

Executive Summary

The Measure M program was approved by San Mateo County voters in 2010 to support local transportation projects and programs aimed at maintaining safe and clean roads, reducing congestion, and improving air quality.

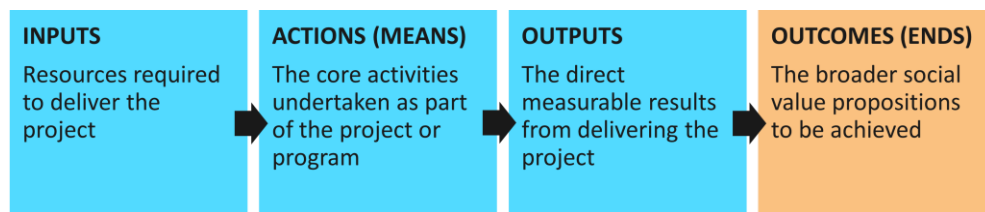
This document is an executive summary of the new Measure M Strategic Plan covering Fiscal Years 2021/22-2025/26 (the Plan). In the **Strategy** section of the Plan outlines goals, objectives, and formal recommendations to modernize the Measure M program through its next five years of operation. The Plan also includes an updated **Implementation Plan**, which lists the allocation percentages for funding recipients, and provides specific guidance on eligibility, and performance measures.

Methodology

Development of the Measure M Strategic Plan began with a comprehensive performance assessment of the current program; followed with forward planning, and goal setting with program partners and stakeholders; and finally wrapped up with a review of best practices nationwide:

- *Performance Assessment:* The performance assessment included stakeholder input through interviews and a survey of each jurisdiction, as well as a detailed review of allocation and expenditure data for each Measure M funded program from inception to Fiscal Year 2019/20. The analysis found that flexibility for funding recipients and the ability to use Measure M to leverage additional funding are strengths of the program, but that the program could benefit from standardized data collection practices to aid in future planning exercises and evaluation of program impacts .
- *Goal and Objective Setting:* Through additional stakeholder conversations as well as a focus group with funding recipients, goals and objectives were set for the Measure M program. Each program established goals that are demonstrated through a Logic Framework, outlining the inputs, actions, outputs and outcomes that should be achieved in the Fiscal Years 2021/22-2025/26 Implementation Plan period. The Logic Framework model is a useful tool to guide planning and support funding recipients in collecting data that can be used to clearly indicate success and identify challenges for consideration in future plans.

Figure 1. Logic Framework



- *Best Practices:* The Strategic Plan also benefited from lessons learned from local and national agencies whose programs were studied through a best practices review. The review provided guidance for innovation and efficient program delivery that can be adopted by C/CAG and Measure M funding recipients.

Strategic Plan Outcome

Vision

The Plan provides recommendations for the Measure M program and its funding recipients to be implemented in the next five years. Recommendations aim to further the “Modernizing Measure M” Vision Statement, which was developed through program review and conversations with C/CAG staff, stakeholders and partners:

“To improve mobility and reduce water pollution in San Mateo County through flexible, innovative, efficient, insight-driven and accountable program delivery.”

Recommendations

The Vision Statement is pillared by five Guiding Principles, which frame each of the recommendations, outlined in Table 2. Recommendations have been set for Measure M, targeting program administration, programming, evaluation, and funding allocation.

Table 2. Measure M Recommendations Summary

Guiding Principle	Recommendations
Flexible Resourcing	<ul style="list-style-type: none"> • Continued flexibility in approved funding uses • Expand fund usage guidance for Local Streets and Roads recipients
Innovative Programming	<ul style="list-style-type: none"> • Repurpose unused admin funds for innovative Countywide Program pilots • Encourage innovation among Countywide Program operators • Support knowledge sharing across funding recipients
Efficient Operation	<ul style="list-style-type: none"> • transition to online reporting • Streamline back-end budget systems
Accountable Monitoring and Evaluation	<ul style="list-style-type: none"> • Require annual reporting through streamlined template • Publish online dashboard for public
Insight-driven Planning	<ul style="list-style-type: none"> • Standardize evaluation framework for each funding recipient • Review countywide program allocation based on updated need • Develop longer term structure that considers impact in allocation decisions

Allocation

The Local Streets and Roads allocation is recommended to stay the same at 50% of the net Measure M revenues. The allocation between local jurisdictions is recommended to continue utilizing a distribution formula consisting of 50% population and 50% road miles for each jurisdiction, modified for a minimum guaranteed amount of \$75,000 for each jurisdiction.

The Countywide Programs allocation is recommended to be revised using guidance from a needs-based allocation model, which considers a quantitative review of historic revenue and a qualitative look at future risk and programmatic need. The recommended Countywide Program allocation distribution is outlined in Table 3.

Table 3. Recommended Countywide Program Funding Allocation

Countywide Program	Current Allocation	Recommended Allocation
Senior Mobility	22%	18%
ITS/Smart Corridor	10%	11%
Safe Routes to School	6%	6%
NPDES/MRP (Stormwater)	12%	15%

This is the first step towards building a comprehensive allocation framework. As C/CAG collects more programmatic data and performance metrics, the goal is to add an impact-based component to the next framework to enable successful and impactful funding distribution.

Next Steps and Strategic Plan Use

C/CAG will use the recommended actions outlined in the **Strategy** section of the Strategic Plan to continue improving the Measure M program and its operation. Funding recipients will use the **Implementation Plan** to identify their programs' funding allocations, confirm allowable uses for their funding, and report on progress toward their stated goals and objectives.