



SAN MATEO COUNTYWIDE TRANSPORTATION 2040 FOLLOW-UP

FINAL ACTION PLAN

CITY/COUNTY ASSOCIATION OF GOVERNMENTS OF SAN MATEO COUNTY

ADOPTED NOVEMBER 2018

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Executive Summary

San Mateo County's economic growth is both an asset and an evolving challenge. With continued growth expected for the technology sector, San Mateo County is not only confronted with providing adequate transportation services but also enhancing the County's overall connectivity and mobility, accommodating all modes of transportation, and helping to spread costs and benefits equitably throughout San Mateo County's diverse communities.

As the Congestion Management Agency (CMA) for San Mateo County, the City/County Association of Governments (C/CAG) is responsible for adopting the Countywide Transportation Plan (CTP). The most recent version of the CTP, the San Mateo Countywide Transportation Plan 2040 (SMCTP 2040), was adopted by the C/CAG Board of Directors on February 9, 2017. The SMCTP 2040 serves as a long-range, comprehensive transportation planning document by establishing both a coordinated planning framework and systematic transportation planning process for identifying and resolving transportation issues.

The SMCTP 2040 Follow-Up process was initiated by a list of next steps developed to ensure the SMCTP 2040 would be implemented appropriately. The SMCTP 2040 Follow-Up Working Group was formed to guide the development of the Follow-Up Action Plan. The Action Plan is a living document that provides San Mateo County jurisdictions, leaders, and stakeholders a roadmap for implementing and tracking the SMCTP 2040 and includes the following chapters:

- 1. Introduction and Background:** The Introduction and Background section details both the development of the SMCTP 2040 and its Follow-Up process, including rationale for and process behind forming a Working Group tasked with developing an Action Plan.
- 2. Roles & Responsibilities:** The Roles and Responsibilities section lists the various parties, including C/CAG and other City/County agencies, and their respective roles in providing feedback on the Action Plan. This section also details any contingencies or dependencies these parties have that could impact their ability to implement the Action Plan.
- 3. Vision and Goals:** The Vision and Goals of the Action Plan mirrors those of the SMCTP 2040 and seeks to support their implementation.
- 4. Performance Measures and Accountability:** This section summarizes key feedback received from the Working Group on the performance measures developed in the SMCTP 2040 as well as considerations for procuring, tracking, and evaluating performance measures. A matrix listing specific performance measures, the corresponding mode of transportation it addresses, and its relationship to other planning efforts within the County and region is also provided in Appendix B. This section also describes accountability measures to ensure that the Action Plan serves as a living document that is reviewed and updated as needed.



5. **Action Plan Priorities:** This section discusses Working Group recommendations on 18 performance measures that will be tracked to ensure the Plan is approximately implemented, including 3-5 pilot projects to evaluate SMCTP 2040 priorities and near-term actions. It also describes the group’s suggested priorities, including convening the SMCTP 2040 Implementation Group, and opportunities for improvement to the next iteration of the CTP.
6. **Community Outreach:** The Community Outreach section describes the Working Group’s recommended actions and strategies to engage a cross-section of stakeholders and stakeholder interests in transportation planning moving forward.
7. **Equity:** The Equity section describes the Working Group’s recommendations for future equity analyses.
8. **Funding:** The Funding section summarizes several existing and potential funding sources— on the local, state and federal level—that C/CAG, its partners, and member agencies can consider leveraging to fund transportation projects.
9. **Next Steps:** This section reiterates that the work completed in the SMCTP 2040 Follow-Up Process has established a roadmap for the next CTP update. It also reaffirms the need to measure and monitor progress as the SMCTP 2040 is implemented.

This Action Plan will serve as a living document, updated as necessary, and a guiding tool for C/CAG and its member agencies for implementing the SMCTP 2040 and ensuring appropriate modifications are discussed during the next CTP update. Recommended modifications to the CTP update process will be assessed through the pilot process. Regular collaboration will occur on the Action Plan by the proposed SMCTP 2040 Implementation Working Group, C/CAG Committees, city staff, transit agencies, and other stakeholder groups. This document will assist C/CAG, its member agencies, and transportation agency partners to make transportation in San Mateo County more sustainable, effective, and ensure all appropriate parties are involved in tracking progress of the implementation.

1. Introduction and Background

When the SMCTP 2040 was adopted on February 9, 2017, it was with the intention that its statements of vision and goals would provide a framework for decision-making that will guide countywide transportation investment, operation, and management through the next two decades. To move from planning to implementation, additional efforts were needed to bring stakeholders to consensus on how to use the plan and how to measure success.



The C/CAG Board of Directors approved Resolution 17-05 adopting the SMCTP 2040, and subsequently, at the March 9, 2017 meeting, the Board was provided a list of items to be performed as follow-up strategies for implementing the SMCTP 2040. The key recommendations considered for the implementation phase of the SMCTP 2040 included:

- Conduct supplemental meetings and public outreach and engagement with stakeholders;
- Identify attainable performance measures and confirm alignment with the visions, goals, and objectives;
- Provide additional outreach and education on transportation funding;
- Review key recommendations;
- Consider additional input for implementation phase; and
- Generate a coordinated action plan.

At the July 13, 2017 Board meeting, the Board approved convening a SMCTP 2040 Implementation Working Group consisting of 20 members from the community, advocacy groups, C/CAG Board members, and transportation officials and staff to advise C/CAG on implementation strategies. A Working Group consisting of 20 members was formed to provide guidance towards development of the Action Plan. The Working Group met five times over the course of ten months and focused on four key topics, which were identified based on stakeholder input during the SMCTP 2040 development process:

- Additional performance measures and targets to support the goals, vision, and objectives in the SMCTP 2040;
- Additional strategies to analyze equity;
- Alignment of funding with vision statement established by the SMCTP 2040; and
- Community outreach, including how and whom to engage moving forward.

The Action Plan is a living document intended to guide C/CAG staff, its member agencies, and stakeholders to implement the SMCTP 2040. The Action Plan Priorities, which are defined in more detail in Chapter 5, are the primary keys to ensuring the vision, goals, and objectives of the SMCTP 2040 are met. The Action Plan also includes next steps to further ensure near- and long- term priorities are accomplished. These next steps will be implemented through the pilot process where performance measures, including throughput, safety, and accessibility, can be applied to planned projects within the County. Modifications or lessons learned from the pilot process will inform future planning efforts, including the next update of the CTP.

2. Roles and Responsibilities

While C/CAG holds primary responsibility for adopting the CTP, because C/CAG does not have land use authority, or is the lead agency tasked with delivering most of the projects it funds, data gathering and implementation are, for the most part, the responsibility of C/CAG’s member agencies, cooperating agency partners, including San Mateo County Transportation Authority (SMCTA), Peninsula Corridor Joint Powers Board (Caltrain), SamTrans, and community partners. In understanding how the SMCTP 2040 will be implemented, measured, and improved upon in the next update, it is important to define the role of each of these collaborating entities.

C/CAG

C/CAG is the designated agency responsible for transportation planning, programming, and funding in San Mateo County. C/CAG manages and disburses state and federal transportation funding to local member agencies. Additionally, C/CAG develops the CTP, which feeds into the Metropolitan Transportation Commission’s (MTC) Plan Bay Area process. C/CAG will be responsible for collecting data from member agencies to track performance targets and will be accountable for reporting progress to the C/CAG Board. In addition to data provided by member agencies, C/CAG will rely on information from others, including SamTrans, SMCTA, Caltrain, the Grand Boulevard Initiative, 21 Elements (housing data), Plan Bay Area, and other sources. The Draft Data Request Form (Appendix A) will be further reviewed and finalized by the SMCTP 2040 Implementation Group, C/CAG Technical Advisory Committee, and city staff.

Member Agencies

C/CAG’s member agencies include the following 20 cities and the County of San Mateo.

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

Representatives from the cities of Belmont, Brisbane, Redwood City, South San Francisco, and Millbrae participated in the Working Group.



Planning and Public Works Department staff from the member agencies listed above will play a key role in providing data to C/CAG for tracking the success of performance measures identified in the SMCTP 2040. C/CAG will rely on each member agency to complete the Data Request Form, included in Attachment A, to track progress of performance targets in the SMCTP 2040. The Draft Data Request Form will be further reviewed and finalized by the SMCTP 2040 Implementation Group, C/CAG Technical Advisory Committee, and city staff. Member agencies will also play a significant role in providing feedback to C/CAG on the implementation of performance measures, including if a performance target is not met.

Transportation Agencies

C/CAG works closely with local transportation agencies including SamTrans, San Mateo County Transportation Authority (SMCTA), and the Peninsula Corridor Joint Powers Board (Caltrain) to support San Mateo County's transportation system.

SamTrans is the administrative body for the public transit and transportation programs in San Mateo County. C/CAG works collaboratively with SamTrans, SMCTA, and Caltrain on many projects and their input and participation on the SMCTP 2040 and this Action Plan is important to its success.

Non-Governmental and Community-Based Organizations

Non-governmental and community-based organizations are an important part of the transportation planning and implementation equation. SMCTP 2040 Working Group members include representatives from Friends

of Caltrain, the Silicon Valley Bicycle Coalition, Sustainable San Mateo County, and the Youth Leadership Institute. These organizations have been actively engaged in the SMCTP 2040 development process and share the public agencies' commitment to serving San Mateo County with a better transportation system.

It is important to note that, in addition the various entities involved in transportation planning and project implementation, there are other types of transportation plans

within the Bay Area. From individual city plans to Plan Bay Area, the SMCTP 2040 is one piece of a multi-faceted planning system. Consistency and synergy between these different plans is key to seeing long-term, effective changes to the regional transportation system.

The central theme of the vision statements and their corresponding goals is that a coordinated, multi-modal approach relying on advanced technologies and management practices will be required to meet growing and changing transportation needs.

3. Vision and Goals

The SMCTP 2040 Follow-Up process builds on the vision and goals stated in the SMCTP 2040 and seeks to support the Plan's implementation. The central theme of the vision statements and their corresponding goals is that a coordinated, multi-modal approach relying on advanced technologies and management practices will be required to meet growing and changing transportation needs.

The central vision statement for the SMCTP 2040 is the following:

“Provide an economically, environmentally, and socially sustainable transportation system that offers practical travel choices, enhances public health through changes in the built environment, and fosters inter-jurisdictional cooperation.”

Specific vision statements and goals for each chapter of the plan were developed to provide a framework for decision making that will guide countywide transportation investment, operation, and management. These vision statements and goals are included in Table 1.

Table 1. SMCTP 2040 Statements of Vision and Goals

CHAPTER	VISION	GOAL
Land Use and Transportation	A San Mateo County transportation system that is safe and convenient for all people whether traveling on foot, by bicycle, via public transportation, or in an automobile, to reach places they wish to go.	Integrate transportation and land use plans and decisions in support of a more livable and sustainable San Mateo County.
Roadway System	A multi-modal transportation network that contributes to the socio-economic and environmental health and safety of San Mateo County.	Enhance safety and efficiency on the countywide roadway system to foster comfortable, convenient, and multi-modal mobility.
Bicycles	A San Mateo County in which bicycling for both transportation and recreation is safe, comfortable, and convenient.	Provide people with viable travel choices and encourage use of healthy, active transportation through a safe, continuous, convenient, and comprehensive bicycling network that reduces reliance on the automobile for short trips.
Pedestrians	A San Mateo County in which walking for both active transportation and recreation is safe, comfortable, and convenient.	Promote safe, convenient, and attractive pedestrian travel that promotes healthy, active communities while reducing reliance on the automobile for short trips.

CATEGORY	VISION	GOAL
Public Transportation	A public transportation system in San Mateo County that provides essential mobility for all, offers a competitive alternative to the automobile, and contributes to environmental and socio- economic wellbeing.	Develop and maintain a seamless, safe, and convenient public transportation system in San Mateo County.
Transportation System Management and Intelligent Transportation System	A San Mateo County in which the transportation system is safe, efficient, cost effective, and environmentally responsible.	Manage travel efficiently through supply- side measures, including low-cost traffic operations improvements and use of technologies that reduce or eliminate the need for increases in physical capacity.
Transportation Demand Management	A San Mateo County in which reliance on solo occupant motor vehicle travel is minimized.	Reduce and manage travel efficiently through demand-side measures, including land use planning and transportation demand management efforts at work sites.
Parking	Parking in San Mateo County that is a “rightsized” balance of supply and demand, supportive of Transit Oriented Development and Sustainable Communities Strategies, intuitive to use, and environmentally responsible.	Encourage innovations in parking policy and programs, including incentives for reduced parking requirements, and a comprehensive approach to parking management and pricing.
Modal Connectivity	Seamless travel within San Mateo County using different modes of transportation.	Integrate the roadway, public transit, and non-motorized transportation networks to advance system efficiency, effectiveness, and convenience.
Goods Movement	Goods movement that supports an economically and environmentally sustainable San Mateo County.	Foster safe and efficient goods movement on the San Mateo County transportation network compatible with countywide economic development and environmental policies.
Financial	Sustainable funding sources to maintain, operate, optimize, and expand all modes of the transportation networks in San Mateo County.	Seek and protect transportation revenues to maintain existing transportation infrastructure and investments, and to improve all modes of transportation systems within San Mateo County in a balanced fashion.

The vision and goals from the SMCTP 2040 lay out a strong foundation on which the Action Plan builds upon. Through performance measures, priorities, and near-term actions, the SMCTP 2040 Follow-Up process has identified ways to make the visions and goals a reality.

4. Performance Measures and Accountability

A key component of the SMCTP 2040 Follow-Up effort was to review the performance measures in the SMCTP 2040 and develop mechanisms to track key performance measures over time. To adequately assess the performance measures, a matrix was developed, included as Appendix B, which outlines performance measures (as indicated in the SMCTP 2040), applicable transportation modes, and relationship of the measures to other planning efforts within the County and region. The performance matrix was presented to Working Group members over four meetings. Working Group members provided feedback on the matrix (summarized below) which has been incorporated into this Action Plan. Based on Working Group input, the following outlines how the performance measures can be tracked moving forward to ensure that progress is documented accordingly.

It should be noted that specific goals, objectives, and performance measures from the SMCTP 2040 were not edited since the plan has been adopted. Some comments that noted corrections or inconsistencies were incorporated in this Action Plan. The full list of input from the Working Group is included in Appendix B. It should also be noted that no single performance measure carries more weight than another.

Key themes from the feedback received from Working Group members on performance measures include:

- **Performance measures should reflect the goals and objectives of the Plan**

The performance measures should clarify the baseline against which the measures or targets will be compared. Some comments recommended higher percentage targets because they help “move the needle” and could result in real change.

- **Prioritize performance measures to easily identify short- and long-term goals**

The Action Plan can provide some additional level of prioritization or emphasis on implementation timing. A column was also added to the matrix to specify the timing, including whether it is short- or long-term or ongoing, for each performance measure.

- **Performance measures should include more detail that provides helpful context**

Some Working Group members shared that it was difficult to understand performance measures and targets without more context. Particularly when other, related programs are mentioned, it would be helpful to include more detail about those initiatives.

- **Clarify C/CAG’s role for each performance measure**

C/CAG is not the sole agency responsible for the implementation of most performance measures. C/CAG partners with regional agencies, such as MTC, SamTrans, SMCTA, and the 20 cities and unincorporated County, on the implementation of various projects within San Mateo County. C/CAG does not have land use authority; therefore, C/CAG will rely on the data provided by member agencies to track progress of performance measures.

SAN MATEO COUNTY HIGHWAY SYSTEM PERFORMANCE ASSESSMENT

In 2015, C/CAG and SMCTA partnered and prepared the San Mateo County State Highway System Congestion and Safety Performance Assessment (<http://ccag.ca.gov/wp-content/uploads/2017/01/SMC-State-Hwy-Performance-Assess.pdf>). The assessment was intended to review existing conditions of the state highway system network in San Mateo County for congestion and safety. Performance measures assessed included vehicle hours of delay per mile, travel speed, travel time reliability and traffic collisions.

C/CAG anticipates that a second assessment will take place in 2019. Data from this effort and coordination between staff can help inform the SMCTP 2040 implementation process.

- **Additional Metrics**

Additional metrics were suggested for Transportation Demand Management (TDM), low-stress bicycle networks, and low-income and student fares, among others. Although specific metrics cannot be added to the adopted SMCTP 2040, they are included in Appendix B of this Action Plan. There are opportunities to address additional metrics during the next SMCTP update. While not mentioned as a performance target in the SMCTP 2040, reducing greenhouse gas (GHG) emissions is a priority for C/CAG. C/CAG is undertaking development of the Transportation Climate Study, which is a separate planning effort which builds on the SMCTP 2040 that will consider performance targets set forth in the Action Plan to illustrate how implementing the SMCTP 2040 will reduce greenhouse gas emissions. The need to measure and reduce vehicle miles traveled (VMT) was also a reoccurring topic raised by the Working Group in order to ensure compliance with the California Environmental Quality Act's (CEQA's) guidance for transportation analyses. Future updates of the Congestion Management Plan and TDM Policy will address VMT.

Meaningful change can take many years to achieve. It is important to take a longer view of how the County changes and interacts with transportation modes over time.

Accountability

An important piece of feedback received during the Follow-Up process was the call for accountability processes to ensure that the performance measures will be tracked effectively. Working Group members also stressed the importance of understanding the evolving needs of the County. Meaningful change can take many years to achieve and goals may change over time. Therefore, it is important to take a long-term view of how the County changes and interacts with transportation modes over time to ensure tracking performance measures is done in parallel with community outreach efforts.

Working Group members acknowledged that there are multiple variables impacting whether a performance measure is met or not. This Action Plan includes recommendations on how to improve the accountability process, described in more detail under Action Plan Priorities.

Below are considerations for procuring, tracking, and using performance measures:

- Each measure has different components (i.e., schedule, cost, partnering agencies, etc.); therefore, ongoing collaboration with regional and local partners will be essential.
- C/CAG staff should consider providing updates to the C/CAG Board after data collection and coordination with a cross-section of stakeholders is completed.
- C/CAG has developed an interactive online mapping tool (<http://ccag.ca.gov/projects/>) that provides an illustration of where previous funds have gone, which modes have benefitted, and updates on the projects included in the SMCTP 2040. This tool can be leveraged to keep stakeholders better informed about SMCTP 2040 implementation and other C/CAG-funded projects.



- The performance measures matrix serves as an accountability mechanism. More detail can be added to the matrix over time outlining status, responsible party, recommended modifications to the performance measure, etc.
- To ensure that C/CAG staff can access the data needed to assess the performance measures and that the data is in a usable format, it is recommended that C/CAG convene recurring meetings with all responsible parties mentioned in the matrix to determine what data is needed as well as where and when it can be accessed.
- C/CAG will rely on its member agencies and partners to complete the Data Request Form (Appendix A) within a timely manner so performance measures can be accurately tracked. Modifications to the Form and coordination with member agencies and agencies will be assessed through the pilot process.

Tracking the success of performance measures will not only assist C/CAG in implementing the SMCTP 2040, but the results will serve as a resource for member agencies that are tracking their own performance measures through other planning efforts. The data collected will be presented to the C/CAG Board and will be made publicly available. The information will allow each of the 20 cities and the County to compare how certain performance measures are implemented on a countywide level compared to their performance at an individual jurisdiction level. Member agencies can also use this information in their future planning efforts and in leveraging grant funds.

5. Action Plan Priorities

A distinct challenge for the SMCTP 2040 Working Group was the limitation of improving upon the adopted SMCTP 2040 without reopening the document for editing since it was adopted last year. The desire for further follow-up on implementation when the Plan was adopted reflected a concern that the Plan not sit on a shelf, but instead help to truly improve the future of transportation in San Mateo County.

The Action Plan Priorities outlined below reflect the solutions discussed by the Working Group to improve the SMCTP 2040 implementation process, while leaving the process of editing the SMCTP to the next update cycle, which is anticipated to take place in approximately five years in 2022. It is important to note that Priorities 3 and 5 are part of on-going efforts by C/CAG. The Action Plan Priorities are:

PRIORITY	DEFINITION
1. Develop a Baseline for Measurement	To ensure that the SMCTP 2040 performance measures can accurately measure progress, a baseline should be identified for a short list of performance measures.
2. Identify a Process for Measuring Progress Toward SMCTP 2040 Goals	Performance measures may take the physical form of a list or spreadsheet, but behind the written measure is a significant effort on the part of the agencies responsible for measuring progress.
3. Consider Equity in Funding Decisions	Working Group members expressed a desire to have the SMCTP 2040 more clearly define C/CAG's consideration of equity issues in transportation planning and funding decisions.
4. Provide Opportunities for Involvement in SMCTP 2040 Implementation	Continued community and partner involvement in the SMCTP 2040 performance measurement process, through the SMCTP 2040 Implementation Working Group, can help to ensure that changes needed before the next update cycle are anticipated.
5. Continue Partnerships as an Opportunity to Fill Funding Gaps	C/CAG and the community-at-large should seek creative funding solutions to help develop the transportation network that is the right fit for San Mateo County.
6. Implement Smart Pilot Projects	Working Group members recommended initiating a pilot process that would focus on implementing, monitoring and evaluating the Action Plan priorities and near-term actions.

Priority 1: Develop a Baseline for Measurement

Performance measurement is most effective when it reflects the values articulated by the SMCTP’s vision and goals. To ensure that the SMCTP 2040 performance measures can accurately measure progress, the Working Group felt that they should be made more specific. In many cases, while the potential for specificity was included in the measure as written, it did not include an indication of whether a positive or negative shift in the value of the item being measured was desired.

As a result, the first priority action is to identify a baseline for a focused list of performance measures. This effort will identify the existing condition and the improvements that will help achieve the vision and goals of the SMCTP 2040.

There are a total of 18 priority measures in this Action Plan. The Working Group identified the following focused list of one to three measurable indicators per SMCTP 2040 chapter to be tracked as part of the SMCTP 2040 implementation process. Since there are many objectives for each chapter of the SMCTP 2040, a focused list that includes key performance targets will allow C/CAG staff to carefully track success and limits the amount of data needed by member agencies. The following tables are excerpted from the performance measures matrix and include goals, objectives, and performance measures/targets from the SMCTP 2040. Data to track performance measures will be obtained by local jurisdictions and partner agencies. As needed, C/CAG will request data using the the Draft Data Request Form in Appendix A in conjunction with studies and plans and as funding opportunities become available. Performance measures will be analyzed, through a data collection process, before the next CTP update.

Land Use and Transportation

While C/CAG is the lead agency responsible for the enhancement of TDM guidelines, staff will rely upon collaborative reporting from member agencies to track progress toward the TOD Employment Incentive Program. To the degree feasible, member agencies should provide information to C/CAG regarding their progress on implementation of TOD Employment Incentive Program. Progress will be measured by whether or not the objective to revise and enhance the TDM Guidelines is achieved.

Working Group members were interested in ensuring that TOD programs were accounting for all transit modes. Additionally, Working Group members were interested in aligning future metrics with Plan Bay Area 2040, using the commute-shed metric to measure progress.

GOAL	OBJECTIVE	PERFORMANCE MEASURE/TARGET
Integrate transportation and land use plans and decisions in support of a more livable and sustainable San Mateo County	Revise and Enhance the Transportation Demand Management Guidelines	Revised and enhanced set of C/CAG TDM Guidelines

Roadway System

Working Group members were interested in tracking progress toward roadway system improvement by measuring person throughput. C/CAG and member agencies should also track safety and pavement conditions as indicators of the health of the roadway system. As indicated in the table below, separating crash data by parties involved (i.e., vehicle, pedestrian, or bicycle) is useful for determining which intersections need safety improvements. Finally, peak-period vehicle hours of delay should be measured to identify the rate of growth of roadway congestion. While tracking roadway system performance targets, the data requested and reporting should be separate for freeways and local streets and roads. Although the targets identified in the table below do not specifically address the concept of complete streets, as the performance targets are achieved, the roadways will become safer and more comfortable for all modes of transportation.

GOAL	OBJECTIVE	PERFORMANCE MEASURE/ TARGET
Enhance safety and efficiency on the countywide roadway system to foster comfortable, convenient, and multi-modal mobility	Reduce the number and severity of crashes on roadways in San Mateo County	Annual rate of traffic fatalities and serious injuries ¹
	Maintain the roadway system at an acceptable level	Percentage of roadway miles at acceptable level of maintenance ²
	Reduce the rate of growth of roadway congestion	Peak-period vehicle hours of delay
	Improve the person throughput of the roadway system	Peak-period throughput of major roadway facilities, average peak-period vehicle occupancy of major roadway facilities

Bicycles

According to the SMCTP 2040, in 2015, about 2% of local travel in the County was by bicycle, and 2.4% of work trips were by bicycle. Working Group members were interested in using a more comprehensive way to measure progress toward providing a safe, comfortable, and convenient countywide bicycle network. Members suggested using multi-modal Level of Traffic Stress (LTS) to measure mode shift over time, which can be considered in the next update of the San Mateo County Comprehensive Bicycle and Pedestrian Plan. While C/CAG can rely on census data for mode share measurement, C/CAG will also collect data from the San Mateo County Office of Sustainability's annual bicycle and pedestrian program and MTC's Bicycle and Pedestrian Count Program once completed. Additionally, C/CAG will conduct bicycle and pedestrian counts at the 16 Congestion Management Plan intersections as part of the 2019 Congestion Management Plan update.

- 1 Consider information on crash type, parties involved (i.e., separate pedestrians and bicycle crashes), and locations to determine areas with high crash frequencies.
- 2 Consider measuring Pavement Condition Index (PCI) and using the San Mateo County State Highway System Congestion and Safety Assessment as a reference (<http://ccag.ca.gov/wp-content/uploads/2017/01/SMC-State-Hwy-Performance-Assess.pdf>).

GOAL	OBJECTIVE	PERFORMANCE MEASURE/TARGET
Provide people with viable travel choices and encourage use of healthy, active transportation through a safe, continuous, convenient, and comprehensive bicycling network that reduces reliance on the automobile for short trips	Increase the number of miles of Class I, II, III, and IV bicycle facilities added in San Mateo County	Number of miles of Class I, II, III, and IV bicycle facilities ³
	Increase the bicycle market share in San Mateo County	5% increase biking (all trips), 3% to work in 2040

Pedestrians

The SMCTP 2040 states that, in 2015, an estimated 9% of all person trips within or out of San Mateo County were on foot. However, only an estimated 2.5% of people travelling to work in San Mateo County commuted by foot. Some Working Group members were interested in clarifications in future performance measurement on the timeframe for measurement as well as the opportunity to set higher targets for designated Priority Development Areas.



These comments initially focused on pedestrian performance measures but could be applied more broadly.

C/CAG administers the San Mateo County Safe Routes to School Program and publishes annual reports on the number of schools participating in the Program, children that walked or biked to school, and other performance measures. More information can be found on the C/CAG website here:

<http://ccag.ca.gov/programs/transportation-programs/safe-routes-to-school/>.

GOAL	OBJECTIVE	PERFORMANCE MEASURE/TARGET
Promote safe, convenient, and attractive pedestrian travel that promotes healthy, active communities while reducing reliance on the automobile for short trips	Increase the sidewalk network in San Mateo County	Linear feet of sidewalk added
	Increase walking for all trip purposes in San Mateo County	15% increase (all trips), 5% to work in 2040

3 Consider measuring signal modifications such as High-Intensity Activated Crosswalk (HAWK), Rapid Rectangular Flashing

Beacon (RRFB), and bicycle signals.

Public Transportation

There are three primary public transit operators in San Mateo County: BART, Caltrain, and SamTrans. According to the SMCTP 2040, around 4% of trips within or out of San Mateo County are public transit trips and 8.9% of work trips in the County are on public transit. Measuring the performance of the public transportation system in San Mateo County requires a highly collaborative approach, with C/CAG relying on transit operators to measure and report progress toward performance measures. Some Working Group members were particularly interested in understanding how transit trip increases will be measured. While tracking public transportation performance targets, the data requested and reporting should be separated by fixed-route and paratransit services. By tracking passengers per service hour, cost per passenger,



and farebox recovery ratio (see Appendix A), strides can be made to assessing how public transportation is improving throughput, safety, and accessibility for all users.

In addition to BART, Caltrain, and SamTrans, ferry service is also provided by the San Francisco Bay Area Water Emergency Transportation Authority (WETA). In San Mateo County, the service currently exists at Oyster Point in South San Francisco. The 2016 WETA Strategic Plan envisions potential ferry service from Redwood City starting around 2022. This service should be considered as part of the public transportation system. Commute.org receives funding from C/CAG, SMCTA, the Bay Area Air Quality Management District, MTC, and employers to operate its shuttle program. The Commute.org shuttle program operates as a mini-transit agency providing first and last mile services during peak commute periods. C/CAG should work with Commute.org to obtain data on its shuttles to measure increases in ridership overtime. Working Group members shared that performance measures on public transportation should assess both person throughput and how effective the County’s investment in public transit is. In other words, how County funds contribute to a more efficient, accessible, and safe public transit network should be evaluated.

GOAL	OBJECTIVE	PERFORMANCE MEASURE/TARGET
Develop and maintain a seamless, safe, and convenient public transportation system in San Mateo County	Increase the public transit mode share of travel to, from, and within San Mateo County over both a ten-year and twenty-five year horizon	7.55% increase in public transportation (all trips), 15% increase to work trips in 2040

Transportation System Management and Intelligent Transportation Systems

C/CAG sponsors the San Mateo County Smart Corridor program and can assist with performance measurement by reporting on the number of miles covered by the program. Working with the cities, County, and SamTrans, C/CAG can help to consolidate information on the number of smart corridors equipped with public transit traffic signal pre-emption.

GOAL	OBJECTIVE	PERFORMANCE MEASURE/TARGET
Manage travel efficiently through supply-side measures, including low-cost traffic operations improvements and use of technologies that reduce or eliminate the need for increases in physical capacity	Increase the number of route miles covered by the San Mateo County "Smart Corridors" Program	Number of route miles
	Increase the number of intersections in San Mateo County equipped with public transit traffic signal pre-emption	Number of corridors w/transit signal priority

Transportation Demand Management

Measuring the impact of TDM programs in San Mateo County is increasingly important as the County has emerged as an employment destination within the Bay Area. C/CAG is currently updating its Land Use Impact Analysis Program, otherwise known as TDM policy, and will consider additional measures, including VMT, as part of the update. Working collaboratively with Commute.org, the primary TDM agency for San Mateo County, cities, and the county, C/CAG can help to consolidate information regarding the number of commute alternatives programs available within the County. In gathering this information, some Working Group members were interested in more detailed TDM measurement, specifically focusing on drive alone trip rates or trip reduction within Priority Development Areas or around employment centers.

Commute.org is the primary TDM agency in San Mateo County and operates different programs to reduce single occupancy vehicle commute trips, including the Countywide Volunteer Trip Reduction Program. The Program assists private and public sectors with TDM by connecting their employees and customers with transportation systems that provide an alternative to driving alone. C/CAG should continue leveraging the programs that Commute.org organizes when updating its Land Use Impact Analysis Program (TDM Policy).

GOAL	OBJECTIVE	PERFORMANCE MEASURE/TARGET
Reduce and manage travel efficiently through demand-side measures, including land use planning and transportation demand management efforts at work sites	Increase the number of employers and employees within the geographic limits of San Mateo County who have access to a commute alternatives program at work	Number of commute alternatives programs and number of employees participating

Parking

Parking policy is an important indicator of land use and transportation trends. To track parking, innovation, and policy development in San Mateo County, C/CAG can work with cities and the County to gather information on the status of efforts to reduce parking requirements around TODs and affordable housing projects, as well as the number of member jurisdictions with parking management master plans. If member agencies have adopted, or are in the process of undertaking, a larger planning effort (i.e., General Plan Update) that addresses parking management, C/CAG staff would consider reviewing an alternate planning document to a parking management master plan.

GOAL	OBJECTIVE	PERFORMANCE MEASURE/TARGET
Encourage innovations in parking policy and programs, including incentives for reduced parking requirements, and a comprehensive approach to parking management and pricing	Increase the number of San Mateo County communities that reduce parking requirements in the case of affordable housing projects, transit-oriented development, and proposed shared-parking arrangements	Number of communities
	Increase the number of communities with parking management master plans in San Mateo County	Number of plans ⁴

Modal Connectivity

Modal connectivity can be measured through tracking the number of active transportation access improvements around transit stops in San Mateo County, as well as measuring the amount of shuttle bus service availability. Working with Caltrain and SamTrans, C/CAG can help to gather information to track these improvements and services. Member agencies and partners may be developing strategies to address transportation network companies’ (TNCs’) impact on modal connectivity. This information could be provided to C/CAG at the time information regarding shuttle bus service is requested. Working Group members noted that longer transit trips between regional transit services, such as Caltrain and BART, as well as first-last mile connections, should be also be measured. Monitoring this will lead to a better understanding of how integrated the transit network is. Beyond access improvements for pedestrians and bicycles at transit stations and stops, accessibility for all modes to and from their destinations will be analyzed through the pilot process. C/CAG and its member agencies should continue to work with transportation network companies to obtain information on its users and trip behaviors.



4 Consider measuring bicycle parking.

GOAL	OBJECTIVE	PERFORMANCE MEASURE/TARGET
Integrate the roadway, public transit, and non-motorized transportation networks to advance system efficiency, effectiveness, and convenience	Implement bicycle and pedestrian access improvements at public transit stations and stops in San Mateo County	Number of projects
	Enhance shuttle bus services connecting work sites and public transit stations and stops	Number of shuttle bus services hours ⁵

Goods Movement

Goods movement is an important element of transportation planning at the countywide level. While the Working Group did not emphasize this metric, MTC already measures motor freight travel delay. Remaining cognizant of this data in between CTP updates will help to ensure that C/CAG's overall countywide transportation vision is achieved.

GOAL	OBJECTIVE	PERFORMANCE MEASURE/TARGET
Seek and protect transportation revenues to maintain existing transportation infrastructure and investments, and to improve all modes of transportation systems within San Mateo County in a balanced fashion	Minimize motor freight travel delay increases on the San Mateo County roadway network	Delay ⁶

NEAR-TERM

- Gather baseline of information for Priority Measures (shown above) through data collection efforts with member agencies and organizations (*see Appendix A for Draft Data Request Form*).

IMPROVEMENTS FOR THE NEXT

- Draft performance measures that measure progress against the Plan's Vision and Goals, using clear methodology and indicating the desired direction of progress.

⁵ Consider measuring transportation network company (TNC) impact.

⁶ Measure freight travel delay.

Priority 2: Identify a Process for Measuring Progress Toward SMCTP 2040 Goals

Performance measures may take the physical form of a list or spreadsheet, but behind the written measure is a significant effort on the part of the agencies responsible for measuring progress. The process for data collection, information sharing, and reporting must be considered in any performance measurement. As a part of this Follow-Up process, a tracking spreadsheet for performance measures were developed, which C/CAG staff will use to maintain a record of progress against performance measures.

As noted in Chapter 2, Roles and Responsibilities, C/CAG is an organization with limited jurisdiction. In many cases, C/CAG will only play a supportive role in implementation or tracking of a particular performance measure. For this reason, C/CAG staff will rely on collaborative reporting and tracking by its partner and member agencies.

To facilitate this exchange of information, C/CAG has developed a draft request for certain information to be distributed to each partner and member agency as outlined in Appendix A. Responses to this request will enable C/CAG to update the tracking spreadsheet, and in turn, on progress toward performance measures. It is important that C/CAG provide clear guidance to ensure that tracking data is uniform and consistent across jurisdictions. C/CAG will work with the SMCTP 2040 Implementation Group, the C/CAG Technical Advisory Committee, and city staff to review and refine the Data Request Form.

San Mateo County jurisdictions are already working effectively in collaboration with C/CAG on a number of planning initiatives that require data and information sharing, including the Housing Element-focused group “21 Elements” and the Regional Integrated Climate Action Planning Suite (RICAPs).

NEAR-TERM ACTIONS

- Development of Performance Measures Matrix (*see Appendix B*).
- Requests for Information from Partner and Member Agencies (*see Appendix A*).
- Draft Data Request Form distributed to member agencies and transportation partners

IMPROVEMENTS FOR THE NEXT SMCTP

- Continue to track and report on performance measures, as measures are refined and new items are added.

Priority 3: Consider Equity in Funding Decisions

The SMCTP 2040 is one component of C/CAG's overall approach to addressing equity issues in transportation. In its role as the Congestion Management Agency for San Mateo County, C/CAG prepares Community-Based Transportation Plans (CBTPs), which review the transportation needs in low income communities and recommend steps to address these needs.

C/CAG prepares Community-Based Transportation Plans (CBTPs), which review the transportation needs in low income communities and recommend steps to address these needs.

CBTPs are part of the Metropolitan Transportation Commission's (MTC) Community-Based Planning Program to look at transportation needs in low income communities.

Working Group members expressed a desire to more clearly define C/CAG's consideration of equity issues in transportation planning and funding decisions. C/CAG can better articulate the process for consideration of the transportation needs identified by the CBTPs in their funding decisions.

For example, the CBTPs include implementation actions to present findings of the planning process to the C/CAG Board, as well as other member agencies, and recommend service improvements for transit in the Short Range Transit Plans. Additionally, CBTPs help identify the links between needed programs and potential funding sources administered by C/CAG.

In advance of the next SMCTP update, C/CAG will be updating the Countywide CBTP and should use the results of those planning processes to inform the development of the next CTP, including sharing the results of those processes with stakeholders for consideration. C/CAG should also assess how recent funding decisions have tracked against Action Plan priorities, including areas and topics designated for Pilot Projects. It was also recommended that C/CAG assess the timing of both the Countywide and community-specific CBTPs so they can more effectively inform funding decisions.

Another tool for visualizing how equity is considered in transportation decisions is the C/CAG mapping tool. The C/CAG Transportation Projects Map, available here (<http://ccag.ca.gov/projects/>), uses Google maps to explain various transportation projects funded by C/CAG. Visitors to the map can find transportation projects that are completed, currently in construction, or planned to be constructed in the future. Projects can also be filtered by type, location, and funding source. The map will be updated periodically as project information becomes available.

NEAR-TERM ACTIONS

- Update of the Countywide Community Based Transportation Plan.
- Assessment of recent funding decisions relative to Action Plan priorities.

IMPROVEMENTS FOR THE NEXT SMCTP

- Review finding of CBTP process and C/CAG Transportation Project map when developing the next CTP.

Priority 4: Provide Opportunities for Involvement in SMCTP 2040 Implementation

Measuring progress not only means gathering data, but also ensuring that the right metrics are used. As transportation needs and technologies change over time, a more agile approach to performance measurement may be needed. Continued community and partner involvement in the SMCTP 2040 Follow-Up process can help to ensure that changes needed before the next update cycle are anticipated and that cooperating and member agencies are in regular communication with stakeholders and C/CAG staff about implementation challenges.

Providing a forum for regular communication between stakeholders and staff may also simplify the exchange of information regarding performance measures, helping C/CAG staff to gather and report back on progress toward SMCTP 2040 implementation. It is recommended that a group on SMCTP 2040 implementation be convened by C/CAG. This SMCTP 2040 Implementation Group may meet annually or semi-annually, and has the potential to become an important part of the stakeholder engagement efforts for future updates.

It is anticipated that the standing group on SMCTP 2040 implementation would be similar in size and composition to the SMCTP 2040 Follow-Up Working Group.

NEAR-TERM

- Convene the SMCTP Implementation Group to provide feedback on pilot process and SMCTP 2040 implementation.
- Schedule SMCTP 2040 Implementation Group meetings.

IMPROVEMENTS FOR THE NEXT

- Include the SMCTP 2040 Implementation Group in scoping the SMCTP update process, with particular attention paid to designing the Community Engagement approach.

Priority 5: Continue Partnerships as an Opportunity to Fill Funding Gaps Transportation funding is highly complex and can change as political priorities shift. Additionally, the majority of transportation funding is directly tied to a particular mode of transportation and has specific limitations. The priorities of C/CAG as an agency—informed by the community’s vision for its transportation future—may not be a perfect match for the funding available in any given year. For this reason, it is important that C/CAG and the community-at-large continue to seek creative funding solutions to help develop the transportation network that is the right fit for San Mateo County.

To this end, C/CAG has recently developed the Grant Writing Technical Assistance Program (GW-TAP) which provides grant writing technical assistance to C/CAG and its member agencies for federal, state, and regional grant programs. At the June 14, 2018 meeting, the C/CAG Board approved \$88,130 in grant writing services under the GW-TAP to assist six cities in applying for the California Transportation Commission’s (CTC) Active Transportation Program Cycle 4 program. On-call GW-TAP consultants were assigned to the cities to assist with grant application materials. The applications were submitted late July and successful project sponsors will be notified by the CTC late 2018. Additionally, with the implementation of the aforementioned standing group on SMCTP 2040 implementation, a forum for public agencies and community-based organizations to exchange information about opportunities to fund transportation programs and projects will exist.

NEAR-TERM ACTIONS

- Provide grant writing technical assistance through the GW-TAP.
- Seek creative partnerships between government agencies, CBOs, and the private sector to fund transportation projects and programs.

IMPROVEMENTS FOR THE NEXT SMCTP

- Consider including information highlighting the opportunities and constraints surrounding transportation funding in San Mateo County.

By focusing on a small number of near-term actions, the implementation of the SMCTP 2040 and its many performance measures becomes more tangible. The near-term actions serve as an important starting point in implementing the Plan to achieve success. Near-term actions also allow C/CAG, its partners and member agencies, and other stakeholders to adapt their implementation approach based on progress and the evolving changing needs of the County.

Considering the long-term nature of the SMCTP 2040, the Action Plan houses a growing list of improvements and considerations for the next CTP, which are listed below. As the near-term actions are implemented, additional improvements may be identified.

- Draft Performance Measures that measure progress against the Plan’s Vision and Goals, using clear methodology and indicating the desired direction of progress.
- Continue to track and report on performance measures, as measures are refined and new items are added.

- Review findings of CBTP process as well as map of funding when developing the next CTP.
- Include SMCTP 2040 Implementation Group in scoping the SMCTP update process, with particular attention paid to designing the Community Engagement approach.
- Consider including information highlighting the opportunities and constraints surrounding transportation funding in San Mateo County.

Through the SMCTP 2040 Implementation Group, the near-term actions and improvements can be tracked effectively. The group will weigh the many different factors that determine whether progress has been made and will bring more accountability to the implementation process.

Priority 6: Implement Smart Pilot Projects

Working Group members recommended initiating a pilot process that would focus on implementing, monitoring and evaluating the Action Plan priorities and near-term actions. It is anticipated that the pilot process would be a multi-year effort, timed to coincide with updates to the CTP. The anticipated goal and objective for the pilot process is:

Goal: The pilot projects should promote innovative ways for people and goods to move safely and provide reliable access to multiple transportation modes and destinations in San Mateo County.

Objective: On-going engagement with SMCTP 2040 Implementation Working Group, city staff, transit agencies, and other stakeholder groups to implement the pilot projects in San Mateo County.

The goals and objective for the pilot process may be further defined and modified, as necessary, by the SMCTP 2040 Implementation Group.

Working Group members expressed that having multiple goals, vision statements, and performance measures can sometimes complicate the transportation planning process. One goal is not more important than another and tracking progress may be difficult to do depending on how, when, and by whom certain things are measured. Working Group members shared that it can be easy to get lost in the details. It is important to not lose sight of the bigger picture and to understand if real progress is being made. Throughout the Follow-Up process, three topics, outlined below, were discussed frequently:

- **Person throughput:** Are people moving through the County sustainably, efficiently, and cost effectively across all transportation modes?
- **Safety:** Are people safely moving through, within, out of, and into the County no matter what transportation mode they use?
- **Accessibility:** Do people have reliable, convenient, and equitable access to multiple transportation options?

Working Group members identified these questions and objectives with the hope that they provide a bigger picture assessment of whether real change is occurring. After near-term and long-term actions are completed, key performance measures are tracked and adjusted over time, C/CAG, its partners and colleague agencies should be able to answer these questions successfully.

The following outlines a framework for the pilot process, which can be modified, as needed, to yield the most successful process and outcome. The pilot projects should be S.M.A.R.T. in that they are specific, measurable, accountable, timebound and realistic. This framework was intended to layout a S.M.A.R.T. pilot process.

1. **Convene the SMCTP 2040 Implementation Group**, as recommended in Priority 4 (page 23), to design and implement the pilot process. This group can continue the work of the existing SMCTP 2040 Follow-Up Working Group and should represent a cross-section of stakeholder interests.
2. **Identify 3 to 5 Planned Projects to apply the Action Plan priorities.** It is recommended that the implementation group select pilot projects based on criteria that reflect the diversity and complexity of the County's communities. Criteria for selection can include, but is not limited to geography, population size, socio-economic factors, development type, commute patterns, and data availability. In particular, it was recommended that communities of concern, areas of isolation (i.e., Coastside) and Priority Development Areas are considered for the pilots. The definition of "communities of concern" is intended to represent a diverse cross-section of populations and communities that could be considered disadvantaged or vulnerable in terms of both current conditions and potential impacts of future growth.⁷
3. **Apply the Action Plan Priorities**, starting with developing a baseline, and monitoring over the course of 2-3 years. Working Group members had varying suggestions on how the pilot projects could be implemented. Some thought the pilots presented a unique opportunity to help fund or identify grant funding for specific projects. On-call grant writing consultants through the GW-TAP could also be utilized to apply for grant opportunities, as appropriate. C/CAG could partner with a particular jurisdiction, transit agency, or appropriate stakeholders to apply the Action Plan priorities and monitor performance measures. Others thought the pilot process could focus on projects that are already planned for or in various stages of implementation. With either option, or perhaps a different option selected by the SMCTP 2040 Implementation Group, adjustment can be made as necessary and updates will be made to the C/CAG Board.
4. **Evaluate Performance Measures, Action Plan Priorities and Make Recommendations for the next SMCTP update.**
Following the identification, data gathering and monitoring of the pilot projects, the SMCTP 2040 Implementation Group will evaluate results and review the progress of meeting performance measures/targets to determine how person throughput, accessibility, and safety goals are being met. Depending on results, the implementation group will make recommendations on how the performance measures should be modified or revised for the next CTP update. An important piece of evaluating the performance measures and priorities is stakeholder engagement. Stakeholder groups provide qualitative input on how access to certain transportation modes are changing in their community and further define their needs. It is encouraged that the SMCTP 2040 Implementation Working Group refines performance measures and priorities, as necessary, based on community feedback.

7 <https://www.planbayarea.org/2040-plan/plan-details/equity-analysis>

NEAR-TERM

- Convene the SMCTP 2040 Implementation Group to identify 3-5 projects, apply the Action Plan priorities, monitor and evaluate.

IMPROVEMENTS FOR THE NEXT

- Consider feedback for the next SMCTP and recommendations from the SMCTP 2040 Implementation Group in the next CTP cycle.

Nine near-term actions were outlined above:

1. Gather baseline information for priority measures through data collection efforts with member agencies and organizations.
2. Develop Performance Measure Tracking Spreadsheet.
3. Data Requests for information from Partner and Member Agencies.
4. Update the Transportation Projects in San Mateo County Map on a regular basis.
5. Update of the Countywide Community Based Transportation Plan.
6. Convene the SMCTP 2040 Implementation Group to provide feedback on pilot process and SMCTP 2040 implementation.
7. Schedule SMCTP 2040 Implementation Group meetings.
8. Provide grant writing technical assistance through the GW-TAP.
9. Seek creative partnerships between government agencies, CBOs, and the private sector to fund transportation projects and programs.
10. Convene the SMCTP 2040 Implementation Group to identify 3-5 projects, apply the Action Plan priorities, monitor and evaluate.

6. Community Outreach

Community outreach, including how and whom to engage on transportation planning moving forward, emerged as a key concern heard during the SMCTP 2040 Follow-Up process. When

Different stakeholder engagement approaches work for different communities and each have varying levels of resource impact.

discussing outreach, it is important to understand that one size does not fit all. Different stakeholder engagement approaches work for different communities and each have varying levels of resource impact. Community outreach can often be a difficult task to navigate — how can all stakeholder groups be meaningfully engaged within a certain timeframe and budget?

Understanding recent challenges associated with community outreach is helpful in making future decisions about public involvement strategies. Working Group members acknowledged these challenges and also discussed opportunities for

engagement that could be applied to any planning process.

Feedback from the Working Group, including recommended actions and strategies to engage a cross-section of stakeholders and stakeholder interests, is summarized below.

Working Group Input on Community Outreach

- **Employ established best practices and lessons learned for effective outreach**

Best practices and lessons learned should be drawn from other successful city, county, or regional planning efforts, with respect to frequency of outreach and means for effectively generating informed stakeholder feedback. Additionally, utilizing the existing channels and strategies cities have established will inform effective engagement approaches with specific communities, including communities of concern.

- **Empower stakeholders to become “SMCTP 2040 ambassadors”**

The development of a “community engagement toolbox”, which stakeholders are trained to use, would allow stakeholders to conduct outreach efforts on their own accord – in other words, it would allow for a more robust engagement progress. Additionally, allowing stakeholders to engage their

peers and the constituencies they represent to provide a sense of ownership in ensuring the SMCTP 2040 is implemented efficiently and equitably. These “ambassadors” (or a subset of them) could be appointed to a standing group to assist in ensuring accountability, reporting back on outreach findings, and the effectiveness of SMCTP 2040 implementation at large.





- **Conduct outreach at forums stakeholders are already frequenting**

Determining how and when to engage stakeholders is vital to ensuring outreach is conducted effectively as is recognizing that these strategies will need to be adapted according to the various stakeholder needs. Presentations during City Council and neighborhood association meetings allow for key decision makers to be briefed on and pass along key updates on the SMCTP 2040's implementation to their constituencies.

On the other hand, targeting existing events for pop-up events, such as information tables at farmers markets, provides an opportunity to directly engage communities in SMCTP- related conversations and share relevant information, answer questions, and understand city/community-specific perspectives.

- **Pursue digital engagement strategies**

Utilizing social media and other online tools, such as scientific polling, allows for stakeholders to engage at their own convenience in an informal setting. The development of a stakeholder database and/or listserv to provide SMCTP 2040 updates and announcements of in-person outreach events would ensure that a cross-section of stakeholder are regularly engaged and informed.

A one size fits all approach does not typically work when conducting meaningful outreach. Although outreach can at times be difficult to conduct and can also be time and resource intensive, it provides valuable information. In order to truly understand if progress and success are achieved across the performance measures, both qualitative and quantitative feedback is needed. It is important to hear first-hand from stakeholders how they interact and rely on various transportation modes. Working with stakeholders early and often strengthens the process' overarching outcome.

7. Equity

The Working Group discussed that there are different ways to evaluate equity, which could be a result of resource availability, timing of other related processes, lack of available information, etc. Different methods for evaluating equity include using a set of technical performance measures, comparing percent of investment in low-income and minority populations to the percent of

their use of the transportation system, and conducting a mapping analysis overlaying plan investments with the location of disadvantaged communities.

The Working Group recommended that equity analyses be both quantitative and qualitative, incorporating input from stakeholder engagement and outreach activities, acknowledging and understanding limitations and nuances of how different communities interact and rely on transportation modes, and addressing both benefits and challenges.

The Working Group also reviewed the concept of Community-Based Transportation Plans (CBTPs) and their relationship to the SMCTP 2040.

The Working Group also reviewed the concept of Community-Based Transportation Plans (CBTPs) and their relationship to the SMCTP 2040. The MTC CBTP program examines the transportation needs of low income communities in the region. Several plans have been developed in San Mateo County, including San Bruno/South San Francisco (2012), North Central San Mateo (2011), Bayshore (2008), East Palo Alto (2004), and the Countywide Plan for low income populations (2012). These plans identify, assess, and develop strategies to bridge gaps in the transportation needs for these disadvantaged communities. These plans also influence the contents of the CTP by identifying strategies and projects to increase transportation options for low-income residents. MTC's Lifeline Transportation Program provides funding for strategies and projects identified in CBTPs that meet mobility and accessibility needs in low income communities. In San Mateo County, Call for Projects for Lifeline funds are administered by C/CAG and typically released every two to three years.

The CBTPs set forth strategies to address equity concerns, such as providing free or discounted fares for low-income transit users. CBTPs are identified in the SMCTP 2040 as one of the County's key transportation plans.

The SMCTP 2040 identified 21 communities of concern within the County. Given this number, analyzing and understanding equity is essential in implementing the SMCTP 2040. Through the priority actions and CBTPs described above, equity considerations, transportation investments and performance will be tracked and documented more intentionally and effectively.



8. Funding

Funding is crucial to the development and implementation of efficient and equitable transportation systems. Below are brief descriptions of some potential funding sources — on the federal, state, and local levels — that C/CAG and its member agencies could consider leveraging to implement the SMCTP 2040. It is worthy to note that while each funding streams' administering agency can set rules to how their funds will be utilized, thus significantly limiting how funds can be spent.

Federal Funding

At the federal level, the following programs are available:

- Federal Highway Administration (FHWA) Surface Transportation Block Grant Program (STBG)/(STP)
- Congestion Mitigation and Air Quality Improvement Program (CMAQ)
- Federal Transit Administration (FTA) Grant programs
- US DOT Better Utilizing Investments to Leverage Development (BUILD)

Funds from these programs can go towards non-recreational bicycle and pedestrian facilities, transit access projects, transportation facility improvements in transit and multimodal corridors, and streets and roads maintenance and rehabilitation projects.

The FTA grant programs are specifically geared towards SamTrans and Caltrain and include provisions for repair, bus facilities, transit planning, and capital projects. Currently, San Mateo receives funds from FTA 5307 - Urbanized Area and FTA 5310 – State of Good Repair, the latter raised \$198 million in 2016.

State Funding

At the state level, funding options include state wide programs, taxes such as the CA Fuel Excise Tax and the CA Diesel Sales Tax, and cap & trade funding. The statewide programs available include:

- State Highway Operations & Protection Program (SHOPP)
- State Transportation Improvement Program
- Traffic Congestion Relief Program (TCRP)
- State Transit Assistance (STA) Program
- Active Transportation Program (ATP)
- Greenhouse Gas (GHG) Reductions Fund
- SB1 – The Road Repair and Accountability Act of 2017
- Proposition 1a – Safe, Reliable High-Speed Passenger Train Bond Act

- Proposition 1b – The Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act
- Transportation Development Act (TDA)

According to research conducted by MTC, in 2016, Gas Tax Subventions raised \$301 million and SHOPP generated \$252 million.⁷



Local Funding

Cities, counties, and special purpose entities (i.e., transit districts and transportation authorities) may impose district sales taxes (i.e., Measure W, otherwise known as “Get Us Moving”, the San Mateo County sales tax administered by SamTrans, to be considered for the November 2018 ballot) to fund local initiatives. Other funding options include:

- Measure A (San Mateo County Transportation Authority)
- AB 664 Net Toll Revenue for Transit
- Transportation Fund for Clean Air (TFCA)
- Measure M (San Mateo County Vehicle Registration Fee)
- Congestion Relief Plan (C/CAG Member Agency Dues)
- Peninsula Corridor Joint Powers Board (JPB) Members fees
- Bridge tolls

These funds can be used for congestion relief programs, improving capital facilities, and developing regional public transit, among other local initiatives.

A full spreadsheet describing the funding categories from the SMCTP 2040, who can apply, grant administrators and eligible uses is included in Appendix C.

The Working Group discussed funding at-length and acknowledged the many complexities and uncertainties that come with it. Building awareness of the funding streams available to C/CAG and other agencies throughout San Mateo County is an important consideration for implementing the SMCTP 2040.

⁷ Source: <http://ccag.ca.gov/wp-content/uploads/2017/06/MTC-Funding-Delivery-Role-Peninsula-2017-05-30.pdf>

9. Next Steps

C/CAG and its member agencies and partners have an opportunity to improve the way San Mateo County plans for the future of transportation. The swiftly changing nature of transportation is both a challenge and an opportunity, requiring a highly collaborative approach that recognizes the constraints facing each of the parties engaged in this endeavor.

The SMCTP 2040 Follow-Up process has helped to give C/CAG and stakeholders a head start on the next CTP update process and will provide all parties involved with a roadmap for making the next CTP the most effective tool for the county as a whole to achieve the transportation vision, while continuing to recognize the resource constraints inherent in local government-led programs.

Starting with the priorities outlined below—most importantly, beginning to measure and monitor progress—the communities of San Mateo County will be putting the SMCTP 2040 into action.

Implementation of the SMCTP 2040 begins with delivering the following Action Plan Priorities:

The swiftly changing nature of transportation is both a challenge and an opportunity, requiring a highly collaborative approach.

1. **Develop a Baseline for Measurement** by collecting a baseline of information for priority measures (listed in Chapter 5) through data collection efforts with member agencies and organizations (see Appendix A).
2. **Identify a Process for Measuring Progress toward SMCTP 2040 Goals** through the development of Performance Measure Tracking Spreadsheet (Appendix B) as well as requests for information from partner and member agencies (Appendix A).
3. **Consider Equity in Funding Decisions** by better understanding transportation investments and performance, collecting quantitative and qualitative feedback and updating the Countywide Community Based Transportation Plan.
4. **Provide Opportunities for Involvement in SMCTP 2040 Implementation** through convening the SMCTP 2040 Implementation Group to provide feedback on SMCTP 2040 implementation. These meetings will coincide with data request for performance measurement. This group will assist C/CAG by ensuring the appropriate data and metrics are utilized to ensure performance measures are being met. This group will also assess if and why certain performance measures are not met and will maintain a list of recommended edits and additions to the performance measures. The collection of these data points and metrics in the form of a clearinghouse will allow all cities and counties to track regional jurisdictions' progression and methods as it relates to SMCTP 2040 implementation.
5. **Continue Partnerships as an Opportunity to Full Funding Gaps** by providing grant writing technical assistance through the GW-TAP and seeking creative partnerships between government agencies, CBOs and the private sector to fund transportation projects and programs.
6. **Implement Smart Pilot Projects** by convening the SMCTP 2040 Implementation Group, identifying 3-5 pilot projects and applying the Action Plan priorities.

Appendices

1. **Appendix A.** *Draft Data Request Form for Member Agencies*35
2. **Appendix B.** *Annotated Performance Measures Matrix*38
3. **Appendix C.** *Funding Categories Spreadsheet*46

Appendix A

Draft Data Request Form for Member Agencies

Note: Draft Appendix A will be further reviewed and refined by the C/CAG Technical Advisory Committee.

Follow-Up Action Plan

This Data Request form will be used to track the success of performance measures developed in the San Mateo Countywide Transportation Plan 2040 (SMCTP 2040). We request Planning and Public Works Department staff, BART, WETA and other agency staff help us ensure progress is being made to implement this countywide plan. While some agencies may have access to all the data below, we recognize that some data is unattainable for all, so please complete what you are able. This Appendix will be reviewed and further refined by the C/CAG Technical Advisory Committee.

Please return this form and any supporting information by [date] to Sara Muse (smuse@smcgov.org).

COMPLETED BY (NAME/TITLE):

DATE:

CONTACT INFORMATION:

ROADWAY SYSTEM

1. What is your agency's annual rate of traffic fatalities and serious injuries on freeways?
Please specify number of vehicle, pedestrian, and bicycle crashes.
2. What is your agency's annual rate of traffic fatalities and serious injuries on local roads?
Please specify number of vehicle, pedestrian, and bicycle crashes.
3. What is the peak-period vehicle hours of delay for major roadway facilities?
4. What is the peak-period throughput for major roadway facilities?
5. What is the average peak-period vehicle occupancy of major roadway facilities?

BICYCLES

1. How many miles of the following bicycle facilities are currently built in your jurisdiction?
 - a. Class I
 - b. Class II
 - c. Class III
 - d. Class IV
2. What is the bicycle mode share (all trips) for your jurisdiction?
3. What is your bicycle mode share target (all trips) for 2040?

4. How many units of the following signal modifications are current installed in your jurisdiction?
 - a. High-Intensity Activated Crosswalk (HAWK)
 - b. Rapid Rectangular Flashing Beacon (RRFB)
 - c. Bicycle signals
5. How do you measure bicycle mode share (census data, other planning efforts?)?
6. What is your current bicycle mode share for work trips?
7. Do you currently conduct regular bicycle counts? If so, which locations, and what method do you use (i.e., manual counts or video)?

PEDESTRIANS

1. How many linear feet of sidewalk has been added in the past 5 years?
2. What is the pedestrian mode share (all trips) for your jurisdiction?
3. What is your pedestrian mode share target (all trips) for 2040?
4. How do you measure pedestrian mode share (census data, other planning efforts?)?
5. Do you currently conduct regular pedestrian counts? If so, which locations, and what method do you use (i.e., manual counts or video)?

TRANSPORTATION SYSTEM MANAGEMENT AND INTELLIGENT TRANSPORTATION SYSTEMS

1. How many miles of the Smart Corridor system has been constructed within your jurisdiction?
2. How many intersections within your jurisdiction are equipped with public transit traffic signal pre-emption?

TRANSPORTATION DEMAND MANAGEMENT

1. Does your jurisdiction require commute alternative plans with major development projects or for major employers?
2. How many commute alternative plans exist within your jurisdiction?
3. Approximately how many employees are served by these plans?

PARKING

1. Does your jurisdiction reduce parking requirements for affordable housing projects, transit oriented development or developments with shared-parking arrangements?
2. Does your jurisdiction have a parking management master plan? If yes, how recently was it updated? Does the plan include bicycle parking improvements?

Draft Data Request Form for Partner Agencies

This Data Request form will be used to track the success of performance measures developed in the San Mateo Countywide Transportation Plan 2040 (SMCTP 2040). We request your agency help us ensure progress is being made to implement this countywide plan. Please return this form and any supporting information by [date] to Sara Muse (smuse@smcgov.org). This Appendix will be reviewed and further refined by the C/CAG Technical Advisory Committee.

COMPLETED BY (NAME/TITLE):

DATE:

CONTACT INFORMATION:

PUBLIC TRANSPORTATION

1. What is the increase in public transportation trips since 2015?
2. Do you have a percentage target for transit-to-work trips? If so, what is the target?
3. For all routes, please provide the following:
 - a. Passengers per service hour
 - b. Cost per passenger
 - c. Farebox recovery ratio

MODAL CONNECTIVITY

1. How many public transit stations and stops feature bicycle and pedestrian access improvements?
2. Do you regulate shuttles between work sites and public transit stations and stops? Do you know the number of shuttle buses operating and their hours of operation?
3. How does SamTrans address the impact of transportation network companies (TNCs) such as Uber and Lyft?

Appendix B

SMCTP 2040 Follow-Up Action Plan Performance Measures Matrix

Chapter	Vision	Goal	Objective	Term	Mode (s)	Performance Measure/Target	Adopted Performance Measure/Target in San Mateo County	Example Performance Measure/Target in Other Plans	SMCTP Working Group Comments
Ch. 4 Land Use	A San Mateo County transportation system that is safe and convenient for all people whether travelling on foot, by bicycle, via public transportation, or in an automobile, to reach places they wish to go	Integrate transportation and land use plans and decisions in support of a more livable and sustainable San Mateo County	"Multimodal Connections" Program included in San Mateo County's portion of the MTC's for Livable Communities Program	Long-Term	All	# of projects funded and implemented	House 100% of the region's projected growth by income level without displacing current low-income residents and with no increase in in-commuters over the Plan baseline year (Plan Bay Area 2040)		Explain how the Multimodal Connections program works. For example, if MTC's TLCOBAG2 funds were for transportation projects, how does this help meet the MTC's goal of accommodating growth without displacing low-income residents?
			Implement a "TOD Employment Incentive Program"	Long-Term	All	# of projects, amount of commercial space, and amount of funding		Design for a 1/4 to 1/2 mile radius of diverse, multi-use development that provides basic services and amenities in convenient locations on site within this radius. Design to encourage walking, biking and non-auto use within this radius. This means at a minimum grocery store, pharmacy, one restaurant per 600 employees, hotel, cultural/art/recreation facility, daycare facility, park space, and trail access (Brisbane Baylands Sustainability Framework 2015)	TOD Employment Incentive Program should be focused around Caltrain and BART stations, or major bus hubs, not just bus stops. Consider measuring the number of participating employees.
			Implement the Grand Boulevard Initiative vision of transit-oriented development along the El Camino Real Corridor in proximity to Caltrain, BART, and prospective bus rapid transit stations	On-going	All	\$ for enhanced C/CAG ECR Incentive Program, # of Smart Growth/TOD projects, # of housing units			1. GBI objectives should have performance targets that specify distance from El Camino Real. 2. The GBI goal should include performance measures around transportation.
			Enhance the TOD Housing Incentive Program	NA	All	# of projects, # of housing units, and \$ of funding	<ul style="list-style-type: none"> Decrease the share of lower-income residents' household income consumed by transportation and housing by 10% (Plan Bay Area 2040) Increase the share of affordable housing in PDAs, TPAs, or high-opportunity areas by 15% (Plan Bay Area 2040) Do not increase the share of low- and moderate-income renter households in PDAs, TPAs, or high-opportunity areas that are at risk for displacement (Plan Bay Area 2040) 	Find a target that reflects how to enhance the current TOD Housing Incentive Program. Consider measuring the number of dwelling unit types, number of bedrooms, number of dwelling units, and number of bedrooms per dwelling unit.	
			Enhance the quality of public places and spaces in San Mateo County	On-going	All	# of public place and space design amenity projects and \$ of funding		"Enhance quality of public spaces" should also include quantity of spaces.	
			Revise and Enhance the Transportation Demand Management Guidelines	Near-Term	All	Revised and enhanced set of C/CAG TDM Guidelines	<ul style="list-style-type: none"> Increase by 20% the share of jobs accessible within 30 minutes by auto or within 45 minutes by transit in congested conditions (Plan Bay Area 2040) Increase by 38% the number of jobs in predominately middle-wage industries (Plan Bay Area 2040) 	Develop Transportation Demand Management Plan that targets achievement of the GHG goals towards emissions of 0.82 tons CO2e per employee per year for commuting by 2030 (Brisbane Baylands Sustainability Framework 2015)	<ol style="list-style-type: none"> Revising guidelines is not a performance objective, it's a means of implementing an objective. Replace. Set a goal of 40% GHG reduction from the transportation sector by 2030 relative to 1990 emissions, to be in line with the state law, SB 32 which adds this 2030 goal for vehicles. San Mateo County should use a "commute-shed" metric, and make use of support from MTC/Plan Bay Area for regional support in measurement — as noted in the matrix, PBA's metric/target is to increase by 20% the share of jobs accessible within 30 minutes by auto or within 45 minutes by transit in congested conditions We should keep the "commute-shed" metric and use what Plan Bay Area uses for regional support in measurement — staff report listed increase by 20% the share of jobs accessible within 30 minutes by auto or within 45 minutes by transit in congested conditions (Plan Bay Area 2040).

Chapter	Vision	Goal	Objective	Term	Mode (s)	Performance Measure/Target	Adopted Performance Measure/Target in San Mateo County	Example Performance Measure/Target in Other Plans	SMCTP Working Group Comments
Ch. 5 Roadway System	A multimodal transportation network that contributes to the socio-economic and environmental health and safety of San Mateo County	Enhance safety and efficiency on the countywide roadway system to foster comfortable, convenient, and multimodal mobility	Improve the person throughput of the roadway system	On-going	Vehicle	Peak-period throughput of major roadway facilities, average peak-period vehicle occupancy of major roadway facilities		<ul style="list-style-type: none"> Re-evaluate these targets in the year prior to any General Plan revision but no less than every five years in regards to current scientific data and performance to determine if the City needs to increase the targets or its efforts to achieve them and to set interim targets (San Mateo Sustainable Initiative Plan, 2007) Assign clear responsibility for each recommendation in this report to specific departments, ensure that needed actions are included in future departmental work plans and that the concept of continual improvement of process and outcomes on all recommendations is internalized (San Mateo Sustainable Initiative Plan, 2007) Assign responsibility for the overall implementation of the Plan and for continuing investigation of opportunities to participate in local actions that will improve the sustainability of the City and region (San Mateo Sustainable Initiative Plan, 2007) Reduce single occupant automobile usage for trips less than 5 miles in length by 20% in 2020 (San Mateo Sustainable Initiative Plan, 2007) Future plans shall promote and facilitate ride-sharing, electric vehicle charging, bike use, pedestrian pathways, shuttles and connectivity, electric (renewable energy) shuttles, etc. (Baylands Sustainability Framework 2015) 	<ol style="list-style-type: none"> Regarding person throughput, clarify how this would be measured and whether it's countywide, by city, etc. Roadway System — The performance measures/targets for peak-period throughput of roadway facilities needs to be further clarified. Is this in regard to AADT? Average peak period vehicle occupancy of major roadway facilities is also listed. Determining actual vehicle occupancy is not easily assessed. If this is to be a performance measure/target, further guidance as to how this will be measured will be needed. The provision of sufficient resources to provide actual data may also be needed
			Reduce the number and severity of crashes on roadways in San Mateo County	Long-Term	Vehicle, Ped, Bike	annual rate of traffic fatalities and serious injuries		Since the objective is to reduce both the number and severity of crashes, the total number of crashes should be included in the performance measure, in addition to fatalities and serious injuries. Information on crash locations should also be collected to determine areas of greatest need and how well the problem is being addressed over time.	
			Reduce the rate of growth of roadway congestion	On-going	Vehicle	peak-period vehicle hours of delay	Increase non-auto mode share by 10% (Plan Bay Area 2040)	<ul style="list-style-type: none"> Reduce single occupant commuting by 20% by 2020 (San Mateo Sustainable Initiative Plan, 2007) Provide an annual transportation survey of residents and businesses to determine level of public transit and non-auto modes (Baylands Sustainability Framework 2015) Establish year/year targets for VMT reductions that will lead towards greenhouse gas emissions per target in tons CO₂e per employee per year for commuting by 2030 (Baylands Sustainability Framework 2015) 	As for reducing the rate of growth of congestion, clarify how the baseline from which reductions are measured is determined.
			Maintain the roadway system at an acceptable level	Long-Term	Vehicle	Percentage of roadway miles at acceptable level of maintenance	<ul style="list-style-type: none"> Reduce per-capita CO₂ emissions from cars and light duty trucks by 15% (Plan Bay Area 2040) Reduce vehicle operating and maintenance costs due to pavement conditions by 100% (Plan Bay Area 2040) 	Regarding roadway system maintenance, is maintaining PCI enough? Define acceptable PCI.	

Chapter	Vision	Goal	Objective	Term	Mode (s)	Performance Measure/Target	Adopted Performance Measure/Target in San Mateo County	Example Performance Measure/Target in Other Plans	SMCTP Working Group Comments
Ch. 6 Bicycles	A San Mateo County in which bicycling for both transportation and recreation is safe, comfortable, and convenient	Provide people with viable travel choices and encourage use of healthy, active transportation through a safe, continuous, convenient and comprehensive bicycling network that reduces reliance on the automobile for short trips	Increase the number of miles of Class I, II, III, and IV bicycle facilities added in San Mateo County	On-going	Bike	# of miles of Class I, II, III, and IV bicycle facilities			While the number of miles of Class I, II, III and IV bicycle facilities can be measured, it isn't the best measure for assessing whether a change in bicycle mode share is being made. The technical characteristics of the roadway and adjacent land use are key factors in helping to assess the effectiveness of these facilities. For example, a Class III facility on a 25 mph collector street can have quite a different impact than a Class III facility on a 45 mph major arterial street.
			Increase the number of bicycle lockers and racks in San Mateo County	Near-Term	Bike	# of bicycle lockers and racks added		Complete a Level of Service analysis for cycling and walking to ensure a Level B or better grade for all sidewalks, paths, roads and intersections. Include at least the following metrics in the analysis: safety, accessibility (e.g., obstructions in sidewalk, mid-block access), convenience (e.g., shortest path, minimum wait at intersections), signage and navigation, parking availability and convenience, and comfort. Accessibility is defined by building code and is meant to apply to all public ways such that people of all mobilities can benefit from the experience. (Brisbane Baylands Sustainability Framework 2015)	<ol style="list-style-type: none"> The objective increasing the number of bike lockers/racks should be more specific/prescriptive on security and conveniences on types of bike parking (see Caltrain's bike parking management plan) A level of service (LOS) analysis is suggested for cycling and walking with a grade of B or better. Developing such an analysis can be an effort of its own and resources would be needed to carry out such an effort.
			Increase bicycle safety education and training in San Mateo County	Near-Term	Bike	# of bicycle safety education programs participants		There is no safety objective and corresponding performance measure for bicycles even though it is one of the three major themes raised by Working Group members. A performance measure for the rate or number of annual bicycle fatalities and serious injuries should be included. Information on crash locations should also be collected to determine areas of greatest need and how well the problem is being addressed over time.	
			Establish bike sharing programs in San Mateo County	Near-Term	Bike	# of bicycle sharing programs and number of bicycles		Number of bike share programs should include number of users MTC is working on guidelines for bike counts so they are uniform throughout the 9 county Bay Area. San Mateo County is starting to update its bicycle plan which should yield recent and valuable data.	
			Increase the bicycle market share in San Mateo County	Long-Term	Bike	5% increase biking (all trips), 3% to work in 2040		<ol style="list-style-type: none"> SMCOS does annual bike/ped counts — this could be included to measure the increase over time The draft metric calls for 5% increase in bike trips and 3% of trips by bike to work by 2040. We suggest 10% in Priority Development Areas (PDAs), which are higher density 	

Chapter	Vision	Goal	Objective	Term	Mode (s)	Performance Measure/Target	Adopted Performance Measure/Target in San Mateo County	Example Performance Measure/Target in Other Plans	SMCTP Working Group Comments
Ch. 7 Pedestrians	A San Mateo County in which walking for both active transportation and recreation is safe, comfortable, and convenient	Promote safe, convenient, and attractive pedestrian travel that promotes healthy, active communities while reducing reliance on the automobile for short trips	Increase the number of pedestrian signal heads and countdown signals in San Mateo County	Near-Term	Ped	# of pedestrian signal heads added			It is great to have the annual rate of traffic fatalities and serious injuries tracked per city annually. It would be great to also have separate performance measures for pedestrian and bicyclist collisions. This is easy data to track because all of that info is typically bundled together (total # of collisions, collisions that involve pedestrians or bicyclists, and whether these collisions involve fatalities).
			Increase the number of intersections with enhanced treatments for pedestrian safety and comfort, such as raised center medians, in-pavement lights, pedestrian-activated crossing signals, and raised crosswalks appropriate to the location	Near-Term	Ped	# of intersections with enhanced pedestrian treatments			There is no safety objective and corresponding performance measure for pedestrians even though it is one of the three major themes raised by Working Group members. A performance measure for the number of annual pedestrian fatalities and serious injuries should be included. Information on crash locations should also be collected to determine areas of greatest need and how well the problem is being addressed over time.
			Increase the sidewalk network in San Mateo County	On-going	Ped	Linear feet of sidewalk added		Complete a Level of Service analysis for cycling and walking to ensure a Level B or better grade for all sidewalks, paths, roads and intersections. Include at least the following metrics in the analysis: safety, accessibility (e.g., obstructions in sidewalk, mid-block access), convenience (e.g., shortest path, minimum wait at intersections), signage and navigation, parking availability and convenience, and comfort. Accessibility is defined by building code and is meant to apply to all public ways such that people of all mobilities can benefit from the experience. (Brisbane Baylands Sustainability Framework 2015)	
			Increase the pedestrian market share in San Mateo County	Long-Term	Ped	% of people walking for all trip purposes			
			Increase walking for all trip purposes in San Mateo County	Long-Term	Ped	15% increase (all trips), 5% to work in 2040			1. Clarify whether the performance target for increasing walking is an increase in mode share or actual trips. Clarify the target is by 2040, not in 2040. 2. The draft metric calls for 15% increase in walk trips and 5% of trips by walking to work in 2040, we suggest 20% in PDAs

Chapter	Vision	Goal	Objective	Term	Mode (s)	Performance Measure/Target	Adopted Performance Measure/Target in San Mateo County	Example Performance Measure/Target in Other Plans	SMCTP Working Group Comments	
Ch. 8 Public Transportation	A public transportation system in San Mateo County that provides essential mobility for all, offers a competitive alternative to the automobile, and contributes to environmental and socio-economic well-being	Develop and maintain a seamless, safe and convenient public transportation system in San Mateo County	Improve the competitiveness of public transit to private transportation for key trips as measured by travel time, reliability, and customer satisfaction	Long-Term	Transit	Travel times, on-time performance, customer satisfaction	<ul style="list-style-type: none"> • Increase weekday fixed-route ridership by 15% (SamTrans Strategic Plan 2015-2019) • Enhance fixed-route service in core markets with denser populations and job centers (SamTrans Strategic Plan 2015-2019) • Consider a timed-transfer pulse system at key transfer points within limited headways from one or more routes (SamTrans Strategic Plan 2015-2019) • Explore amenities such as WiFi on buses that could attract commuters, students, and others who have longer trips (SamTrans Strategic Plan 2015-2019) 	Ensure that transit service, especially in core areas, is frequent (every 15 minutes or less) (VTA Strategic Plan 2017-2022)	For the competitiveness of public transit, a more meaningful target would be to reduce the difference in travel time between public transit and auto trips (use the C/CAG model to define what the current ratio is). There are probably more metrics for transit than just about any other mode, yet only one target is listed and there are no performance measures in the table. Performance measures should be added to help assess whether the County is successful in meeting its goals. Access to transit is also a concern that was raised by the Working Group, perhaps it may be worth a discussion with some of the transit operators to determine if an access target exists and if that is something that is currently measured (e.g. service area coverage, access to transit stops).	
			Lower the cost per passenger, mile and hour for the aggregate of public transit service in the county, discounting for inflation	Long-Term	Transit	Transit service costs per passenger, passenger mile, and per bus or train hour	<ul style="list-style-type: none"> • Establish an integrated fare structure (Alameda CTC Countywide Transportation Plan 2016) • Develop programs to reduce costs for transit operators (Alameda CTC Countywide Transportation Plan 2016) 			
			Improve system productivity as measured by passengers per hour and passengers per mile of service provided	Long-Term	Transit	Passengers per service hour and passengers per service mile	Increase fixed-route farebox revenue by 20% (SamTrans Strategic Plan 2015-2019)			
			Increase the public transit mode share of travel to, from and within San Mateo County over both a ten-year and twenty-five year horizon	Long-Term	Transit	7.55% increase in public transportation (all trips), 15% increase to work trips in 2040	<ul style="list-style-type: none"> • Reduce per-rider transit delay due to aged infrastructure by 100% (Plan Bay Area 2040) • Explore operational enhancements that can grow ridership such as evaluating the discounted Day Pass (SamTrans Strategic Plan 2015-2019) 		<ol style="list-style-type: none"> 1. Regarding 7.55% increase in public transit etc., clarify whether these are increases in mode share or in actual transit trips. 2. Further guidance should be provided on how the objective of a mode share increase of 5% for all trips and 3% for work trips by 2040 is to be assessed. If a clear methodology isn't established, it won't be possible to determine if the objective has been met. 	

Chapter	Vision	Goal	Objective	Term	Mode (s)	Performance Measure/Target	Adopted Performance Measure/Target in San Mateo County	Example Performance Measure/Target in Other Plans	SMCTP Working Group Comments
Ch. 9 Transportation System Management and ITS	A San Mateo County in which the transportation system is safe, efficient, cost-effective, and environmentally responsible	Manage travel efficiently through supply-side measures, including low-cost traffic operations improvements and use of technologies that reduce or eliminate the need for increases in physical capacity	Develop a new C/CAG "Multimodal Connections" Program to be included in San Mateo County's portion of the Metropolitan Transportation Commission's Transportation for Livable Communities Program	Long-Term	All	Adoption of Multimodal Connections Program, # of projects funded, # of miles of HOV lanes			
			Before consideration of new through lanes, implement improved traffic signal timing, new turn lanes, and other traffic operations measures along streets and highways in San Mateo County	Near-Term	Vehicle	# of intersection improvements w/o through lanes			
			Provide ramp-metering on the freeway system including US 101 and Interstate 280	Done	Vehicle	# of miles of equipped/operated			
			Increase the number of route miles covered by the San Mateo County "Smart Corridors" Program	Near-Term	Vehicle	# of route miles			
			Increase the number of intersections in San Mateo County equipped to operate in traffic adaptive mode	Near-Term	Vehicle	# of intersections w/ adaptive mode			
			Increase the number of corridors in San Mateo County equipped with traffic signal interconnections	Near-Term	Vehicle	# of corridors equipped			
			Increase the number of intersections in San Mateo County equipped with emergency vehicle priority	Near-Term	Vehicle	# of intersections w/ EVP			
			Increase the number of intersections in San Mateo County equipped with public transit traffic signal pre-emption	Long-Term	Vehicle, Transit	# of corridors w/ TSP			
			Provide improved traveler information to the monitoring public	On-going	Vehicle	# of DMS			
			Increase the number of public transit stops and stations in San Mateo County equipped with real-time transit service information	Long-Term	Vehicle, Transit	# of transit stops/stations with real-time transit service info			
Ch. 10 Transportation Demand Management	A San Mateo County in which reliance on solo occupant motor vehicle travel is minimized	Reduce and manage travel efficiently through demand-side measures, including land use planning and transportation demand management efforts at work sites	Increase the number of employers and employees within the geographic limits of San Mateo County who have access to a commute alternatives program at work	Near-Term	Vehicle	# of CAP and # of employees participating			
			Increase the participation in telecommuting by employees who work in San Mateo County	Long-Term	Vehicle, Transit	# of employees			
			Expand participation in the commuter pre-tax benefit program San Mateo County	Near-Term	All	# of employees participating		Continue to take actions to encourage, supplement, and support local governments in their TDM efforts, through funding multimodal transportation improvements and providing guidance and technical assistance to localities in developing their own TDM programs (Alameda CTC Countywide Transportation Plan 2016)	

Chapter	Vision	Goal	Objective	Term	Mode (s)	Performance Measure/Target	Adopted Performance Measure/Target in San Mateo County	Example Performance Measure/Target in Other Plans	SMCTP Working Group Comments
Ch. 11 Parking	Parking in San Mateo County that is a "right-sized" balance of supply and demand, supportive of Transit Oriented Development, and Sustainable Communities Strategies, intuitive to use, and environmentally responsible	Encourage innovations in parking policy and programs, including incentives for reduced parking requirements, and a comprehensive approach to parking management and pricing	Increase the number of San Mateo County communities that reduce parking requirements in the case of affordable housing projects, transit-oriented development, and proposed shared-parking arrangements	Long-Term	All	# of communities			
			Increase the number of "green" parking lot projects in San Mateo County	Long-Term	Vehicle	# of projects			
			Increase the number of solar panel installations on top of parking facilities in San Mateo County	Long-Term	Vehicle	# of projects			
			Increase the number of "smart" parking meters in San Mateo County	Near-Term	Vehicle	# of meters			
			Increase the number of bicycle lockers and racks at offices, shops, stores, parking lots and structures, and transit stations in San Mateo County	Near-Term	Bike	# of racks/lockers			
			Increase the number of communities with parking management master plans in San Mateo County	Near-Term	Vehicle	# of plans			
			Provide C/CAG incentives for parking standards reform	Long-Term	Vehicle	Adoption of Program; # of projects and \$ of funding		Provide discounted parking rates for carpools, hybrids and other vehicles that help reduce CO2 emissions (San Mateo Sustainable Initiative Plan, 2007)	
Ch. 12 Modal Connectivity	Seamless travel within San Mateo County using different modes of transportation	Integrate the roadway, public transit, and non-motorized transportation networks to advance system efficiency, effectiveness, and convenience	Improve intermodal travel information dissemination to San Mateo County transportation system users	Long-Term	All	Survey results rating			
			Increase the number of intermodal transit service hubs	Long-Term	Transit	# of number hubs			
			Implement bicycle and pedestrian access improvements at public transit stations and stops in San Mateo County	Long-Term	Bike, Ped, Transit	# of projects			
			Enhance shuttle bus services connecting work sites and public transit stations and stops	Long-Term	Transit	# of shuttle bus services hours			
Ch. 13 Goods Movement	Goods movement that supports an economically and environmentally sustainable San Mateo County	Seek and protect transportation revenues to maintain existing transportation infrastructure and investments, and to improve all modes of transportation systems within San Mateo County in a balanced fashion	Minimize motor freight travel delay increases on the San Mateo County roadway network	Long-Term	Freight	Delay	Reduce per-capita delay on the Regional Freight Network by 20% (Plan Bay Area 2040)	Implement electric vehicle, biofuel, and emission-free delivery and fleet vehicles in the commercial sector (Baylands Sustainability Framework 2015)	Clarify that delay means measuring freight travel delays.
			Reduce the number of crashes involving motor freight haulers on the San Mateo County roadway network	Long-Term	Freight	# of crashes			
			Conserve roadway capacity for goods movement on truck routes in San Mateo County	Long-Term	Freight	Miles of routes			
			Support rail and road grade separation in San Mateo County	Long-Term	Freight	# of road and rail grade projects			

Additional SMCTP Working Group Comments
<i>The matrix needs targets that demonstrate whether we're putting our money where our mouth is. These targets should reflect each goal based on the priority of the objective. For those programs we've done in the past, the target should reflect an increase from business as usual if this is a priority objective.</i>
<i>Explain whether the objective exists. If it does, show that the performance target is either upping our game or maintaining status quo so we can determine whether it's properly prioritized. When we say we should increase anything, clarify whether we're talking about an increase over business- as-usual historic increases.</i>
<i>Clarify primary objectives that show actual mobility progress, as those should be the basis of our scorecards over time.</i>
<i>The performance measures/targets should be clearly articulated with guidance on who is responsible for who is responsible, when, how often, and how to provide the specified measurement to better ensure feedback. To aid in the ability to compare project performance a consistent means of measurement needs to be adopted.</i>
<i>Unless C/CAG will be assessing whether all the listed performance measures/targets have been met after a specified time, the action plan should address recommended mechanisms to best ensure that data can be obtained from other entities (e.g. cities)</i>
<i>Although CTP policies and investment decisions can help "move the needle" toward achieving the adopted goals, the Plans should acknowledge that there are multiple variables in play that can impact whether or not performance measures/targets are met. For example, land use decisions (both internal and external to the County), strength of the local economy, and fuel prices all can influence whether performance measures/targets are being met. It should also acknowledge that meaningful change can take many years, if not decades to achieve.</i>
<ol style="list-style-type: none"> 1. For cycling there should be a metric for low-stress networks, considering network gap closures, connectivity to a larger network, and collision data (in support of comments from SVBC) 2. For walking and bicycling we recommend higher targets focused on PDAs (denser areas where it realistic to expect higher share) — the Coalition letter recommended said 10% bike, 20% walk in PDAs 3. For bicycling there should be a metric for low-stress bike networks. Some things to consider: whether a bike facility closes a gap or overcomes a barrier, whether the bike facilities connect to other bike facilities or a larger network, collision data, number of traffic lanes, and speed limits
<ol style="list-style-type: none"> 1. For walking and bicycling we recommend higher- targets focused on PDAs (denser areas where it realistic to expect higher share) — the Coalition letter recommended said 10% bike, 20% walk in PDAs 2. While the provision of physical improvements (e.g. increasing the number of ped. signal heads & countdown signals, increasing the sidewalk network, etc.) can encourage pedestrian activity, the targeted environments that are the most conducive for walking will provide the biggest return on investment for these improvements. How will this be incorporated into the performance measures/targets? 3. The percentage of grant funding awards made in areas that have the potential to encourage the greatest amount of pedestrian activity is another factor to consider for pedestrians and bicycling. The San Mateo County Comprehensive Bicycle/Pedestrian Plan, prepared by C/CAG, contains heat maps, project categorization criteria and focus areas to help determine where to best prioritize investments.
<i>Public transportation section should have something about low-income/student fares.</i>
<ol style="list-style-type: none"> 1. Transportation demand management should have a metric/target focused on drive alone rate or trip reduction, within PDAs and employment centers. Mountain View has a goal of a maximum 45% drive alone mode share in North Bayshore. San Mateo has a 25% trip reduction goal in its transit corridor area. 2. TDM should have a metric/target focused on drive alone rate or trip reduction within PDAs and employment centers

Appendix C

Funding Categories Spreadsheet

Funding Categories from Countywide Transportation Plan	Who Can Apply	Grant Administrators	Eligible Uses
FEDERAL			
Federal Highway Administration (FHWA) Surface Transportation Block Grant Program (STBG) / (STP)	Cities, Counties, and other local agencies recognized by Caltrans through a master agreement.	Metropolitan Transportation Commission & C/CAG programs. Caltrans administers and oversees obligation of funds.	Non-recreational bicycle and pedestrian facilities, transit access projects, and transportation facility improvements in transit and multimodal corridors.
Federal Highway Administration (FHWA) Congestion Mitigation Air Quality (CMAQ)	Cities, Counties, and other local agencies recognized by Caltrans through a master agreement.	Metropolitan Transportation Commission & C/CAG programs. Caltrans administers and oversees obligation of funds.	Streets and roads maintenance and rehabilitation projects.
Federal Transit Administration (FTA) Grant Programs	SamTrans and Caltrain	Metropolitan Transportation Commission & C/CAG programs. Caltrans administers and oversees obligation of funds.	State of good repair, urbanized area formula, and bus & bus facilities. Transit planning, operation, and capital projects.
US DOT Better Utilizing Investments to Leverage Development (BUILD) Replaces Transportation Investment Generating Economic Recovery (TIGER)	State, Regions, Counties, local jurisdictions, transit agencies, and other recognized transportation agencies.	Federal Highway Administration (FHWA). Caltrans administers and oversees obligation of funds.	Road, rail, transit, bicycle and pedestrian, planning, and port projects that have a significant impact on the nation, a region, or a metropolitan area. It supports innovative projects, including multimodal and multi-jurisdictional projects, which are difficult to fund through traditional federal programs.
STATE			
Transportation Development Act (TDA)	Allocated directly to transit operators except TDA Article 3 which is competitive among County and local jurisdictions.	Metropolitan Transportation Commission & C/CAG for TDA Article 3	Transit operation, maintenance, and capital projects. TDA Article 3 for bicycle/ pedestrian improvements.
Gas Tax Subvention	Cities and Counties by legislative formula.	local agencies	Local Streets and Roads maintenance.
Gasoline Excise Tax	State, California Transportation Commission, Caltrans, Metropolitan Transportation Commission, C/CAG, local jurisdictions	State, California Transportation Commission, Caltrans, Metropolitan Transportation Commission, C/CAG	Backfill diverted truck weight fees, and general fund first. Then Local Streets and Roads maintenance 44%, STIP 44%, and SHOPP 12%
Traffic Congestion Relief Program (TCRP)	Program is closed out as of June 2017.	California Transportation Commission	141 specific projects designated in state law.
State Transportation Improvement Program (STIP)	Cities and/ or the SMCTA	Caltrans controls 25%. 75% distributed to County CMA's on a formula basis. California Transportation Commission, Metropolitan Transportation Commission, and C/CAG	Regionally significant highway improvement projects generally administered by Caltrans or the San Mateo County Transportation Authority (SMCTA)
State Highway Operations & Protection Program (SHOPP)	Caltrans	Caltrans and California Transportation Commission	State highway rehabilitation and safety projects
State Transit Assistance (STA) Program	Transit operators except for Lifeline under passthrough agreements with transit operators.	Metropolitan Transportation Commission administers the funds and STA funds are claimed directly by the public transit operators.	Transit capital projects, transit operations, and regional transit coordination. Lifeline projects under a passthrough agreement with a transit operator.
Active Transportation Program (ATP)	Agencies with executed master agreements with Caltrans.	California Transportation Commission and Metropolitan Transportation Commission	Bikeways and walkways, recreational trails, bike parking, safe routes to school programs, and traffic control devices.
Greenhouse Gas Reduction Fund (GGRF)	Cap and Trade funds Program dependent.	Caltrans, Air Resources Board, High Speed Rail Authority, Strategic Growth Council	Low carbon transit, transit and intercity rail capacity, high speed rail, affordable housing sustainable communities (AHSC).
Proposition 1A - Safe, Reliable High-Speed Passenger Train Bond Act	Commuter and Urban Rail operators. Peninsula Corridor Joint Powers Board (JPB) and the High Speed Rail Authority	California Transportation Commission	High Speed Rail pre-construction activities. Caltrain electrification and grade separations that benefits both High Speed Rail and Caltrain.
Proposition 1B – the Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act	Transportation Agencies. Programs are closing out.	California Transportation Commission	Corridor Mobility (e.g. auxiliary lanes on US 101), Rail crossings, Bridge seismic retrofit, SHOPP augmentation, State-Local Partnership, SR 99 corridor account, STIP augmentation, Traffic Light Synchronization Program (TLSP), Trade Corridors Improvement Fund.

Appendix C: Funding Categories Spreadsheet, Continued

Funding Categories from Countywide Transportation Plan	Who Can Apply	Grant Administrators	Eligible Uses
REGIONAL/ LOCAL			
Measure A (San Mateo Transportation Authority)	Caltrans, Cities/ County, C/CAG	Administered by SMCTA	Formula distribution for Local Streets and Roads Program and transit based on expenditure plan. Highway, Grade Separations, Pedestrian and Bike program, and shuttle programs are competitive.
Measure K (San Mateo County Sales Tax)	Request from	San Mateo County Board of Supervisors	Maintaining paratransit services for the elderly and individuals with disabilities.
AB 664 Net Toll Revenue for Transit	Transit Agencies	Metropolitan Transportation Commission Bay Area Toll Authority (BATA)	Replacing buses and improving capital facilities that further the development of public transit in the vicinity of the bridges.
Transportation Funds for Clean Air (TFCA)	N/A	Bay Area Air Quality Management District (BAAQMD) & C/CAG	Shuttle program and a transportation demand management (TDM) program
Measure M (San Mateo County Vehicle License Fee)	Formula distribution to member jurisdictions. Safe Routes to School/ Green Infrastructure countywide funds open to competition to Cities/ County.	C/CAG	50% to the member jurisdictions congestion management activities and/ or water pollution control measures. 50% for countywide congestion management projects and programs/ water pollution control activities. Includes paratransit, safe routes to school, and Intelligent Transportation System (ITS).
Congestion Relief Plan (C/CAG Member Agency Dues)	Not competitive	C/CAG	Funds used for congestion relief planning and implementation activities. Employer shuttles, TDM, ITS/ operational improvements, links to transportation and land use.
Peninsula Corridor Joint Powers Board (JPB) Member Fees	Not competitive	JPB	Operate the Caltrain service and support the capital budget.