



# Implementation Plan

# 3

# Overview

## Implementation Plan Purpose

The Measure M Implementation Plan describes the various programs identified in the Expenditure Plan in more detail and established percentages of funds allocated to each of the Countywide Transportation Programs. The Implementation Plan also identifies specific projects and programs under each category that would be eligible to receive funds along with identifying the targeted performance measures for each activity. The Implementation Plan, which requires adoption by the C/CAG Board, is developed at the onset of the 25-Year Measure M Program and is updated every 5 years. This Implementation Plan covers the period from Fiscal Years (FY) 2021/22 to 2025/26.

## Methodology

This Implementation Plan was developed based on research and stakeholder outreach undertaken through the Measure M Strategic Plan process. Research involved the review of historic revenue allocation and spend, and funding recipient programmatic metrics. Funding recipients and other stakeholders were consulted through interviews, focus groups, an online survey, and presentations to C/CAG's Congestion Management Program Technical Advisory Committee (TAC), Congestion Management and Environmental Quality Committee (CMEQ) and Board of Directors.

The objectives and performance metrics outlined below have been developed as a result of the Strategic Plan, and in coordination with the funding recipients responsible for maintaining each program.

## Collection of the Fee

The \$10 Vehicle Registration Fee (VRF) will be collected for a period of 25 years, beginning on May 2, 2011 and ending on May 1, 2036. Beginning approximately July 2011 and every month thereafter for the duration of the fee, the Department of Motor Vehicles (DMV) will issue C/CAG a monthly check for revenues collected from the prior month. The estimated revenue is \$6.7 million annually and \$33.5 million over the 5-year implementation period. This amount takes into consideration the DMV's administrative fee charge of approximately \$0.005 (one-half of a cent) per every \$10 VRF collected.

## Implementation Plan (FY 2021/22-2025/26)

As indicated in the approved Measure M Expenditure Plan up to 5% of the proceeds is allocated for program administration with 50% of the net revenue allocated to the Local Streets and Roads category and 50% of the net revenue allocated to the Countywide Transportation Programs. The Countywide programs includes the following: Transit Operations and/or Senior Mobility, Technology and Smart Corridors, Safe Routes to School (SRTS), and Stormwater (National Pollutant Discharge Elimination System (NPDES) and Municipal Regional Permit (MRP)).

The objectives listed in the Implementation Plan aim to help C/CAG and partners achieve the following goals through the Measure M program:

## Program Goals



### Measure M Program: **Administration**

**Goal:**  
Support vehicle registration fee program participants/payers through Measure M program operation.



### Measure M Program: **Local Streets and Roads**

**Goal:**  
Improve and maintain local streets and roads through activities related to congestion management and stormwater pollution prevention.



### Measure M Program: **Transit Operations / Senior Mobility**

**Goal:**  
Increase access to mobility options, including for seniors and disabled populations.



### Measure M Program: **Safe Routes to School**

**Goal:**  
Diversify travel mode share and reduce private car travel among students.



### Measure M Program: **Technology/Smart Corridor**

**Goal:**  
Reduce traffic congestion and improve network efficiency.



### Measure M Program: **Stormwater (NPDES/MRP)**

**Goal:**  
Reduce countywide stormwater pollution.



# Program Administration

## Program Administration Overview

The Implementation Plan has allocated 5% of total revenues for Program Administration.

The Program Administration funding may be spent to cover routine program activities, as well as to implement actions to support the achievement of the program goals outlined above.

Any unused administration funds will be redistributed to the Local Streets and Roads according to the allocation calculation for that program’s typical Measure M funding (identified the following Local Streets and Roads Section), and to the Countywide Programs through a competitive pilot process. C/CAG staff will develop the final scoring criteria for the Countywide Programs competitive pilot with input from Committees and the C/CAG Board.

**Table 3-2.**  Program Administration Logic Framework

	Objectives	Performance Measures
Outcomes	<ul style="list-style-type: none"> <li>Achieve 80% or more of intended outcomes across all funding recipients</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of outcomes achieved by other programs (emphasizes the role of administration in programmatic success – this evaluation will review all other program areas based on a Yes or No (Y/N) for each objective being achieved or not)</li> </ul>
Outputs	<ul style="list-style-type: none"> <li>Allocate full Measure M budget annually</li> <li>Accurately track funding spent and/or rolled over annually</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of Measure M budget allocated</li> <li>Accurate depiction of funding status for each recipient (Y/N)</li> </ul>
Actions	<ul style="list-style-type: none"> <li>Receive VRF funds from DMV</li> <li>Receive expenditure reports or confirmation of rollover from all funding recipients at least once a year</li> <li>Receive performance measure reports from all funding recipients annually</li> </ul>	<ul style="list-style-type: none"> <li>Receipt of DMV funds (Y/N)</li> <li>Number of recipient reports received annually</li> <li>Number of performance measure reports received annually</li> </ul>
Inputs	<ul style="list-style-type: none"> <li>Spend, reallocate, or reserve all of allocated budget</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of Admin budget spent</li> <li>Percentage of Admin budget re-allocated to other programs</li> <li>Percentage of Admin budget reserved for future years</li> </ul>



# Local Streets and Roads

## Local Streets and Roads Requirements

The Local Streets and Roads program will be allocated 50% of net revenue, which will be provided to local jurisdictions (20 cities and the county) for congestion mitigation and stormwater pollution mitigation programs.

Allocation will be on a cost reimbursement basis 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. (Estimated allocations can be found in Exhibit A) Jurisdictions have the flexibility on use of the funds between the categories and projects; therefore, there are no requirements to split the funds evenly between the categories. **Table 3-3** lists approved uses for Measure M funds, but

this list is non-exhaustive. Jurisdictions may use funding on additional programming or projects with C/CAG approval.

Allocations will be issued twice a year, once for the 1st half of the fiscal year (July – December) and once for the 2nd half (January – June). Jurisdictions have the option to wait until the 2nd half funds become available and submit one reimbursement request for the entire fiscal year.

Jurisdictions are required to report annually to C/CAG identifying total funds spent or reserved, actions taken, and outputs achieved as defined by the performance measures listed in **Table 3-4**. Measure M should not be used to supplant existing city general funds.

**Table 3-3.** Program Administration Logic Framework

Congestion Management	Approved local streets and roads funding uses
<ul style="list-style-type: none"> <li>Local shuttles/transportation</li> <li>Road improvement/repaving</li> <li>Installation/deployment of ITS components</li> <li>Roadway operations, such as: restriping, signal timing/coordination, signage</li> <li>Upgrade or replacement of traffic signals</li> <li>Active transportation projects, such as: sidewalk maintenance/repair, bike lanes, bike lane maintenance/repair, crosswalks, Pedestrian Hybrid Beacons (PHB), Rectangular Rapid Flashing Beacons (RRFB), Safe Routes to School infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Street sweeping</li> <li>Storm inlet cleaning</li> <li>Street side runoff treatment</li> <li>Auto repair shop inspections</li> <li>Small capital projects</li> <li>Capital purchases for stormwater control measures (GSI/trash controls)</li> <li>Oil dropoff locations</li> <li>Fluid recycling programs</li> <li>Pervious surface median strip installation</li> <li>All other MRP compliance provisions/ activities, such as: trash pickup, operations and maintenance for green infrastructure facilities, other stormwater control measures in the ROW</li> </ul>

## Local Streets and Roads Objectives

All Local Streets and Roads objectives are annual unless otherwise noted.





**Table 3-4.**  Local Streets and Roads Logic Framework

	Objectives	Performance Measures
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Reduce traffic congestion</li> <li>• Maintain roadways and roadway infrastructure, such as: green stormwater infrastructure, bike/ pedestrian infrastructure</li> <li>• Reduce amount of pollutants from stormwater runoff</li> </ul>	<ul style="list-style-type: none"> <li>• VMT reduced</li> <li>• Miles of roadway maintained</li> <li>• Pollutants avoided</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>• Transport shuttle passengers</li> <li>• Improve miles/fractions of miles of road</li> <li>• Install/implement ITS components</li> <li>• Upgrade or replace traffic signal hardware or software units</li> <li>• Develop active transportation infrastructure, such as: Sidewalks, Bike lanes, PHBs, RRFBs</li> <li>• Sweep road miles</li> <li>• Clean storm inlets</li> <li>• Manage road runoff</li> <li>• Inspect auto repair shops</li> <li>• Implement small capital projects (related to traffic management and stormwater management)</li> <li>• Purchase pieces of equipment</li> <li>• Implement oil dropoff locations</li> <li>• Implement fluid recycling programs</li> <li>• Develop green stormwater infrastructure)</li> <li>• Perform MRP permit provisions/compliance activities</li> </ul>	<ul style="list-style-type: none"> <li>• Number of shuttle passengers</li> <li>• Miles of road improved</li> <li>• Number of ITS components installed</li> <li>• Number of traffic signal units installed/ replaced</li> <li>• Miles of sidewalks and bike lanes developed</li> <li>• PHBs or RRFBs installed</li> <li>• Miles of road swept</li> <li>• Number of storm inlets cleaned</li> <li>• Square-feet/acres of impervious areas managed for roadway runoff</li> <li>• Number of auto repair shops inspected</li> <li>• Number of capital projects completed</li> <li>• Number of capital purchases</li> <li>• Number of oil dropoff locations inspected</li> <li>• Number of fluid recycling programs provided</li> <li>• Volumes of stormwater managed</li> <li>• Number of green infrastructure projects developed</li> <li>• Other MRP permit actions undertaken</li> </ul>
<b>Actions</b>	<ul style="list-style-type: none"> <li>• Traffic Congestion Management activities undertaken</li> <li>• Stormwater Pollution Prevention activities undertaken</li> <li>• Reimbursement requests and annual report provided per C/CAG specifications</li> </ul>	<ul style="list-style-type: none"> <li>• Number of jurisdictions undertaking Traffic Congestion Management and Stormwater Pollution Prevention activities</li> <li>• % of jurisdictions that complete annual report</li> </ul>
<b>Inputs</b>	<ul style="list-style-type: none"> <li>• Spend, or confirm plan to save all of allocated Measure M budget</li> </ul>	<ul style="list-style-type: none"> <li>• % of allocated budget spent or confirmed to be saved</li> </ul>

# Countywide Programs

## Countywide Programs Requirements





The Countywide Programs will be allocated 50% of net revenue, which will be provided to four designated programs as follows:

-  Transit Operations/Senior Mobility - 18%
-  Technology/Smart Corridor - 11%
-  Safe Routes to School - 6%
-  Stormwater (NPDES/MRP) - 15%

Allocation will be provided on a cost reimbursement basis.

Countywide Programs will be administered as outlined in **Table 3-5**.

**Table 3-5. Countywide Program Administration Guidelines**

	Program	Administration
	Transit Operations/Senior Mobility	Beyond the portion administered by SamTrans to support the Redi-Wheels program and other senior mobility efforts, proposed projects will be submitted to C/CAG annually for approval.
	Safe Routes to School	Administered by C/CAG. Funds will also be provided to County Office of Education (COE) as match for projects.
	Technology/Smart Corridor	Administered by C/CAG.
	Stormwater (NPDES/MRP)	Administered by C/CAG.

## Countywide Programs Objectives

All Countywide Programs objectives represent the full 5-year period unless otherwise noted. The impacts of the COVID-19 pandemic have been considered in the development of these targets, but it is reasonable to expect annual targets may not be achieved in the first few years of this Implementation Plan.

**Table 3-6.**  **Transit Operations/Senior Mobility Logic Framework**

	Objectives	Performance Measures
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Increase number of registered Redi-Wheels riders by 3%</li> <li>• Increase number of new riders by 3%</li> </ul>	<ul style="list-style-type: none"> <li>• Number of riders</li> <li>• Number of new riders</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>• Provide base level of service at 10,000 revenue hours per year</li> <li>• Provide productive service, with at least 1.8 passengers served per hour on average*</li> <li>• Maintain at least 90% on time performance</li> </ul>	<ul style="list-style-type: none"> <li>• Number of revenue hours</li> <li>• Average number of passengers per hour</li> <li>• % on time performance</li> </ul>
<b>Actions</b>	<ul style="list-style-type: none"> <li>• Undertake at least 2 special projects that are not Redi-Wheels specific</li> <li>• Provide senior mobility activities: 12 events annually, 1 marketing material elements developed annually</li> <li>• Operate Redi-Wheels program and maintain compliance with ADA requirements</li> <li>• Provide annual report on time and per C/CAG specifications</li> </ul>	<ul style="list-style-type: none"> <li>• Number of special projects undertaken (not necessarily completed) in 5-year period</li> <li>• Number of senior mobility events held</li> <li>• Number of participants taking part in senior mobility events</li> <li>• Number of marketing material elements developed</li> <li>• ADA compliant (Y/N)</li> <li>• Annual report on time and per C/CAG's specifications (Y/N)</li> </ul>
<b>Inputs</b>	<ul style="list-style-type: none"> <li>• Spend or confirm reservation of all allocated budget</li> </ul>	<ul style="list-style-type: none"> <li>• % of program budget spent or confirmed as reserved for future years</li> </ul>

\*Numbers may lag in first few years of Implementation Plan as the Redi-Wheels program is recovering from COVID-19 related travel limitations.



**Table 3-7.  Technology/Smart Corridor Logic Framework**

	<b>Objectives</b>	<b>Performance Measures</b>
<b>Outcomes**</b>	<ul style="list-style-type: none"> <li>Achieve at least 15% time savings in first hour after incident response signal timing is implemented</li> <li>Achieve a 5% reduction in incident response time/system deployment</li> <li>Achieve a 5% reduction in measured congestion caused by oversaturation of the arterial</li> <li>Reduce average travel time and traveler delay along alternate routes by 5%</li> <li>Reduce time to clear queues at oversaturated intersections along alternate route by 5%</li> <li>Reduce amount of traffic filtering through local network by 5%</li> <li>Increase percentage of time that Smart Corridor devices provide satisfactory flow by 5%</li> <li>Increase volume throughput on the Alternate Route by 5%</li> </ul>	<ul style="list-style-type: none"> <li>% time savings in first hour after incident response signal timing is implemented</li> <li>% reduction in incident response time over baseline</li> <li>% reduction in measured congestion over baseline*</li> <li>% reduction in travel time by comparing time over baseline*</li> <li>% reduction in time to clear queues over baseline*</li> <li>% reduction in number of vehicles that use local roads as a pass-through rather than the intended route over baseline*</li> <li>% increase in amount of time when system is active and Level of Service (LOS) is reported at level E or above*</li> <li>% increase in vehicles traveling on a coordinated corridor using the designated route over baseline</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>Achieve 90% of planned Smart Corridor project coverage</li> <li>Maintain 80% of Smart Corridor network connectivity</li> <li>Ensure 90% of technology assets are in a state of good repair: At least 160 traffic signal controllers, At least 120 CCTV cameras, At least 50 electronic signs</li> </ul>	<ul style="list-style-type: none"> <li>% of planned Smart Corridor project coverage achieved</li> <li>% network downtime</li> <li>Number of technology components maintained</li> </ul>
<b>Actions</b>	<ul style="list-style-type: none"> <li>Install technology assets with new deployment: At least 20 traffic signal controllers, At least 15 CCTV cameras, At least 10 electronic signs</li> <li>Undertake all necessary routine maintenance</li> <li>Replace/Upgrade aging technology assets</li> <li>Provide annual report on time and per C/CAG specifications</li> </ul>	<ul style="list-style-type: none"> <li>Number technology components installed and replaced</li> <li>Number of non-maintained ITS elements</li> <li>Annual report on time and per C/CAG's specifications (Y/N)</li> </ul>
<b>Inputs</b>	<ul style="list-style-type: none"> <li>Spend or confirm reservation of all allocated budget</li> </ul>	<ul style="list-style-type: none"> <li>% of program budget spent or confirmed as reserved for future years</li> </ul>

\*Baseline to be determined through use of Streetlight Data as suggested in Norther Cities System Performance Evaluation Memo.

\*\*Outcomes objectives only applicable if Smart Corridor is activated

**Table 3-8.**  **Safe Routes to School Logic Framework**

	<b>Objectives</b>	<b>Performance Measures</b>
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Increase reported active mode share by 5% over 2019 baseline</li> </ul>	<ul style="list-style-type: none"> <li>• % active mode share reported through travel surveys</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>• Support SRTS programs for at least 110 schools and 10 districts</li> <li>• Demonstrate 2 ‘high-need’ school sites with SRTS programs</li> </ul>	<ul style="list-style-type: none"> <li>• Number of schools and districts with SRTS programs</li> <li>• Number of ‘high-need’ schools with SRTS programs</li> </ul>
<b>Actions</b>	<ul style="list-style-type: none"> <li>• Enroll 5 new schools into the SRTS Program annually</li> <li>• Host at least 40 encouragement events annually</li> <li>• Complete 40 bike and walk audits</li> <li>• Participate in 4 infrastructure projects</li> <li>• Conduct at least one survey per year with consistent methodology</li> <li>• Provide annual report on time and per C/CAG specifications</li> </ul>	<ul style="list-style-type: none"> <li>• Number of new schools enrolled</li> <li>• Number of encouragement events held</li> <li>• Number of bike and walk audits conducted</li> <li>• Number of infrastructure projects undertaken</li> <li>• Survey completed annually with consistent methodology from previous year (Y/N)</li> <li>• Annual report on time and per C/CAG’s specifications (Y/N)</li> </ul>
<b>Inputs</b>	<ul style="list-style-type: none"> <li>• Spend or confirm reservation of all allocated budget</li> <li>• Secure Federal funding for 88.5% of SRTS program cost</li> </ul>	<ul style="list-style-type: none"> <li>• % of program budget spent or confirmed as reserved for future years</li> <li>• % program funding secured through Federal funds</li> </ul>

**Table 3-9.**  **Stormwater (NPDES/MRP) Logic Framework**

	<b>Objectives</b>	<b>Performance Measures</b>
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Demonstrate elimination of trash discharges from the storm drain systems into receiving waters by 90% by 2022 and 100% by 2025</li> <li>• Demonstrate implementation of programs to reduce mercury and PCBs by managing at least 45 acres of impervious surface countywide via green stormwater infrastructure by 2027, and achieving compliance under PCBs and mercury load reduction requirements via all stormwater controls detailed in MRP for pollutant specific load reductions and stipulated loads reduced</li> <li>• Demonstrate improved operations and maintenance and achievement of asset management requirements for green stormwater infrastructure and other stormwater control measures in the public right-of-way as detailed in the MRP</li> </ul>	<ul style="list-style-type: none"> <li>• % of trash load reduction achieved by compliance benchmarks (90% reduction by June 30, 2022 and 100% reduction by June 30, 2025)</li> <li>• Acres greened per year (or associated water volume managed and PCBs/Mercury load reductions achieved)</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>• Annual updates of pollutant load reduction (trash and other pollutants of concern)</li> <li>• Annual updates on creek conditions with respect to trash monitoring</li> <li>• Annual updates on GI implementation and maintenance</li> <li>• Updated trash generation and treatment maps</li> <li>• Educated and informed member agency staff and public</li> </ul>	<ul style="list-style-type: none"> <li>• Annual updates of load reduction (Y/N)</li> <li>• Annual updates on creek conditions with respect to trash monitoring (Y/N)</li> <li>• Annual updates on GI Implementation and maintenance (Y/N)</li> <li>• Updated trash generation and treatment maps (Y/N)</li> <li>• Representatives from all agency staff trained annually</li> </ul>
<b>Actions</b>	<ul style="list-style-type: none"> <li>• Host 4 Trash Subcommittee meetings per year</li> <li>• Host 3 meetings/workshops per year with the Litter Workshop</li> <li>• Complete 900 trash load assessments</li> <li>• Host 4 New and Redevelopment/Green Infrastructure subcommittee meetings per year</li> <li>• Host 1 GI training per year</li> <li>• Implement Green Streets Stewardship Pilot Program and host at least 2 stewardship events per year</li> <li>• Implement MRP requirements to develop asset management for green stormwater infrastructure and other stormwater control measures</li> </ul>	<ul style="list-style-type: none"> <li>• Number of Trash subcommittee meetings held annually</li> <li>• Number of Litter Workgroup meetings/workshops held annually</li> <li>• Number of trash load assessments held</li> <li>• Number of New and Redevelopment/Green Infrastructure subcommittee meetings held annually</li> <li>• Number of GI trainings held annually</li> <li>• Number of GI facilities maintained through Green Streets Stewardship Pilot Program</li> </ul>
<b>Inputs</b>	<ul style="list-style-type: none"> <li>• Spend or confirm reservation of all allocated budget</li> </ul>	<ul style="list-style-type: none"> <li>• % of program budget spent or confirmed as reserved for future years</li> </ul>

## EXHIBIT A

The tables (right) provide an estimated distribution for the Local Streets and Roads allocation and the Countywide Programs allocation.

\*Estimation based on fiscal year 2019/20 revenue.

Notes:

- 1) The Local Streets and Roads program and Countywide Transportation Programs each receive 50% of net Measure M revenue. The top table to the right, indicates the percentage of Local Streets and Roads funding each jurisdiction receives, rather than total percentage of all Measure M funding.
- 2) Local Streets and Roads program funding allocation is based on a formula consisting of 50% population and 50% road miles for each jurisdiction. Local jurisdictions are guaranteed a minimum amount of \$75,000.
  - a. Road Miles Source: Caltrans Highway Performance Monitoring System 2019 Road Data released December 2020
  - b. Population Source: Population Estimates 2020 from California Department of Finance released May 2020
- 3) Figures may be slightly off due to rounding.
- 4) Assumes constant annual revenue over the 5-year implementation period.

Jurisdiction	% of LS&R Allocation	Estimated Net Annual Revenue*	Estimated Net 5-Year Revenue*
Atherton	2.20%	\$75,000	\$375,000
Belmont	3.32%	\$113,000	\$565,000
Brisbane	2.20%	\$75,000	\$375,000
Burlingame	3.73%	\$127,000	\$635,000
Colma	2.20%	\$75,000	\$375,000
Daly City	9.54%	\$325,000	\$1,625,000
East Palo Alto	2.88%	\$98,000	\$490,000
Foster City	3.23%	\$110,000	\$550,000
Half Moon Bay	2.20%	\$75,000	\$375,000
Hillsborough	2.82%	\$96,000	\$480,000
Menlo Park	4.29%	\$146,000	\$730,000
Millbrae	2.85%	\$97,000	\$485,000
Pacifica	4.67%	\$159,000	\$795,000
Portola Valley	2.20%	\$75,000	\$375,000
Redwood City	9.33%	\$318,000	\$1,590,000
San Bruno	4.78%	\$163,000	\$815,000
San Carlos	4.08%	\$139,000	\$695,000
San Mateo	11.24%	\$383,000	\$1,915,000
South San Francisco	7.69%	\$262,000	\$1,310,000
Woodside	2.20%	\$75,000	\$375,000
San Mateo County	12.36%	\$421,000	\$2,105,000
<b>Total</b>	<b>100.00%</b>	<b>\$3,407,000</b>	<b>\$17,035,000</b>

Countywide Program	% of LS&R Allocation	Estimated Net Annual Revenue*	Estimated Net 5-Year Revenue*
Transit Operations/Senior Mobility	18%	\$1,226,520	\$6,132,600
Technology/Senior Mobility	11%	\$749,540	\$3,747,700
Safe Routes to School	6%	\$408,840	\$2,044,200
Stormwater (NPDES/MRP)	15%	\$1,022,100	\$5,110,500
<b>Total</b>	<b>50%</b>	<b>\$3,407,000</b>	<b>\$17,035,000</b>

