programs.
- The linkage between water and energy use is understood and recognized.
- San Mateo County is a leader in providing solutions for energy efficiency and greenhouse gas reduction.

Guiding Principles

These principles will guide the development of the recommendations in the Energy Strategy:

- San Mateo County communities will, to the greatest extent feasible, establish standards that are consistent within the county and across the Bay Area, and by sharing programs and educational materials. Applicable actions from the California Energy Action Plan will be included in the local strategy.
- Leverage all existing and future federal, state, regional and public purpose (such as PG&E-administered) programs to the greatest extent feasible.
- Government agencies should lead by example in reducing energy and water usage, enforcing regulations and educating citizens about energy issues.
- The City/County of San Francisco's energy use is inseparably linked to San Mateo County's use; therefore, future strategies must be collaborative and consider the needs of both Counties.
- The process for developing the plan and recommendations is transparent and open.
- Quick and visible wins are important for building credibility and commitment; if solutions that are easy to implement are identified during the process, these can be recommended to CMEQ prior to the full report.
- Policies and programs should be designed to meet long-term goals.
- As set forth in the California State Energy Action Plan II, conservation, efficiency, and demand management are the preferred ways to reduce energy use. Should new generation or infrastructure be required, it will be done in with the least possible environmental impact.
- Energy solutions will be pursued that support economic development and offer new job opportunities.
- Future land-use planning and development will include responsible energy decisions.
- Public education and awareness programs promote responsible energy and other resources use by the public.
- Recommendations take into account environmental justice impacts.
- Decisions will not increase greenhouse gases and will preferably contribute towards significant reductions.

Actions/Tasks

1. Educate Committee
2. Develop Strategy (Set short-term, medium-term and long-term goals, with milestones and metrics, vision, etc.)

3. Present to CMEQ, CCAG and City Councils
 4. Identify potential programs/policies or actions
 5. Prioritize Options & Allocate Resources
 6. Identify Entity Responsible for Overall Strategy & Plan
 7. Draft Energy Strategy Report
 8. Provide for Public Outreach and Comments
 9. Refine and Finalize Strategy
 10. Develop detailed implementation plan
 11. Implement Action Plan
 12. Measure, Monitor and Report Results
- Update Strategy and Plan (5 or 10 years)