



# ANNUAL REPORT | FY 2018-2019



## Message from the Chair:

On behalf of the Board of Directors, I am pleased to present this 25th Annual Report for the City/County Association of Governments of San Mateo County (C/CAG). The 21 member agencies, including each of the 20 cities and San Mateo County, are very fortunate to have this unique forum that allows us to collaborate on approaches to resolve critical local, countywide, and regional issues that impact the quality of life of residents, employees and visitors of our beautiful county.

This Annual Report provides a glimpse into the wide array of projects, programs and planning efforts in which C/CAG has been involved during the past year. Among these, I'll highlight two particular achievements for special mention:



**Maryann Moise Derwin, Chair  
Town of Portola Valley, CA**

US 101 Express Lanes Joint Powers Authority (SMCEL-JPA)- The US 101 Express Lanes Project, jointly sponsored by Caltrans, C/CAG and the San Mateo County Transportation Authority (TA), involves the creation of 44 miles (22 miles in each direction) of new express lanes on the 101 corridor in San Mateo County. Over multiple meetings, the C/CAG and TA Boards considered a number of choices regarding the ownership and operation of the system, ultimately agreeing upon the option they all believed would retain local control to the greatest extent possible. To this end, C/CAG and the TA jointly created the San Mateo County Express Lanes Joint Powers Authority, with responsibility to set policies governing the express lanes' operation, develop and implement an expenditure plan for toll revenues, and oversee management of the system operator.

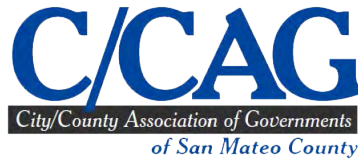
San Mateo County Flood and Sea Level Rise Resiliency District- C/CAG, in partnership with San Mateo County, has long been a leader in efforts to improve countywide coordination, communication, and collaboration on integrated water issues, such as flood resiliency, sea level rise, and regional stormwater water management efforts. Although the San Mateo County Flood Control District was created in the 1950s to address flooding issues, it only operated in a few watersheds and was not empowered to address sea level rise. At the urging of Congresswoman Jackie Speier, and in collaboration with Assembly Member Kevin Mullin and the County and all 20 cities, the existing Flood Control District was modified to become the San Mateo County Flood and Sea Level Rise Resiliency District, with a new governing body that includes county supervisors and city council members, and an expanded role to manage sea level rise, flooding, coastal erosion, and large-scale stormwater infrastructure improvements throughout all areas of the County. This new agency is positioned to greatly improve efficiency and better compete for infrastructure funding opportunities at both the state and federal levels.

I want to thank all the Board members and C/CAG staff for their dedication and service this past year, and am pleased to be part of this multi-jurisdictional organization focused on continued improvements to our larger community.

Warm Regards,

A handwritten signature in black ink, appearing to read "Maryann Moise Derwin".

Maryann Moise Derwin  
Chair, C/CAG Board of Directors



**About C/CAG**

The City/County Association of Governments of San Mateo County (C/CAG) is an independent public agency governed by a 21-member board of directors consisting of one county supervisor and one city council member from each of the twenty cities and towns within the County. Initially formed to address common issues among members and to prepare and monitor specific state mandated plans related to congestion management, integrated solid waste management, airport land use and hazardous waste management, over time it has evolved to address a number of additional areas that affect the quality of life of the community, including broader multi-modal transportation, air quality, climate change, stormwater runoff, and transportation/land use linkage concerns. C/CAG provides a unique forum for the cities and the County to collaborate on common issues to develop cost-effective solutions.

C/CAG is the designated Congestion Management Agency (CMA), also known as the County Transportation Agency (CTA) in San Mateo County, with commensurate responsibility for administration of certain State and Federal transportation funds to cities, the County and other agencies. As the CMA, C/CAG is also responsible for the development and implementation of the county-wide Congestion Management Program (CMP), a comprehensive program designed to reduce auto-related congestion through capital improvements, travel demand management, and coordinated land use planning among all local jurisdictions.

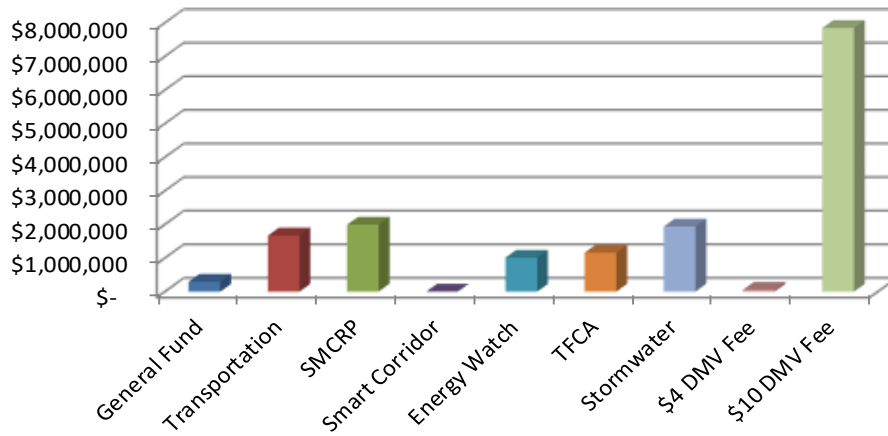
In addition, as noted, C/CAG undertakes additional activities, implements a number of additional programs, and provides staff support for a variety of committees related to these efforts:

<b>Functions/Countywide Plans</b>	<b>Committees</b>
<ul style="list-style-type: none"> <li>• State Legislative Advocacy</li> <li>• Congestion Management Program</li> <li>• Comprehensive Airport Land Use Compatibility Plans</li> <li>• San Mateo County Congestion Relief Plan (SMCRP)</li> <li>• Collaboration with the County on stormwater pollution management, flood control and sea level rise efforts</li> <li>• Review Countywide Integrated Waste Management Plan</li> <li>• Transportation Fund for Clean Air (TFCA) Program</li> <li>• Countywide Water Pollution Prevention Program</li> <li>• San Mateo County Energy Watch</li> <li>• San Mateo County Priority Development Area (PDA) Investment and Growth Strategy</li> <li>• Countywide Transportation Plan</li> <li>• Countywide Bicycle Pedestrian Plan</li> <li>• Community Based Transportation Plans (CBTPs)</li> </ul>	<ul style="list-style-type: none"> <li>• Administrator’s Advisory Committee</li> <li>• Airport Land Use Committee (ALUC)</li> <li>• Bicycle &amp; Pedestrian Advisory Committee (BPAC)</li> <li>• Congestion Management &amp; Environmental Quality Committee (CMEQ)</li> <li>• Congestion Management Program Technical Advisory Committee (CMP TAC)</li> <li>• Finance Committee</li> <li>• Legislative Committee</li> <li>• Resource Management &amp; Climate Protection Committee (RMCP)</li> <li>• Stormwater Committee</li> <li>• Countywide Water Coordination</li> <li>• Countywide Integrated Waste Management Plan (CIWMP) Review Ad Hoc Committee</li> </ul>

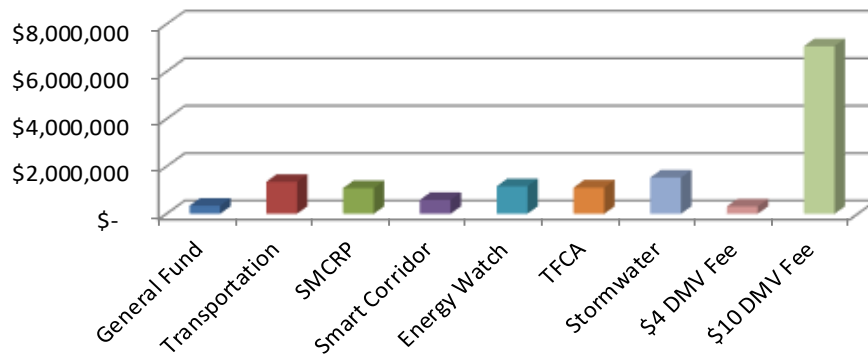
# Revenue and Expenses

The Revenues and Expenditures are shown for the various C/CAG programs. All the programs are managed such that the total expenditures do not exceed the available revenue. In the cases depicted here, where the expenditures exceed the revenue, there is a balance that is carried forward to cover the excess.

Revenues FY 2018-19



Expenditures FY 2017-18



**SMCRP** - San Mateo County Congestion Relief Program  
**TFCA** - Transportation Fund for Clean Air  
**DMV Fee** - Motor Vehicle Registration Fee

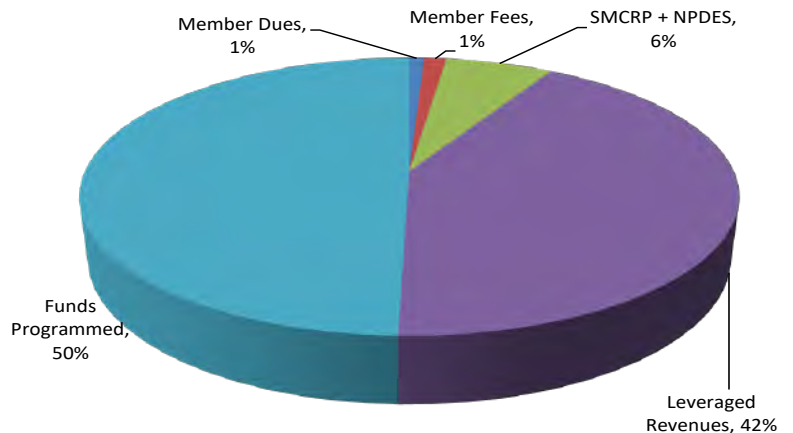
**C/CAG PROJECTED STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE**  
**FY 2018-19**

	Administrative Program (General Fund)	Transportation Programs	EL-JPA	SMCRP Program	Smart Corridor	LGP Energy Watch	TFCA	NPDES	DMV Fee (\$4) Program	Measure M (DMV Fee \$10)	Total
<b>BEGINNING BALANCE</b>	<b>481,288</b>	<b>2,399,897</b>	<b>0</b>	<b>5,208,579</b>	<b>161,571</b>	<b>305,532</b>	<b>585,955</b>	<b>641,800</b>	<b>2,759,497</b>	<b>9,525,100</b>	<b>22,069,219</b>
<b>PROJECTED REVENUES</b>											
Interest Earnings	14,500	59,000	0	138,600	0	4,500	17,500	11,200	52,900	234,900	533,100
Member Contribution	275,651	410,452	0	1,850,000	0	0	0	134,497	0	0	2,670,600
Cost Reimbursements-SFIA	0	0	0	0	0	0	0	0	0	0	0
MTC/ Federal Funding	0	775,162	0	0	0	0	0	0	0	520,000	1,295,162
Grants	0	0	0	0	0	1,003,572	0	354,000	0	0	1,357,572
DMV Fee	0	0	0	0	0	0	1,141,094	0	368	7,090,000	8,231,462
NPDES Fee	0	0	0	0	0	0	0	1,439,353	0	0	1,439,353
TA Cost Share	0	0	0	0	0	0	0	0	0	0	0
Miscellaneous/ SFIA	0	0	0	0	0	0	0	0	0	0	0
Street Repair Funding	0	0	0	0	0	0	0	0	0	0	0
PPM-STIP	0	422,225	0	0	0	0	0	0	0	0	422,225
Assessment	0	0	0	0	0	0	0	0	0	0	0
TLSP	0	0	0	0	0	0	0	0	0	0	0
<b>Total Revenues</b>	<b>290,151</b>	<b>1,666,839</b>	<b>0</b>	<b>1,988,600</b>	<b>0</b>	<b>1,008,072</b>	<b>1,158,594</b>	<b>1,939,050</b>	<b>53,268</b>	<b>7,844,900</b>	<b>15,949,474</b>
<b>TOTAL SOURCES OF FUNDS</b>	<b>771,439</b>	<b>4,066,736</b>	<b>0</b>	<b>7,197,179</b>	<b>161,571</b>	<b>1,313,604</b>	<b>1,744,549</b>	<b>2,580,850</b>	<b>2,812,765</b>	<b>17,370,000</b>	<b>38,018,693</b>
<b>PROJECTED EXPENDITURES</b>											
Administration Services	82,068	150,938	0	71,589	62,380	17,558	5,417	34,190	0	44,394	468,534
Professional Services	158,203	915,427	0	5,051	0	260,663	30,575	348,262	0	88,966	1,807,147
Consulting Services	16,118	279,820	0	254,700	524,300	446,591	32,392	1,094,889	236,000	2,082,057	4,966,867
Supplies	2,047	0	0	0	0	0	0	0	0	0	2,047
Prof. Dues & Memberships	0	0	0	3,600	0	0	0	43,864	0	0	47,464
Conferences & Meetings	9,821	3,538	0	0	0	7,515	0	5,500	0	60	26,434
Printing/ Postage	9,330	0	0	0	0	0	0	0	0	0	9,330
Publications	0	0	0	0	0	0	0	0	0	0	0
Distributions	0	0	0	746,073	0	430,000	1,040,000	2,000	76,500	4,855,476	7,150,049
OPEB Trust	46,000	0	0	0	0	0	0	0	0	0	46,000
Miscellaneous	500	0	0	0	0	0	0	1,000	0	0	1,500
Bank Fee	1,798	0	0	0	0	0	0	0	0	0	1,798
Audit Services	18,000	0	0	0	0	0	0	0	2,500	2,500	23,000
Project Management	0	0	0	0	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>343,885</b>	<b>1,349,723</b>	<b>0</b>	<b>1,081,013</b>	<b>586,680</b>	<b>1,162,326</b>	<b>1,108,384</b>	<b>1,529,705</b>	<b>315,000</b>	<b>7,073,453</b>	<b>14,550,169</b>
<b>TRANSFERS</b>											
Transfers In	0	0	0	0	600,000	100,000	0	0	0	0	700,000
Transfers Out	0	0	0	350,000	0	0	0	0	350,000	0	700,000
Administrative Allocation	(218,915)	118,317	0	8,503	0	30,870	3,993	42,434	0	14,797	(1)
<b>Total Transfers</b>	<b>(218,915)</b>	<b>118,317</b>	<b>0</b>	<b>358,503</b>	<b>(600,000)</b>	<b>(69,130)</b>	<b>3,993</b>	<b>42,434</b>	<b>350,000</b>	<b>14,797</b>	<b>(1)</b>
<b>NET CHANGE</b>	<b>165,182</b>	<b>198,799</b>	<b>0</b>	<b>549,084</b>	<b>13,320</b>	<b>(85,124)</b>	<b>46,217</b>	<b>366,911</b>	<b>(611,732)</b>	<b>756,650</b>	<b>1,399,307</b>
<b>TRANSFER TO RESERVES</b>	<b>3,346</b>	<b>218,137</b>	<b>0</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-50,000</b>	<b>-</b>	<b>191,483</b>
<b>TOTAL USE OF FUNDS</b>	<b>128,315</b>	<b>1,686,177</b>	<b>0</b>	<b>1,459,516</b>	<b>(13,320)</b>	<b>1,093,196</b>	<b>1,112,377</b>	<b>1,572,139</b>	<b>615,000</b>	<b>7,088,250</b>	<b>14,741,650</b>
<b>ENDING FUND BALANCE</b>	<b>643,124</b>	<b>2,380,559</b>	<b>0</b>	<b>5,737,663</b>	<b>174,891</b>	<b>220,408</b>	<b>632,172</b>	<b>1,008,711</b>	<b>2,197,765</b>	<b>10,281,750</b>	<b>23,277,043</b>
<b>RESERVE FUND</b>											
Beginning Reserve Balance	40,000	400,000	0	120,000	0	0	0	120,000	0	120,000	800,000
Reserve Transfers In	0	0	0	0	0	0	0	0	0	0	0
Reserve Transfers Out	0	0	0	0	0	0	0	0	0	0	0
<b>Ending Reserve Balance</b>	<b>40,000</b>	<b>400,000</b>	<b>0</b>	<b>120,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>120,000</b>	<b>0</b>	<b>120,000</b>	<b>800,000</b>

**C/CAG Member Dues/Fees Highly Leveraged**

**Leverage:**

Including C/CAG controlled funds: \$31,617,854 / \$2,670,582 = 11.84 to 1  
 Excluding C/CAG controlled funds: \$15,949,454 / \$2,670,582 = 5.97 to 1



## Program Performance

Highlighted below and in subsequent pages are the notable FY19/20 accomplishments in the general areas of: Countywide Transportation; Countywide Water Pollution Prevention Program; and San Mateo County Energy Watch Program



## Countywide Transportation

### Projects

**US 101 Express Lane:** In collaboration with project partners, completed the design and started construction for the segment between East Palo Alto and Redwood City; received authorization for \$16M in funding from the CTC towards the right of way activities; formed the San Mateo County Express Lane Joint Powers Agency to apply to the California Transportation Commission to own and operate the toll facility; began design of the tolling system; and partnered with multiple agencies towards the completion of the project study report phase for the segment between I-380 and the San Francisco county line.

**US 101/Willow Road Interchange:** Construction completed. C/CAG provided \$19.2M in STIP funds.

**Smart Corridor:** The Smart Corridors project is an Intelligent Transportation System (ITS) designed to improve mobility of local arterial streets in the event of a major incident on US101. The project has been installed in segments, starting at the south end of the corridor, and has been completed through San Bruno. FY19/20 efforts: Initiated the environmental study for expansion into Brisbane, Colma and Daly City; initiated the design for the expansion into South San Francisco; started coordination with County of San Mateo to establish a fiber optic link to the new County's Regional Operations Center (ROC); and continued operation and maintenance activities (O&M) on the existing network between Santa Clara County line to I-380 in coordination with cities and Caltrans.

**Carpool 2.0:** In partnership with Commute.org, implemented the rewards based incentives program, referred to as Carpool 2.0, aimed to increase local carpool ridership during peak travel periods by providing carpoolers \$25 in e-gift cards for every 10 carpool days, up to \$100 per person. The program resulted in 4,187,403 total shared miles and 195,179 total shared one-way trips.

**Assistance to Member Agencies:** Assisted local jurisdictions with the completion of roadway rehabilitation, bicycle/pedestrian and street enhancement projects totaling approximately \$6.5M, funded through the 2019 One Bay Area Grant program (OBAG2). Facilitated the delivery of various bicycle/active transportation projects funded by Active Transportation Program (ATP) and State Transportation Improvement Program (STIP).

### Funding

**Measure M:** Distributed \$3.5M to local jurisdictions for road maintenance and stormwater pollution prevention; provided \$1.4M to help fund SamTrans' paratransit services (RediWheels) and senior mobility programs.

**Transportation Fund for Clean Air (TFCA):** Allocated \$110K to SamTrans to help fund the BART Shuttle program; allocated \$375K towards the new Carpool 2.0 program; and allocated \$600K to Commute.org for countywide transportation demand management (TDM) services.

**Congestion Relief Plan (CRP):** Provided \$510K to Commute.org for countywide TDM services and \$352K for the San Mateo County Shuttle Program. The approximately \$3.6M program, funded jointly with the San Mateo County Transportation Authority, served more than 1.1M passengers. In addition, provided \$87,500 – Linking Housing with Transportation funds – to help fund the "21 Elements", a collaborative planning effort that assists all agencies in the County to address housing needs.

## Countywide Transportation - cont.



### Transportation Planning

**SB 743:** Planned and hosted working meetings for member jurisdictions to collaborate on efforts to address the mandated transition from Level of Service (LOS) to vehicle miles travelled (VMT) in traffic impact analyses.

**Community Based Transportation Plan (CBTP):** Initiated CBTP updates for Daly City and Southeast San Mateo County which will identify transportation barriers and mobility options for low-income communities in these portions of the County.

**Affordable Housing and Sustainable Communities:** Co-hosted a technical assistance workshop with the San Mateo County Department of Housing to collaborate on local grant applications.

**Congestion Management Plan (CMP):** Initiated data collection for the 2019 Plan update; reviewed TDM Plans from local jurisdictions for compliance with the Land Use Impact Analysis Guidelines; and started the process for updating the TDM Policy for land use projects including performance targets and monitoring requirements.

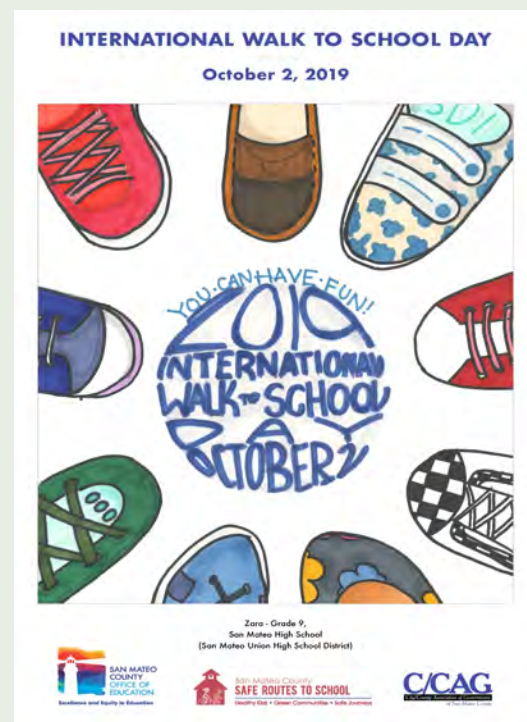
**Plan Bay Area 2050 (PBA 2050):** Compiled a list of regionally significant projects in terms of air quality for analysis by the MTC for the PBA 2050 Planning process.

**Mobility Action Plan (MAP):** Contributed funding and participated in the MAP effort to develop non-infrastructure equitybased strategies to increase vehicle occupancy rates and reduce congestion on the US 101 corridor.

**San Mateo County Transportation Plan (CTP):** Completed a follow-up Action Plan for the CTP identifying performance measures for monitoring; and began development of a uniform CTP Data Request Form for collection of data from jurisdictions.

**Airport Land Use Commission:** Implemented policies as adopted in the Airport Land Use Compatibility Plans (ALUCPs) for the three airports located in the county: Half Moon Bay, San Carlos, and San Francisco International; and reviewed and prepared recommendations for ALUC action related to land use policy applications submitted by member agencies for determinations of consistency with the applicable ALUCP.

**Safe Routes to School:** Provided \$817K to the County Office of Education during the fiscal year for implementing bike rodeos, presentations, assemblies, and other promotional events across 90 schools in San Mateo County.





## Countywide Water Pollution Prevention Program

C/CAG and its member agencies continued their efforts to reduce pollutants in stormwater runoff. Highlights include:

**Green Infrastructure (GI) Planning:** Finalized model GI planning documents and countywide GI modeling to support member agencies in adopting local plans by September 2019.

**Grant Funding:** Initiated the San Mateo Countywide Sustainable Streets Master Plan with \$986,300 in Caltrans grant funds to prioritize opportunities to integrate GI with bike and pedestrian improvements to adapt the transportation network to climate change impacts. Received \$2.94 million in State grant funds to advance designs on regional multi-benefit stormwater capture projects.

**Water Quality Monitoring:** Continued monitoring the quality of local creeks, including pollutants such as pesticides, mercury, and trash.

**Trash:** Continued supporting member agency efforts to reduce trash in storm drains, including hundreds of visual assessments to verify effectiveness of local efforts.

**Rain Barrel Rebates:** Continued partnering with the Bay Area Water Supply and Conservation Agency to provide countywide rain barrel rebates to help conserve water and reduce stormwater pollution.

**Pilot Projects:** C/CAG funds supported construction of the first three (of 10) integrated Safe Routes to School/GI projects to enhance safety and improve water quality.



## San Mateo County Energy Watch

**SMC Energy Watch:** Transitioned to new utility program model focused on referring customers to PG&E energy efficiency programs rather than providing direct service to target customers.

Partnered with the San Mateo County and Peninsula Library systems to provide the “Check-It-Out” Home Energy and Water Saving Toolkit. Achieved 773 checkouts since the April 2017 program launch.

**Support for K-12 Public Schools:** Helped school districts in San Mateo County achieve an estimated 5.9M kilowatt hours of energy savings annually by accessing Proposition 39 funds for energy efficiency projects from 2014 – 2019. Began planning new wave of post-Prop 39 support services.

### Climate Action via the Regionally Integrated Climate Action Planning Suite (RICAPS):

Provided technical assistance for cities finalizing and updating climate action plans (CAPs) using RICAPS tools, and supported cities in implementing CAPs through monthly multi-city working group meetings and individual technical assistance. Began discussions about updating RICAPS tools for 2030 time horizon.

**Energy and Water Strategy:** Shared draft of San Mateo County Energy and Water Strategy 2025 with community stakeholders. The document provides a framework for San Mateo County to meet the county’s current and future energy and water needs.

**SMCEW Website:** Launched redesigned SMCEW website: [www.smcenergywatch.org](http://www.smcenergywatch.org).



# 2019 - 2020 Goals

Complete the design phase and initiate the construction phase for the Smart Corridors expansion into South San Francisco.

Complete the environmental phase for the Smart Corridors expansion in Daly City, Brisbane and Colma.

Assist member agencies to deliver Federal, State and, Regionally funded transportation projects.

Develop the San Mateo County share of the 2020 State Transportation Improvement Program (STIP).

Assist member agencies in transitioning traffic impact analysis to vehicle miles traveled (VMT) from level of service (LOS) as imposed under Senate Bill 743.

Complete the 2019 Congestion Management Program (CMP) update along with an additional complementary report containing additional performance measures in San Mateo County.

Update the Community Based Transportation Plans (CBTP) for the Daly City and Southeast San Mateo County area.

Initiate a Lifeline Program Call for Projects upon completion of the CBTP update.

Work with member agencies to update and verify the land use data for the Countywide C/CAG Model.

Begin work on the Caltrans-funded countywide Sustainable Streets Master Plan.

Finish modeling green infrastructure implementation scenarios in San Mateo County.

Finalize green infrastructure guidance documents to support member agencies' Green Infrastructure Plans.

Engage and educate the public on stormwater pollution prevention.

Assist C/CAG member agencies on housing related issues; continue to co-sponsor the 21-Element Project to provide education, research, outreach, and collaboration on housing production, protection, and preservation.

Execute countywide campaigns to assist small business, city, nonprofit, farm, and school customers in reducing energy use through the San Mateo County Energy Watch program.

Initiate an update of the San Mateo County Comprehensive Bicycle and Pedestrian Plan (CBPP).

Initiate the San Mateo Countywide Transportation Plan pilot program.

Develop and finalize the FY 2019-20 Transportation Development Act Article 3 (TDA 3) Program.

Implement the new Carpool 2020 Incentive Program.

Complete the Land Use Impact Analysis Program Update.

As Co-Sponsor of the US 101 Express Lanes project, begin construction for the remaining segment of the project.

Further develop projects and programs from San Mateo County for inclusion in Plan Bay Area 2050.

Support cities and the county in developing climate action plans and reporting annual progress. Lead climate protection campaigns via countywide and regional collaborations.

# C/CAG

City/County Association of Governments  
of San Mateo County



## C/CAG Board Members

(as of June 2019)

**Maryann Derwin**, Chair, Portola Valley

**Marie Chuang**, Vice Chair, Hillsborough

**Elizabeth Lewis**, Atherton

**Doug Kim**, Belmont

**Cliff Lentz**, Brisbane

**Ricardo Ortiz**, Burlingame

**Diana Colvin**, Colma

**Roderick Daus-Magbual**, Daly City

**Sam Hindi**, Foster City

**Lisa Gauthier**, East Palo Alto

**Deborah Ruddock**, Half Moon Bay

**Catherine Carlton**, Menlo Park

**Gina Papan**, Millbrae

**Sue Vaterlaus**, Pacifica

**Alicia C. Aguirre**, Redwood City

**Irene O'Connell**, San Bruno

**Adam Rak**, San Carlos

**Diane Papan**, San Mateo

**Karyl Matsumoto**, SSF & SMCTA

**Ned Fluet**, Woodside

**David Canepa**, Board of Supervisors

**Josh Powell**, SamTrans