

APPENDIX A: DETAILED INVENTORY OF CMP ROADWAYS AND INTERSECTIONS

Appendix A

Detailed Inventory of CMP Roadways and Intersections

The following pages describe the functional classifications and numbers of lanes of the California State Highways within San Mateo County and the other roadways and intersections included in the 1997 CMP Roadway System. The information described here was collected by conducting field surveys and recording data. The numbers of lanes and roadway types are described for the following State Highways:

SR 1	Between the county lines of Santa Cruz and San Francisco Counties;
SR 35	Between the San Francisco and Santa Clara County lines;
SR 82	Between the county lines of Santa Clara and San Francisco Counties;
SR 84	From SR 1 to the Alameda County line;
SR 92	From SR 1 to the Alameda County line;
U.S. 101	Between the county lines of Santa Clara and San Francisco Counties;
SR 109	From Kavanaugh Drive to SR 84;
SR 114	From U.S. 101 to Bayfront Expressway (SR 84);
I-280	Between the county lines of Santa Clara and San Francisco Counties; and
I-380	Between I-280 and North Access Road (east of U.S. 101).

The numbers of lanes and classifications of the other roadways and the lane configurations and signal phasings of the intersections included in the CMP network were also determined. This information was obtained from the cities in which the facilities are located and from field surveys.

SR 1

From the Santa Cruz County line north to Linda Mar Boulevard, SR 1 is a two-lane conventional highway. Between Linda Mar Boulevard and Westport Drive (just south of Sharp Park Road), SR 1 is a four-lane highway. North of Westport Drive, SR 1 is a four-lane freeway until it reaches its junction with SR 35, where it becomes a six-lane freeway. At its junction with I-280, SR 1 joins I-280 to travel north until John Daly Boulevard. SR 1 then continues northward, as a six-lane freeway, across the San Francisco County line.

SR 35

North of I-280 (near Crestmoor Drive in San Bruno), SR 35 is a two- to four-lane arterial and four-lane expressway which extends northward across the San Francisco County line. The variations in the numbers of lanes and roadway types are described briefly below.

- SR 35 is a four-lane expressway from the I-280 interchange north becoming a two-lane arterial south of San Bruno Avenue.
- SR 35 is a two-lane arterial to the signalized intersection of Sneath Lane, then a four-lane arterial north of Sneath Lane to Sharp Park Road, and a two-lane arterial north of Sharp Park Road to Hickey Boulevard.
- North of Hickey Boulevard, SR 35 becomes a four-lane arterial, and then a four-lane freeway as it passes through the SR 1 interchange.
- Approximately one mile north of the SR 1 interchange, SR 35 becomes a four-lane expressway, and continues as such into San Francisco County.

South of Bunker Hill Drive, SR 35 becomes a two-lane rural road. After a short section where SR 92 and SR 35 share the same roadway, SR 35 becomes Skyline Boulevard south to Santa Clara County.

SR 82 (*El Camino Real/Mission Street*)

SR 82 is a four- to six-lane arterial which extends north from the Santa Clara County line across the San Francisco County line. The following street segments are **not six lanes** wide:

Roble Avenue to Glenwood Avenue	Four lanes
SR 84 overpass to Whipple Avenue	Four lanes
Whipple Avenue to F Street (in San Mateo)	Two lanes northbound, and three lanes southbound
F Street to 42nd Street	Four lanes
42nd Street to Hillsdale Boulevard	Two lanes northbound, and three lanes southbound
East Third Avenue to south of Trousdale Drive	Four lanes
Hickey Boulevard to Mission Road	Four lanes

Westlake Avenue to John Daly Boulevard

Four lanes

SR 84

SR 84 (Woodside Road) is a four-lane arterial between I-280 and SR 82 (except for a short segment between San Carlos Avenue and Santa Clara Avenue which is six-lanes wide). SR 84 is a four-lane expressway between SR 82 and Bay Road. East of Bay Road to U.S. 101, SR 84 is a six-lane expressway. At its junction with U.S. 101, SR 84 joins U.S. 101 to travel south until the Marsh Road exit, where SR 84 follows the Bayfront Expressway to the Dumbarton Bridge. The Bayfront Expressway is six-lane wide from Marsh Road to east of University Avenue.

SR 84 is a two-lane conventional highway from west of I-280 to SR 1. (Note: Signs on U.S. 101 still indicate Willow Road (SR 114) to be SR 84.)

SR 92

SR 92 is a four-lane freeway between I-280 and U.S. 101. SR 92 is a six-lane freeway between U.S. 101 and the Alameda County Line, across the San Mateo Bridge. West of I-280 to SR 1, SR 92 is a two-lane conventional highway.

U.S. 101

U.S. 101 is an eight- to ten-lane freeway in San Mateo County. The lane changes for this north/south facility are as follows:

- U.S. 101 is an eight-lane freeway from the Santa Clara County line to the Whipple Avenue interchange comprising six mixed-flow lanes and two High Occupancy Vehicle (HOV) lanes.
- U.S. 101 is an eight-lane freeway from the Whipple Avenue interchange to the San Francisco County line, with the following two exceptions:
 1. Between Marsh Road and Hillsdale Blvd, an auxiliary lane has been added in each direction.
 2. Northbound U.S. 101 is six lanes wide between the SR 92 and Kehoe Avenue off-ramps, and five lanes wide between the Kehoe Avenue and Third Avenue off-ramps. Southbound U.S. 101 remains four lanes wide.
 3. U.S. 101 is a ten-lane freeway from north of the Millbrae Avenue interchange ramps to south of the I-380 interchange ramps.

SR 109

University Avenue has been designated as SR 109 between SR 84 and Kavanaugh Drive. SR 109 is a four-lane arterial.

SR 114

Willow Road, which has been designated as SR 114 between U.S. 101 and Bayfront Expressway, is a four-lane arterial.

I-280

I-280 is a 6- to 12-lane freeway in San Mateo County. The variations in the number of lanes on this north/south facility are described below.

- * I-280 is an eight-lane freeway from the Santa Clara County line north to the I-280/SR 1 interchange in Daly City, with the following exceptions:
 1. Between Edgewood Road and the interchange with SR 92, I-280 contains five northbound and five southbound lanes. Each five-lane segment is approximately two miles long and signed: "Slow Vehicles Keep Right".
 2. Through the I-380 interchange, northbound I-280 has only three lanes, while southbound I-280 widens to include a fifth, auxiliary lane.
- * I-280 is a 12-lane freeway, north of the SR 1 interchange (south) to the SR 1 interchange (north).
- * I-280 is a six-lane freeway, north of its northern junction with SR 1 to the San Francisco County line, where the freeway widens to eight lanes.

I-380

I-380 is an east/west freeway which connects I-280 and U.S. 101, and extends east of U.S. 101 to provide access to the San Francisco International Airport. Between I-280 and U.S. 101, I-380 is four lanes wide in the westbound direction and three lanes wide in the eastbound direction. East of U.S. 101, I-380 is a freeway ramp, narrowing down to two lanes in each direction and terminating at North Access Road (by United Airlines Maintenance Facility.)

Other CMP Roadways

The CMP roadway system also includes three roadways which are not state highways. These arterials, all located in Daly City, are described briefly below:

- Mission Street is a four-lane arterial that extends from SR 82 (San Jose Avenue) to the northeast, across the San Francisco County line.
- Bayshore Boulevard is an arterial that extends southward from its junction with U.S. 101 in San Francisco County through Brisbane, where it becomes Airport Boulevard. The CMP network only includes the segment of Bayshore Boulevard between the San Francisco County line and Geneva Avenue. This segment is three lanes wide in the northbound direction and two lanes wide in the southbound direction.
- Geneva Avenue is a four-lane arterial that extends to the northwest from Bayshore Boulevard across the San Francisco County line to Mission Street.

CMP Intersections

The CMP roadway system also includes 16 intersections. These were not included in the 1991 CMP and were added for the 1993 CMP. The 16 intersections are:

Geneva Avenue and Bayshore Boulevard
SR 35 (Skyline Boulevard) and John Daly Boulevard
SR 82 (Mission Street) and John Daly Boulevard/Hillside Boulevard
SR 82 (El Camino Real) and San Bruno Avenue
SR 82 (El Camino Real) and Millbrae Avenue
SR 82 (El Camino Real) and Broadway
SR 82 (El Camino Real) and Peninsula Avenue
SR 82 (El Camino Real) and Ralston Avenue
SR 82 (El Camino Real) and Holly Street
SR 82 (El Camino Real) and Whipple Avenue
SR 84 (Bayfront Expressway) and SR 109 (University Avenue)
SR 84 (Bayfront Expressway) and SR 114 (Willow Road)
SR 84 (Bayfront Expressway) and Marsh Road
SR 84 (Woodside Road) and Middlefield Road
SR 92 and SR 1
SR 92 and Main Street.

APPENDIX B: TRAFFIC LOS CALCULATION METHODS

Appendix B

Traffic Level of Service Calculation Methods

Level of service (LOS) is a term used to qualitatively describe the operating conditions of a roadway based on factors such as speed, travel time, maneuverability, delay, and safety. The level of service of a facility is designated with a letter, A to F, with A representing the best operating conditions and F the worst.

There are many methods available to calculate the levels of service for the various types of roadways and intersections that comprise San Mateo County's designated Congestion Management Program (CMP) system. The components of the CMP Roadway System include freeways, such as U.S. 101 and I-280; multilane highways; two-lane highways, such as State Route 1 (SR 1), south of Linda Mar; major arterials, such as SR 82 (El Camino Real); and major intersections. Operational analyses of specific weaving sections and ramp junctions have not been included in the CMP but may be added for subsequent CMPs.

AB 471 and AB 1963, the CMP legislation, require that methods of calculating levels of service defined either by the latest version of the *Highway Capacity Manual* (HCM) or by the Transportation Research Board's *Circular 212* be used for the analysis of CMP roadways. San Mateo County has been using the level of service methods specified in the HCM published in 1994 for freeways, multilane highways, two-lane highways, arterials, freeway weaving sections, ramp junctions, signalized intersections, and unsignalized intersections. The TRB's *Circular 212* describes methods for signalized and unsignalized intersections.

The level of service (LOS) calculation methods found in the 1994 HCM for freeways, multilane highways, two-lane highways, and arterials and the calculation for signalized intersections based on TRB's *Circular 212* method are described in this appendix.

Level of Service Calculation Methods

The methods selected to calculate levels of service for the roadway (freeway, multilane highway, two-lane highway, and arterial) segments and intersections included in the CMP network are described below:

Freeways

A freeway is defined as a divided highway facility with two or more lanes in each direction and full control of access and egress. It has no intersections; access and egress are provided by ramps at interchanges.

According to the *Highway Capacity Manual* (1994 HCM), the LOS of freeway segments is based on the density of vehicles, expressed in passenger cars per mile per lane. The LOS can also be evaluated with volume-to-capacity (V/C) ratios, average travel speeds, and maximum service flow rates. The specific LOS criteria for freeways are presented in Table B-1. Illustrations of the various levels of service are presented on Figure B-1.

The selected LOS method for freeway segments is based on calculating V/C ratios for each direction of travel, wherein the traffic volume for each segment is divided by the capacity of the segment. The volumes are obtained from counts for existing conditions or from a travel forecasting model for future conditions. The capacity is estimated as the number of lanes multiplied by 2,200 vehicles per hour per lane for four-lane freeway segments and 2,300 vehicles per hour per lane for segments with six or more lanes. The V/C ratios are calculated and related to LOS based on the relationships presented in Table B-1.

Another method of calculating a freeway segment's level of service is to determine the average travel speed from floating car runs. Descriptions of the average travel speeds for each LOS designation are also presented in Table B-1.

Multilane Highways

Multilane highways generally have posted speed limits of between 40 and 55 miles per hour (mph). They usually have four or six lanes, often with physical medians or two-way left-turn lane medians, although they may also be undivided (have no median). Unlike freeways, multilane highways are interrupted by intersections or driveways.

The level of service criteria for multilane highways are similar to the criteria for freeways. The specific criteria from the HCM are presented in Table B-2. The LOS calculation method is identical to the calculation method for freeways. The only difference is the range of V/Cs and speeds for each LOS designation. The maximum ideal lane capacity for a multilane highway segment is 2,200 vehicles per hour.

Two-Lane Highways

A two-lane highway is defined as a two-lane roadway with one lane for use by traffic in each direction. Passing of slower vehicles requires use of the opposing lane. As volumes or geometric constraints increase, the ability to pass decreases and platoons of vehicles are formed. The delay experienced by motorists also increases. The LOS for two-lane highways is based on mobility. The specific LOS criteria from the 1994 HCM are presented in Table B-3.

For two-lane highways, the selected method, based on V/Cs, takes into account the volume in both directions. The total volume is divided by the total capacity of 2,800 vehicles per hour. The corresponding V/C is correlated to a LOS based on the V/C ranges in Table B-3. Average travel speeds for each LOS designation are also presented in this table.

Table B-1
1994 HCM Level of Service Criteria for Basic Freeway Sections

LOS	70 mph Free-Flow Speed				65 mph Free-Flow Speed				60 mph Free-Flow Speed			
	Density ^a (pc/mi/ln)	Speed ^b (mph)	Maximum ^c V/C	MSF ^d (pcphpl)	Density ^a (pc/mi/ln)	Speed ^b (mph)	Maximum ^c V/C	MSF ^d (pcphpl)	Density ^a (pc/mi/ln)	Speed ^b (mph)	Maximum ^c V/C	MSF ^d (pcphpl)
A	⊙ 10.0	⋈ 70.0	0.318/0.304	700	⊙ 10.0	⋈ 65.0	0.295/0.283	650	⊙ 10.0	60.0	0.272/0.261	600
B	⊙ 16.0	⋈ 70.0	0.509/0.487	1,120	⊙ 16.0	⋈ 65.0	0.473/0.457	1,040	⊙ 16.0	60.0	0.436/0.412	960
C	⊙ 24.0	⋈ 68.5	0.747/0.715	1,644	⊙ 24.0	⋈ 64.5	0.704/0.673	1,548	⊙ 24.0	60.0	0.655/0.626	1,440
D	⊙ 32.0	⋈ 63.0	0.916/0.876	2,015	⊙ 32.0	⋈ 61.0	0.887/0.849	1,952	⊙ 32.0	57.0	0.829/0.793	1,824
E	⊙ 36.7/39.7	⋈ 60.0/58.0	1.000	2,200/2,300	⊙ 39.3/43.4	⋈ 56.0/53.0	1.000	2,200/2,300	⊙ 41.5/46.0	53.0/50.0	1.000	2,200/2,300
F	Variable	Variable	Variable	Variable	Variable	Variable	Variable	Variable	Variable	Variable	Variable	Variable

^a Density in passenger cars per mile per lane.

^b Average travel speed in miles per hour.

^c Maximum volume-to-capacity ratio.

^d Maximum service flow rate under ideal conditions in passenger cars per hour per lane.

⊙ less than or equal to

⋈ greater than or equal to

Note: In table entries with split values, the first value is for four-lane freeways, and the second is for six- and eight-lane freeways.

Source: Transportation Research Board, *Highway Capacity Manual, Special Report 209* (Washington, D.C., 1994), pp. 3-9.

Table B-2
Level of Service Criteria for Multilane Highways

LOS	60 mph Free-Flow Speed				55 mph Free-Flow Speed				50 mph Free-Flow Speed			
	Density ^a (pc/mi/ln)	Speed ^b (mph)	Maximum ^c V/C	MSF ^d (pcphpl)	Density ^a (pc/mi/ln)	Speed ^b (mph)	Maximum ^c V/C	MSF ^d (pcphpl)	Density ^a (pc/mi/ln)	Speed ^b (mph)	Maximum ^c V/C	MSF ^d (pcphpl)
A	⊙ 12	⊞ 60	0.33	720	⊙ 12	⊞ 55	0.31	660	⊙ 12	⊞ 50	0.30	600
B	⊙ 20	⊞ 60	0.55	1,200	⊙ 20	⊞ 55	0.52	1,100	⊙ 20	⊞ 50	0.50	1,000
C	⊙ 28	⊞ 59	0.75	1,650	⊙ 28	⊞ 54	0.72	1,510	⊙ 28	⊞ 50	0.70	1,400
D	⊙ 34	⊞ 51	0.89	1,940	⊙ 34	⊞ 53	0.86	1,800	⊙ 34	⊞ 49	0.84	1,670
E	⊙ 40	⊞ 55	1.00	2,200	⊙ 41	⊞ 51	1.00	2,100	⊙ 43	⊞ 47	1.00	2,000
F	> 40 ^e	< 55 ^e	- ^e	- ^e	> 41 ^e	< 51 ^e	- ^e	- ^e	> 43 ^e	< 47 ^d	- ^e	- ^e

^a Density in passenger cars per mile per lane.

^b Average travel speed in miles per hour.

^c Maximum volume-to-capacity ratio.

^d Maximum service flow rate under ideal conditions in passenger cars per hour per lane.

^e Highly variable, unstable.

⊙ less than or equal to

⊞ greater than or equal to

Source: Transportation Research Board, *Highway Capacity Manual*, Special Report 209 (Washington, D.C., 1994), pp. 7-8.

**Table B-3
Level of Service Criteria for General Two-Lane Highway Segments**

LOS	% Time Delay	Avg. ^b Speed	V/C Ratio ^a																			
			Level Terrain						Rolling Terrain						Mountainous Terrain							
			% No-Passing Zone						% No-Passing Zone						% No-Passing Zone							
			0	20	40	60	80	100	Avg. ^b Speed	0	20	40	60	80	100	Avg. ^b Speed	0	20	40	60	80	100
A	⊙ 30	⊞ 58	0.15	0.12	0.09	0.07	0.05	0.04	⊞ 57	0.15	0.10	0.07	0.05	0.04	0.03	⊞ 56	0.14	0.09	0.07	0.04	0.02	0.01
B	⊙ 45	⊞ 55	0.27	0.24	0.21	0.19	0.17	0.16	⊞ 54	0.26	0.23	0.19	0.17	0.15	0.13	⊞ 54	0.25	0.20	0.16	0.13	0.12	0.10
C	⊙ 60	⊞ 52	0.43	0.39	0.36	0.34	0.33	0.32	⊞ 51	0.42	0.39	0.35	0.32	0.30	0.28	⊞ 49	0.39	0.33	0.28	0.23	0.20	0.16
D	⊙ 75	⊞ 50	0.64	0.62	0.60	0.59	0.58	0.57	⊞ 49	0.62	0.57	0.52	0.48	0.46	0.43	⊞ 45	0.58	0.50	0.45	0.40	0.37	0.33
E	> 75	⊞ 45	1.00	1.00	1.00	1.00	1.00	1.00	⊞ 40	0.97	0.94	0.92	0.91	0.90	0.90	⊞ 35	0.91	0.87	0.84	0.82	0.80	0.78
F	100	< 45	--	--	--	--	--	--	< 40	--	--	--	--	--	--	< 35	--	--	--	--	--	--

^a Ratio of flow rate to an ideal capacity of 2,800 passenger cars per hour in both directions.

^b Average travel speed of all vehicles (in mph) for highways with design speed ⊞ 60 mph; for highways with lower design speeds, reduce speed by 4 mph for each 10-mph reduction in design speed below 60 mph; assumes that speed is not restricted to lower values by regulation.

⊙ less than or equal to

⊞ greater than or equal to

Source: Transportation Research Board, *Highway Capacity Manual, Special Report 209* (Washington, D.C., 1994), pp. 8-5.

Arterials

Levels of service for arterials are dependent on the arterial class denoted as Type I, II, or III. Type I arterials are principal arterials with suburban design, 1 to 5 signals per mile, no parking, and free-flow speeds of 35 to 45 miles per hour (mph). Type III arterials have urban designs, with 6 to 12 signals per mile, parking permitted, and are undivided with free-flow speeds of 25 to 35 miles per hour. Type II arterials fall between Type I and III and have free-flow speeds of 30 to 35 miles per hour.

The LOS for an arterial is based on maneuverability, delays, and speeds. As the volume increases, the probability of stopping at an intersection due to a red signal indication increases and the LOS decreases. The specific LOS criteria from the HCM are presented in Table B-4.

For the CMP, a calculation method based on V/C was selected. Volumes on each roadway segment in each direction are divided by the capacity, estimated to be 1,100 vehicles per hour per lane. The capacity was estimated based on a saturation flow rate of 1,900 vehicles per lane and the assumption that El Camino Real would receive 60 percent of the green time.¹ With the assumption that streets perpendicular to El Camino Real would receive 40 percent of each intersection's green time, the reduction in El Camino Real's capacity due to intersecting streets has been accounted for in the method used to analyze levels of service of arterial streets. Except for the 16 designated intersections, the operations of individual intersections, which are the locations where a street capacity is most constrained, are not analyzed for the CMP. Therefore, the levels of service presented for various roadway segments along El Camino Real are likely to be better than the level of service of individual intersections.

The V/C for arterials is correlated to LOS based on the information in Table B-5. The average speeds for each LOS designation are presented in Table B-4.

¹The estimated capacity for El Camino Real was calculated by multiplying 1,900 vehicles per hour per lane by 0.6, to arrive at 1,140 vehicles per hour per lane which was then rounded off to 1,100 vehicles per hour per lane.

Table B-4
Level of Service Criteria for Arterials

Arterial Class	I	II	III
Range of Free-Flow Speeds (mph)	45 to 35	35 to 30	35 to 25
Typical Free-Flow Speed (mph)	40 mph	33 mph	27 mph

Level of Service	Average Travel Speed (mph)		
A	≥ 35	≥ 30	≥ 25
B	≥ 28	≥ 24	≥ 19
C	≥ 22	≥ 18	≥ 13
D	≥ 17	≥ 14	≥ 9
E	≥ 13	≥ 10	≥ 7
F	< 13	< 10	< 7

mph miles per hour

⊗ less than or equal to

≥ greater than or equal to

Source: Transportation Research Board, *Highway Capacity Manual, Special Report 209* (Washington, D.C., 1994), pp. 11-4.

**Table B-5
CMP Level of Service Criteria for Arterials^a Based on
Volume-to-Capacity Ratios**

Level of Service	Description	V/C ^b
A	Free-flow conditions with unimpeded maneuverability. Stopped delay at signalized intersection is minimal.	0.00 to 0.60
B	Reasonably unimpeded operations with slightly restricted maneuverability. Stopped delays are not bothersome.	0.61 to 0.70
C	Stable operations with somewhat more restrictions in making mid-block lane changes than LOS B. Motorists will experience appreciable tension while driving.	0.71 to 0.80
D	Approaching unstable operations where small increases in volume produce substantial increases in delay and decreases in speed.	0.81 to 0.90
E	Operations with significant intersection approach delays and low average speeds.	0.91 to 1.00
F	Operations with extremely low speeds caused by intersection congestion, high delay, and adverse signal progression.	Greater Than 1.00

^a For arterials that are multilane divided or undivided with some parking, a signalized intersection density of four to eight per mile, and moderate roadside development.

^b Volume-to-capacity ratio.

≥ greater than or equal to.

< less than.

Source: Transportation Research Board, *Highway Capacity Manual, Special Report 209* (Washington, D.C., 1994).

Highway Capacity Manual 2010

Signalized intersection level of service (LOS) is defined in terms of a weighted average control delay for the entire intersection. Control delay quantifies the increase in travel time that a vehicle experiences due to the traffic signal control as well as provides a surrogate measure for driver discomfort and fuel consumption. Signalized intersection LOS is stated in terms of average control delay per vehicle (in seconds) during a specified time period (e.g., weekday PM peak hour). Control delay is a complex measure based on many variables, including signal phasing and coordination (i.e., progression of movements through the intersection and along the corridor), signal cycle length, and traffic volumes with respect to intersection capacity and resulting queues. Table 1 summarizes the LOS criteria for signalized intersections, as described in the *Highway Capacity Manual 2010* (Transportation Research Board, 2010).

Table 1. Level of Service Criteria for Signalized Intersections

Level of Service	Average Control Delay (seconds/vehicle)	General Description
A	≤10	Free Flow
B	>10 – 20	Stable Flow (slight delays)
C	>20 – 35	Stable flow (acceptable delays)
D	>35 – 55	Approaching unstable flow (tolerable delay, occasionally wait through more than one signal cycle before proceeding)
E	>55 – 80	Unstable flow (intolerable delay)
F ¹	>80	Forced flow (congested and queues fail to clear)

Source: *Highway Capacity Manual 2010*, Transportation Research Board, 2010.

1. If the volume-to-capacity (v/c) ratio for a lane group exceeds 1.0 LOS F is assigned to the individual lane group. LOS for overall approach or intersection is determined solely by the control delay.

Unsignalized intersection LOS criteria can be further reduced into three intersection types: all-way stop, two-way stop, and roundabout control. All-way stop and roundabout control intersection LOS is expressed in terms of the weighted average control delay of the overall intersection or by approach. Two-way stop-controlled intersection LOS is defined in terms of the average control delay for each minor-street movement (or shared movement) as well as major-street left-turns. This approach is because major-street through vehicles are assumed to experience zero delay, a weighted average of all movements results in very low overall average delay, and this calculated low delay could mask deficiencies of minor movements. Table 2 shows LOS criteria for unsignalized intersections.

Table 2. Level of Service Criteria for Unsignalized Intersections

Level of Service	Average Control Delay (seconds/vehicle)
A	0 – 10
B	>10 – 15
C	>15 – 25
D	>25 – 35
E	>35 – 50
F ¹	>50

Source: *Highway Capacity Manual 2010*, Transportation Research Board, 2010.

1. If the volume-to-capacity (v/c) ratio exceeds 1.0, LOS F is assigned an individual lane group for all unsignalized intersections, or minor street approach at two-way stop-controlled intersections. Overall intersection LOS is determined solely by control delay.

APPENDIX C: BAAQMD'S DEFICIENCY LIST

Final

DEFICIENCY LIST:

**PROGRAMS, ACTIONS AND IMPROVEMENTS
FOR INCLUSION IN CONGESTION MANAGEMENT PROGRAM
"DEFICIENCY PLANS"**

Bay Area Air Quality Management District
Planning Division
939 Ellis Street
San Francisco, CA 94109

For more information, contact David Marshall at (415) 749-4678.

Adopted by the District Board of Directors

November 4, 1992

1 WHEREAS, the proposed Deficiency List was discussed with
2 affected and interested parties and was revised in response to
3 comments received from such parties;

4 WHEREAS, District staff recommends that this Board adopt
5 the Deficiency List attached hereto; and

6 WHEREAS, this Board concurs with the recommendation of the
7 staff.

8 NOW, THEREFORE, BE IT RESOLVED that this Board hereby adopt
9 the proposed Deficiency List attached hereto comprising a list of
10 programs, actions and improvements for use in the preparation of
11 Deficiency Plans and a statement of policy the District will
12 follow in updating the list and in considering items not included
13 in the list but proposed for consideration in a Deficiency Plan.

14 The foregoing resolution was duly and regularly introduced,
15 passed and adopted at a regular meeting of the Board of Directo.
16 of the Bay Area Air Quality Management District on the Motion of

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1 Director McPeak, seconded by Director McKenna,
2 on the 4th day of November 1992 by the following vote of the
3 Board:

4 AYES: Aramburu, Battisti, Britt, Campbell, Harberson, Harper,
5 Head, Hilligoss, McKenna, McPeak, Ogawa, Powers.
6

7
8
9 NOES: Hancock.

10
11
12
13 ABSENT: Achtenberg, Bruno, Cooper, Davis, Diridon, Eshoo, Fogarty.

14
15 *M. Patricia Hilligoss*
16 M. PATRICIA HILLIGOSS
17 Vice-Chairperson of the Board of Directors

18 ATTEST:
19 *Paul Battisti*
20 PAUL BATTISTI
21 Secretary of the Board of Directors



27 Certified as a True Copy
28 *Carol D. Shalley*
29 Carol D. Shalley
30 Clerk of the Boards
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INTRODUCTION

This document contains the Bay Area Air Quality Management District's list of improvements, programs and actions for inclusion in Congestion Management Program Deficiency Plans. Deficiency Plans are a part of the Congestion Management Program (CMP) process. Under the CMP process, each urbanized county in California establishes a county wide road system consisting of all Interstates, state highways and major arterials, along with a Level of Service (LOS) standard.¹ When traffic conditions on a roadway segment or intersection falls below the LOS standard, the local jurisdiction is required to develop a Deficiency Plan. In some instances, cities and counties may be monitoring LOS based upon transportation models, attempting to predict conditions in the future. The intent is to develop plans for deficient segments prior to the actual occurrence of a deficiency.

The requirements for Deficiency Plans are set forth in Government Code Section 65089.3(b). The plans are to include four elements: A) an analysis of the cause of the deficiency; B) a list of improvements and their estimated costs which would enable the deficient road segment or intersection to maintain a LOS at the standard or better; C) a list of improvements, programs, or actions that will measurably improve the Level of Service of the road system and contribute to significant improvements in air quality; D) An action plan to implement either option B) or C) above, including a specific implementation schedule and a description of funding. The full text of Section 65089.3(b) is reprinted in Attachment 1.

The CMP statutes direct the Bay Area Air Quality Management District, as the air district for most of the nine-county Bay Area², to establish and periodically update a list of improvements, programs and actions which can be used by local governments in developing element C of the Deficiency Plans. The list should include items that " ... (i) measurably improve the level of service of the system ..., and (ii) contribute to significant improvements in air quality, such as improved public transit service and facilities, other rideshare programs and promotions, improved non-motorized transportation facilities, high occupancy vehicle facilities, and transportation control items." The statutes also state that "[i]f an improvement, program, or action is not on the approved list, it shall not be implemented unless approved by the local air quality management district."

¹ Level of Service, commonly abbreviated as LOS, is a method of measurement of congestion that compares actual or projected traffic volume with the maximum capacity of the facility under study. LOS ranges from A to F, with F describing the most congested conditions. Except in a few instances, the standard established in the CMPs of the nine Bay Area counties is LOS E. Some counties have designated LOS D for facilities located within undeveloped and rural areas.

² The Bay Area Air Quality Management District includes Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, the western part of Solano, and the southern part of Sonoma Counties.

Confusion has arisen over whether a city or county in its Deficiency Plan can recommend widening a "deficient" highway segment or expanding a "deficient" intersection to resolve a level of service deficiency. The CMP legislation provides for that option as noted in element B above. However, even when a jurisdiction knows in advance that it wants to opt for a "direct fix" to the problem, it still must prepare a Deficiency Plan because the segment has become deficient (determined through LOS monitoring). In that Deficiency Plan, the jurisdiction still must develop element C of the Plan that evaluates improvements, programs and actions contained on the BAAQMD's list.

The CMP process is largely directed at alleviating and avoiding peak-period roadway congestion. Because of this, the Deficiency List contains items intended to help reduce peak-period motor vehicle travel, although many items on the list will also work to reduce travel during other periods of the day. The Deficiency List does not contain certain "market-based" revenue and pricing measures (e.g., gas tax increase, higher bridge tolls, congestion pricing, smog fee, "pay as you drive" insurance, etc.). Each of these need (1) state enabling legislation prior to any city or county action to implement, and (2) a well-orchestrated regional implementation strategy to ensure success. For these reasons, the market-based measures are not appropriate for the Deficiency List at this time.³

In a region as large and diversified as the Bay Area, it would be difficult to identify improvements, programs and actions that individually work to "...measurably improve the level of service of the system...and contribute to significant improvements in air quality...". The items that have been included on our list work in some degree to improve roadway conditions and lessen air pollution. The degree to which each item does both varies: Some are very strong improvers of traffic congestion, but make small contributions in improvements to air quality; others help to improve air quality, but offer very little in the way of traffic relief; and then still others offer little in both categories, yet are very necessary as supporting measures.⁴ Because of this, emphasis should be given to the benefits derived from combining the various measures, viewing their effectiveness in terms of joint application.

³ The Deficiency List does include Parking Management (measure E6) through pricing strategies.

⁴ Certain measures included on the District's list focus on providing alternatives to the single occupant vehicle that will benefit the Region's air quality in the long term. Implementation of these measures as part of a deficiency plan may contribute to or cause localized congestion for motor vehicles (examples include Signal Preemption by Transit Vehicles [B11] and Bus Stop Bulbs [B12]). Without changes to State law, a jurisdiction could have to prepare a Deficiency Plan to remedy a level of service deficiency caused by implementation of a measure (or measures) on this list.

The following measures have been included in this initial Deficiency List, but will undergo further evaluation due to revised air pollutant emissions factors recently released by the California Air Resources Board (CARB):

- Accelerated implementation of the 2005 HOV Master Plan (D3)
- Auxiliary Lanes of up to One Mile in Length Where HOV Lanes are Provided (F3)
- Signalization Improvements (F4)
- Computerized Traffic and Transit Control/Management on Arterials (F5)

These new emissions factors show that vehicles emit more Carbon Monoxide and Hydrocarbons at speeds greater than 35 miles per hour. Following: (1) resolution of the current debate among CARB, the U.S. Environmental Protection Agency (EPA), Caltrans, the Federal Highway Administration (FHWA) and MTC on emissions factors for vehicle speeds of 20-50 miles per hour, or (2) more technical information becoming available, BAAQMD staff will reassess the appropriateness of these measures for the Deficiency List. Furthermore, Ramp Metering (F2) has the potential to create Carbon Monoxide "hot spots" since vehicles must idle while waiting to enter the freeway. Queues that develop at metered freeway entrances can cause motorists to opt to take short trips on local arterials, resulting in more emissions for the entire trip than would have occurred had the motorist waited in the queue to take the trip via freeway. When more technical information on the air quality impacts of ramp metering becomes available, BAAQMD staff will reassess the appropriateness of these measures for the Deficiency List.

The BAAQMD will reevaluate the measures on this list following preparation of revised regional transportation/air quality planning documents designed to replace current planning documents of the same name:

- Regional Transportation Plan (1993)
- Ozone State Implementation Plan (to be prepared for Federal air quality standards) (1993)
- Bay Area 1994 Clean Air Plan (to be prepared for State air quality standards)

Although the statutes do not call for guidance on the implementation of the items on the Deficiency List, BAAQMD staff has provided some. The guidance is general in nature, and is directed towards providing a basis by which local jurisdictions, Congestion Management Agencies and other interested groups can determine the adequacy of a Deficiency Plan. The guidance is not intended to serve as a "cookbook" that specifies the degree to which each item shall be implemented in a particular jurisdiction. Experience gained through the implementation of the items on the list should help District staff in

updating and improving the list. Future versions may contain actions specific to certain Counties or municipalities.

Section I is the District's draft list of programs, actions and improvements to be used by cities and counties in preparing Deficiency Plans. California law mandates that cities and counties select measures from the list in Section I when preparing Deficiency Plans.

Section II contains the *policy* the BAAQMD will follow in updating the list and for considering items not included on the list but proposed for inclusion in a Deficiency Plan.

Appendix A presents the BAAQMD's guidance on how the draft Deficiency List should be implemented by local governments. **Information in Appendix A is advisory. California law does not specify the scope or quantity of measures on the list necessary to mitigate or "offset" a level of service deficiency.**

This document was prepared by David Marshall and Michael Murphy, Senior Planners, Planning Division / Environmental Review Section.

SECTION I
LIST OF PROGRAMS, ACTIONS, AND IMPROVEMENTS
FOR INCLUSION IN DEFICIENCY PLANS

Cities/Counties/CMAAs' use is mandatory (required by California law)

The items that comprise the list of programs, actions and improvements that cities and counties can incorporate into Deficiency Plans are described below. Each description indicates whether the item is most suitable for local implementation, county wide or corridor level implementation.

Although the items have been grouped into six categories, many are complementary and their individual effectiveness will be increased if undertaken together. For instance, the success and advantages of High Occupancy Vehicle lanes will be enhanced if preferential treatment of buses, carpools and vanpools is designed into parking areas, local arterials and freeway on- and off-ramps.

Each category is preceded with a listing of the Transportation Control Measures (TCM) from the '91 Clean Air Plan that will be directly implemented or in some fashion be supported by the items on the list. The development and implementation of Deficiency Plans is not viewed as the main avenue for the implementation of the TCMs in the '91 Clean Air Plan. Clearly though, implementation of system-wide improvements through Deficiency Plans can only benefit the success of the strategies set forth in the TCMs.

A. BICYCLE AND PEDESTRIAN MEASURES

A1. Improved Roadway Bicycle Facilities and Bike Paths. Roadways could be improved to provide increased safety and convenience for bicyclists. Improvements include:

- widening shoulders or curb side pavement
- lane re-striping and/or removal of on-street parking to create a wider outside (right) lane for bicycles thus reducing bicycle and automobile conflicts
- installing, marking and/or modifying sensitivity of detection loops at intersections to trigger light changes and allow bicycles to clear the intersection
- completing and expanding Class I bike paths and Class II bicycle lanes that are in the circulation elements of general plans

Caltrans standards shall be followed in designing and constructing bicycle improvements. This measure is suitable for both local and system-wide implementation.

A2. Transit and Bicycle Integration. This measure is intended to increase the number of bus and train routes capable of transporting bicycle riders, as well as improving interconnection between the two modes. Communities in San Mateo, Santa Clara and San Francisco Counties could work with the CALTRAIN Joint Powers Board to allow bicycles on CALTRAIN and to assure peak period bicycle accommodation on the new California cars (when acquired). Communities within the BART service area could work with BART to better accommodate bicycles during commute periods through downtown Oakland and San Francisco, as well as shortening or eliminating the periods during which bicycles are barred from the BART system. An alternative could be to provide special peak-period BART runs in the commute direction that accommodate bicycles. Communities, working with relevant transit districts, could work to increase the number of bus routes and rail services allowing access to bicyclists, as well as providing increased numbers of bicycle lockers (for regular users) and racks that allow use of the U-Bar style locks (for occasional users) at transit transfer centers and other interconnection points. This measure should be implemented on a system-wide basis since most transit service is on a multi-city basis. Local governments that operate their own transit service should implement this measure locally.

A3. Bicycle Lockers and Racks at Park and Ride Lots. Park and ride lots accessible to bicycles should contain bicycle lockers (for regular users) and racks that allow use of the U-Bar style locks (for occasional users). Jurisdictions will have to include in their Deficiency Plans the initial number of storage spaces and criteria for installing additional spaces. Communities can also consider establishing "Bike and Ride" lots: areas along major transit routes designated for bicycle storage only, separate from automobile parking lots. This measure can be implemented on a local basis.

A4. Bicycle Facilities And Showers At Developments. As part of any new office/industrial/commercial/school/special generator and multi-family (four or more units) residential development generating more than 50 person trips per day, cities and counties could require the inclusion of bicycle storage facilities and, for office/industrial/commercial/school/special generator developments employing more than 100 employees, showering and changing rooms. Bicycle storage facilities include bicycle lockers and racks (must allow use of the U-Bar style locks) which are located close to the main entrances or inside of buildings. Existing sites should add bicycle storage facilities and, for developments/buildings/sites employing more than 100 employees, showering and changing rooms where feasible. This measure can be implemented on a local basis.

A5. Improved Pedestrian Facilities. It is the general practice for new development to include sidewalks and other pedestrian facilities. However, efforts can be made to improve and expand upon current requirements and practices to make walking a more integral part of the transportation system. City and county zoning ordinances and design standards should be revised as appropriate to ensure safe, convenient and direct pathways for pedestrians between their residences, shopping and recreational areas, and work sites. Other efforts include requiring, where appropriate, the provision of walkways in commercial and residential areas linking building entrances to street sidewalks and crossings, and linking building entrances to adjacent building entrances and activity centers. Communities can also require continuous and clearly marked pathways across parking lots between sidewalks and building entrances. A preferable approach is to locate entrances and building fronts along street sidewalks, with parking spaces at the sides and rears of buildings. This measure is suitable for local implementation. (See also Land Use Measures [E8].)

A6. Pedestrian Signals. To encourage more walk trips, pedestrian signals should be added on major arterials to enhance safety. This measure should be implemented locally.

A7. Lighting for Pedestrian Safety. Communities can require and install adequate lighting for sidewalks, bus stops, bicycle parking areas and vehicle parking lots to create conditions that are safe for pedestrians. There may be special hardware requirements that must be met for implementation of this measure in proximity to facilities sensitive to light pollution (e.g., Lick Observatory). This measure is suitable for local implementation.

B. TRANSIT (Includes bus, rail and ferry services)

B1. Improvement of Bus, Rail and Ferry Transit Services. This measure is directed at improving public and private transit service. Cities, counties and employers will need to (1) work with the relevant transit districts and private operators to identify appropriate routes for reducing headways, extending service, improving transfers, and coordinating project design and services to new development; and (2) contribute financially toward both capital and operating costs of service improvements. Emphasis should be placed on providing service that will reduce peak period automobile trips (e.g., express and commuter bus/rail/ferry service). Service expansion should be coordinated with the relevant Short Range Transit Plan(s) and also support local and regional trip reduction efforts. This measure should be implemented on a system-wide basis.

B2. Expansion of Rail Transit Service. This measure is directed at extending or expanding rail transit beyond the projects included in MTC's New Rail Starts Program

outlined in MTC Resolution 1876. Emphasis should be placed on expanding rail service to corridors not included in Resolution 1876 that will experience rapid growth in peak period automobile trips. Cities and counties will need to work with local, regional, state and federal transportation agencies to define projects and establish institutional arrangements to construct and operate the services, and fund operating costs. This measure can be implemented locally and on a system-wide basis, and should be considered in conjunction with Improvement of Bus, Rail and Ferry Transit Services (B1).

B3. Expansion of Ferry Services. Freeways, bridges and transit connections around and across San Francisco Bay are heavily congested. High speed ferry service offers an efficient and comfortable transportation alternative. New or enhanced service should focus on peak period travel when congestion is greatest. An example would be to provide high speed commuter ferry service between Vallejo and the San Francisco Ferry Terminal as a reliever of peak period congestion on I-80 in Contra Costa and Alameda counties. This measure should be implemented on a corridor or system-wide basis.

B4. Preferential Treatment for Buses and In-Street Light Rail Vehicles (LRVs). This measure includes strategies that give preference to buses and in-street light rail vehicles, including transit stops at building entrances, bus shelters, LRV platform boarding areas, direct HOV to HOV connecting lanes and ramps, exclusive bus/LRV lanes, bypass lanes at metered freeway ramps, including reserved lanes around any queues that may form on connecting streets or at congested off-ramps. These strategies should be a part of a coordinated regional and/or county HOV system, with individual communities assisting with changes that affect local streets or development review/approval. This measure can be implemented both locally and on a system-wide basis.

B5. Transit Information and Promotion. This measure is intended to work with the Transit and Bicycle Integration (A2), Stricter Travel Demand Management/Trip Reduction Ordinances (E1) and Public Education Programs (E2). Cities and counties can:

- advertise the availability of transit in their communities
- post transit schedules at bus stops
- enhance access to transit via non-motorized modes-(e.g., bicycling and walking)
- provide for special accommodation of clean fuel/electric vehicles at rail and ferry stations (e.g., preferential parking and free electric outlets)

Cities and counties must coordinate their recommendations with relevant organizations such as local transit district(s), MTC, RIDES for Bay Area Commuters, Inc., Berkeley TRiP,

San Benito Rideshare, Santa Clara County's Commuter Network, Santa Cruz Share-a-Ride, Solano Commuter Information¹ and the BAAQMD for enhancements to existing programs or implementation of new programs. Promotional activities should be directed at all trips, including those for shopping, recreation, commuting and school. This measure can be implemented both locally and on a system-wide basis.

B6. Transit Pricing Strategies to Encourage Ridership and, where applicable, Reduce Transit Vehicle Crowding. Pricing incentives and alternative fare structures can encourage ridership and, where necessary, reduce transit vehicle crowding. These incentives and strategies include subsidy from alternative revenue sources to reduce fares, zonal fares, peak hour fares, elimination of discounts for elder citizens who travel at peak times and free or reduced cost transit on "Spare the Air" day.² Transit pricing changes should ideally be done in conjunction with service improvements. Communities can work with neighboring cities and transit agencies to identify and subsidize appropriate incentive programs. This measure, especially appropriate for cities or counties that operate their own transit system, should be implemented on a system-wide basis.

B7. Transit Fare Subsidy Programs. These programs generally are implemented at employment sites in the form of direct employer subsidy of employee transit fares, usually with some monthly or yearly ceiling. Where cities/counties require employers to subsidize transit fares to meet trip reduction requirements, such programs must also equally subsidize persons who use non-motorized modes (e.g., bicycle or walk). Other subsidy programs could be directed towards school, recreational and shopping trips. This program can be implemented locally for a city or county's own employees, or a city or county can include a transit fare subsidy requirement for employers in its local trip reduction ordinance, or a city or county can condition new development to include such programs as a part of the city or county's development approval process.

B8. Transit Centers. To assist current and potential riders in obtaining route information, schedules, and passes, cities and counties would establish (or provide funds for transit agencies to establish) transit centers. The centers can be patterned after Berkeley TRIP. Another option is a mobile, clean fueled/electric "commute store" that would visit activity

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² Depending on how the strategies are constructed, they have potential to significantly impact operating revenue. Any proposal should fully evaluate the impact on operating revenue and identify replacement revenue to cover any potential loss to the transit operator(s). "Spare the Air" day occurs when the BAAQMD forecasts that atmospheric conditions on the following day are likely to result in an exceedance of the health based State ozone standard. Major employers and the media are notified to advise employees and the general public that activities contributing to ozone formation should be limited.

centers and employment sites to disseminate transit, ridesharing, and non-motorized travel information (e.g., maps of bike routes, bicycle commuter handbooks, and city walking guides). A second option is to install electronic kiosk centers, which are able to dispense tickets, route information, and in some cases, assist with ride matching operations. Another option is to franchise out the centers to mailbox services, photocopying centers, or other such establishments. Centers could also be established at community centers. Centers should be established at all major transit transfer points. This measure can be implemented both locally and on a system-wide basis.

B9. Improved and Expanded Timed Transfer Programs. Shortening the time passengers wait when transferring between buses, from bus to train or vice-versa, and between transit systems is an important improvement to transit service. Working with the relevant transit districts, cities and counties would need to identify the best locations for timed transfers and which routes would be best suited for schedule adjustments. Current plans to institute timed transfers should be considered for accelerated implementation. This measure should be implemented on a system-wide basis.

B10. Improved and Expanded Fare Coordination. Through the encouragement of MTC, BART and several Bay Area transit operators have developed a fare card that is used to debit fares on BART and also serve as a semi-monthly "flash pass" on major Bay Area bus systems. Each month more people purchase this card, demonstrating the public's desire for a simplified Bay Area transit fare structure. MTC is working diligently with transit operators to test and implement a "universal" fare card. Cities and counties can work in partnership with MTC, CMAs and relevant transit districts to develop and implement fare coordination agreements, and contribute financially to the necessary hardware, software, equipment maintenance and, where applicable, operator subsidies.

B11. Signal Preemption by Transit Vehicles. Transit vehicles could be equipped with preemption devices that hold or trigger a green light in order to avoid delays at intersections. Since implementation of this measure could be highly disruptive to traffic flow in an optimally timed, signalized corridor, and thus increase emissions, affected local governments should work closely with transit agencies to implement signal preemption only where most appropriate. This measure should be implemented on a system-wide or corridor basis.

B12. Bus Stop Bulbs. A strategy to improve passenger pickup and off-loading is to extend sidewalks across the parking lane to the first through traffic lane. Such an extension is called a bus stop bulb. With bus stop bulbs, buses are not delayed merging back into traffic after stops, and cars are prevented from blocking the stops, both of which improve bus travel time.³ Some transit agencies prefer bus turn outs (which remove the

bus from the traffic stream for passenger loading to minimize delay to motorists and allow the bus to reenter the traffic stream only when an adequate gap in traffic becomes available), while others prefer neither bus turn outs nor bus bulbs. Cities or counties that want to implement Bus Stop Bulbs (B11) should work closely with their respective transit agency(ies). The District does not consider bus turn outs as an appropriate alternative to bus stop bulbs since turn outs favor single occupant vehicles and lengthen bus travel times. This measure can be implemented both locally and on a system-wide basis.

B13. School Bus Transit Service. This measure is directed at establishing school bus services in school districts where bus service has been reduced or eliminated. Reinstating or expanding school bus service would provide an alternative to many students who drive to school or are driven to school by others. Reinstating or expanding school bus service would also provide capacity on existing public bus services for commuters displaced by student riders. Cities and counties will need to work with school districts to establish arrangements for funding the service. This measure would be implemented locally or system-wide.

C. CARPOOLING, BUSPOOLING, VANPOOLING, TAXIPOOLING, JITNEYS, CASUAL CARPOOLING AND OTHER SHARED RIDES (Ridesharing)

C1. Preferential Treatment for Shared Ride Vehicles. This measure includes strategies that give preference to carpools, buspools, vanpools, taxipools, jitneys and other shared rides, including reserved parking spaces next to building entrances, transit stops at building entrances, direct HOV to HOV connecting lanes and ramps, bypass lanes at metered freeway ramps, including reserved lanes around any queues that may form on connecting streets or at congested off-ramps. These strategies should be a part of a coordinated regional and/or county HOV system, with individual communities assisting with changes that affect local streets or development review/approval. This measure can be implemented both locally or on a system-wide basis.

C2. Increased use of Commuter/Employer Services. To increase the number of carpools and vanpools, commuters and employers should be encouraged to use the free computerized ridematching services provided by RIDES for Bay Area Commuters, Inc., Berkeley TRiP, San Benito Rideshare, Santa Clara County's Commuter Network, Santa Cruz Share-a-Ride and Solano Commuter Information.³ RIDES maintains a database that serves commuters in the nine Bay Area counties and several outlying counties. RIDES'

³ San Benito County, Santa Cruz County and eastern Solano County are outside the BAAQMD's jurisdiction. Reference is made to services offered in these jurisdictions since they are considered within the commute shed of the greater Bay Area.

database is electronically linked to ridesharing programs in San Benito County, Santa Clara County, Santa Cruz County, Solano County and the City of Berkeley as well as to ridesharing programs of several Bay Area employers. As an integral part of cities' and counties' trip reduction efforts, employers of all sizes should encourage their employees to take advantage of these services. In addition, employer services offered by RIDES, Santa Clara County's Commuter Network, Solano Commuter Information and Berkeley TRiP could serve as an integral part of training, education and outreach efforts for employee transportation coordinators. This measure can be implemented locally or on a system-wide basis.

D. HIGH OCCUPANCY VEHICLE (HOV) FACILITIES

D1. Preferential Treatment for HOVs. See measures B4 and C1.

D2. Bus and Carpool/Buspool/Vanpool/Taxipool Priority Lanes on Local Arterials. This measure is aimed at providing time savings for buses and car/bus/van/taxipools on local arterials. Many peak period commute trips occur on congested local streets. Provision of the Priority lanes during the commute periods will act as an incentive for ridesharing. In some instances, this measure can be combined with Restrictions on Curb-Side Deliveries and On-Street Parking (F11) to provide lanes without taking away mixed flow capacity. (However, streets with existing or planned bicycle lanes should not have the parking lane converted, as this could cause conflicts between bicyclists and motor vehicles.) Cities and counties incorporating this measure in their Deficiency Plan should indicate how any proposed priority lanes will supplement or otherwise support any county-wide or regional HOV plans. This measure should be implemented on a system-wide basis.

D3. Accelerated Implementation of the 2005 HOV Master Plan. The Metropolitan Transportation Commission (MTC), Caltrans, and the California Highway Patrol (CHP) have identified a regional system of High Occupancy Vehicle Lanes. Some of the projects have already been programmed for funding and completion by 1995. The remainder are assumed for completion by 2005. Communities can place a greater priority on these projects so that they can be constructed before the year 2005. For areas, such as Solano County, which are not included in the 2005 HOV Master Plan, emphasis can be placed on developing HOV lanes identified in another study, such as the I-80 Strategic Plan. Cities and counties should work with MTC, Caltrans and the CHP to evaluate HOV lanes on freeway segments not included in the 2005 HOV Master Plan.

The technical analysis accompanying the 2005 HOV Master Plan indicated that successful HOV lanes require support facilities, such as park and ride lots, express bus service and exclusive HOV bypass lanes and connecting ramps. It is recommended that Deficiency

Plans incorporating this measure focus on providing support facilities for HOV lanes. Some, such as by-pass lanes and connecting ramps, would be constructed at the time the HOV lane is constructed. Others, such as park and ride lots and improved transit service should be implemented prior to the opening of the HOV facility. This measure can largely be implemented on a system-wide basis, although supporting actions can be done on a local basis. (See note on page 3 regarding this measure.)

D4. HOV to HOV Facilities. Local government work with Caltrans and CMAs to identify and program for construction ramps that provide a direct connection between HOV facilities. This could significantly reduce travel time for HOVs that otherwise would be required to negotiate a very slow merge across three or four lanes of single occupant vehicle (SOV) traffic twice in order to exit one freeway and enter another. This measure can be implemented on a system-wide basis.

D5. Direct HOV Lane Entrance/Exit Ramps to Arterials and Special Generators. Where high volumes of HOVs would benefit from direct access to freeway or expressway HOV lanes, direct HOV ramps should be provided for (1) arterials that provide access to major activity centers and (2) connecting roadways to special generators (e.g., airports, stadiums, universities, military facilities, etc.). This measure could be implemented region-wide or locally.

E. OTHER TCMS, RELATED MEASURES.

E1. Stricter Travel Demand Management/Trip Reduction Ordinance. As part of a Deficiency Plan, a city or county will modify their mandated Trip Reduction Ordinance to include requirements *beyond* those either currently identified or recommended in their county's CMP. After the adoption of the BAAQMD's Employer-Based Trip Reduction Rule, jurisdictions would revise their programs to go *beyond* the requirements embodied in the District's rule and other local trip reduction requirements, where applicable. This program can be implemented locally.

E2. Expanded Public Education Programs. A Public Education program should be an essential part of any Deficiency Plan. Jurisdictions can include educational materials regarding air quality and congestion relief and the use of the automobile with programs dealing with waste recycling, water conservation, etc. The conservation of air quality and the efficient use of the transportation system are messages compatible with other waste reduction and resource conservation programs. Public education programs might include the following topics:

- health effects of air pollution and traffic congestion
- the air pollution effects of older cars and cars that are out of tune
- list of available low emission vehicles (electric, natural gas, methanol, etc.) and their sellers
- the air pollution effects of cold starts and short trips
- the benefits of linking trips for shopping, errands, recreation, work, particularly during the afternoon on weekdays and during the weekend
- the role of alternative means of transportation in improved regional air quality, local congestion relief, and reduced energy use
- the benefits of compact development, particularly near transit stations
- the benefits of leaving the car at home at least one or two days a week
- the benefits of taking feeder buses, bicycling or walking to regional rail or bus transfer centers and other destinations
- advertising the location, cost and availability of discount transit tickets
- educational materials designed for use in school curricula

The BAAQMD has already begun a public education program for the region. Materials developed as part of the program will be available to cities and counties. RIDES for Bay Area Commuters, Inc., Berkeley TRiP, San Benito Rideshare, Santa Clara County's Commuter Network, Santa Cruz Dial-a-Ride, and Solano Commuter Information each provide a variety of public information and services available to cities, counties, CMAs, transit agencies, employers and other transportation agencies/organizations.⁴ Educational materials should also be developed for planning and zoning commissions and governing boards that make land use and transportation decisions impacting air quality. This program can be implemented locally.

E3. Child Care Facilities at or close to Employment Sites, Transit Centers and Park and Ride Lots. Many commuters need to drop off and pickup their children at child care. The intent of this measure is for jurisdictions to facilitate the location of child care facilities at, or more likely, close to employment sites, major transit centers (e.g., BART, CalTrain and Santa Clara Light Rail stations, and park and ride lots. The intent is to shorten or eliminate the automobile portion of the commute trip. Jurisdictions and employers may need to provide financial incentives to operators of such facilities. This program can be implemented locally. (See also Land Use Measures [E8].)

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E4. Retail Services at or close to Employment Sites, Transit Centers and Park and Ride Lots. Trips could be eliminated and perceived transit waiting time would be reduced if retail services (e.g., automated bank teller machines (ATMs), dry-cleaners, coffee shops, book stores, etc.) were offered in conjunction with employment sites, transit centers and park and ride lots. Jurisdictions could provide incentives for and work with transit operators to encourage development at or in immediate proximity to areas where people wait to take a bus or train. Activity at or near a transit center or park and ride lot would also enhance safety and thus increase patronage. (See also Land Use Measures [E8].)

E5. Telecommuting Centers and Work-at-Home Programs. Under this measure, jurisdictions and employers would facilitate through discussions with major employers:

- the creation of centers in their communities for telecommuting
- implementation of programs that allow employees to work at home

Businesses would rent space in the center for their employees to work, being connected by telephone wires to the main office and/or allow their employees where appropriate to work at home one or two (or more) days per week. This program can be implemented locally.

E6. Parking Management. This is a broad measure, overlapping with measures dealing with employer-based trip reduction and traffic flow improvements. Jurisdictions can implement parking charges, restrict parking during peak hours along busy corridors, require preferential parking for carpools and vanpools at major activity centers, require shared parking arrangements at developments, land bank parking space, establish automobile free zones, parking standards in zoning ordinances to discourage vehicle trips (e.g., establish maximum parking ratios rather than minimum ratios, revise minimum ratios to require fewer spaces, etc.). This program can be implemented locally.

E7. Parking "Cash-Out" Program/Travel Allowance. AB 2109 (Katz, Ch. 92-0554) requires employers of 50 persons or more who provide a parking subsidy⁵ to employees to offer a parking cash-out program. Under a parking cash-out program, the employer offers to provide a cash allowance to an employee equivalent to the parking subsidy that the

⁵ "Parking subsidy" is defined as the difference between the out-of-pocket amount paid by an employer on a regular basis in order to secure the availability of an employee parking space and the price, if any, charged to an employee for use of that space.

employer would otherwise pay to provide the employee with a parking space.⁶ Employees who wish to continue to drive will receive a parking space in lieu of the cash allowance. Employees who forego the use of parking can use the travel allowance for any purpose, including subsidizing the use of alternative transportation modes. Employers may also offer transit passes or ridesharing subsidies as all or part of the travel allowance to help reduce the tax impact on employees.⁷

As part of a deficiency plan, a city or county could pass an ordinance, amend its trip reduction ordinance, or work with employers to implement parking cash-out programs that go beyond this new State requirement.⁸ Examples include:

- include employers with fewer than 50 employees
- include employers that own their own parking spaces, using the market rate for parking in the area as the cost of parking and the amount of the cash travel allowance
- require or encourage building owners to separate the cost of parking from the cost of leasing office space, thereby facilitating/requiring parking cash-out programs in multi-tenant office complexes
- implement a parking cash-out program at city/county employment sites as a model for other employers

This program, which should be implemented locally, must be designed to minimize any adverse impact on parking in neighborhoods adjacent to the participating employment sites.

E8. Land Use Measures. Land use exerts a strong influence on travel patterns and transportation mode choice. Site design strategies (e.g., clustering and minimizing walk distance to transit) also influence mode choice. Strategies which local governments can undertake include revising general plan policies and land use designations, zoning ordinances and design standards to provide for:

⁶ AB 2109 also requires cities and counties in which a commercial development will implement a parking cash-out program which is included in a CMP pursuant to subdivision (b) of Government Code Section 65089 or a deficiency plan pursuant to Government Code Section 65089.3 to grant that development an appropriate reduction in the parking requirements otherwise in effect for new commercial development.

⁷ Under State and Federal law a cash travel allowance is considered gross income and is therefore taxable. Transit subsidies and some other ridesharing subsidies are not taxable up to varying amounts, depending upon State or Federal tax law.

⁸ To meet the requirements of this Deficiency List, cities and counties must require that the employer program not be designed to disproportionately favor use of any alternative mode (e.g., giving a travel allowance to the employee in the form of a "Commuta Check" that can be used for public transit only, and offering no equivalent monetary benefit for those who rideshare, bicycle or walk).

- phase development to occur near current transit service (i.e., infill)
- mixed land uses where residences, work places and services are located close enough together to minimize the need for private motorized transportation between them⁹
- pedestrian oriented design, such as sidewalks, adequate crosswalks on major streets, building entries near sidewalks rather than behind parking lots, and convenient transit stops
- affordable housing near major employment sites
- incentives for infill development
- higher densities at transit stops and along major transit lines
- sites for alternative fuel vehicle fueling facilities

This measure can be implemented both locally and on a system-wide basis. (See also Improved Pedestrian Facilities [A5], Child Care Facilities at or close to Employment Sites, Transit Centers and Park and Ride Lots [D3] and Retail Services at or close to Employment Sites, Transit Centers and Park and Ride Lots [D4].)

F. TRAFFIC FLOW IMPROVEMENTS.

F1. Preferential Treatment of HOVs. See measure B4 and C1.

F2. Ramp Metering. Caltrans District 4 is currently working on a comprehensive ramp metering program for the region's freeways. Ramp metering must include bypass lanes for buses and carpools. Jurisdictions placing this measure in their Deficiency Plans must show how they will work with Caltrans and MTC to help fund and assist in expediting the implementation of ramp metering on freeway ramps within their community. Solano County would coordinate with any ramp metering plans developed by Caltrans, District 10. This measure would be implemented on a system-wide basis. (See note on page 3 regarding this measure.)

F3. Auxiliary Lanes of Up to One Mile in Length Where HOV Lanes are Provided. This measure would allow the addition of freeway auxiliary lanes between interchanges of not more than one mile in length (i.e., in locations with closely spaced interchanges) to promote ease of HOV lane access and egress and provide for safe merging of conflicting

⁹ Cities and counties, prior to zoning for or approving housing or other sensitive receptors (e.g., schools, hospitals or convalescent facilities) near industry should consider the nature of activity that may occur and whether that activity does/could pose a risk of nuisance (e.g., odors) or potential public health problems. Similar care should be taken when considering locating industry or related land uses near residences and other sensitive receptors. BAAQMD Planning Division staff is available in such cases to advise cities and counties of appropriate action and mitigation strategies (e.g., buffer zones) where feasible.

traffic. This measure is for *freeways only* (not expressways), since expressway auxiliary lanes would diminish the safety of bicyclists. This measure would be implemented on a system-wide basis. (See note on page 3 regarding this measure.)

F4. Signalization Improvements. Jurisdictions would be expected to improve signal timing and sequencing to smooth traffic flow and increase average speeds during the peak periods. Jurisdictions could identify roadways to undergo signalization improvements, as well as a timetable for doing so. Jurisdictions that have planned improvements can use those programs. Signalization improvements should be coordinated with any programs to improve signalization and preemption advantages for transit vehicles. This measure would be implemented on a system-wide basis. (See note on page 3 regarding this measure.)

F5. Computerized Traffic and Transit Control/Management on Arterials. This measure includes installing traffic sensors, closed circuit television, low wattage "highway-advisory radio" broadcasts, and centrally controlled changeable message signs on local arterials to convey current traffic and transit information. This driver and transit rider information system will supply travelers with real-time traffic and transit information to assist them in planning routes and times of travel. This will be especially helpful in reducing congestion from surges of traffic such as special events, sporting events and parades. (See note on page 3 regarding this measure.)

F6. Turn Lanes at Intersections. This measure would be applicable on arterials where placement of a maximum of one left turn lane and/or a maximum of one right turn lane per approach would significantly reduce average stopped delay at an intersection. Double left- or double-right turn lanes would not be appropriate at intersections or freeway/arterial on/off ramps since these create an unfriendly environment for trips by non-motorized modes (pedestrian, bicycle and other travel).¹⁰ This measure would be implemented locally.

¹⁰ An exception to the double turn lane restriction for arterial/arterial intersections would be appropriate only in cases where all of the following criteria are met: (1) the curb to curb distance remains the same for all approaches after changes to intersection geometry; (2) the width of the median (if any), which serves as pedestrian refuge, is not reduced to accommodate changes to intersection geometry; (3) the signal cycle length is reduced so pedestrians have more frequent opportunities to cross the intersection; (4) the minimum green time in each phase (for pedestrian crossing) is maintained or increased; and (5) the width of the right most through lane is maintained or increased from its width prior to changes to intersection geometry (for bicyclists' safety).

F7. Turn Restrictions at Intersections. This measure consists of restricting turns at some intersections throughout the day or during peak periods only. This measure can be implemented locally.

F8. Reversible Lanes. This measure is applicable on arterials in areas of employment concentration, where congestion occurs in the inbound direction in the morning and the outbound direction during the afternoon. It consists of temporarily increasing the capacity of the congested direction, with the reversed lane dedicated as an exclusive lane for buses, carpools and vanpools. This program can be implemented locally.

F9. One Way Streets. In areas of high traffic volumes, jurisdictions can convert roadways to one-way streets. This measure has been employed in many of the larger central business districts within the Bay Area. Jurisdictions using this measure should identify streets to be converted to one-way and an implementation schedule. However, streets should not have the parking lane taken away where this would cause conflicts between bicyclists and motor vehicles by decreasing the lane area for bicyclists.¹¹ This program can be implemented locally.

F10. Targeted Traffic Enforcement Programs. Where double parking, parking in bus stops, "gridlock" or illegal use of HOV lanes pose a problem, jurisdictions can provide additional parking and traffic enforcement to help manage congestion. This program can be implemented locally.

F11. Restrictions on Curb Side Deliveries and On-Street Parking. This measure is intended as a peak hour measure. The intent is to handle peak flows without adding permanent capacity to the roadway. It is expected that this measure would be used in conjunction with measures to provide arterial HOV lanes or transit priority lanes facilities. In some instances, restrictions may only apply to one-side or for a portion of a roadway/arterial, depending on the peak-flow. This measure may also be useful in handling congestion around commercial areas during their peak period. Jurisdictions may require that all deliveries be made at the rear of buildings, if space and building lot design allows. This program can be implemented locally.

¹¹ A combination bus and bike lane would be acceptable since the frequency of buses is limited.

SECTION II

BAAQMD ADMINISTRATION OF DEFICIENCY LIST

DISTRICT REVIEW OF MEASURES NOT ON THE APPROVED LIST

Section 65089.3(b)(1)(c) of the State Government Code requires that any programs, actions or improvements included in a Deficiency Plan which are not taken from the adopted District list may not be implemented unless approved by the District.¹ To facilitate the timely review of such measures the following procedures should be followed.

- (1) The District's Air Pollution Control Officer (APCO) and the appropriate Congestion Management Agency should be notified concurrently at the earliest practicable date of any local government's intent to seek District approval of an unlisted measure.
- (2) A complete description of the proposed measure(s) should be submitted to the District and the appropriate CMA concurrently. We recommend that the submittal include all documentation demonstrating the effectiveness of the proposed measure in reducing VMT on the CMP system. The District will inform the local government in writing within thirty days if additional information is needed. Review of the measure(s) will not commence until all needed information has been received by the District.
- (3) Once all relevant information has been received regarding the measure(s), the District Board of Directors, upon receiving a recommendation from the APCO, will either approve or disapprove the measure(s) within ninety (90) days. The APCO will notify the local government and the applicable Congestion Management Agency concurrently in writing of the reasons for the determination.

BIENNIAL UPDATE OF LIST

The list will be updated every two years, immediately following the period during which Congestion Management Agencies make their determinations that local governments conform (or do not conform) to requirements of the CMP legislation. Changes to the measures on the list or to the procedures governing their implementation will be adopted by the District's Board of Directors at a regularly scheduled meeting. Drafts of any changes will be available for public review at least two months prior to the Board taking action. District staff will continue its regular, ongoing consultative process with CMAs, MTC, Caltrans and ARB through the Clean Air/Congestion Management Working Group.

¹ Following adoption of this Deficiency List by the BAAQMD Board of Directors, California Congestion Management Program (CMP) law does not prohibit cities, counties, CMAs and Caltrans from continuing to manage congestion by including in their Capital Improvements Programs traffic flow improvements that are thought to have a long term detrimental effect on air quality (e.g., freeway, expressway, and arterial widening for single occupant vehicles and intersection improvements of any geometry). The law does however preclude cities and counties from placing in a Deficiency Plan any program, action or improvement not on this Deficiency List, unless approved by the BAAQMD according to administrative procedures outlined in this section.

Attachment 1

Excerpts from Government Code of the State of California (as amended in 1992 by the California Legislature [AB 2109/AB 3093]).

65089.3

- (a) The agency shall monitor the implementation of all elements of the congestion management program. Annually, the agency shall determine if the county and cities are conforming to the congestion management program, including, but not limited to, all of the following:
- (1) Consistency with levels of service and performance standards, except as provided in subdivisions (b) and (c).
 - (2) Adoption and implementation of a trip reduction and travel demand ordinance.
 - (3) Adoption and implementation of a program to analyze the impacts of land use decisions, including the estimate of the costs associated with mitigating these impacts.
- (b) (1) A city or county may designate individual deficient segments or intersections which do not meet the established level of service standards if, prior to the designation, at a noticed public hearing, the city or county has adopted a Deficiency Plan which shall include all of the following:
- (A) An analysis of the causes of the deficiency.
 - (B) A list of improvements necessary for the deficient segment or intersection to maintain the minimum level of service otherwise required and the estimated costs of the improvements.
 - (C) A list of improvements, programs, or actions, and estimates of costs, that will (i) measurably improve the level of service of the system, as defined in subdivision (b) of Section 65089, and (ii) contribute to significant improvements in air quality, such as improved public transit service and facilities, improved non-motorized transportation facilities, high occupancy vehicle facilities, parking cash-out programs, and transportation control measures. The air quality management district or the air pollution control district shall establish and periodically revise a list of approved improvements, programs, and actions which meet the scope of this paragraph. If an improvement, program, or action is on the approved list and has not yet been fully implemented, it shall be deemed to contribute to significant improvements in air quality. If an improvement, program, or action is not on the approved list, it shall not be implemented unless approved by the local air quality management district or air pollution control district.
 - (D) An action plan, consistent with the provisions of Chapter 5 (commencing with Section 66000) of Division 1 of Title 7, that shall be implemented, consisting of improvements identified in paragraph (B), or improvements, programs, or actions identified in paragraph (C), that are found by the agency to be in the interest of the public's health, safety and welfare. The action plan shall include a specific implementation schedule.
- (2) A city or county shall forward its adopted Deficiency Plan to the agency. The agency shall hold a noticed public hearing within 60 days of receiving the Deficiency Plan. Following the hearing, the agency shall either accept or reject the Deficiency Plan in its entirety, but the agency may not modify the Deficiency Plan. If the agency rejects the plan, it shall notify the city or county of the reasons for that rejection.

APPENDIX A

Cities/Counties/CMA's use is advised (not required by California law)¹

Procedures for the implementation of the list of programs, actions and improvements developed by the Bay Area Air Quality Management District in response to the Congestion Management legislation is outlined below. The items listed in Section I provide a wide range of options from which communities can choose during the development of a Deficiency Plan. One of the key issues that will confront the preparers of Deficiency Plans is how many of the items from the list must be included in a particular plan.

The responsibility for determining the adequacy of a Deficiency Plan rests with the Congestion Management Agencies. The CMA's can either accept or reject a Deficiency Plan, but may not modify it. The CMA's will be responsible for developing appropriate criteria for determining the adequacy of Deficiency Plans submitted by the communities. To assist the CMA's with this task, we have included a methodology for assessing whether or not enough of the items from the list have been included in a Deficiency Plan.

The approach that we have chosen revolves around the offsetting of a deficient facility's contribution to congestion and air quality. A Deficiency Plan is adequate if it includes sufficient items from the District's list to offset over the system the increased amount of vehicle miles travelled (VMT) on the deficient facility due to its operation at LOS F rather than LOS E.² The basic steps in the process are described below.

STEP 1 - Identify v/c Ratio That Must be Mitigated:

Use the county wide transportation model to identify the volume to capacity (v/c) ratio of the deficient segment. The amount by which this v/c ratio exceeds (or is projected to exceed) the upper limit of the Congestion Management level of service standard (e.g., 0.99 for LOS E) is the v/c ratio increment that must be mitigated through implementation of items on the BAAQMD's list.

¹ The next few years will offer a number of opportunities for cities and counties to examine different ways of choosing deficiency strategies as they come up with plans mitigating congestion on parts of the network that have failed the Level of Service (LOS) test. We urge cities, counties and CMA's to encourage experimentation in alternative methods to match LOS deficiencies with congestion management and air quality strategies and remedies.

² The BAAQMD acknowledges that not every measure on the Deficiency List will reduce VMT (see Introduction). Some measures do more to improve congestion than air quality (e.g., traffic flow improvements, HOV lanes involving highway widening, etc. These measures have been included on the Deficiency List because they support other air beneficial measures (e.g., an HOV lane supports ridesharing) or encourage jurisdictions to implement low cost, cost effective strategies to enhance personal/vehicular mobility (e.g., lane re-striping and signs for one-way streets/reversible lanes to increase vehicle throughput and lane re-striping and signs to create wide outside lanes for bicycles).

Let's say the forecast v/c ratio is 1.12 (LOS F) and the v/c ratio necessary to achieve the county wide LOS Standard is 0.99 (upper limit of LOS E). This would mean that mitigation items would need to be identified that offset a v/c ratio 'deficiency' of 0.13.

STEP 2 - Translate the v/c Ratio Deficiency to Vehicle Miles Traveled (VMT)

Consider the segment of U.S. 101 from Novato to Petaluma in Marin and Sonoma Counties.³ This segment of U.S. 101 is approximately seven miles in length and hypothetically both Marin and Sonoma Counties' transportation models agree its projected northbound traffic volume in the 2000 PM Peak Hour is 4,039.

$$0.13 \times 7 \times 4,039 = 3,675 \text{ VMT}$$

Thus, 3,675 VMT would need to be mitigated through items from the BAAQMD list.

STEP 3 - Identify Items that Offset the VMT Deficiency

The BAAQMD has prepared a list of Deficiency Plan mitigation items that improve traffic conditions and benefit air quality throughout the Bay Area. The city, county or CMA preparing a Deficiency Plan may choose any of these items, individually or in combination. Since we recognize certain items may be more effective at reducing VMT in a given geographic area, we have outlined two options to assess the adequacy of Deficiency Plan items:

Option 1: Use Region wide Effectiveness Data. The data contained in Table 1 reflect region wide effectiveness of various TCMs in the '91 Clean Air Plan.⁴ (This table is forthcoming; not included in this draft.) The proportion of the Deficiency Plan Item (or '91 Clean Air Plan TCM) defined in Table 1 that the local government identifies funding for in the Deficiency Plan and implements (or effects implementation) prior to the end of the 7-Year CIP horizon year is the proportion of VMT reduction for which credit can be taken. Detail on applying Option 1 is presented below under "Examples."

Option 2: Exercise County wide Transportation Model. The VMT reduction effects of certain Deficiency Plan items (e.g., transit improvements) may be analyzed more accurately using a county wide transportation model. Certain Deficiency Plan items (e.g., new bicycle lockers) could not be analyzed using a county wide transportation model.

³ This segment of U.S. 101 currently operates at LOS F, and as allowed by statute, both Marin and Sonoma counties have established a LOS standard of F for the segment. Thus this is not a segment for which a Deficiency Plan will be required. Both the example selected and the numbers used are intended for illustration only.

⁴ "Transportation Control Measures for the San Francisco Bay Area: Analyses of Effectiveness and Costs," prepared for the BAAQMD by Deakin, Harvey, Skabardonis, Inc., July 1991 (revised October 1991). Copies of this report are available from the BAAQMD upon request.

Examples of Option 1

1. Provide funding for the BAAQMD-delegated Region wide Trip Reduction Rule to apply to 61,000 additional employees in Marin and Sonoma Counties (beyond requirements of the rule).

The rule was assumed in the '91 Clean Air Plan to apply to 3 Million employees.
 $61,000/3,000,000 = 0.02033$ (just over 2%)

1999 VMT (Daily) = 110,856,000

Effectiveness of TCM at reducing VMT = 3.2% (from Table 1)

$110,856,000 \times 0.032 = 3,547,392$ daily VMT reduced by implementation of rule throughout Bay Area, or 354,739 peak-hour VMT (estimated at 10% of daily)

$354,739 \text{ VMT} \times 2.033\% = 7,212$ VMT reduced during the peak hour as a result of implementing the Deficiency Plan Item

2. Provide support for RIDES staff to inform 5,000 employees at Hamilton Field about commute alternatives

The TCM was assumed to apply to 250,000 employees.
 $5,000/250,000 = 0.02$ (2%)

1999 VMT (Daily) = 110,856,000

Effectiveness of TCM at reducing VMT = 0.18% (from Table 1)

$110,856,000 \times 0.0018 = 199,541$ daily VMT reduced by implementation of program throughout Bay Area, or 19,954 peak-hour VMT (estimated at 10% of daily)

$19,954 \text{ VMT} \times 2\% = 399$ VMT reduced during the peak hour as a result of implementing the Deficiency Plan Item. This would mean that 40 of the 5,000 informed about commute alternatives traveling during the peak hour actually shift modes, assuming an average trip length of 10 miles.

3. Fund Phase II bus service expansion at \$12.88 Million/yr. The CMAs would spearhead member local governments in the 101 Corridor entering into a service agreement with the Golden Gate Bridge, Highway and Transportation District to provide additional service in the U.S. 101 Corridor from Santa Rosa to San Francisco.

The TCM was assumed to implement new bus service costing \$140 Million/yr.

$$12.88/140 = .092 \text{ (9.2\%)}$$

1999 VMT (Daily) = 110,856,000

Effectiveness of TCM at reducing VMT = 0.4% (from Table 1)

$110,856,000 \times 0.004 = 443,424$ daily VMT reduced by implementation of service expansion throughout Bay Area, or 44,342 peak-hour VMT (estimated at 10% of daily)

$44,342 \text{ VMT} \times 9.2\% = 4,079 \text{ VMT}$ reduced during the peak hour as a result of implementing the Deficiency Plan Item.

Summary of Examples

The items in Examples 1 or 3 would be adequate to offset the required 3,675 peak hour VMT reduction. The item selected for Example 2 would not be sufficient to offset the required VMT reduction. Thus, additional Deficiency Plan items would need to be identified in conjunction with the item in Example 2.

Content of Deficiency Plans

Each Deficiency Plan should show the amount of VMT⁵ to be offset, the data it was derived from, and how each item selected from the BAAQMD's list contributes to the offsetting of the VMT increment. All calculations done should be clearly presented.

saved as C:\USER\DM\DEFICIEN\DRFTLIST.DOC

⁵ Recognizing that all information in Appendix A of this list is advisory and not required by California law, CMAs may elect to use surrogate measures of deficiency in lieu of VMT (e.g., vehicle trips, average vehicle speed, etc.), especially where level of service monitoring conducted by the CMA and/or its cities does not produce data necessary for calculating v/c ratios and VMT (e.g., "floating car" speed surveys).

Table 1

1997 Deficiency Measure Effectiveness (to be used for improvements implemented by 2000)

Deficiency Measure	Related CAP TCM	Description	Quantity	Percentage Region Wide Daily VMT Reduced	Amount Region Wide Daily VMT Reduced
A1	9	Bicycle Plan Impl Ph I	\$3 M/yr. TDA Article 3	0.01	11,880
	9	Bicycle Plan Impl Ph II	\$5 M/yr. developer mt/TRO	0.02	23,781
A2	5, 9	Transit/Bicycle Integration		No information available	
A3	9	Bike Lockers/Racks @ PNR Lots		No information available	
A4	9, 16	Bike Facilities/Showers		No information available	
A5	16	Impr Pedestrian Facilities		No information available	
A6	16	Pedestrian Signals		No information available	
A7	16	Lighting for Ped Safety		No information available	
B1	3	Bus Service Exp Ph I	\$1 M/yr.	0.17	202,135
	3	Rail Service Exp Ph II	\$100 M/yr.	0.60	713,418
	3	Bus Service Exp Ph II	\$140 M/yr.	0.40	475,812
	4	Rail Ext Ph II/MTC Reso 1876	\$140 M/yr.	0.70	832,322
	5	Rail Access Impr Ph II	\$30 M/yr.	0.30	356,709
B2	6	Intercity Rail Ph II	\$10 M/yr.	0.04	47,581
B3	7	Reg Ferry Plan Impl	\$10 M/yr.	0.03	35,871
B4	8, 12, 16	Pre Treatment Bus/LRT		No information available	
B5	5, 13	Transit Info/Promotion		No information available	
B6	13	Bus-Rail Xlar Subsidy	\$5 M/yr.	0.05	59,452
	13	Reduced Transit Fares	\$10 M/yr.	0.10	118,903
B7	13	Employer Transit Subsidy		No information available	

<u>Deficiency Measure</u>	<u>Related CAP TCM</u>	<u>Description</u>	<u>Quantity</u>	<u>Percentage Region Wide Daily VMT Reduced</u>	<u>Amount Region Wide Daily VMT Reduc</u>
88	13	Transit Ticket Distrib	50% employer subsidy for 10% workers	0.08	71,342
	13	Transit Stores	\$3 M/yr.	0.02	23,781
89	13	Improved Timed Xfers		No information available	
B10	13	Fare Coordination	Impr inter-dist wait times 10%	0.05	59,452
B11	12	Transit Signal Preempt	\$2 M/yr.	0.02	23,781
B12	12, 18	Bus Stop Bulbs		No information available	
B13	10	School Bus Services	\$5 M/yr.	0.03	35,671
	10	50% Student Fare Subsidy	\$5 M/yr.	0.02	23,781
C1	15	Ridesharing Toll Elimin	\$20 M/yr.	0.30	356,709
C2	1	Employer Audits	\$750,000/yr.	0.18	214,026
D1	8	Pref Treatment for HOVs		No information available	
D2	12	HOV Lanes on Arterials		No information available	
D3	8	HOV Sys Exp Ph II	\$50 M/yr.	0.45	535,064
D4	8	HOV to HOV Facilities		No information available	
D5	8	Direct HOV Entr Ramps		No information available	
E1	2	TRO Stricter than BAAQMD Rule:			
	2	Employees at sites < 100 empis	1,200,000	0.50	594,515
	2	\$3.00 Worksite Parking Charge	2,680,000	1.90	2,259,158
E2	1	ETC Training Materials	\$15,000/yr.	0.02	23,781
E3	16, 18	Childcare Facilities		No information available	
E4	16, 18	Retail Services		No information available	
E5	20	Telecommuting		No information available	

<u>Deficiency Measure</u>	<u>Related CAP TCM</u>	<u>Description</u>	<u>Quantity</u>	<u>Percentage Region Wide Daily VMT Reduced</u>	<u>Amount Region Wide Daily VMT Reduced</u>
E6	22	Non-work Parking Charges	Min. \$0.60 hr./Empl. 100% transit subsidy	4.20	4,963,929
E7	15, 22	Work Parking Charges/Cash Out		No information available	
E8	16	Indirect Source Ctrl	\$12 M/yr. Design mod. new/exist	0.80	951,225
	18	Incr Density nr Transit	200 DUs @ Rail sta./rezoning	0.05	59,452
F1	8, 12, 16	Pref Treatment Bus/LRT		No information available	
F2	11, 12	Ramp metering		No information available	
F3	8 (as support)	Freeway Auxiliary Lanes		No information available	
F4	12	Signal Timing Ph I		Thought to increase VMT	
	12	Signal Timing Ph II		Thought to increase VMT	
F5	11	CCTV/Incident Mgt		Thought to increase VMT	
	11	Traffic Advisory Sys		Thought to increase VMT	
F6	12 (as support)	Turn Lanes @ Intersections		No information available	
F7	12 (as support)	Turn Restr @ Intersections		No information available	
F8	12 (as support)	Reversible Lanes		No information available	
F9	12 (as support)	One Way Streets		No information available	
F10	12 (as support)	Targeted Traffic Enforcement		No information available	
F11	12 (as support)	Delivery/Parking Restrictions		No information available	

Table 1 Assumptions and Notes

- (1) **Percentage VMT reductions taken from Transportation Control Measures for the San Francisco Bay Area: Analyses of Effectiveness and Costs, Deakin, Harvey, Skabardonis Inc., July 1991 (revised October 1991). Data adjusted by BAAQMD staff for Deficiency List measures B13 and E1 based on additional information known about project/rule implementation as of October 1992.**
- (2) **Daily VMT in 1997 for Nine County Bay Area = 118,903,077
Source: Transportation Improvement Program for the Nine County San Francisco Bay Area, Volume III. Metropolitan Transportation Commission, September 23, 1992, Table A.1, p. III-B-74.**
- (3) **Use peak hour factor of roadway segment to calculate peak hour VMT reduction associated with each measure. If unknown, assume 10% for arterials and 8% for freeways/expressways.**
- (4) **Quantities involving a dollar expenditure per year are assumed to have a five year lifespan. For example, if City A wants to spend \$500,000 over 5 years toward the lease of space and staff to operate a transit store as a deficiency plan measure, City A would take credit for implementation of \$500,000/\$15,000,000 (or 3.3%) of that measure. Daily VMT would be reduced $23,781 \times 0.033$, or 785 VMT; peak hour VMT would be reduced $2,378 \times 0.033$, or 79 VMT. Deficiency plans that include measures involving ongoing operating costs would need to make a guarantee of continued funding as part of plan.**

APPENDIX D: GUIDELINES FOR DEFICIENCY PLAN

Appendix D

Deficiency Plan Legislative Requirements and Discussion/Q&A

Legislative Requirements

The language describing the role and function of deficiency plans is found in California Government Code Section 65089.4, which states that:

(a) The agency¹ shall monitor the implementation of the elements of the congestion management program. At least biennially, the agency shall determine if the county and cities are conforming to the congestion management program, including, but not limited to, all of the following:

(1) Consistency with the levels of service and performance standards, except as provided in subdivisions (b) and (c).

(2) Adoption and implementation of a trip reduction and travel demand ordinance.

(3) Adoption and implementation of a program to analyze the impacts of land use decisions, including the estimate of the costs associated with mitigating these impacts.

(b) (1) A city or county may designate individual deficient segments or intersections which do not meet the established level of service standards if, prior to the designation, at a noticed public hearing, the city or county has adopted a deficiency plan which shall include all of the following:

(A) An analysis of the causes of the deficiency.

(B) A list of improvements necessary for the deficient segment or intersection to maintain the minimum level of service otherwise required and the estimated costs of the improvements.

(C) A list of improvements, programs, or actions, and estimates of costs that will (i) measurably improve the level of service of the system, as defined in subdivision (b) of Section 65089, and (ii) contribute to significant improvements in air quality, such as improved public transit service and facilities, improved non-motorized transportation facilities, high occupancy vehicle facilities, and transportation control measures. The air quality management district or the air pollution control district shall establish and periodically revise a list of approved improvements, programs, and actions which meet the scope of this paragraph. If an improvement program or action is on the approved list and has not yet been fully implemented, it shall be deemed to contribute to significant improvements in air quality. If an improvement program or action is not on the approved list, it will not be implemented unless approved by the local air quality management district or air pollution control district.

(D) An action plan, consistent with the provision of Chapter 5 (commencing with Section 66000) of Division 1 of Title 7,² that shall be implemented, consisting of improvements identified in paragraph (B), or in improvements, programs, or actions identified in paragraph (C), that are found by the agency to be in the interest of the public's health, safety and welfare. The action plan shall include a specific implementation schedule.

¹In San Mateo County, C/CAG is the agency referred to in the statute.

²This chapter describes the procedures allowed or required in order to implement development mitigation fees. It includes adoption requirements, allowable categories for fees including transportation, procedures for property donation, and procedures for assessment and payment of the fees.

(2) A city or county shall forward its adopted deficiency plan to the agency. The agency shall hold a noticed public hearing within 60 days of receiving the deficiency plan. Following the hearing, the agency shall either accept or reject the deficiency plan in its entirety, but the agency may not modify the deficiency plan. If the agency rejects the plan, it shall notify the city or county of the reasons for that rejection.

(c) The agency, after consultation with the regional agency, the department, and the local air quality management district or air pollution control district, shall exclude from the determination of conformance with the level of service standards, the impacts of any of the following:

(1) Interregional travel.

(2) Construction, rehabilitation, or maintenance of facilities that impact the system.

(3) Freeway ramp metering.

(4) Traffic signal coordination by the state or multi-jurisdictional agencies.

(5) Traffic generated by the provision of low and very low income housing.

(6) Traffic generated by high-density residential development located within one-fourth mile of a rail passenger station.

(7) Traffic generated by any mixed-use development located within one-fourth mile of a fixed rail passenger station, if more than half of the land area, or floor area, of the mixed-use development is used for high-density residential housing, as determined by the agency.

(d) For the purposes of this chapter, the impacts of a trip which originates in one county and which terminates in another county shall be included in the determination of conformance with level of service standards with respect to the originating county only. A round trip shall be considered to consist of two individual trips.

The procedures for a finding of nonconformance are found in California Government Code Section 65089.5, which states:

(a) If, pursuant to the monitoring provided for in Section 65089.3, the agency determines, following a noticed public hearing, that a city or county is not conforming with the requirements of the congestion management program, the agency shall notify the city or county in writing of the specific areas of nonconformance. If, within 90 days of the receipt of the written notice of nonconformance, the city or county has not come into conformance with the congestion management program, the governing body of the agency shall make a finding of nonconformance and shall submit the finding to the commission and to the Controller.

(b) Upon receiving notice from the agency of nonconformance, the Controller shall withhold apportionments of funds required to be apportioned to that nonconforming city or county by Section 2105 of the Streets and Highways Code, until the Controller is notified by the agency that the city or county is in conformance.

In addition, per SB 1435, a nonconforming jurisdiction will be disqualified from receiving funding from the Transportation Equity Act for the 21st Century (TEA-21).

Discussion/Q&A

The many issues influencing the preparation and adoption of deficiency plans are discussed in the following pages using a question and answer format.

1. Why prepare a deficiency plan?

A jurisdiction (a city or the County) should prepare a deficiency plan to achieve two key goals:

- To establish a program of actions intended to mitigate (or reduce) existing congestion by improving the level of service on the roadway segments or intersections included in the CMP Roadway System, and
- To assure that the jurisdiction is in conformance with the CMP and remains eligible to continue to receive gasoline tax subventions and TEA-21 funds.

The responsible jurisdiction(s) must prepare a deficiency plan when it (or they) has been notified by C/CAG that a deficiency has occurred. The responsible jurisdiction will forego additional gasoline tax subventions (pursuant to Section 2105 of the Streets and Highways Code) and funding from TEA-21 unless it (or they) prepares a deficiency plan. If no response is forthcoming, C/CAG will declare the jurisdiction with the deficiency to not be in conformance with the CMP.

2. What triggers the deficiency plan process?

The deficiency plan process is triggered when a CMP roadway segment or intersection is found to be “deficient” because it operates below its adopted LOS standard with the adjustments for all exclusions allowed by law. California Code Section 65089.3 states that a deficiency finding could emanate from the results of the LOS monitoring process. A LOS deficiency may also be found to exist as a result of a monitoring program developed by a city or the county as part of the approval process for a local land use decision, as discussed in Chapter 6. Only actual deficiencies, not projected deficiencies, will trigger the requirement for a deficiency plan.

3. What trips can be excluded from the deficiency determination?

As required in California Government Code Section 65089.3 and added to by AB 3093, the following types of travel shall be removed from the level of service calculation; interregional travel; changes in operating conditions resulting from the construction, rehabilitation, or maintenance of facilities that impact the roadway system; freeway ramp metering; traffic signal coordination by the state or a multi-jurisdictional agency; traffic generated by the provision of low and very low income housing; trips generated by high-density housing near rail stations; and trips generated by mixed-use development near rail stations. Trips which originate in one county and which terminate in another county are to be included in the determination of conformance with level of service standards in only the county where the trips originated. Therefore, the statute establishes that only trips originating inside San Mateo County will be considered toward the LOS determination for establishing conformance with the CMP.

4. Who is responsible for the preparation of deficiency plans?

Local jurisdictions are responsible for the preparation of deficiency plans for roadway segments or intersections that are wholly within their boundaries. For deficient segments or intersections within

more than one jurisdiction, all affected jurisdictions will collaborate in the preparation of a deficiency plan. C/CAG strongly encourages the cooperative development of deficiency plans. If a common approach is not acceptable to all jurisdictions involved, then each individual jurisdiction will be responsible for preparing a deficiency plan for the affected roadway(s) or intersection(s) within its jurisdiction. C/CAG can accept all the plans if they are complementary. If they are not complementary, C/CAG can require that complementary plans be developed.

5. What if a deficiency occurs due to an action by a jurisdiction not located within San Mateo County?

Representatives of all affected jurisdictions, those receiving the deficient location and those causing the deficiency, could develop a coordinated deficiency plan. Otherwise, the Metropolitan Transportation Commission (MTC), serving as the Regional Congestion Management Agency, would arbitrate between or among the jurisdictions. If MTC is not successful in their arbitrations, no penalties will be sanctioned against the jurisdictions located within San Mateo County.

6. What are the required components of a deficiency plan?

The contents of a deficiency plan are defined on pages 7-3 and 7-4 part (b) of Section 65089.3. The following is a summary description of those items:

- An analysis of the causes of the deficiency;
- A list of improvements and the costs that will be incurred to mitigate that deficiency on that facility itself;
- A list of possible actions and costs that would result in improvements to the CMP system's LOS and that would be beneficial to air quality; and
- An action plan, including a schedule, to implement improvements from the two lists identified above.

7. What improvements are acceptable for inclusion in a deficiency plan?

The process of preparing a deficiency plan allows a local jurisdiction to choose one of two options for addressing deficiencies. The two options are:

- a. To implement improvements directly on the deficient segments designed to eliminate the deficiency; or
- b. To designate the segment as deficient and implement a deficiency plan prescribing actions designed to measurably improve the overall LOS and contribute to *significant* air quality improvements throughout the CMP Roadway System. Such actions may not necessarily directly pertain to or have a measurable impact on the deficient segment itself.

If a local jurisdiction chooses the second option (b), the Bay Area Air Quality Management District (BAAQMD) has created a list of system deficiency plan measures that are regarded as beneficial for air quality. The latest list was approved by the BAAQMD on November 4, 1992 and is included in Appendix C (of this CMP). Measures not on the BAAQMD list may also be used but will need to be evaluated by the BAAQMD for their air quality impacts prior to being included as part of a deficiency plan. If a local jurisdiction selects the first option (a), measures designed to meet LOS standards on the deficient roadway(s) need not be drawn from the BAAQMD list, and they need not be approved by the BAAQMD.

8. How long does a jurisdiction have to prepare a deficiency plan?

Jurisdictions will be notified that a level of service deficiency has occurred when the results of the LOS monitoring are provided to C/CAG. The results will be submitted to C/CAG who will notify local jurisdictions, in writing, if any deficient locations have been identified. Local jurisdictions will then have up to twelve months from the receipt of written notification of the conformance findings, to develop and adopt at a public hearing, any required deficiency plans.

The deficiency plan process section of this Chapter provides more detail about time lines.

9. How is a deficiency plan adopted?

A deficiency plan is prepared by the affected local jurisdiction(s). The jurisdictions may elect to submit draft plans to C/CAG's Technical Advisory Committee (TAC) and Congestion Management and Air Quality Committee (CMAQ) for review to determine if the plan may be considered acceptable when submitted to C/CAG for approval. The deficiency plan must then be adopted by the affected jurisdiction(s) at a public hearing and then approved by C/CAG.

10. What constitutes an acceptable deficiency plan?

An acceptable deficiency plan shall contain all the components listed in the response to Question 6 above and may be reviewed by the TAC and CMAQ prior to action by C/CAG. The TAC and/or CMAQ may make a recommendation related to approval or rejection of the deficiency plan to C/CAG, but it is not required that they make a recommendation. The plan will be evaluated on the following technical criteria:

- a. Completeness as required in California Government Code Section 65089.3.
- b. The appropriateness of the deficiency plan's actions in relation to the magnitude of the deficiency.
- c. The reliability of the funding sources proposed in the deficiency plan.
- d. The reasonableness of the implementation plan's schedule.
- e. The ability to implement the proposed actions (including the degree of jurisdictional authority).

11. How should deficiency plans relate to the countywide transportation planning process?

Actions included in deficiency plans should be selected from information and decisions made as part of the countywide transportation planning process, including land use and travel forecasts, transit operational needs, and planned capital and service improvements. Likewise, the occurrence or projection of deficiencies should be a factor influencing the decisions made within the ongoing countywide transportation planning process to amend the Capital Improvement Program (CIP).

The Guidelines for Deficiency Plan is included in Appendix D.

Appendix D

Deficiency Plan Guidelines

Process

The processes for developing and approving deficiency plans are described on the following flow charts. Figure 7-1 describes the general deficiency plan process. Figure 7-2 depicts the deficiency identification process based on the biennial LOS monitoring process.

Figure 7-3 illustrates the process to be followed for development of two types of single-jurisdictional deficiency plans: location-specific and citywide. A location-specific deficiency plan is required for a deficiency at a single location wholly located within a single jurisdiction and caused by traffic from that jurisdiction. A citywide deficiency plan is required for deficiencies at several locations within a single jurisdiction all caused by traffic from that jurisdiction.

There are also two types of multi-jurisdictional deficiency plans, areawide and cross-county boundaries. An areawide deficiency plan is required for a deficiency located within San Mateo County and caused by traffic generated by more than one jurisdiction, all located within San Mateo County and for a deficiency located within San Mateo County caused by a traffic generator located within San Mateo County and owned by a jurisdiction outside of San Mateo County. The process for areawide deficiency plans is illustrated on Figure 7-4.

A cross-county boundary deficiency plan would be applicable for a deficiency with significant traffic contributions from other counties. These types of deficiency plans are not required by the law because they can be resolved by the exclusion of interregional traffic. It is C/CAG's intent to work with CMAs of contributing counties to jointly develop deficiency plans for these locations. The process for cross-county boundary deficiency plans is presented on Figure 7-5.

Figure 7-1

DEFICIENCY PLAN GENERAL PROCESS

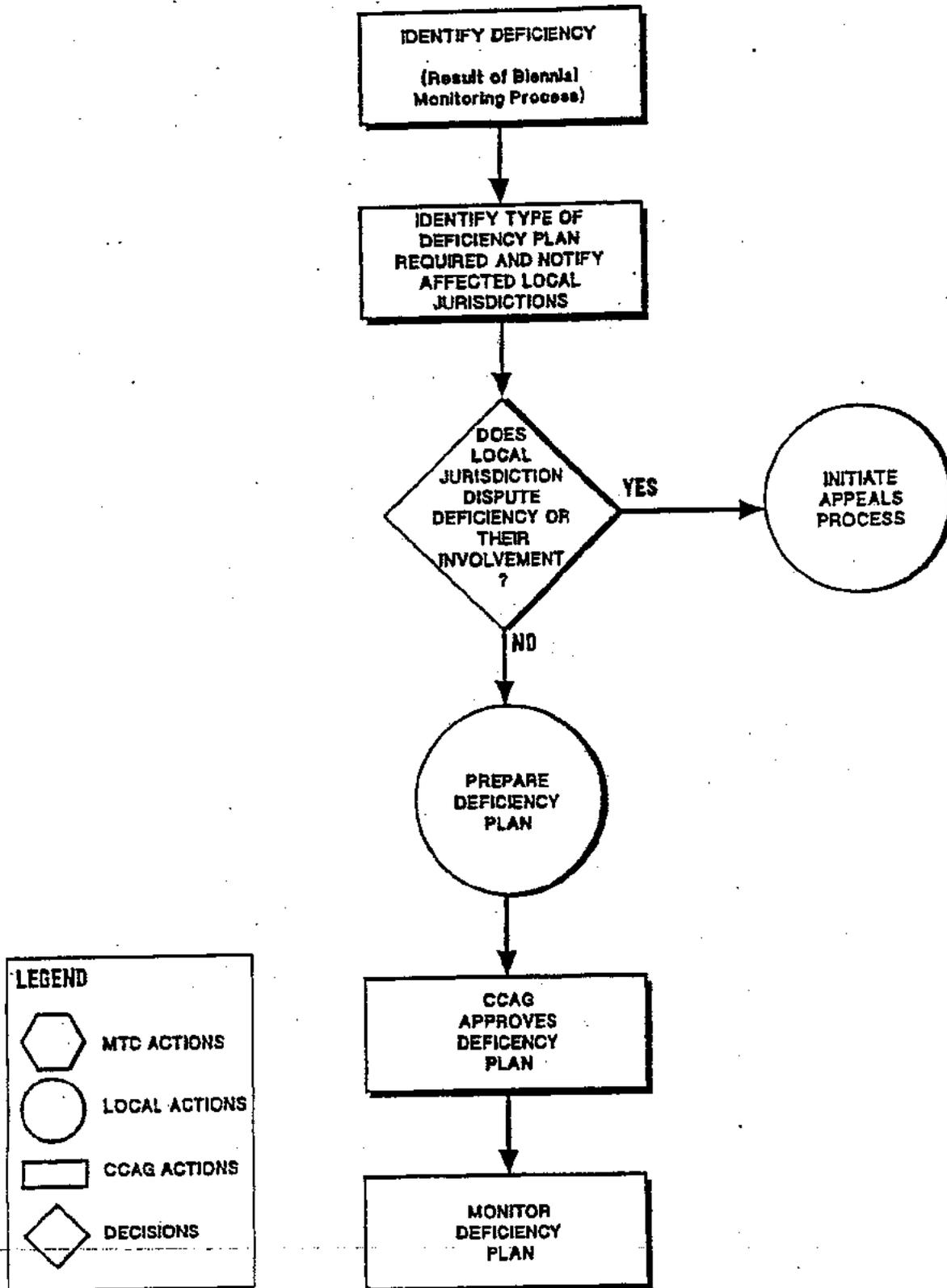


Figure 7-2

IDENTIFICATION OF DEFICIENCY AND TYPE OF DEFICIENCY PLAN (BIENNIAL MONITORING PROCESS)

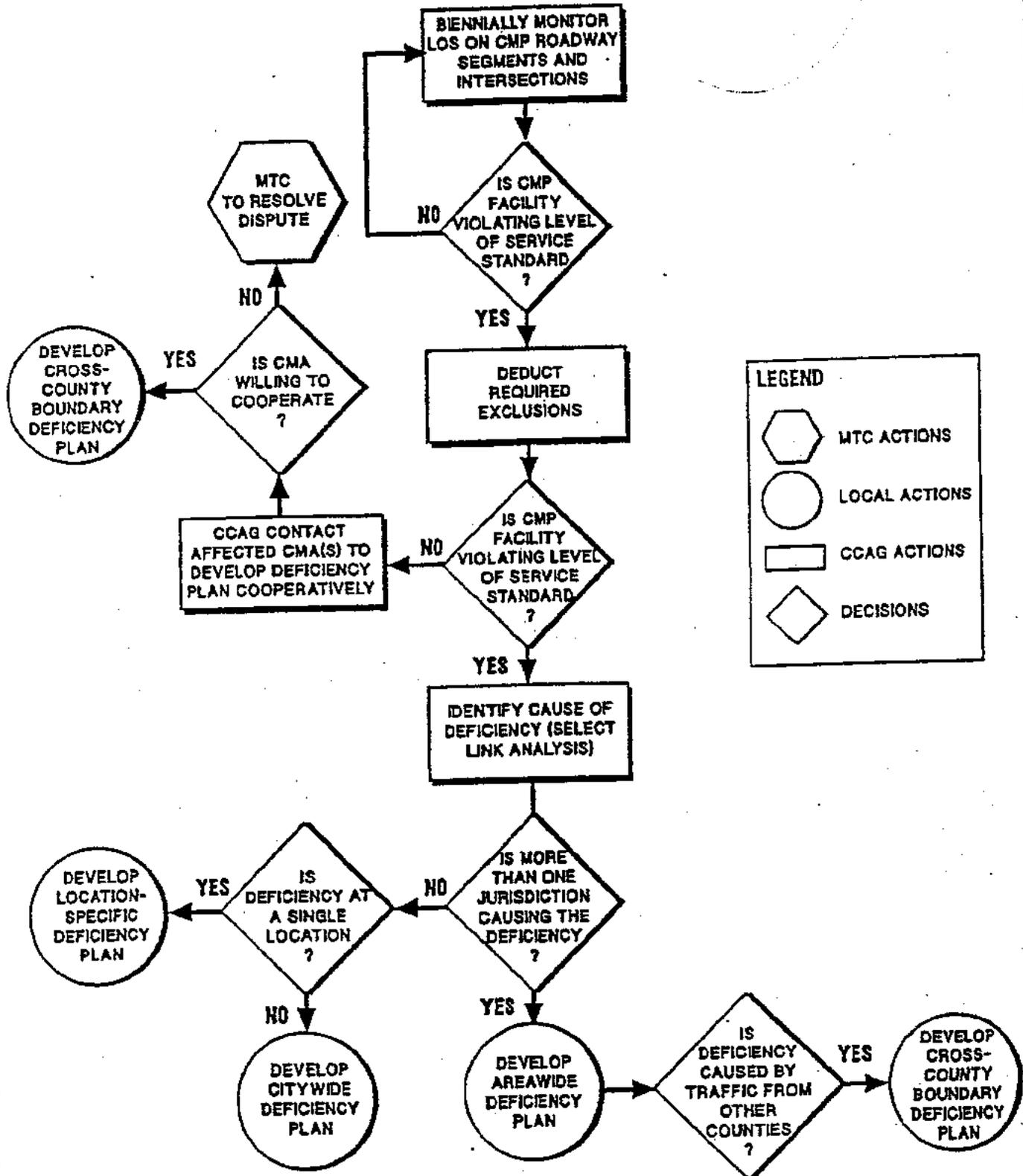


Figure 7-3

DEVELOPMENT OF LOCATION-SPECIFIC OR CITYWIDE DEFICIENCY PLAN

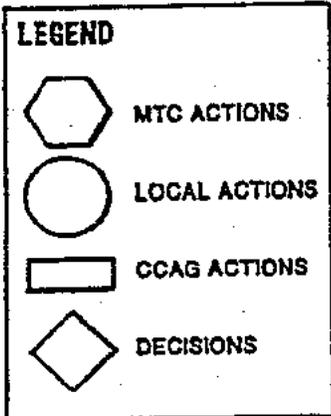
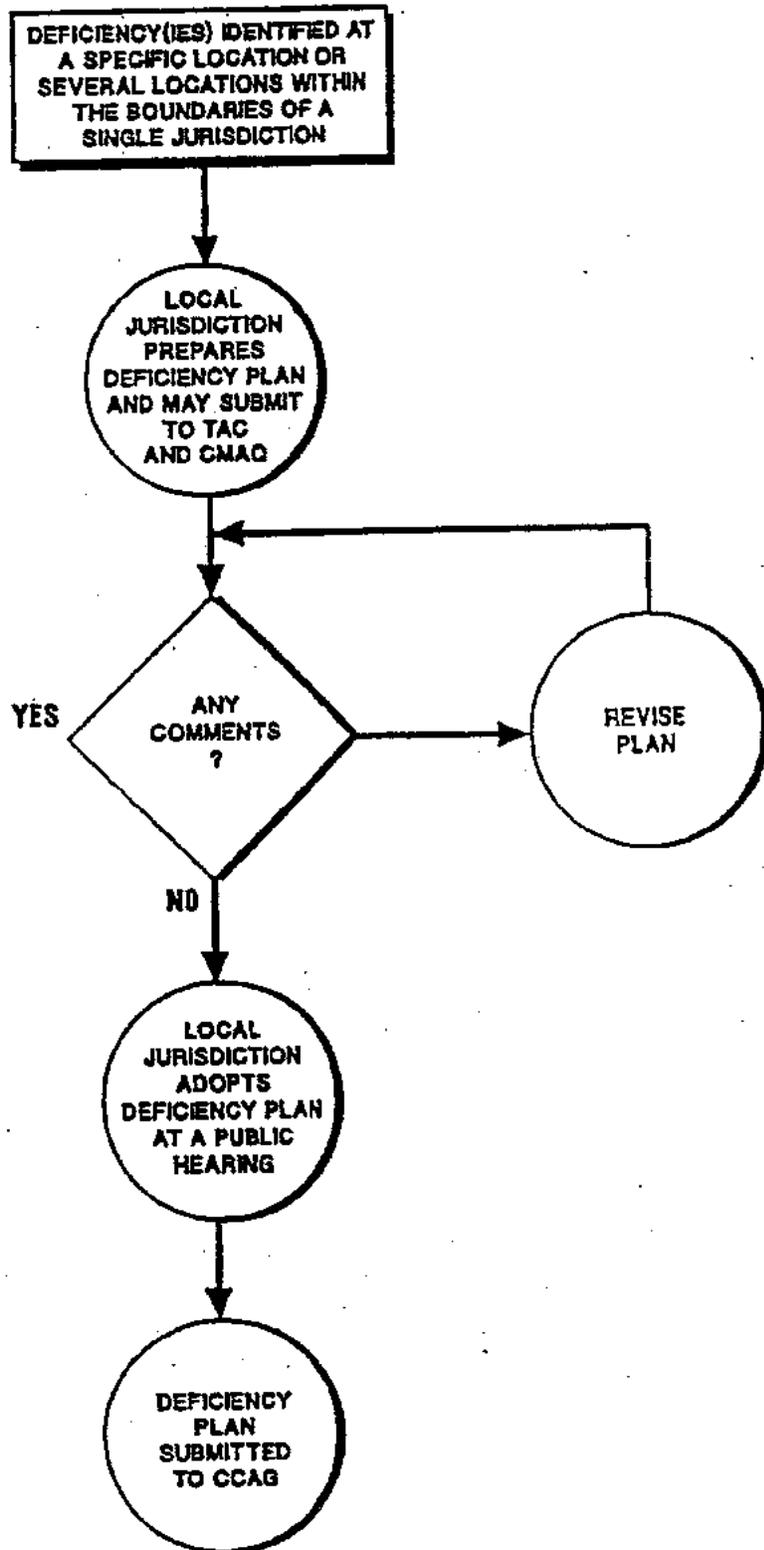


Figure 7-4

DEVELOPMENT OF AREAWIDE DEFICIENCY PLAN

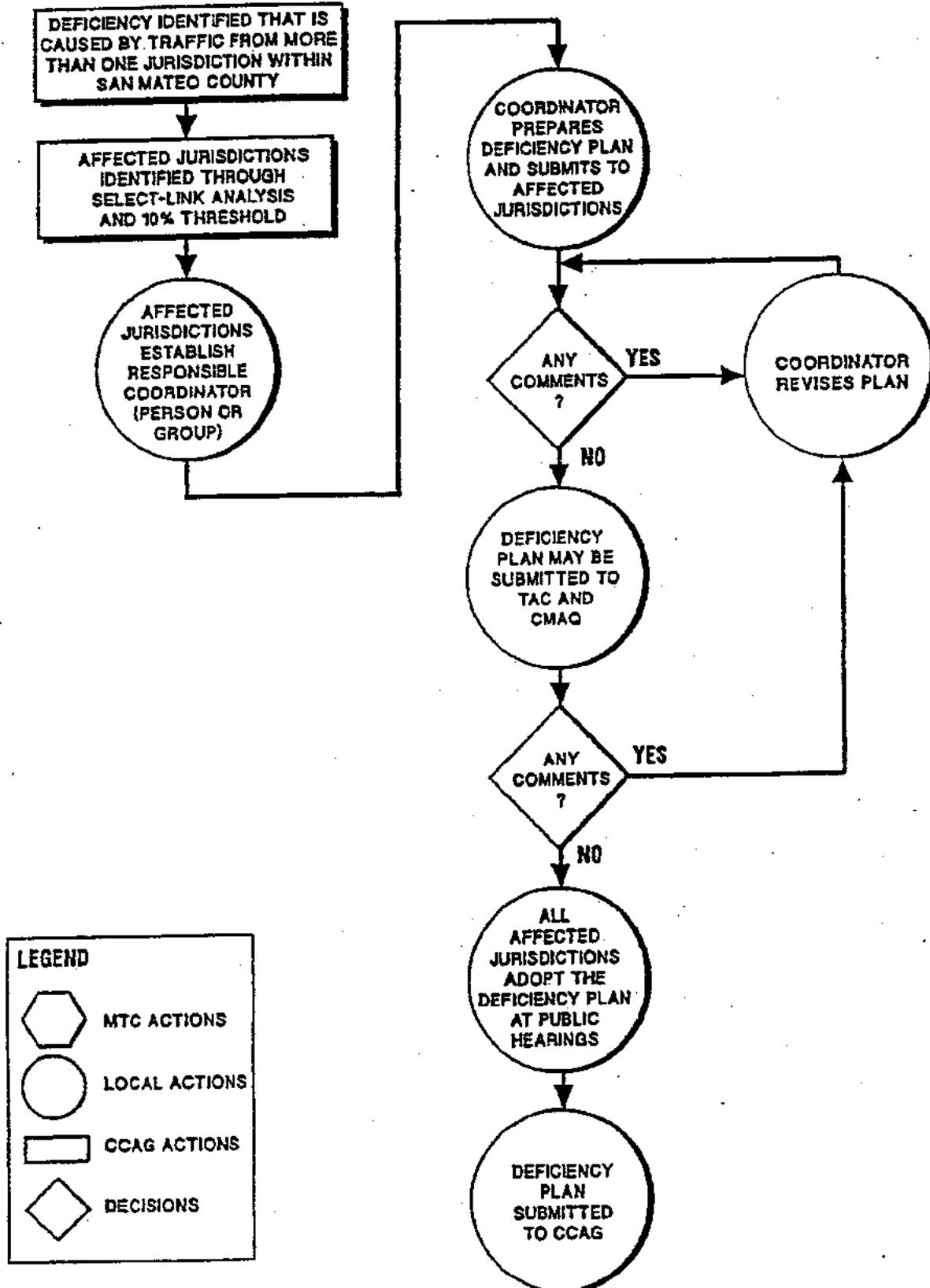


Figure 7-5

DEVELOPMENT OF CROSS COUNTY BOUNDARY DEFICIENCY PLAN

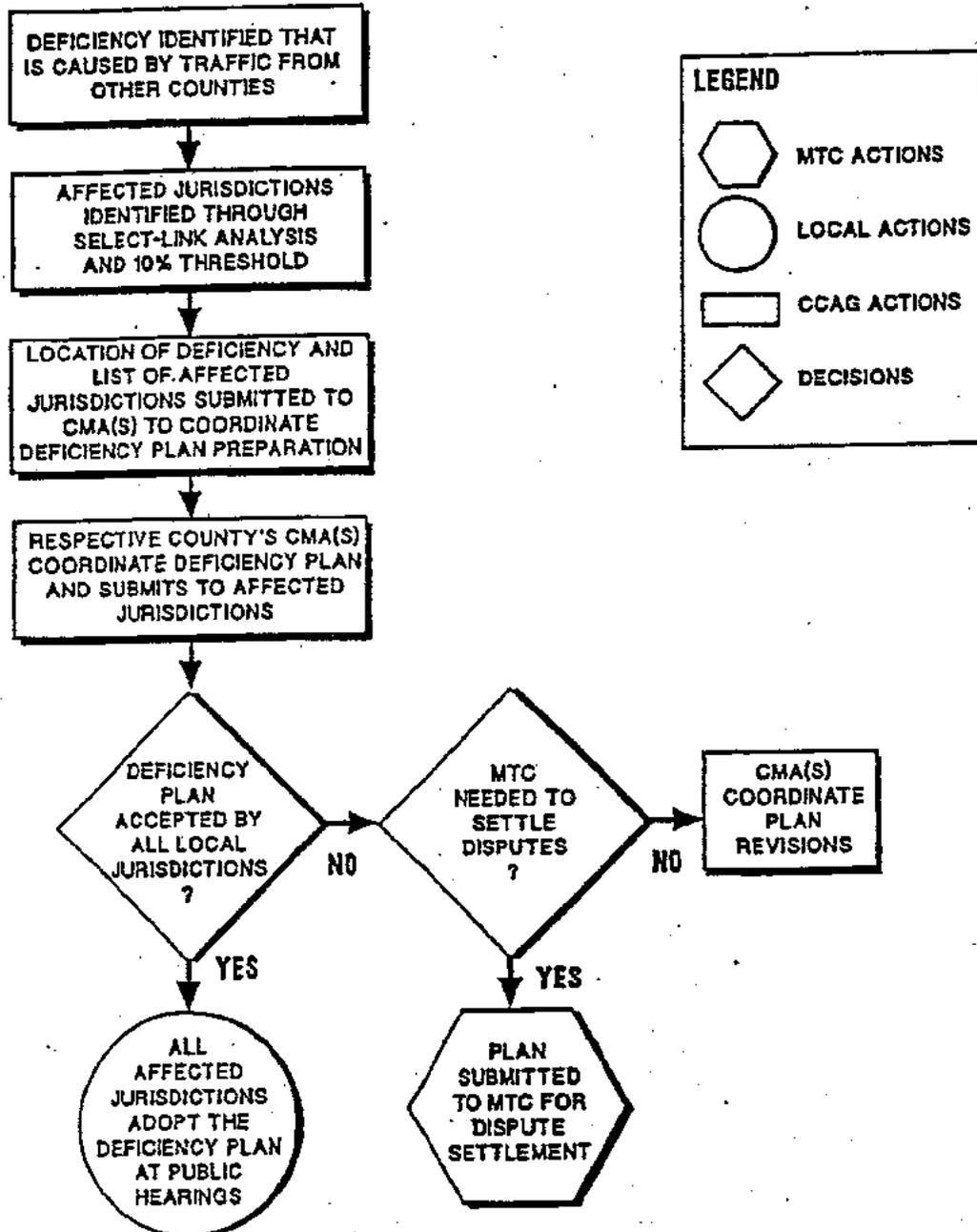


Figure 7-6 shows the process to be followed for C/CAG's approval of deficiency plans. Figure 7-7 presents the process for a local jurisdiction to appeal their involvement in a deficiency plan to C/CAG. Figure 7-8 illustrates the process for monitoring deficiency plans.

Deficiency Identification

The deficiency will be identified by the biennial level of service monitoring process (see Figure 7-2). Roadway segments or intersections on the CMP Roadway System whose existing LOS is F will be addressed in the Countywide Transportation Plan. An LOS deficiency may also be found to exist as a result of a monitoring program developed by a city or the County as part of the approval process for a local land use decision, as discussed in Chapter 6. The seven exclusions (see page 7-4) will be incorporated into the level of service calculations to determine whether a deficiency is occurring. Next, a select-link analysis will be conducted using the San Mateo Countywide Travel Demand Forecasting model to determine the origins of the traffic on the deficient roadway segments or intersections. A jurisdiction will be considered to be contributing to the deficiency if the amount of traffic at the deficiency and generated within its boundaries is greater than 10 percent of the capacity of the deficient location.¹

If only one jurisdiction is causing the deficiency, then it can either develop a location-specific deficiency plan or a citywide deficiency plan, if there are several deficiencies within that jurisdiction. If more than one jurisdiction is causing the deficiency, either an areawide or cross-county boundary deficiency plan would be required.

Development of Deficiency Plans

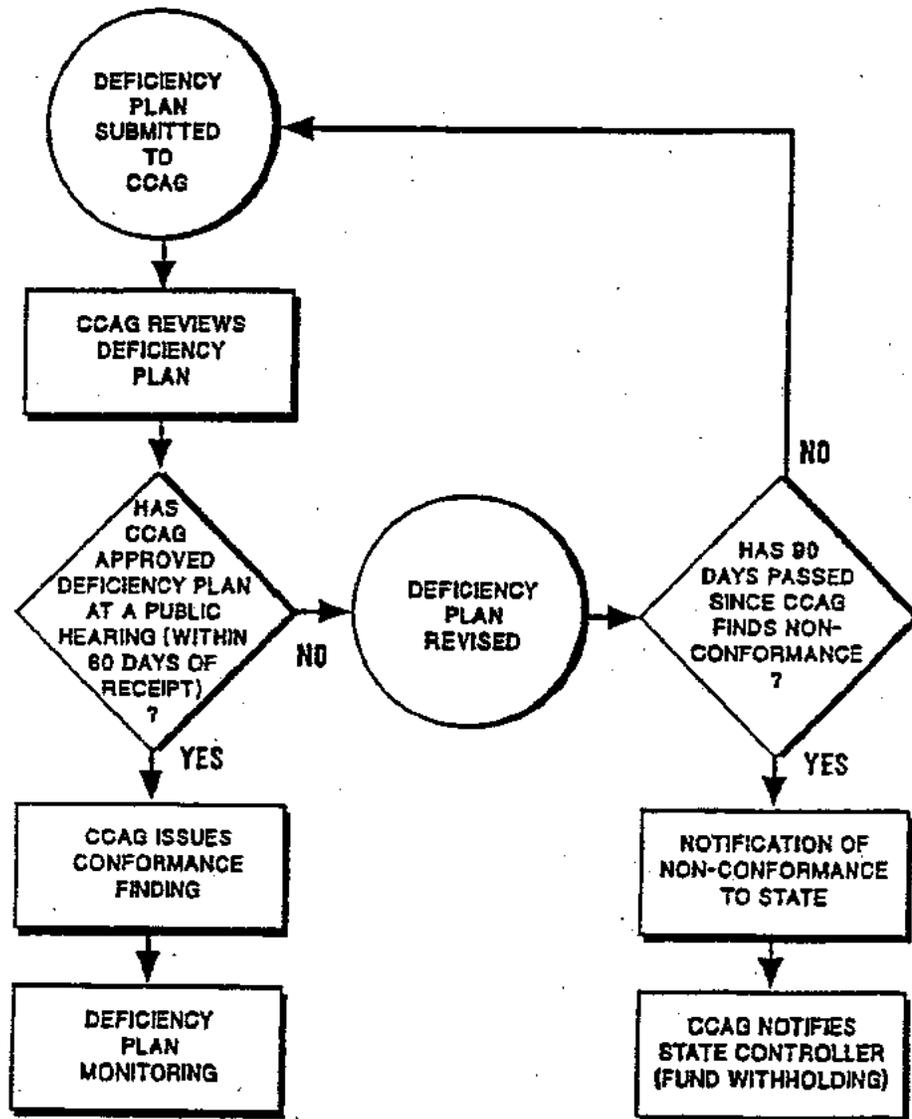
The steps to develop the four types of deficiency plans are outlined on Figures 7-3 through 7-5. If a jurisdiction must prepare a deficiency plan, the draft deficiency plan must address these following points:

- ! Each deficiency's cause and magnitude must be described.
- ! Actions to be considered should include those that remedy the specific deficiency or that improve the level of service on the CMP Roadway System overall.

¹The 10 percent of capacity threshold represents a Bay Area standard that was developed by the Bay Area CMA Association. It is based on the fact that 10 percent of capacity represents a change of one full level of service value. It was decided that if jurisdictions were contributing enough traffic to a specific location to change the level of service by one full value, then they should be required to participate in the deficiency plan preparation.

Figure 7-6

DEFICIENCY PLAN APPROVAL PROCESS



LEGEND

-  MTC ACTIONS
-  LOCAL ACTIONS
-  CCAG ACTIONS
-  DECISIONS

Figure 7-7

DEFICIENCY PLAN APPEALS PROCESS

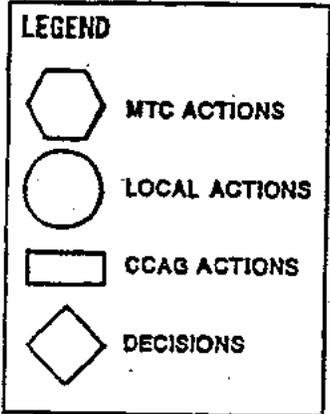
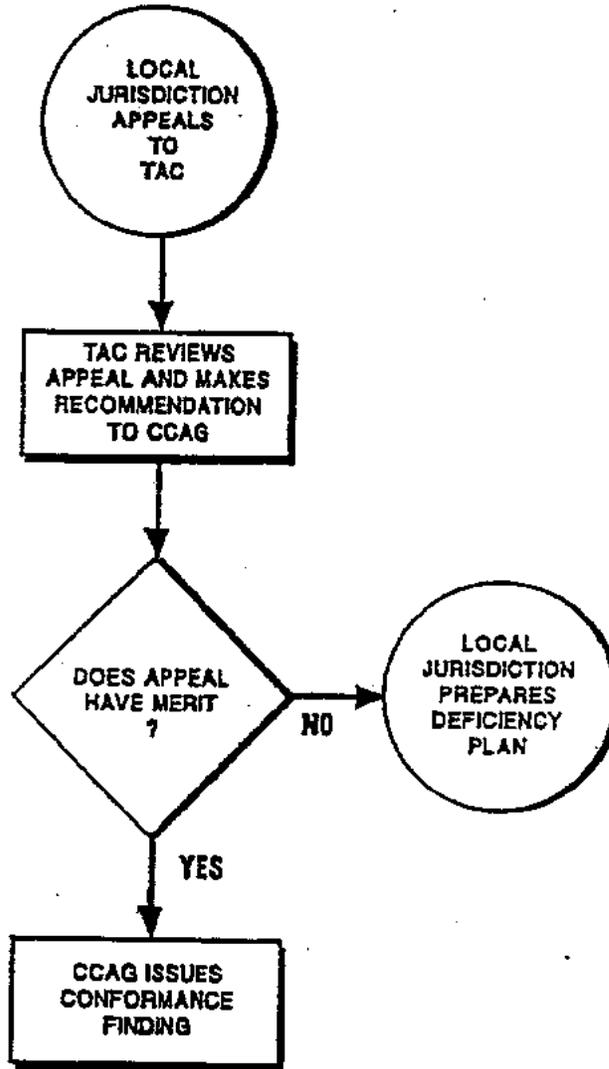
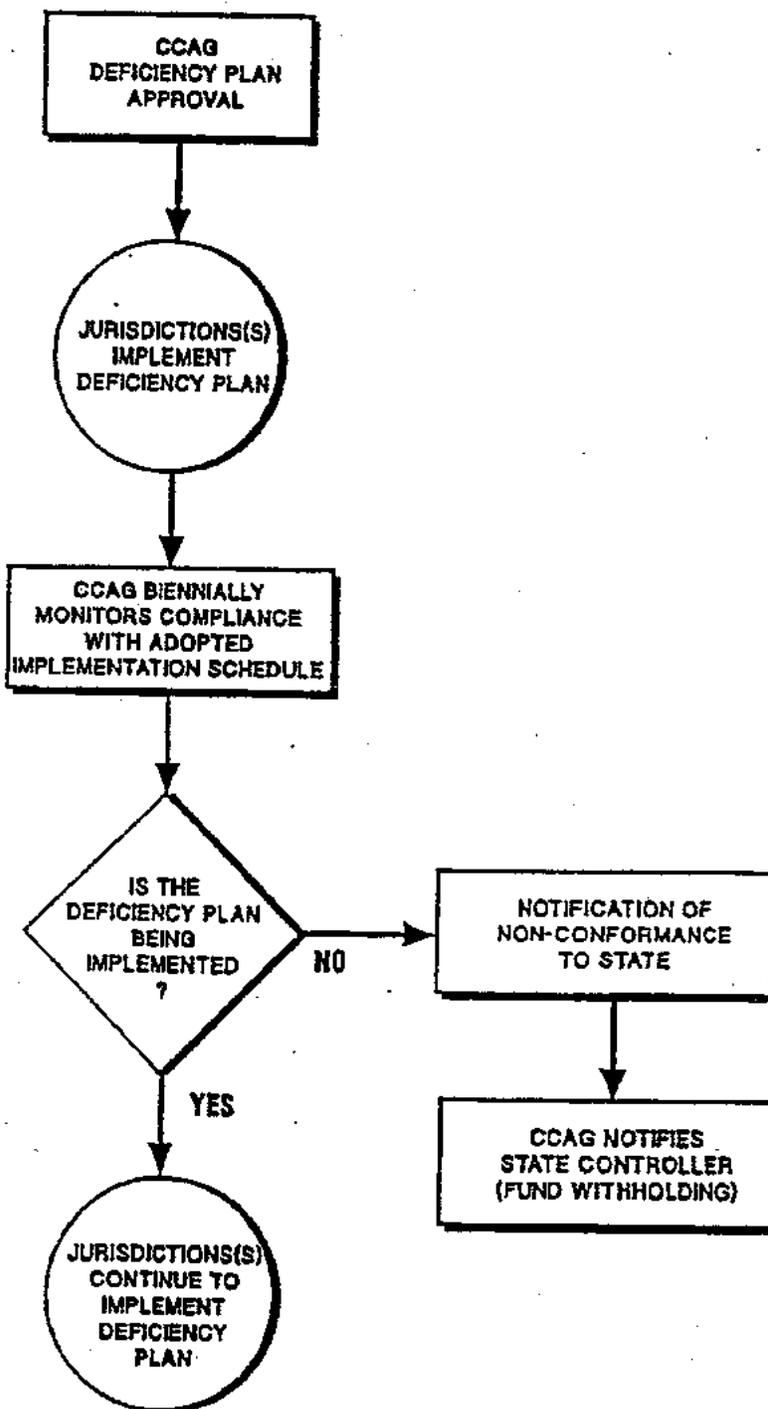


Figure 7-8

DEFICIENCY PLAN MONITORING



LEGEND



MTC ACTIONS



LOCAL ACTIONS



CCAG ACTIONS



DECISIONS

- If actions are considered that are intended to improve the overall LOS on the CMP Roadway System, those actions listed in the Bay Area Air Quality Management District's guidelines for deficiency plans, and other possible actions identified by affected jurisdictions and approved by the BAAQMD should be given a suitability assessment. Suitable system actions should be evaluated at a sketch-planning level in order to identify their potential effects on systemwide traffic congestion and air quality. (In some cases, traffic operations analyses or model forecasts may be required.) If this option is selected, a post implementation level of service should be established for the deficient locations, for monitoring purposes.
- A detailed action plan should be developed, including descriptions of the selected actions, anticipated costs and related funding sources, and a corresponding implementation schedule.

Deficiency Plan Approval

The activities included in the deficiency plan approval process are presented on Figure 7-6. As shown on that figure, local jurisdictions and C/CAG (and its representatives) will be responsible for ensuring that any deficiency plans that have to be prepared will meet the requirements of the CMP. Once C/CAG determines that a deficiency exists, a deficiency plan must be developed within 12 months. The jurisdictions may elect to have the TAC and CMAQ review the draft version of deficiency plans. These groups will try to resolve technical issues and will work with representatives of the local jurisdiction so that the local jurisdiction develops a deficiency plan acceptable to that jurisdiction and C/CAG.

A final deficiency plan must be adopted by the affected local jurisdiction(s) at a noticed public hearing. That public hearing must be scheduled not later than 90 days following the receipt by the local jurisdiction of C/CAG's written notification of the conformance findings.

A final plan must be approved by C/CAG. C/CAG will approve or reject a deficiency plan within 60 days of receipt of the deficiency plan from the local jurisdiction. C/CAG cannot modify a deficiency plan. If C/CAG rejects a deficiency plan, it must specify why it was rejected.

Deficiency Plan Appeals Process

The appeals process, as shown on Figure 7-7, has been added to accommodate local jurisdictions that dispute that a deficiency is occurring or that they should be involved in the development of a deficiency plan. The local jurisdiction would first make that appeal to the TAC. Information supporting their position (additional traffic counts, information refuting results of select-link analysis, etc.) should be presented. The TAC will then make a recommendation to C/CAG whether or not the appeal has merit. C/CAG will then make a decision to either uphold the appeal and issue a finding of conformance or to require the local jurisdiction to prepare or contribute to the deficiency plan.

Deficiency Plan Monitoring

Deficiency plans will be monitored biennially by C/CAG, prior to undertaking the conformance determination for the CMP, to establish whether they are being implemented according to the schedule described in their specific action elements. The monitoring process is shown on Figure 7-8.

- b. Whether changes have occurred that require modifications of the original deficiency plan or schedule.

Each deficiency plan will include a schedule for implementation of the proposed actions. Compliance with the stated schedule will be monitored. A jurisdiction which is either not implementing the actions stipulated in the approved deficiency plan, or not adhering to the stated schedule, may be found by C/CAG to be in nonconformance. Once the action plan is implemented, the results of the monitoring will determine if the deficiency is still occurring. The evaluation may result in recommending changes to other elements of the CMP, such as the Capital Improvements Program (CIP) or Trip Reduction Ordinances (TROs). Action plans prepared as part of deficiency plans will be incorporated into future updates of the CMP.

Methodology

The scope of each deficiency plan's actions should match the severity of the problem being addressed. Extreme deficiencies will need more significant actions, while minor deficiencies may require the definition of only minor actions. The magnitude of the deficiency shall be influenced by the constraint(s) on capacity that prevent(s) a roadway or intersection from operating at its appropriate level of service.

Actions to resolve problems will fall into one of the following two categories: improvements designed to directly mitigate the specific deficiency, and improvements designed to improve the overall level of service on the CMP Roadway System and provide air quality improvements. Actions of the first type are intended to directly mitigate a deficiency. These include highway, transit, and transportation system improvements. Actions of the second type are intended to provide measurable improvements to air quality and level of service on the CMP Roadway System in cases where deficiencies on specific segments or at specific intersections cannot be mitigated directly. For these types of situations, the Bay Area Air Quality Management District has developed a list of available deficiency plan actions which are considered beneficial for air quality and congestion management. Jurisdictions may include actions other than those on this list, provided that they are reviewed and approved by the BAAQMD prior to adoption of the local deficiency plan. However, C/CAG has ultimate approval of the specific actions included in a deficiency plan.

When developing a deficiency plan, the most current BAAQMD list of actions must be considered. The current list was adopted by the BAAQMD on November 4, 1992, and is contained in Appendix C.

Deficiency plans should contain the following sections:

Introduction and Setting--a short description of the deficient roadway facility, including a map showing its location.

Deficiency Analysis-- an explanation of the likely causes of the deficiency, and a quantitative assessment of the magnitude of the deficiency.

Improvement List-- a list of the improvements necessary for the deficient segment or intersection to maintain (or attain) the Level of Service Standard and the estimated costs of the improvements.

Action List (Screening of Actions)--a listing of possible actions and a sketch-planning level evaluation of the most suitable actions.

Implementation Plan-- a description of the actions proposed for implementation, their costs, a schedule for their implementation and completion, and the definition of responsible parties.

Monitoring Program-- a description of the steps that the jurisdiction preparing the deficiency plan will take to monitor implementation of the actions included in the plan.

**APPENDIX E: DESCRIPTIONS OF TRANSPORTATION CONTROL
MEASURES (TCM'S)**

transportation control measures

Transportation Control Measures (TCMs) are strategies to reduce vehicle emissions. The federal TCMs shown below were added over successive revisions to the State Implementation Plan (SIP). With the exception of the five new TCMs (A-E), the original set of 28 TCMs has been completed.

Federal TCMs in the State Implementation Plan

TCM Number **Federal Transportation Control Measure**

Original TCMs from 1982 Bay Area Air Quality Plan

TCM 1	Reaffirm commitment to 28 percent transit ridership increase between 1978 and 1983
TCM 2	Support post-1983 improvements in the operators' five-year plans and, after consultation with the operators, adopt ridership increase target for the period 1983 through 1987
TCM 3	Seek to expand and improve public transit beyond committed levels
TCM 4	High-occupancy-vehicle (HOV) lanes and ramp metering
TCM 5	Support RIDES efforts
TCM 6*	Continue efforts to obtain funding to support long-range transit improvements
TCM 7	Preferential parking
TCM 8	Shared-use park-and-ride lots
TCM 9	Expand commute alternatives program
TCM 10	Information program for local governments
TCM 11**	Gasoline Conservation Awareness Program (GasCAP)
TCM 12**	Santa Clara County commuter transportation program

Contingency Plan TCMs Adopted by MTC in February 1990 (MTC Resolution 2131)

TCM 13	Increase bridge tolls to \$1.00 on all bridges
TCM 14	Bay Bridge surcharge of \$1.00
TCM 15	Increase state gas tax by 9 cents
TCM 16*	Implement MTC Resolution 1876, Revised — New Rail Starts
TCM 17	Continue post-earthquake transit services
TCM 18	Sacramento-Bay Area Amtrak service
TCM 19	Upgrade Caltrain service
TCM 20	Regional HOV System Plan
TCM 21	Regional transit coordination

(Continues on next page)

* Deleted by EPA action from 1999 Ozone Attainment Plan

** Deleted by EPA action from 1999 Ozone Attainment Plan, but retained in Carbon Monoxide Maintenance Plan

transportation control measures

TCM Number	Federal Transportation Control Measure
TCM 22	Expand Regional Transit Connection ticket distribution
TCM 23	Employer audits
TCM 24	Expand signal timing program to new cities
TCM 25	Maintain existing signal timing programs
TCM 26	Incident management on Bay Area freeways
TCM 27	Update MTC guidance on development of local Transportation Systems Management (TSM) programs
TCM 28	Local TSM Initiatives

New TCMs in 2001 Ozone Attainment Plan (Being Implemented)

TCM A	Regional Express Bus Program
TCM B	Bicycle/Pedestrian Program
TCM C	Transportation for Livable Communities
TCM D	Expansion of Freeway Service Patrol
TCM E	Transit access to airports

The 19 proposed state Transportation Control Measures (TCMs) in the Draft 2005 Bay Area Ozone Strategy have been updated pursuant to the requirements of the California Clean Air Act (CCAA). The proposed TCMs include transit service improvements, rideshare programs, bicycle and pedestrian enhancements, and land-use, pricing, and traffic management strategies. The implementation steps outlined for each TCM include both near-term and long-term implementation. A full description of these state TCMs will be included in the *Draft 2005 Bay Area Ozone Strategy* publication, available in Summer 2005.

State TCMs Proposed in the Draft 2005 Bay Area Ozone Strategy

TCM Number	State Transportation Control Measure	Implementation Steps
TCM 1	Support voluntary employer-based trip reduction programs	<ul style="list-style-type: none"> • Provide core support for employer programs, based on an assessment of employer needs and the level of employer interest. Potential support includes assistance in developing or enhancing employer programs, information and referrals, employer networks, and programs to recognize outstanding employer programs. • Support legislation to maintain and expand incentives for employer programs, such as tax deductions and/or tax credits for employer efforts to promote ridesharing, transit, and other commute alternatives • Seek legislation to create stronger voluntary programs for all employers or to require certain minimum elements for public employers
TCM 2	Adopt employer-based trip reduction rule	<i>TCM deleted</i> — Health and Safety Code Section 40929 does not permit air districts to require mandatory employer-based trip reduction programs.
TCM 3	Improve local and areawide bus service	<ul style="list-style-type: none"> • Replace worn-out transit buses with clean-fuel buses and retrofit existing diesel buses with diesel emission control technology • Sustain the existing Regional Express Bus Program • Assist further planning work on enhanced bus and Bus Rapid Transit concepts • Sustain transit service to airports • Restore local bus routes that were eliminated due to economic recession • Implement new Enhanced Bus and Bus Rapid Transit services and additional Lifeline Transit services, and expand of Regional Express Bus Programs as funds become available
TCM 4	Upgrade and expand local and regional rail service	<ul style="list-style-type: none"> • Upgrade and expand local and regional rail service • Implement MUNI Metro Third Street Light Rail initial operating segment from Downtown SF to Hunter's Point • Implement Caltrain Express/Rapid Rail Phase 1 ("Baby Bullet") to San Francisco • Extend Tasman East and Vasona light-rail transit (LRT) in Santa Clara County • Extend BART to Warm Springs, eBART to Eastern Contra Costa County, tBART to Livermore/Amador Valley and implement Silicon Valley Rapid Transit Corridor and an Oakland International Airport connector • Implement MUNI Metro Central Subway in San Francisco • Implement Caltrain Downtown Extension/rebuild TransBay Terminal • Implement Downtown East Valley LRT in Santa Clara County • Implement new Marin/Sonoma Commuter Rail Service between Cloverdale and a San Francisco-bound ferry service • Implement an additional Capitol Corridor peak-period commuter service between Vacaville and Oakland • Implement Dumbarton Rail Service connecting BART and Caltrain over a rebuilt Dumbarton rail bridge
TCM 5	Improve access to rail and ferries	<ul style="list-style-type: none"> • Develop demonstration program for station car and bike station concepts at select regional transit centers • Determine long-term funding needs for existing shuttles and examine funding options • Implement Safe Routes to Transit to improve bicycle and pedestrian access • Complete Regional Transit Connectivity Plan • Develop a master plan for innovative secure bicycle storage strategies at key transit hubs

(Continues on next page)

transportation control measures

TCM Number	State Transportation Control Measure	Implementation Steps
TCM 6	Improve interregional rail service	<ul style="list-style-type: none"> • Implement additional interregional rail service in Capitol (Auburn–Sacramento–Oakland–San Jose) Corridor and track enhancements • Implement additional Altamont Corridor Express rail service and track enhancements • Implement high-speed rail service between Los Angeles and the Bay Area
TCM 7	Improve ferry service	<ul style="list-style-type: none"> • Conduct initial planning for new ferry service • Implement new high-speed low emission ferry to service Vallejo to San Francisco route • Expand existing ferry service between: Oakland/Alameda and San Francisco, and Larkspur and San Francisco • Implement new ferry service between Berkeley/Albany and San Francisco, and South San Francisco and San Francisco • Implement new intermodal transit hub at Vallejo Ferry Terminal • Expand berthing capacity at the San Francisco Ferry Terminal • Implement hydrogen fuel cell ferry demonstration project from Treasure Island to San Francisco • Assist ferry operators in converting vessel engines to lower emission engines • Study and potentially implement new service between Richmond, Hercules/Rodeo, Martinez, Redwood City and San Francisco; Port Sonoma and San Francisco; and Oakland and San Francisco airports
TCM 8	Construct carpool/express bus lanes on freeways	<ul style="list-style-type: none"> • Expand existing HOV network, based on 2003 Transportation Improvement Program, where beneficial to air quality. Special attention should be paid to express bus operations to maximize benefits for transit. Monitor and adjust occupancy requirements and hours of operation to maximize air quality and mobility benefits. • Implement HOV support facilities such as park & ride lots at various locations • Implement additional HOV lanes and support infrastructure identified in the Regional Transportation Plan, where beneficial to air quality
TCM 9	Improve bicycle access and facilities	<ul style="list-style-type: none"> • Fund Regional Bicycle Plan and Safe Routes to Transit improvements • Continue Transportation Development Act (TDA) Article 3, Transportation for Livable Communities (TLC) and Transportation Fund for Clean Air (TFCA) funding for bike improvements • Develop on-line bicycle mapping tool as part of the regional 511 traveler information number • Promote Bike to Work Week/Day • Encourage local jurisdictions to develop safe and convenient bicycle lane and route networks, provide secure bike racks and storage, and require bicycle access and amenities as conditions of approval of development projects • Encourage public education about bicycle safety for both bicyclists and motorists
TCM 10	Youth transportation	<ul style="list-style-type: none"> • Encourage walking and bicycling to school through the Safe Routes to Schools Program • Establish special carpool formation services for parents, students and staff at Bay Area elementary and secondary schools • Replace school buses with clean-fuel vehicles • Offer transit ride discounts to youth and students
TCM 11	Install freeway traffic management systems	<ul style="list-style-type: none"> • Integrate traffic management features into new freeway construction projects • Maintain current level of Freeway Service Patrol (FSP) • Maintain 511 transit information service and improve and customer convenience • Extend ramp metering in major freeway corridors • Seek funding for full deployment of Caltrans' Traffic Operation System/Traffic Management Center project • Expand FSP to other routes and times of the day
TCM 12	Arterial management measures	<ul style="list-style-type: none"> • Maintain current technical assistance program for local jurisdictions that seek to retime signals, including the evaluation of bus priority treatments • Continue TFCA program to fund arterial management projects where air quality benefits can be demonstrated • Coordinate the timing of an additional 1,200 signals and continue updating timing plans • Work with bus operators to provide priority treatment along major bus routes

TCM Number	State Transportation Control Measure	Implementation Steps
TCM 13	Transit use incentives	<ul style="list-style-type: none"> • Implement Translink® (universal fare card) on transit systems throughout the region • Implement improvements to the 511 transit information service • Encourage employers, transit operators, local governments and others to promote and expand employer-based transit subsidy programs like the Commuter Check and EcoPass programs • Improve signage at transit transfer hubs • Deploy real-time transit arrival information • Increase passenger amenities at transit hubs and stops • Complete Alameda and Contra Costa County transit centers identified in AC Transit's Comprehensive Service Plan
TCM 14	Carpool and vanpool services and incentives	<ul style="list-style-type: none"> • Maintain current programs of the Regional Ridesharing Program and increase efficiency in delivering services • Explore innovative concepts such as real-time ridematching and more formal pick-up/drop-off locations for casual carpoolers • Explore options for expanding medium-distance (15–30 miles) vanpools
TCM 15	Local land-use planning and development strategies	<p>MTC will:</p> <ul style="list-style-type: none"> • Implement its 5-point transportation and land-use platform including a new planning grant program to fund station area plans around major transit facilities • Maintain funding for expanded TLC planning and capital grant programs and HIP program • Continue providing Transportation Planning and Land-Use Solutions (T-PLUS) funding to congestion management agencies to promote community revitalization projects • Utilize a Caltrans grant to examine opportunities for transit-oriented development along major transit corridors • Develop incentives and conditions to promote supportive land use policies around major new transit investments <p>BAAQMD will:</p> <ul style="list-style-type: none"> • Continue to fund bicycle projects, traffic-calming, shuttles, low emission vehicles, trip reduction programs and other clean air projects through the TFCA program • Continue to provide technical assistance to local jurisdictions on air quality analyses in the environmental review process • Continue to encourage cities and counties to reduce emissions from sources other than motor vehicles including lawn and garden equipment, wood stoves and fireplaces, and residential and commercial uses <p>ABAG will:</p> <ul style="list-style-type: none"> • Periodically monitor and update its Smart Growth demographic projections • Promote multi-jurisdiction planning along select transit corridors to encourage transit-oriented development <p>MTC, ABAG and the BAAQMD will:</p> <ul style="list-style-type: none"> • Develop financial and other incentives and technical assistance to encourage innovative parking strategies such as reduced parking, parking fees, parking cash-out, shared parking and other parking programs • Pursue legislative changes to remove barriers and provide incentives for smart growth • Promote carsharing as a way to reduce parking requirements • Monitor indirect source mitigation programs in other regions for Bay Area feasibility • Provide technical assistance to local government agencies • Publicize noteworthy examples of local clean air plans, policies and programs, as well as endorse noteworthy development projects • Study opportunities to promote location efficient mortgages (LEMs) to encourage home purchases near transit

(Continues on next page)

transportation control measures

TCM Number	State Transportation Control Measure	Implementation Steps
TCM 16	Public education/ intermittent control measures	<ul style="list-style-type: none"> • Continue Spare the Air (STA) notices to media, employers, public agencies and individuals, with an emphasis on reactive organic gases (ROG) reductions, obeying freeway speed limits in electronic freeway signs and other outreach efforts • Expand STA notices to add emphasis on ROG reductions, obeying freeway speed limits, and discouraging use of pleasure craft • Expand the Clean Air consortium to include cities and counties, as well as other public agencies • Target major commercial airports and their tenants for greater participation in the STA program • Increase coordination between the Bay Area's STA program with the San Joaquin Valley's STA program • Continue public education program on the proper maintenance and operation of motor vehicles to reduce air pollution • Study effectiveness and costs of free transit on Spare the Air days • Explore possible legislative approaches to formalize and strengthen episodic approaches
TCM 17	Conduct demonstration projects	<ul style="list-style-type: none"> • Promote demonstration projects to develop new strategies to reduce motor vehicle emissions. Potential projects include: <ul style="list-style-type: none"> – Low and zero emission vehicles (LEV) and refueling infrastructure – Parts replacement program for middle-aged cars – Heavy duty diesel vehicle idling – Carsharing • Monitor Phase 1 projects and expand depending on effectiveness and resources available
TCM 18	Implement transportation pricing reform	<ul style="list-style-type: none"> • Advocate for legislative authority to develop and promote revenue measures for: <ul style="list-style-type: none"> – Congestion pricing on bridges – High-occupancy/toll lanes – Regional and state gas tax increases of up to \$.50 per gallon – Regional vehicle miles traveled (VMT) fees – Taxes on diesel fuel – Emissions-based vehicle registration fees
TCM 19	Improve pedestrian access and facilities	<ul style="list-style-type: none"> • Review and comment on general/specific plan policies to promote development patterns that encourage walking and circulation policies. Emphasize pedestrian travel and encourage amending zoning ordinances to include pedestrian-friendly design standards. • MTC will continue to fund local pedestrian improvement projects through the TLC program, and support the Pedestrian Safety Task Force and associated pedestrian safety programs. • TFCA program will continue to fund pedestrian improvement projects to reduce motor vehicle trips and emissions. • Continue to identify and fund planning projects that enhance pedestrian movement in neighborhoods, downtowns and near transit stops • Continue funding specific improvements through a variety of funding sources • Support Safe Routes to Schools
TCM 20	Promote traffic-calming measures	<ul style="list-style-type: none"> • Promote traffic-calming measures • Fund traffic-calming projects such as pedestrian-exclusive streets, residential and neighborhood traffic calming measures, and arterial and major route traffic-calming measures • Include traffic-calming strategies in the transportation and land use elements of general and specific plans • Encourage area-wide traffic-calming plans and programs • Include traffic-calming strategies in capital improvements programs

APPENDIX F: 2021 CMP MONITORING REPORT



2021

San Mateo County
CMP Monitoring Report

DRAFT REPORT

September 2021



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EXECUTIVE SUMMARY



US-101 Express Lanes under construction

San Mateo County maintains a Congestion Management Program (CMP) through the City/County Association of Governments of San Mateo County (C/CAG), the designated Congestion Management Agency (CMA), as required by the California Government Code 65089. C/CAG is also required to monitor the implementation of all elements of the CMP and prepare a monitoring report every other year. This report fulfils the biennial monitoring task as required by the State. This 2021 CMP

Monitoring Report provides an insight into the performance of various freeways, multilane highways, two-lane highways, arterials and intersections throughout the County, and assists with key decisions on future investment of transportation dollars.

CMP and Companion Monitoring Network

C/CAG established the CMP Network in 1991 that included all state highways and principal arterials in the County. In total, the 464.7 directional miles of the CMP network includes 301.4 miles of arterials/highways and 163.3 miles of freeways. The CMP network also includes 16 arterial intersections. Each CMP segment and intersection has an adopted LOS standard, discussed further in Chapter 1. New to this CMP monitoring effort is the Companion Monitoring Network (Companion Network), which grew out of a desire to see additional locations monitored besides the CMP network. There are a total of 10 roadway segments and 17 intersections in this network.

Data Collection and Congestion Analysis

The biennial monitoring task requires extensive data collection for all established CMP and Companion Network segments/intersections included in the network. With changing needs and technological advancements, the data collection methodology has evolved over the last three decades since the first CMP was adopted.

In order to collect accurate and useful data that is consistent with prior monitoring efforts, certain data collection methods were followed. The data was collected during April-May 2021 only on normal commute travel days (i.e. Tuesdays, Wednesday, and Thursdays), and non-school days and days with any special events or incidents were eliminated. Available commercial speed data, 72-hour traffic counts, turning movement counts, and floating car surveys were utilized for the analysis. These typical data collection protocols were followed despite the impact of the COVID-19 pandemic on reducing traffic levels as normal work and school commutes were disrupted. The commercial speed data was analyzed to obtain average speeds for each freeway segment and convert to LOS using Highway Capacity Manual (HCM) 1994 methodologies. Arterials and highways were monitored using 72-hour traffic counts and turning movement counts which were used to calculate a volume/capacity (V/C) ratio and assign the LOS based on HCM 1994 procedures. Intersections were modeled in Synchro using either HCM 2010 or 2000 methodology. Further discussion on data collection efforts is included in Chapter 2.

Monitoring Results

A total of 53 roadway segments and 16 intersections were monitored in this report during the AM and PM peak periods. The worst case direction was chosen as the official LOS, and a summary of these monitoring results are provided in **Table 1**.

Table 1: 2021 CMP Network Monitoring Results

Roadway Type	# of CMP Segments	Before Interregional Exemption		After Interregional Exemption	
		LOS Standard Met	LOS Standard Not Met	LOS Standard Met	LOS Standard Not Met
Arterials	27	26	1	27	0
Multilane Highways	1	1	0	1	0
Two-Lane Highways	9	9	0	9	0
Freeways	16	12	4	16	0
Intersections	16	15	1	16	0
TOTAL	69	63	6	69	0

In the 2021 Monitoring Cycle, all roadway segments met the LOS standard after interregional exemptions. These results are not surprising given the reduction in traffic levels as a result of the COVID-19 pandemic. Additional details for all arterial and freeway segments are provided in Chapter 2.

Multi-Modal Performance Measures

C/CAG monitors four multi-modal performance measures: LOS, multi-modal travel times, bicycle/pedestrian improvements, and transit ridership/person throughput. LOS results are provided in Chapter 3. Multi-modal travel times along the US-101 corridor are reported with each biannual CMP monitoring effort. Travel times are measured from county line to county line on US-101 for four modes: single occupancy vehicle, HOV lane, Caltrain, and SamTrans. Overall, travel times improved for both single occupancy vehicles and the HOV lane. Caltrain travel times increased slightly from 2019, while SamTrans travel times decreased in the NB direction and increased in the southbound (SB) direction. Bicycle/pedestrian planning efforts and counts are summarized in this section, as is transit ridership for SamTrans, BART, and Caltrain. Overall, all three agencies have seen ridership declines between FY 19 and FY 21. SamTrans total ridership decreased by 58%, while Caltrain and BART saw more drastic decreases. Caltrain's ridership decreased by 92% between FY 19 and FY 21, while BART decreased by 87%.

CHAPTER 1: INTRODUCTION

C/CAG has an established CMP to monitor the transportation network within the county. All roadways included in the CMP network are evaluated for conformity at least every two years by the agency, which is the designated CMA for San Mateo County. The goal of the monitoring program is to improve the performance of the transportation system by identifying congested areas and related transportation deficiencies. This information is then used to help prioritize transportation funding decisions in light of system performance, land use factors, multimodal characteristics, and other considerations.



CMP Intersection SR-82 at Whipple Avenue in Redwood City

Biennial monitoring provides an opportunity to monitor established LOS standards for the arterial, highway, and freeway segments, and identify appropriate strategies to employ when a segment fails to meet the established LOS standards. While the CMP is very critical to San Mateo County's transportation vision, it also supports the broader transportation goals of the Regional Transportation Plan (RTP) developed by the Metropolitan Transportation Commission (MTC), the San Francisco Bay Area's regional transportation planning agency. The San Mateo CMP roadway system is consistent with the RTP, as well as the CMPs of adjoining San Francisco, Alameda, and Santa Clara counties.

1.1: Designated CMP Network

Per state statute, all state highways are included in the CMP network. The current San Mateo County CMP network includes approximately 464.7 directional miles of freeways and arterials, as well as 16 highway and arterial intersections. The segments and intersections are summarized below in **Tables 2** and **3**, and mapped in **Figure 1**.

Table 2: CMP Network Segments

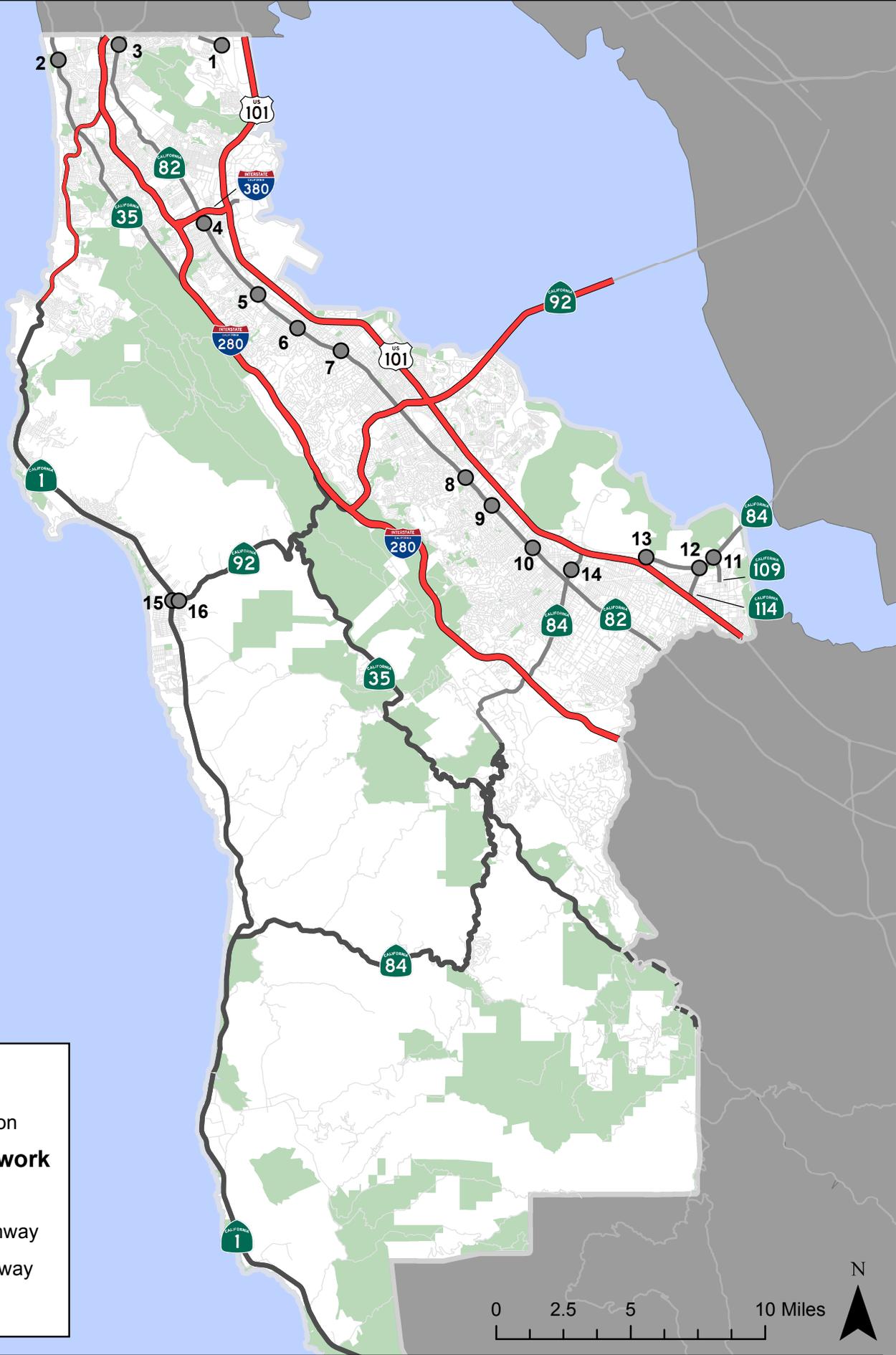
Route	From	To	Facility Type
SR-1	San Francisco County Line	Linda Mar Blvd	Multi-Lane Highway
SR-1	Linda Mar Blvd	Frenchmans Creek Rd	Two-Lane Highway
SR-1	Frenchmans Creek Rd	Miramontes Rd	Two-Lane Highway
SR-1	Miramontes Rd	Santa Cruz County Line	Two-Lane Highway
SR-35	San Francisco County Line	Sneath Ln	Arterial
SR-35	Sneath Ln	I-280	Arterial
SR-35	I-280	SR-92	Two-Lane Highway
SR-35	SR-92	SR-84	Two-Lane Highway
SR-35	SR-84	Santa Clara County Line	Two-Lane Highway
SR-82	San Francisco County Line	John Daly Blvd	Arterial
SR-82	John Daly Blvd	Hickey Blvd	Arterial
SR-82	Hickey Blvd	I-380	Arterial
SR-82	I-380	Trousdale Dr	Arterial
SR-82	Trousdale Dr	3 rd Ave	Arterial
SR-82	3 rd Ave	SR-92	Arterial
SR-82	SR-92	Hillsdale Ave	Arterial
SR-82	Hillsdale Ave	42 nd Ave	Arterial
SR-82	42 nd Ave	Holly St	Arterial
SR-82	Holly St	Whipple Ave	Arterial
SR-82	Whipple Ave	SR-84	Arterial
SR-82	SR-84	Glenwood Ave	Arterial
SR-82	Glenwood Ave	Santa Cruz Ave	Arterial
SR-82	Santa Cruz Ave	Santa Clara County Line	Arterial
SR-84	SR-1	Portola Rd	Two-Lane Highway

Route	From	To	Facility Type
SR-84	Portola Rd	I-280	Two-Lane Highway
SR-84	I-280	Alameda de las Pulgas	Arterial
SR-84	Alameda de las Pulgas	US-101	Arterial
SR-84	US-101	Willow Rd	Arterial
SR-84	Willow Rd	University Ave	Arterial
SR-84	University Ave	Alameda County Line	Arterial
SR-92	SR-1	I-280	Two-Lane Highway
SR-92	I-280	US-101	Freeway
SR-92	US-101	Alameda County Line	Freeway
US-101	San Francisco County Line	I-380	Freeway
US-101	I-380	Millbrae Ave	Freeway
US-101	Millbrae Ave	Broadway	Freeway
US-101	Broadway	Peninsula Ave	Freeway
US-101	Peninsula Ave	SR-92	Freeway
US-101	SR-92	Whipple Ave	Freeway
US-101	Whipple Ave	Santa Clara County Line	Freeway
SR-109	Kavanaugh Dr	SR-84	Arterial
SR-114	US-101	SR-84	Arterial
I-280	San Francisco County Line	SR-1 (North)	Freeway
I-280	SR-1 (North)	SR-1 (South)	Freeway
I-280	SR-1 (South)	San Bruno Ave	Freeway
I-280	San Bruno Ave	SR-92	Freeway
I-280	SR-92	SR-84	Freeway
I-280	SR-84	Santa Clara County Line	Freeway
I-380	I-280	US-101	Freeway

Route	From	To	Facility Type
I-380	US-101	Airport Access Rd	Arterial
Mission St	San Francisco County Line	SR-82	Arterial
Geneva Ave	San Francisco County Line	Bayshore Blvd	Arterial
Bayshore Blvd	San Francisco County Line	Geneva Ave	Arterial

Table 3: CMP Network Intersections

ID	Jurisdiction	Intersection
1	Daly City/Brisbane	Bayshore Blvd/Geneva Ave
2	Daly City	SR-35/John Daly Blvd
3	Daly City	SR-82/Hillside Blvd/John Daly Blvd
4	San Bruno	SR-82/San Bruno Ave
5	Millbrae	SR-82/Millbrae Ave
6	Burlingame	SR-82/Broadway
7	Burlingame/San Mateo	SR-82/Peninsula Ave/Park Rd
8	Belmont	SR-82/Ralston Ave
9	San Carlos	SR-82/Holly St
10	Redwood City	SR-82/Whipple Ave
11	Menlo Park	University Ave/SR-84
12	Menlo Park	Willow Rd/SR-84
13	Menlo Park	Marsh Rd/SR-84
14	Redwood City	Middlefield Rd/SR-84
15	Half Moon Bay	SR-1/SR-92
16	Half Moon Bay	SR-92/Main St



Legend

- CMP Intersection

Existing CMP Network

- Freeway
- Multi Lane Highway
- Two Lane Highway
- Arterial



FIGURE 1
EXISTING CMP NETWORK



1.2: Companion Network

For the 2021 CMP Update, C/CAG staff desired to develop a new Companion Network alongside the CMP network, including ten roadway segments and 17 intersections. The purpose of this network was to monitor congestion in other areas of the county that may not be on the CMP network, such as local arterial roadways. The Companion Network includes roadway segments other than freeways and state routes (as these are already in the CMP network), however, intersections with state routes as the major street may be included as part of the Companion Network so long as they are not an existing CMP intersection. These locations will be monitored for informational purposes.



John Daly Boulevard in Daly City looking west from SR-82; one of the Companion Network segments

To identify the network, TJKM developed a set of criteria by which the network would be selected. The criteria focused on roadway classification/function, past collision history, bicycle Level of Traffic Stress, facilities that were identified in local city/county plans, and locations that connected to existing CMP segments that had a failing LOS in 2019. Based on this criteria, TJKM developed a draft Companion Network that was presented to C/CAG's CMP Technical Advisory Committee (CMP TAC) on April 15, 2021 and to the Congestion Mitigation and Environmental Quality (CMEQ) Committee on April 26, 2021. Based on comments from the committees, adjustments were made to the network, including the desire from CMEQ members to see weekend monitoring at Coastside locations.

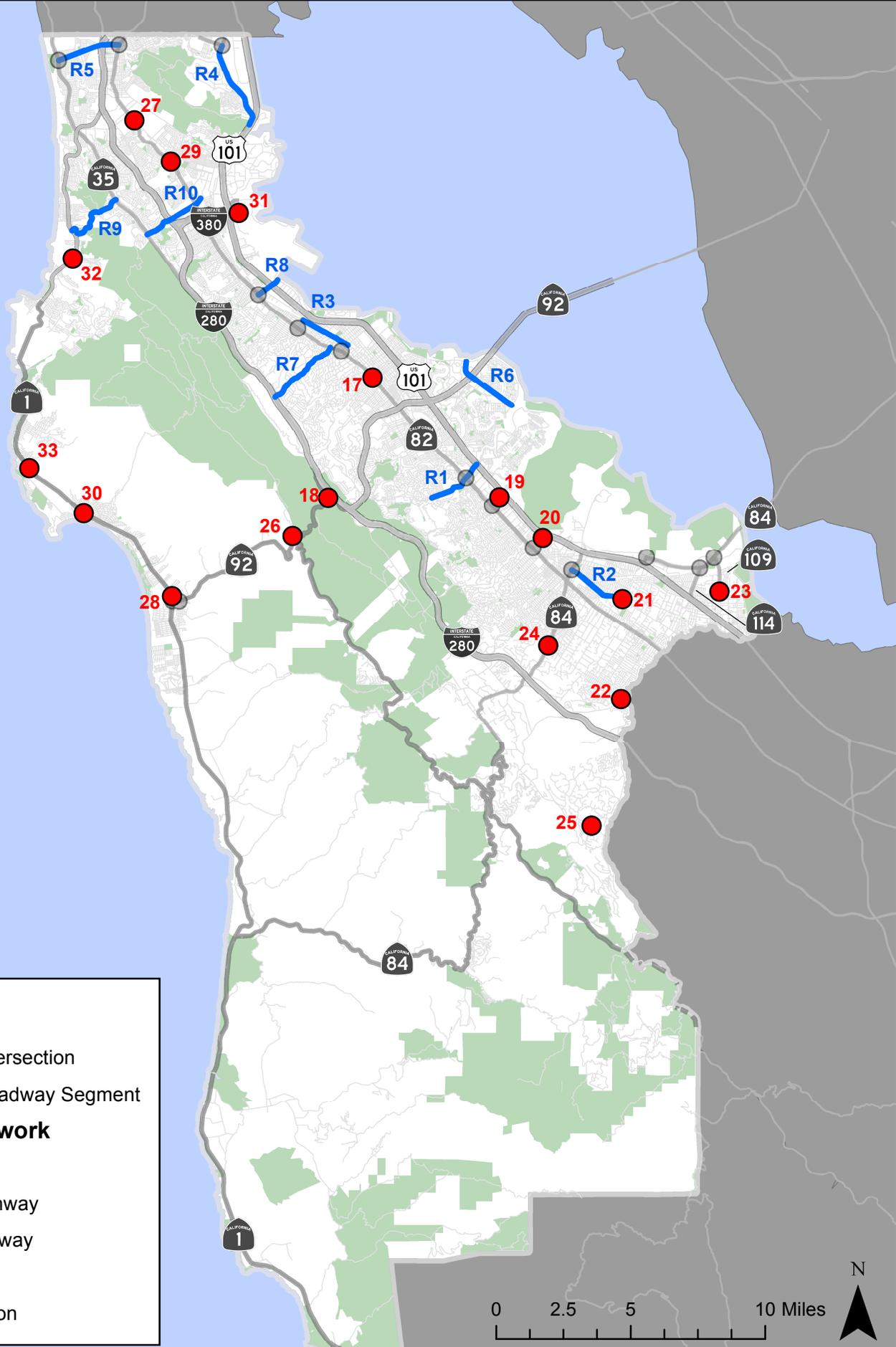
The Companion Network is detailed in **Tables 4** and **5**, and mapped in **Figure 2**.

Table 4: CMP Companion Network Intersections

#	Jurisdiction	Intersection
17	San Mateo	SR-82/3rd Ave
18	Unincorporated San Mateo County	Skyline Blvd (SR-35)/SR-92
19	San Carlos	Holly St/Industrial Rd
20	Redwood City	Whipple Ave/Veterans Blvd
21	Atherton	Middlefield Rd/Marsh Rd
22	Menlo Park	Sand Hill Rd/Santa Cruz Ave
23	East Palo Alto	Bay Rd/University Ave
24	Woodside/Redwood City	SR-84/Alameda de las Pulgas
25	Portola Valley	Alpine Rd/Portola Rd
26	Unincorporated San Mateo County	SR-35/SR-92
27	Colma	El Camino Real (SR-82)/Mission Rd
28	Half Moon Bay	SR-1/Main St
29	South San Francisco	El Camino Real (SR-82)/Westborough Blvd
30	Unincorporated San Mateo County (El Granada/Coastside)	SR-1/Capistrano Blvd
31	Unincorporated San Mateo County (SFO Airport)	S. Airport Blvd/San Bruno Ave
32	Pacifica	SR-1/Reina del Mar Ave
33	Unincorporated San Mateo County (Moss Beach/Coastside)	SR-1/Cypress Ave

Table 5: CMP Companion Network Roadway Segments

ID	Jurisdiction	Name	Extent
R1	Belmont	Ralston Avenue	US-101 to Alameda de las Pulgas
R2	Unincorporated San Mateo County (North Fair Oaks), Atherton, Redwood City	Middlefield Road	SR-84 to Marsh Rd
R3	Burlingame	California Drive	Broadway to Peninsula Ave
R4	Brisbane	Bayshore Boulevard	Geneva Ave to US-101 NB Off-Ramp
R5	Daly City	John Daly Boulevard	SR-35 to Mission St
R6	Foster City	Foster City Boulevard	E. 3 rd Ave to Beach Park Blvd
R7	Hillsborough	Chateau Drive/Ralston Avenue	I-280 to El Camino Real
R8	Millbrae	Millbrae Avenue	SR-82 to Old Bayshore Hwy
R9	Pacifica	Sharp Park Boulevard	SR-1 to SR-35
R10	San Bruno	Sneath Lane	SR-35 to Huntington Ave



Legend

- Companion Intersection
- Companion Roadway Segment

Existing CMP Network

- Freeway
- Multi Lane Highway
- Two Lane Highway
- Arterial
- CMP Intersection

FIGURE 2

COMPANION MONITORING NETWORK



1.3: Level of Service Standards

Level of service (LOS) is a qualitative term used to describe a roadway's operating condition. The LOS of a road or street is designated by a letter grade ranging from A to F, with LOS A representing free-flow conditions with little or no delay and LOS F representing forced flow with excessive delays. California Government Code Sections 65089.1 (A) and (B) requires that LOS standards be established by, in this case, C/CAG for the roadways and intersections designated to be in the CMP Roadway System. Furthermore, roadway levels of service (LOS) are to be measured by methods described in one of the following documents: The Transportation Research Board's *Circular 212*, the latest version of the HCM, or a uniform methodology adopted by the CMA that is consistent with the HCM. An explanation of the various levels of service is shown below in **Table 6**.

Table 6: LOS Definitions

LOS Level	Description
A	Free-flow conditions with unimpeded maneuverability.
B	Reasonably unimpeded operations with slightly restricted maneuverability.
C	Stable operations with somewhat more restrictions. Motorists will experience appreciable tension while driving.
D	Approaching unstable operations where small increases in volume produce substantial increases in delay and decreases in speed.
E	Unstable flow at or near capacity levels with poor levels of comfort and convenience.
F	Forced traffic flow in which the amount of traffic approaching a point exceeds the amount that can be served. Characterized by stop-and-go waves and poor travel times.

Sources: San Mateo CCAG Traffic LOS Calculation Methods, HCM, and Virginia DOT

The CMP legislation stipulates that the CMP's LOS standards can be set at any LOS - A through F. However, only roadway segments or intersections operating at LOS F when the CMP network was established may have a LOS F standard set for them. The LOS standards established for San Mateo County vary by roadway segment. By adopting LOS standards based on geographic differences, C/CAG signaled that it intends to use the CMP process to prevent future congestion levels in San Mateo County from getting worse than currently anticipated. At the same time, the variations in LOS standards by geographic area conform to current land use plans and development differences between the Coastside and Bayside, between older downtowns near Caltrain stations and other areas of San Mateo County. Based on data collected during the 1991 CMP monitoring process, the following LOS standards were selected for the roadway segments:

- If the existing (1990/91) LOS was F, then the standard was set to be LOS F.
- If the existing or future LOS was or will be E, then the standard was set to be LOS E.
- The standard for roadway segments near the San Francisco, Santa Clara, and Alameda County borders, with one exception,¹ was set to be LOS E to be consistent with the recommendations in those counties' 1991 CMPs. (This standard would apply unless those roadway segments were already operating at LOS F.)
- On SR-82 (El Camino Real), the standard was set to be LOS E.
- For the remaining roadway segments, the standard was set to be one letter designation worse than the LOS projected for the year 2000.

Intersection LOS standards were selected based on the following considerations:

- If the existing (1990/91) LOS is F, then the standard is set to be LOS F.
- If the existing or future LOS is or will be E, then the standard is also set to be E.
- The standard of the intersections near the San Francisco, Santa Clara, and Alameda Counties will be LOS E to be consistent with the LOS standards adopted in those counties.
- On SR-82 (El Camino Real), the standard is set to be LOS E to be consistent with the roadway segment standards.
- For the remaining intersections, the standard is set to be LOS E to correspond to the standard established for the adjacent roadway segment. (All the segments on which these intersections are located have standards set to LOS E).
- Note that as the Companion Network is not part of the CMP network, it does not have an established LOS standard and is monitored for informational purposes only. CMP and Companion Network locations monitored on weekends similarly have no adopted LOS standard and are also monitored for informational purposes only.
- The LOS standards for roadway segments and intersections is mapped below in **Figure 3**.

¹For I-280 south of SR 84, the adopted standard is LOS D.



Legend

LOS Standard

- B
- C
- D
- E
- F

Existing CMP Network

- Freeway
- Multi Lane Highway
- Two Lane Highway
- Arterial



FIGURE 3
LEVEL OF SERVICE STANDARDS



CHAPTER 2: STUDY METHODOLOGY



CMP Intersection of SR-92 and Main Street in Half Moon Bay

This section discusses the methodology utilized for measuring LOS on freeways, multi-lane highways, two-lane highways, arterials, and intersections throughout San Mateo County. The process begins with screening days within the monitoring period to ensure that only those expected to result in normal commuter traffic conditions are retained. Days that could produce lighter or heavier than usual traffic conditions, such as public holidays or special event days, were identified for later removal.

2.1: Data Collection

This year's monitoring study was conducted in April-May 2021 on mid-week days (Tuesday-Thursday) during the AM (7am-9am) and PM (4pm-6pm) peak periods. Note that in past monitoring efforts, the PM peak period was listed as 4pm-7pm; however, in practice the actual peak period used varied across locations. In order to ensure uniformity, the PM peak period was set to 4pm-6pm across all locations and methodologies.

The COVID-19 pandemic has caused reductions in traffic countywide as a result of stay-at-home orders, increased telecommuting, and virtual school. The decision was made to conduct the CMP under COVID pandemic traffic conditions because the CMP, by its very nature, is a monitoring document. The purpose of the CMP, among other things, is to measure and report freeway, highway, and intersection LOS for the specific monitoring year and to compare it over time. While the CMP data collection ideally takes place under normal traffic conditions, it is unknown when or even if traffic conditions/patterns will return to pre-pandemic levels. Therefore, it is prudent that C/CAG conduct the CMP under COVID conditions not only to understand how traffic has changed compared to pre-pandemic levels during the last update in 2019, but it will also give C/CAG a tool to measure how traffic recovers post-pandemic in future CMP updates.

This section describes the type of data used and their collection methods.

Travel Speed Data

MTC has contracted with INRIX to obtain region-wide commercial speed data, and has made the data available for planning and monitoring purposes. This LOS Monitoring Study used the commercial speed data from INRIX through MTC's contract. INRIX "aggregates traffic data from GPS-enabled vehicles and mobile devices, traditional road sensors and hundreds of other sources."

Traffic data is reported by INRIX using discrete roadway links termed as XD (eXtreme Definition). Each XD link is associated with a unique ID represented by a nine-digit code, where each individual number in the XD ID describes a portion of the geography including country, direction of travel, and roadway segment. INRIX data contains speeds aggregated at multiple time intervals for each XD ID in the network. For the current monitoring period, data at five minute granularity was accessed for the selected monitoring times across all identified freeway and multilane highway CMP segments in San Mateo County.

72-Hour Traffic Counts

Two-lane highways and arterial segments are primarily monitored using data from 72-hour traffic counts, which are performed using pneumatic tubes that are laid in the road. The tubes record volumes, speeds, and vehicle classifications in each direction during the specified count period. These counts were conducted by TJKM and IDAX Data Solutions at 25 CMP locations and 10 Companion Network locations countywide. At four CMP locations on the Coastside (three on SR-1 and one on SR-92), these counts were also conducted on a Saturday and Sunday to provide weekend monitoring of tourist traffic.

Intersection Turning Movement Counts

Turning movement counts (TMCs) record the total volume of vehicles, bicycles, and pedestrians that pass through an intersection during the specified monitoring period. Typically, the data is recorded showing how many cars make each possible movement (left turn, proceed straight, right turn, etc.) as they approach the intersection from each cardinal direction. Bicycles are recorded in a similar manner, while pedestrians are recorded by how many use the crosswalk on each leg of the intersection. TMCs were conducted at 16 CMP intersections and 17 Companion Network intersections during the AM and PM peak period. At eight of the locations on the Coastside (two CMP and six Companion Network), TMCs were conducted on a Saturday during the AM, Mid-Day (11am-1pm), and PM peak periods.

HOV Lane Floating Car Survey

Floating car surveys are a method by which average speed and travel time can be measured along a defined roadway segment. As INRIX does not separate out High Occupancy Vehicle (HOV) lanes in their data, floating car surveys were conducted in the US-101 HOV lane from the Santa Clara County Line to Whipple Avenue. The surveys were completed using GPS technology to determine the travel time between the start and end of the segment. A minimum of four surveys were completed for each peak period and in each direction of travel.

Transit Ridership and Schedule Data

As part of the multi-modal performance element, transit ridership for all three major transit agencies serving San Mateo County (BART, Caltrain, and SamTrans) was collected for FY 21. Total ridership and average weekday ridership was reported. Transit schedules for Caltrain and SamTrans applicable during the monitoring period (April-May 2021), were obtained to calculate multi-modal travel times along the US-101 corridor.

Caltrans PeMS Data

To conduct an assessment of travel time reliability along San Mateo County freeway corridors, travel time index data was obtained from Caltrans Performance Monitoring System (PeMS).

2.2: LOS Methodology

All freeway segments in the network were monitored using the INRIX travel time data, which allows for determination of LOS on the basis of average operating speed. C/CAG primarily uses the 1994 and 2010 HCM methodology to monitor LOS on the CMP network. The specific methodologies used for monitoring freeway and arterial segments are listed below per HCM definitions:

Freeway and Multilane Highway Segments (HCM 1994 - Chapter 3) – All freeway and multilane highway segments were evaluated using the “basic freeway sections” and “multilane highways” methodology of HCM 1994 where the LOS for each freeway segment was determined using its average travel speed. Travel speed data was pulled from INRIX for April-May 2021, discussed above in Section 2.1.

The routes that fall into this classification include:

- SR-1 from San Francisco County Line to Linda Mar Avenue
- SR-92 from I-280 to Alameda County Line
- US-101
- I-280

- I-380²

Two-Lane and Arterial Segments (HCM 1994 – Chapters 7, 8, and 11) – All non-freeway surface street segments were evaluated based on the volume to capacity ratio (V/C) dependent on the local free-flow speed, cross-section, number of lanes, % no-passing zones, and functional class.

Two-lane highways and arterials were evaluated primarily based on the current volumes as measured through 72-hour traffic counts at 35 CMP and Companion Network locations and turning movement counts at 10 locations throughout the county. These counts and resulting V/C were then compared to the applicable criteria in the HCM 1994 to determine the respective LOS. Companion Network segments were monitored using the same methodology as the CMP network.

The routes that fall into this classification include:

- SR-1 (south of Linda Mar Avenue)
- SR-35
- SR-82
- SR-84
- SR-92 (from SR-1 to I-280)
- SR-109
- SR-114
- Mission Street
- Geneva Avenue
- Bayshore Boulevard

Intersections – Turning movement counts were conducted at each CMP and Companion Network intersection during the AM and PM peak periods (for intersections that were analyzed on Saturday, mid-day peak period was also collected). These were modeled in Synchro and used the HCM 2010 methodology. Where intersection parameters did not allow the use of HCM 2010 in Synchro (one example is split signal phasing), HCM 2000 was used. The applicable methodology used is noted in the LOS results tables for intersections.

Figure 4 maps the CMP network with the applicable LOS methodology used. Detailed explanations of the LOS methodologies used is included in **Appendix B**.

² Although travel speed data is used to determine LOS on all segments of I-380, one segment (US-101 to Airport Access Road) is classified as an Arterial and as such the “Arterial” criteria in HCM 1994 is used.



Legend

LOS Methodology

- Average Speed
- V/C Ratio
- Turning Movement Counts

CMP Network

- Freeway
- Multi Lane Highway
- Two Lane Highway
- Arterial

FIGURE 4

LEVEL OF SERVICE METHODOLOGY



2.3: Data Analysis

As has been previously mentioned, C/CAG uses three methodologies for monitoring the CMP and Companion Network in San Mateo County: Average Speed, V/C Ratio, and Turning Movement Counts. The methodology to analyze each is described below.

Average Speed – Commercial Speed Data (INRIX)

Once collected from the INRIX database, the commercial speed data points filtered to ensure a high quality data sample. Three grades (10, 20, or 30) are associated with INRIX data, with a grade of 10 representing low quality, historical speed data, 30 representing high-quality probe data, and 20 representing a mixture of the two. The collected datasets were graded and then filtered to ensure only grade 30 INRIX data was used in the analysis. The data was then associated with the appropriate CMP segment. Once reduced, the travel time data was extracted for each segment in seconds. This was then converted to an hour metric, and divided by the length of the INRIX segment, producing an average speed for the segment. This average speed was then compared against HCM 1994 methodologies to report the appropriate LOS. This methodology is consistent with past monitoring efforts. LOS is reported for both directions, however, only the worst case direction is listed. The official result is the worst case LOS between the AM and PM peak period.

Volume/Capacity Ratio

V/C ratios are used to calculate LOS on two-lane highway and arterial CMP and Companion Network segments. These ratios are calculated based on 72-hour traffic counts taken at 25 CMP locations and 10 Companion Network locations. Once the data had been received and quality checks had been performed on the data collected, the highest one hour traffic volume was calculated for each peak period in each direction across all three days. Consistent with past monitoring efforts, the highest one hour in each peak period and each direction across these three hours was selected as the official volume per hour to calculate the V/C ratio. On 10 segments, 72-hour counts were not conducted instead turning movement counts from intersections on that applicable segment were used. To extract the volumes, all movements approaching to moving away from the intersection in a certain direction during the intersection's peak one hour of traffic, were combined to form the official volume. For example, if volumes from north of an intersection were used, then the SBL, SBT, and SBR movements were used for southbound volumes, while NBT, WBL, and EBR movements were used for northbound movements. For arterials, LOS is reported for both directions, however, only the worst case

direction is listed. Two-lane highways are reported as bi-directional LOS. The official result is the worst case LOS between the AM and PM peak period.

Consistent with past monitoring efforts and HCM methodology, the capacity of each segment was assumed to be 1,100 vehicles per lane, per hour; with the exception of two-lane highways, where the capacity was assumed to be 2,800 vehicles per hour in both directions combined. For arterials, the subsequent V/C was compared to the "Arterials" criteria under HCM 1994 to assign the appropriate LOS. For two-lane highways, two additional inputs are required: terrain (level, rolling, or mountainous), and percent no passing. These are used to find the correct criteria under HCM 1994 and assign the correct LOS.

Intersections

16 CMP intersections and 17 Companion Network intersections were analyzed as part of the 2021 LOS Monitoring. The performance measure for intersections is LOS, but different from freeways and highways, the HCM 2010 was used to determine the LOS (Note: where signal timing parameters prevented Synchro from using HCM 2010, HCM 2000 was used). Turning movement counts were collected for each intersection on a weekday during the AM and PM peak periods and modeled in Synchro. For eight Coastside intersections, counts were also conducted on a Saturday in the AM, Mid-Day (11am-1pm) and PM peak periods. In addition to turning movement counts, pedestrian and bike counts were collected. The intersections were analyzed as if they were isolated (not coordinated or part of a signal system) and optimized given the current geometry. The modeled results provide an estimate of the optimized LOS and may not represent the actual conditions if the intersection is either using less than optimal phasing, splits or cycle length. TJKM updated the Synchro file from past CMP monitoring years to more accurately reflect current signal parameters and intersection controls observed out in field (for one example, changing a Permissive + Protected left turn to a Protected left turn if it was observed in current conditions). This modification in signal control changes the operation of the intersection in field and hence to reflect the current conditions this change was also modeled in Synchro. As such, the LOS at some intersections may be higher or lower than in previous years due to these changes.

CHAPTER 3: LOS MONITORING RESULTS

3.1: 2021 LOS Monitoring Results

This chapter discusses the 2021 LOS monitoring results for roadway segments and intersections based on the data collected for the project during April/May 2021. The COVID-19 pandemic has caused reductions in traffic across San Mateo County. This is evidenced by the fact that only five roadway segments were failing before interregional exemptions (all of which improved to an acceptable LOS after interregional exemptions), compared to 19 pre-exemption failing segments in 2019. It should be noted, however, that one intersection (SR-84/Middlefield Road) was failing in the PM peak period, but it improved to an acceptable LOS after interregional reductions. While this is not an improvement over last year where there were no failing intersections before reductions, the intersection was close to failing in 2019 (LOS E), and additional traffic to critical movements in the intersection could cause it to downgrade to LOS F.

Volumes from 72-hour traffic counts fell by an average of 23% when compared to available data from 2017. Intersection turning movement count volumes similarly fell by an average of 21% when compared to 2019 data. Reductions in traffic can be attributed to stay-at-home orders, increased telecommuting, and virtual school. As a monitoring document, the CMP provides C/CAG an opportunity to not only measure traffic reductions pre-COVID to during the pandemic, but also measure its recovery as traffic returns to pre-pandemic conditions.

New to the 2021 CMP Monitoring Report are two items: the Companion Network (which includes 10 roadway segments and 17 intersections beyond the CMP network countywide), and weekend LOS monitoring at select locations on the Coastside. The Companion Network was designated out of a desire to see additional locations monitored countywide which are not included in the CMP network. Weekend monitoring is done at select Coastside locations due to the high amounts of weekend tourist traffic experienced at these locations (causing traffic levels oftentimes greater than experienced on weekdays). These are presented alongside the CMP LOS monitoring results for informational purposes only.

Tables 7 and 8 list out the reported worst case direction LOS for each roadway segment on the CMP and Companion Networks. The CMP segments are then mapped in **Figure 5** (AM Peak Period) and **Figure 6** (PM Peak Period), while the Companion Network segments are mapped in **Figure 7** (AM Peak Period) and **Figure 8** (PM Peak Period). CMP and Companion Network intersection LOS is reported in **Tables 8 and 9**, and mapped in **Figure 9** (CMP AM), **Figure 10** (CMP PM), **Figure 11** (Companion Network AM), and **Figure 12** (Companion Network PM). Weekend LOS is reported in **Tables 10 and 11**, and mapped in **Figure 13** (AM), **Figure 14** (Mid-Day), and **Figure 15** (PM). Lastly, roadway segments and intersections that are failing before interregional travel exemptions is mapped in **Figure 16**.

Table 7: 2021 CMP Roadway Segment LOS

Route	Roadway Segment	LOS Standard	2021 LOS		With Interregional Reduction - AM	With Interregional Reduction - PM
			AM Peak Period	PM Peak Period		
SR-1	San Francisco County Line to Linda Mar Blvd	E	A	C	-	-
SR-1	Linda Mar Blvd to Frenchmans Creek Rd	E	D	D	-	-
SR-1	Frenchmans Creek Road to Miramontes Rd	E	E	E	-	-
SR-1	Miramontes Rd to Santa Cruz County Line	D	B	C	-	-
SR-35	San Francisco Co Line to Sneath Ln	E	A	A	-	-
SR-35	Sneath Ln to I-280	F	B	C	-	-
SR-35	I-280 to SR-92	B	B	B	-	-
SR-35	SR-92 to SR-84	B	B	B	-	-
SR-35	SR-84 to Santa Clara County Line	E	B	B	-	-
SR-82	San Francisco County Line to John Daly Blvd	E	A	A	-	-
SR-82	John Daly Blvd to Hickey Blvd	E	A	A	-	-
SR-82	Hickey Blvd to I-380	E	A	A	-	-
SR-82	I-380 to Trousdale Dr	E	A	A	-	-
SR-82	Trousdale Dr to 3 rd Ave	E	A	A	-	-
SR-82	3 rd Ave to SR-92	E	A	A	-	-
SR-82	SR-92 to Hillsdale Ave	E	A	A	-	-
SR-82	Hillsdale Ave to 42 nd Ave	E	A	A	-	-
SR-82	42 nd Ave to Holly St	E	A	A	-	-
SR-82	Holly St to Whipple Ave	E	A	A	-	-
SR-82	Whipple Ave to SR-84	E	A	B	-	-
SR-82	SR-84 to Glenwood Ave	E	A	A	-	-
SR-82	Glenwood Ave to Santa Cruz Ave	E	A	A	-	-

Route	Roadway Segment	LOS Standard	2021 LOS		With Interregional Reduction - AM	With Interregional Reduction - PM
			AM Peak Period	PM Peak Period		
SR-82	Santa Cruz Ave to Santa Clara County Line	E	A	A	-	-
SR-84	SR-1 to Portola Rd	C	C	C	-	-
SR-84	Portola Rd to I-280	E	C	B	-	-
SR-84	I-280 to Alameda de las Pulgas	C	D	C	C	-
SR-84	Alameda de las Pulgas to US-101	E	B	C	-	-
SR-84	US-101 to Willow Rd	D	A	A	-	-
SR-84	Willow Rd to University Ave	E	B	C	-	-
SR-84	University Ave to Alameda County Line	F	D	D	-	-
SR-92	SR-1 to I-280	E	E	E	-	-
SR-92	I-280 to US-101	D	D	D	-	-
SR-92	US-101 to Alameda County Line	E	E	E	-	-
US-101	San Francisco County Line to I-380	E	A	D	-	-
US-101	I-380 to Millbrae Ave*	E	A	F	-	D
US-101	Millbrae Ave to Broadway*	E	D	F	-	D
US-101	Broadway to Peninsula Ave*	E	D	F	-	D
US-101	Peninsula Ave to SR-92*	F	F	E	-	-
US-101	SR-92 to Whipple Ave*	E	D	F	-	D
US-101	Whipple Ave to Santa Clara County Line	F	D	D	-	-
SR-109	Kavanaugh Dr to SR-84 (Bayfront Expwy.)	E	A	A	-	-
SR-114	US-101 to SR-84 (Bayfront Expressway)	E	A	A	-	-
I-280	San Francisco County Line to SR-1 (north)	E	A	D	-	-
I-280	SR-1 (north) to SR-1 (south)	E	A	E	-	-
I-280	SR-1 (south) to San Bruno Ave	D	A	A	-	-

Route	Roadway Segment	LOS Standard	2021 LOS		With Interregional Reduction - AM	With Interregional Reduction - PM
			AM Peak Period	PM Peak Period		
I-280	San Bruno Ave to SR-92	D	A	A	-	-
I-280	SR-92 to SR-84	D	A	A	-	-
I-280	SR-84 to Santa Clara County Line	D	A	A	-	-
I-380	I-280 to US-101	F	E	E	-	-
I-380	US-101 to Airport Access Road	C	A	A	-	-
Mission St	San Francisco County Line to SR-82	E	A	A	-	-
Geneva Ave	San Francisco County Line to Bayshore Blvd	E	A	A	-	-
Bayshore Blvd	San Francisco County Line to Geneva Ave	E	A	A	-	-

*Note: Construction of the US-101 Express Lanes between I-380 and Whipple Avenue was ongoing at the time of monitoring, and could potentially have an impact on traffic in the area.

Table 8: 2021 Companion Network Roadway Segment LOS

Route	Roadway Segment	LOS Standard	2021 LOS	
			AM Peak Period	PM Peak Period
Ralston Ave	US-101 to Alameda de las Pulgas	N/A	A	A
Middlefield Rd	SR-84 to Marsh Rd	N/A	A	A
California Dr	Broadway to Peninsula Ave	N/A	A	A
Bayshore Blvd	Geneva Ave to US-101 NB Off Ramp	N/A	A	A
John Daly Blvd	SR-35 to Mission St	N/A	A	A
Foster City Blvd	E. 3rd Ave to Beach Park Dr	N/A	A	A
Chateau Dr/Ralston Ave	I-280 to El Camino Real	N/A	C	C
Millbrae Ave	SR-82 to Old Bayshore Hwy	N/A	A	B
Sharp Park Blvd	SR-1 to SR-35	N/A	A	A
Sneath Ln	SR-35 to Huntington Ave	N/A	A	A



FIGURE 5

CMP ROADWAY SEGMENT LOS - AM PEAK PERIOD
 (WITHOUT INTERREGIONAL EXEMPTION)



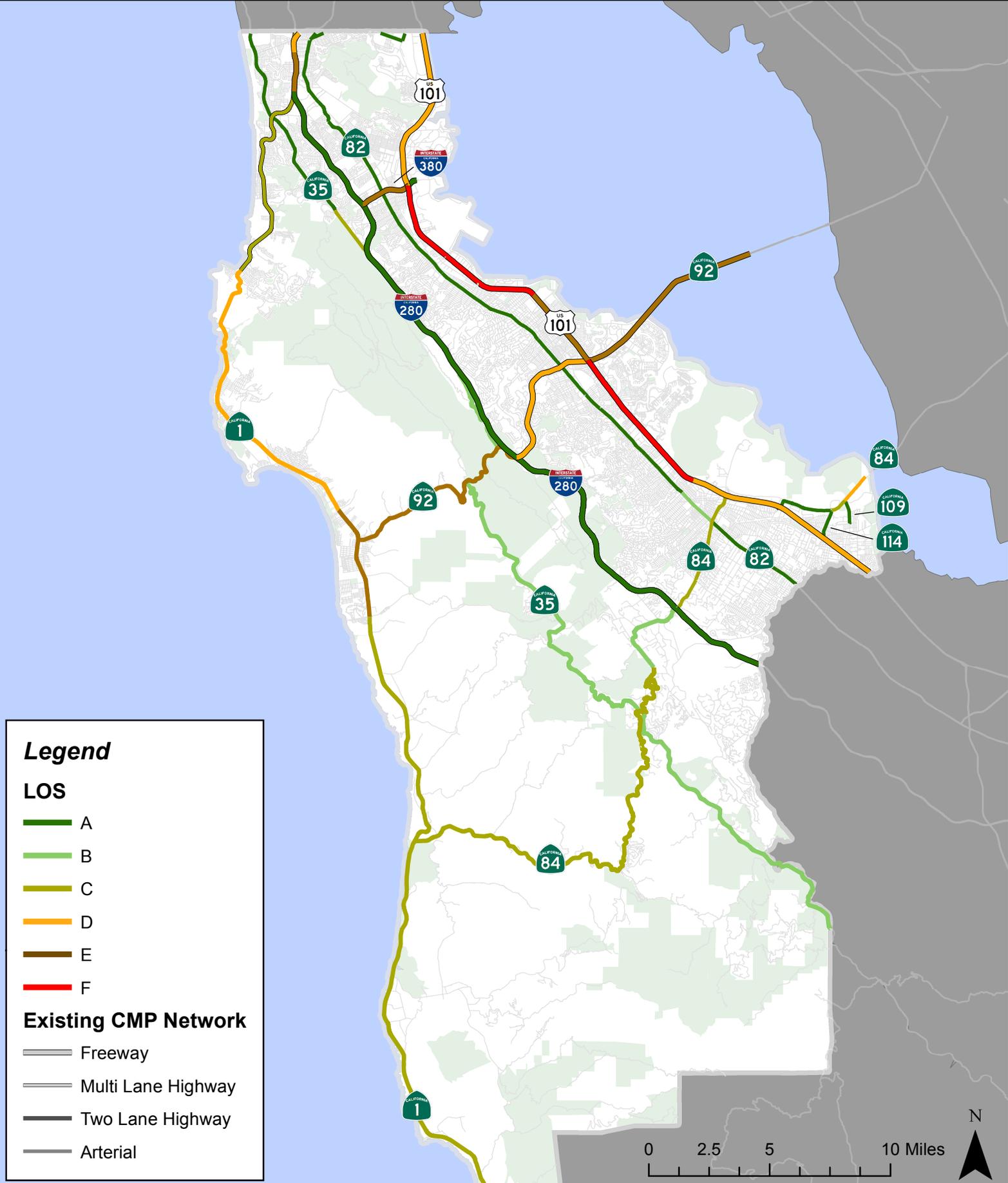
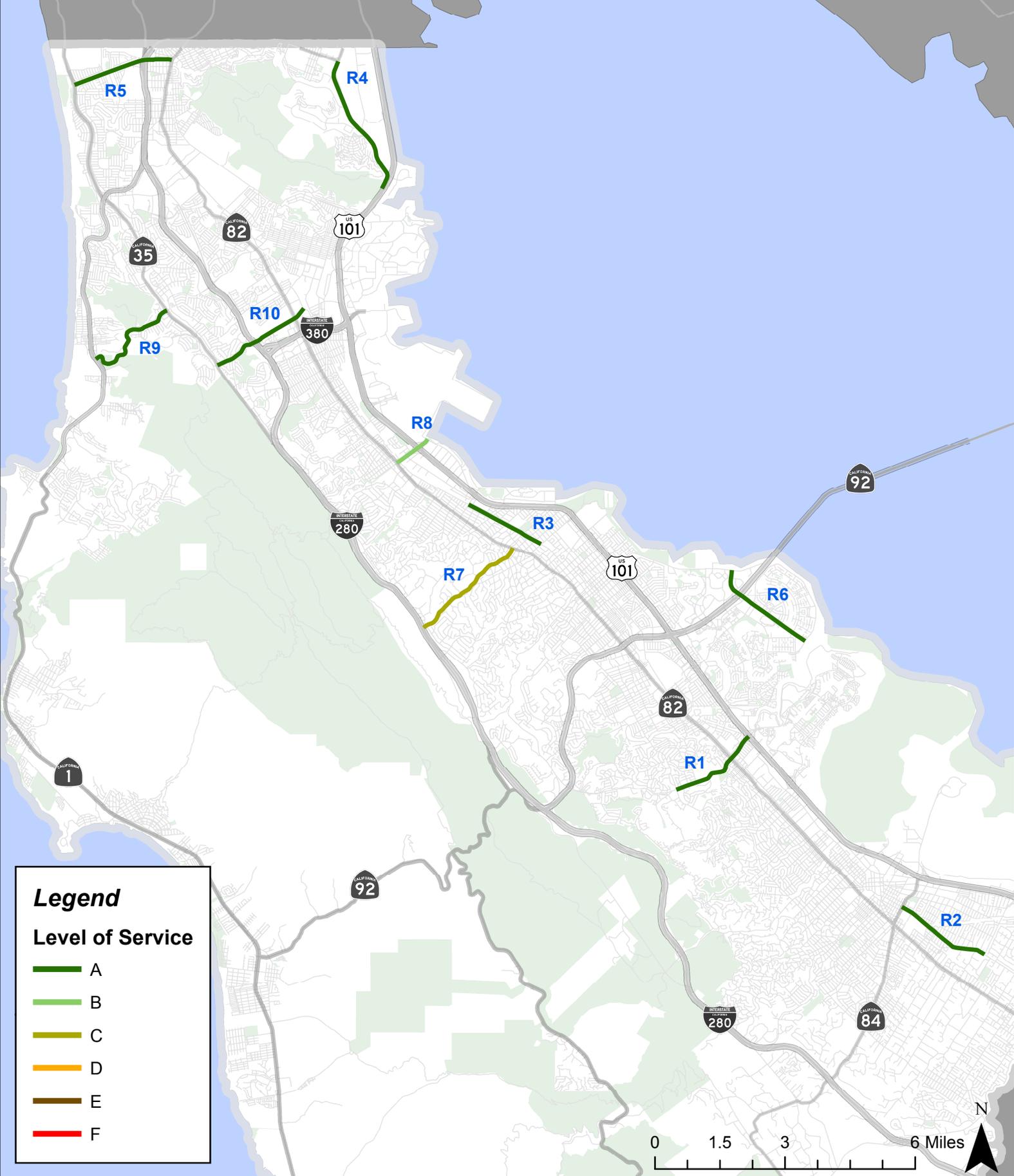


FIGURE 6

**CMP ROADWAY SEGMENT LOS - PM PEAK PERIOD
(WITHOUT INTERREGIONAL EXEMPTION)**





Legend

Level of Service

- █ A
- █ B
- █ C
- █ D
- █ E
- █ F

FIGURE 8

**COMPANION ROADWAY SEGMENT LOS
PM PEAK PERIOD**



Table 9: 2021 CMP Intersection LOS

ID	Intersection	Methodology	LOS Standard	AM Peak		With Interregional Reduction AM		PM Peak		With Interregional Reduction PM	
				Delay (sec)	LOS	Delay (sec)	LOS	Delay (sec)	LOS	Delay (sec)	LOS
1	Bayshore Blvd/Geneva Ave	HCM 2000	E	15.6	B	-	-	19.9	B	-	-
2	SR-35/John Daly Blvd	HCM 2000	E	17.3	B	-	-	19.6	B	-	-
3	SR-82/John Daly Blvd/Hillside Ave	HCM 2010	E	28.8	C	-	-	33.1	C	-	-
4	SR-82/San Bruno Ave	HCM 2010	E	23.9	C	-	-	29.3	C	-	-
5	SR-82/Millbrae Ave	HCM 2010	E	33.9	C	-	-	39.0	D	-	-
6	SR-82/Broadway	HCM 2010	E	12.2	B	-	-	12.4	B	-	-
7	SR-82/Park Rd/Peninsula Ave	HCM 2000	E	24.5	C	-	-	34.1	C	-	-
8	SR-82/Ralston Ave	HCM 2000	E	41.6	D	-	-	40.4	D	-	-
9	SR-82/Holly St	HCM 2010	E	27.5	C	-	-	33.9	C	-	-
10	SR-82/Whipple Ave	HCM 2010	E	35.1	D	-	-	43.0	D	-	-
11	University Ave/SR-84	HCM 2000	F	16.6	B	-	-	45.7	D	-	-
12	Willow Rd/SR-84	HCM 2010	F	23.7	C	-	-	35.7	D	-	-
13	SR-84/Marsh	HCM 2000	F	63.1	E	-	-	62.6	E	-	-
14	SR-84/Middlefield Rd	HCM 2010	E	59.1	E	-	-	96.2	F	74.4	E
15	SR-1/SR-92	HCM 2000	E	29.1	C	-	-	36.5	D	-	-
16	Main St/SR-92	HCM 2010	F	51.3	D	-	-	48.1	D	-	-

Table 10: 2021 Companion Network Intersection LOS

ID	Intersection	Methodology	AM Peak		PM Peak		LOS Standard
			Delay	LOS	Delay	LOS	
17	El Camino Real/3 rd Ave	HCM 2010	23.9	C	24.8	C	N/A
18	SR-92/Skyline Blvd (SR-35)	HCM 2000	16.5	B	22.2	C	N/A
19	Industrial Rd/Holly St	HCM 2010	38.0	D	62.7	E	N/A
20	Veterans Blvd/Whipple Ave	HCM 2010	28.8	C	46.2	D	N/A
21	Middlefield Rd/Marsh Rd	HCM 2010	29.7	C	91.4	F	N/A
22	Santa Cruz Ave/Sand Hill Rd	HCM 2010	41.8	D	29.7	C	N/A
23	University Ave/Bay Rd	HCM 2000	47.5	D	78.3	E	N/A
24	SR-84/Alameda de las Pulgas	HCM 2010	33.4	C	39.4	D	N/A
25	Alpine Rd/Portola Rd	HCM 2010	9.0	A	10.6	B	N/A
26	SR-92/SR-35	HCM 2010	18.8	C	23.2	C	N/A
27	El Camino Real/Mission Rd	HCM 2010	10.2	B	16.3	C	N/A
28	SR-1/Main St	HCM 2000	34.5	C	45.1	D	N/A
29	El Camino Real/Westborough Blvd	HCM 2010	96.2	F	54.0	D	N/A
30	SR 1/Capistrano Rd	HCM 2010	16.6	B	17.8	B	N/A
31	S Airport Blvd/San Bruno Ave	HCM 2000	14.8	B	14.4	B	N/A
32	SR-1/Reina del Mar Ave	HCM 2000	43.5	D	45.5	D	N/A
33	SR-1/Cypress Ave	HCM 2010	34.4	D	83.4	F	N/A

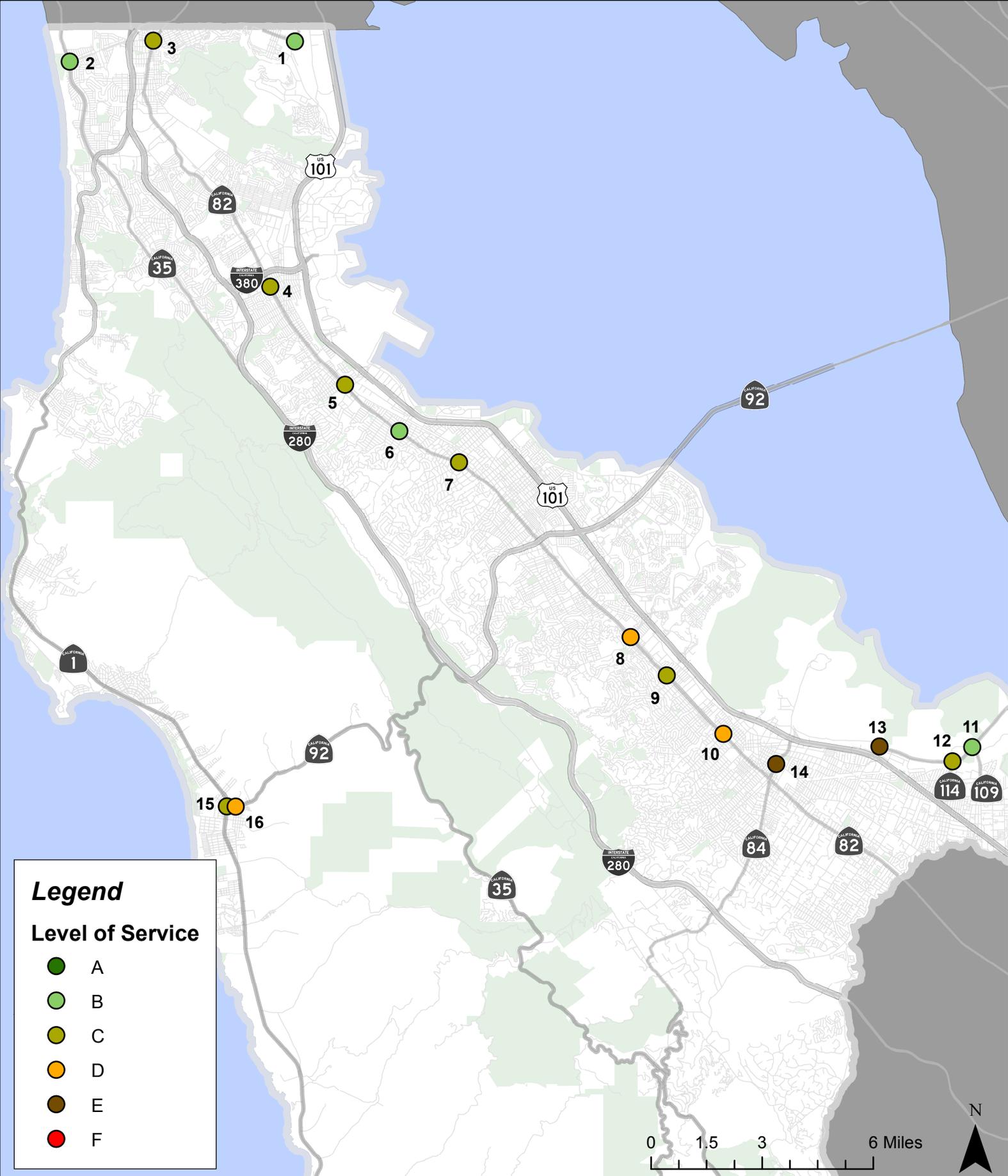
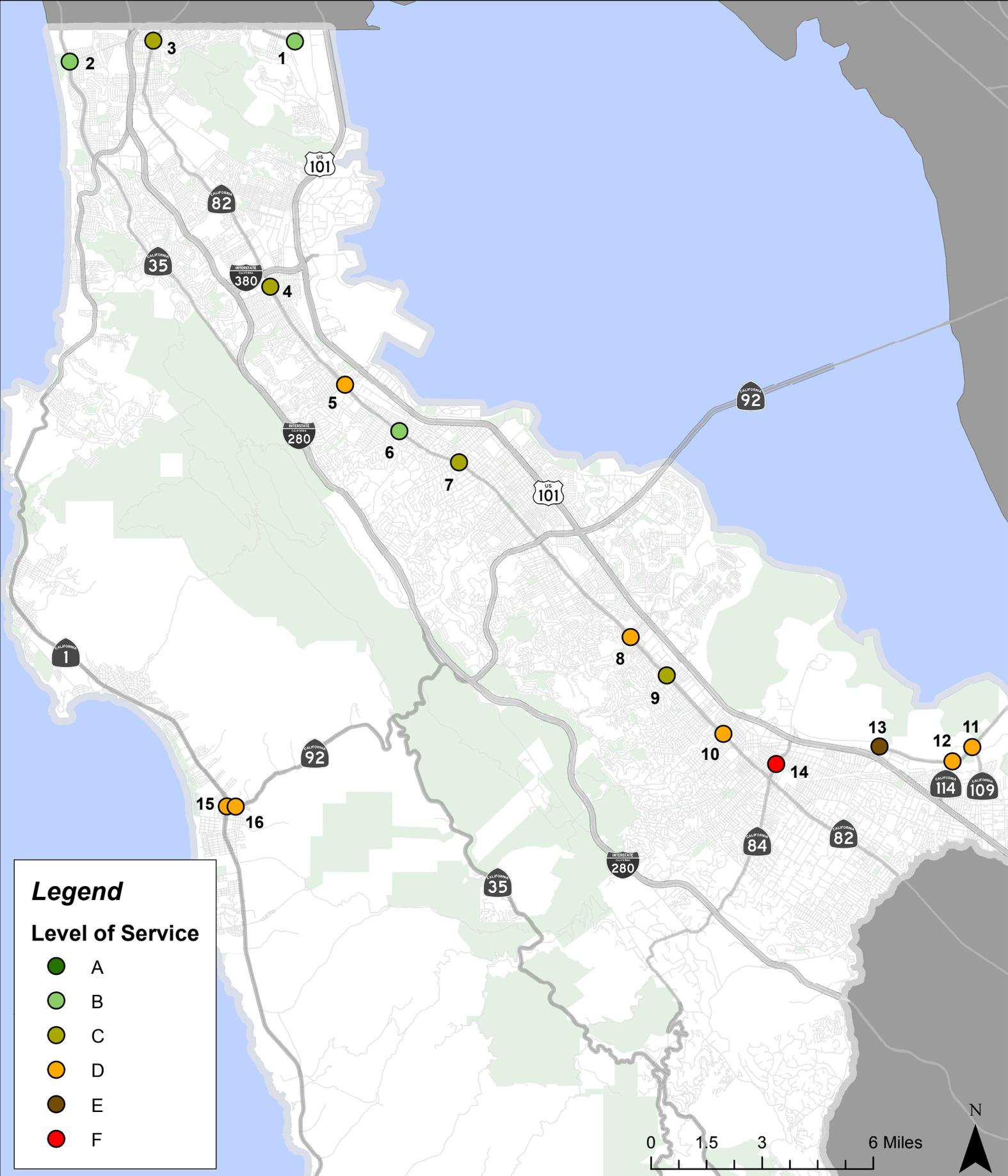


FIGURE 9

**CMP INTERSECTION LOS - AM PEAK PERIOD
(WITHOUT INTERREGIONAL EXEMPTION)**





Legend

Level of Service

- A
- B
- C
- D
- E
- F

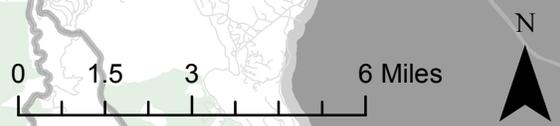


FIGURE 10
CMP INTERSECTION LOS - PM PEAK PERIOD
(WITHOUT INTERREGIONAL EXEMPTION)



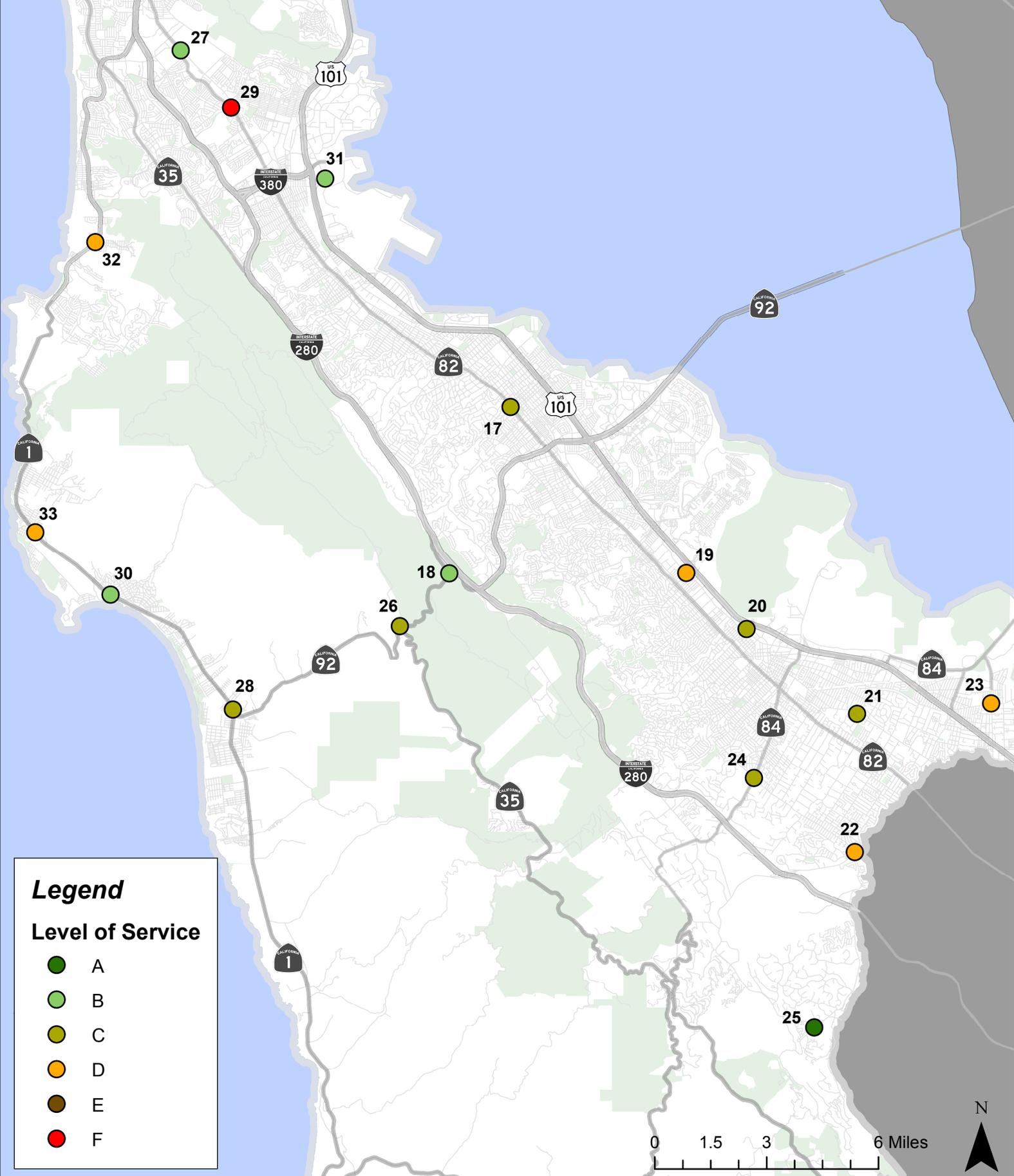


FIGURE 11

**COMPANION INTERSECTION LOS
AM PEAK PERIOD**



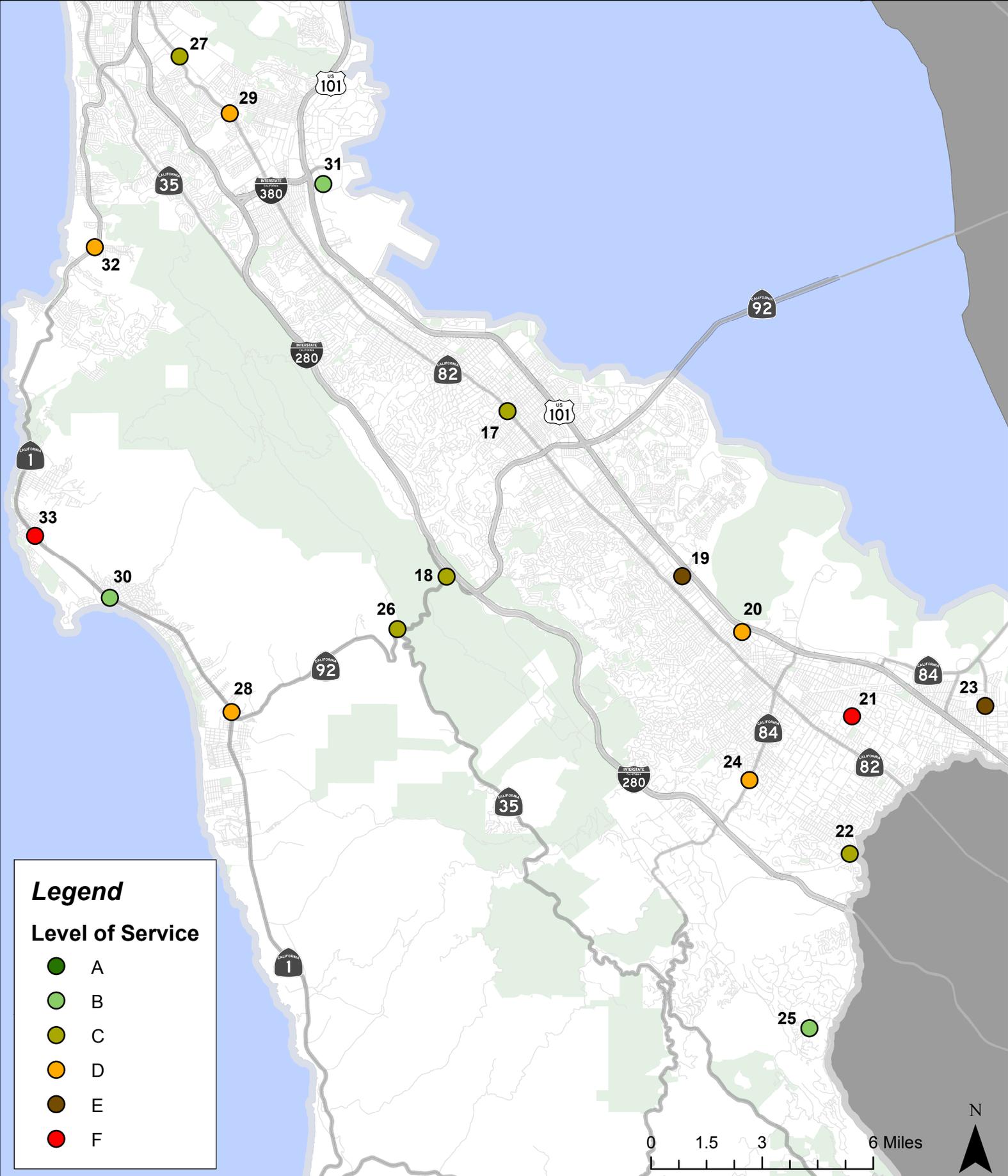


FIGURE 12

**COMPANION INTERSECTION LOS
PM PEAK PERIOD**



Table 11: 2021 Roadway Segment Weekend LOS

Route	Roadway Segment	LOS Standard	2021 LOS		
			AM Peak Period	Mid-Day Peak Period	PM Peak Period
SR-1	Linda Mar Blvd to Frenchmans Creek Rd	N/A	C	D	D
SR-1	Frenchmans Creek Rd to Miramontes Rd	N/A	D	E	E
SR-1	Miramontes Rd to Santa Cruz County Line	N/A	B	C	C
SR-92	SR-1 to I-280	N/A	E	E	E

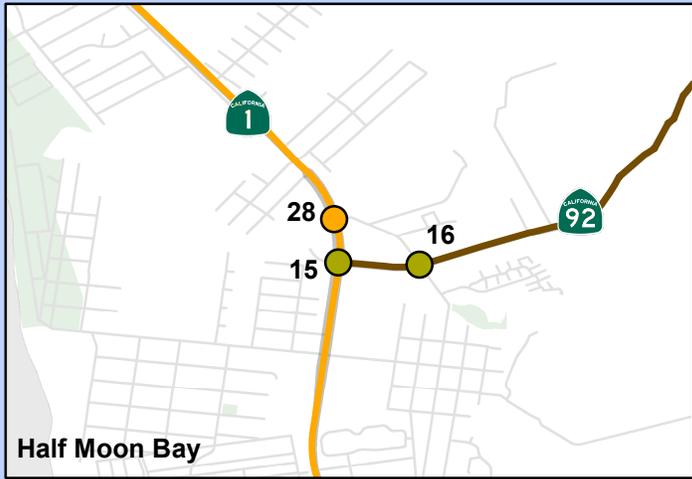
Table 12: 2021 Intersection Weekend LOS

ID	Intersection	Methodology	AM Peak		Mid-Day Peak		PM Peak		LOS Standard
			Delay (sec)	LOS	Delay (sec)	LOS	Delay (sec)	LOS	
15	SR-1/SR-92	HCM 2000	29.7	C	38.9	D	37.5	D	N/A
16	Main St/SR-92	HCM 2010	28.0	C	41.2	D	36.5	D	N/A
18	SR-92/Skyline Blvd (SR-35)	HCM 2000	64.1	E	130.9	F	55.8	E	N/A
26	SR-35/SR-92	HCM 2010	23.2	C	135.8	F	46.5	E	N/A
28	SR-1/Main St	HCM 2000	41.1	D	45.9	D	41.9	D	N/A
30	SR-1/Capistrano Rd	HCM 2010	15.4	B	20.7	C	18.7	B	N/A
32	SR-1/Reina Del Mar Ave	HCM 2000	26.5	C	59.0	E	44.6	D	N/A
33	SR-1/Cypress Ave	HCM 2010	23.0	C	230.1	F	122.7	F	N/A

Legend

Level of Service

- — A
- — B
- — C
- — D
- — E
- — F
- Not Monitored



Legend

Level of Service

- — A
- — B
- — C
- — D
- — E
- — F
- Not Monitored

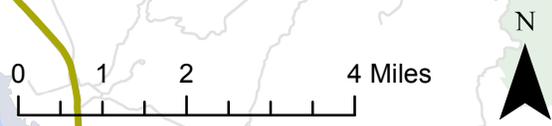
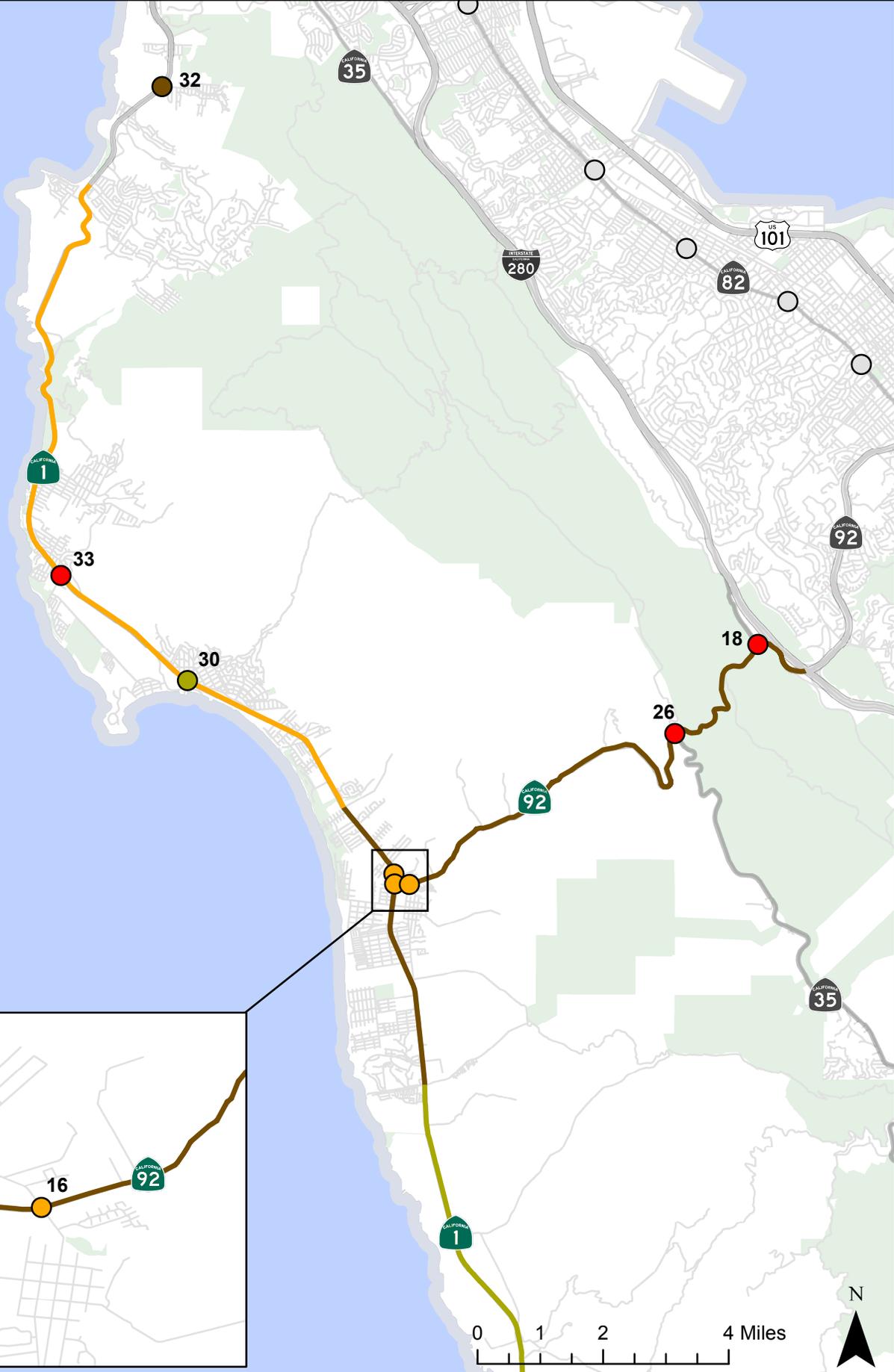
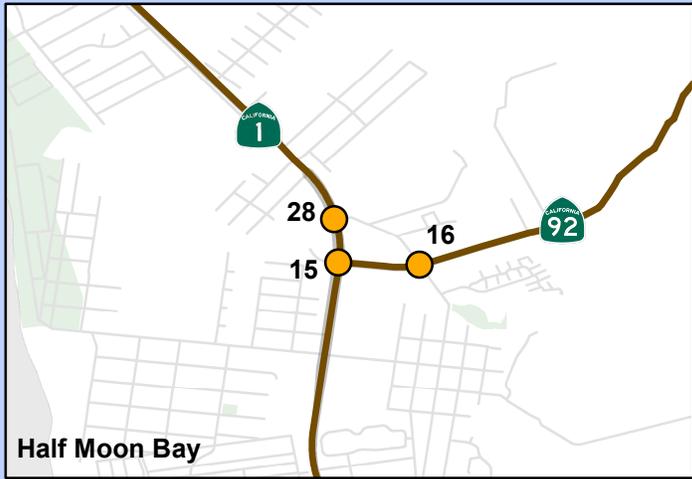


FIGURE 14

**WEEKEND SEGMENT & INTERSECTION LOS
MID-DAY PEAK PERIOD**



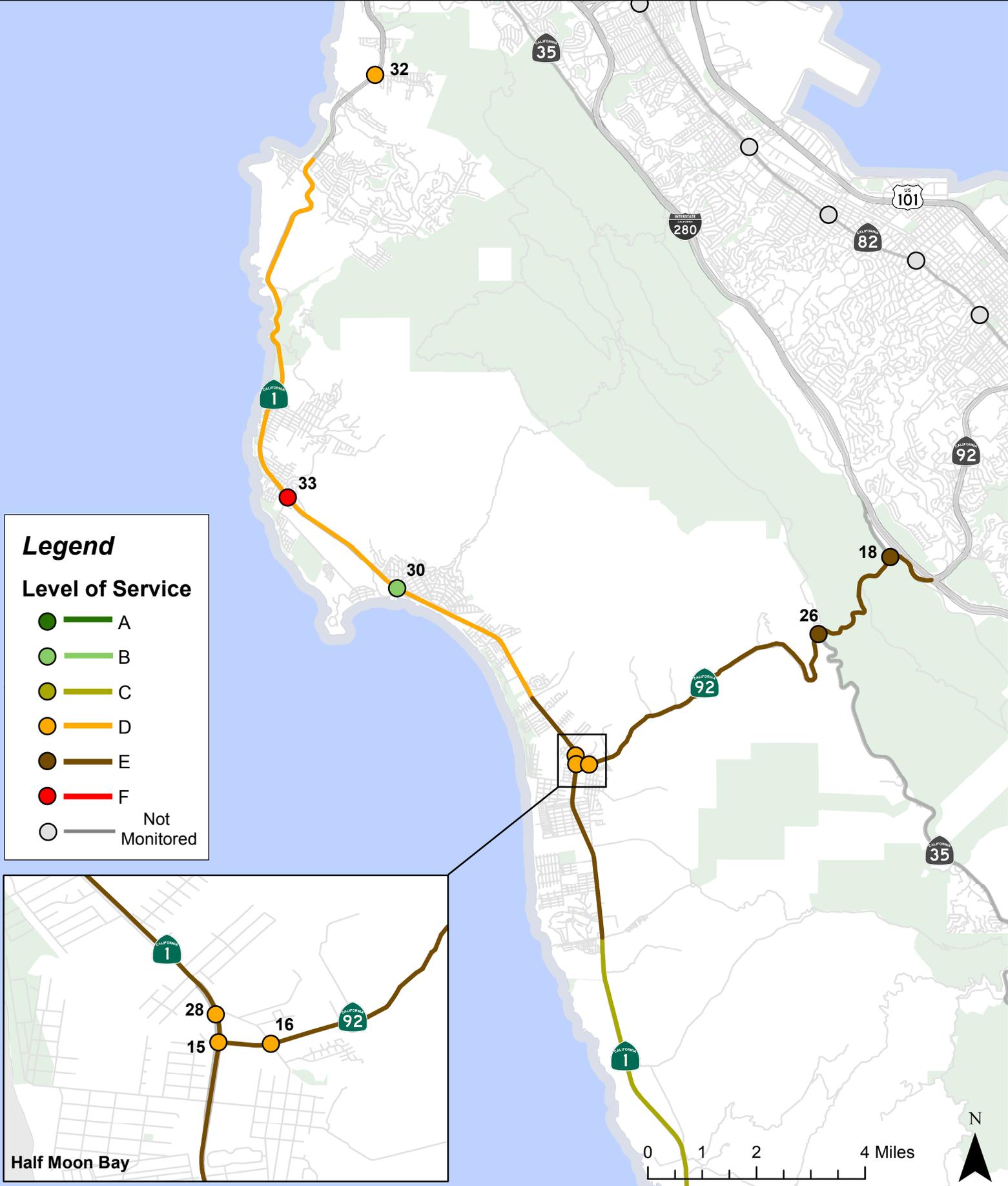
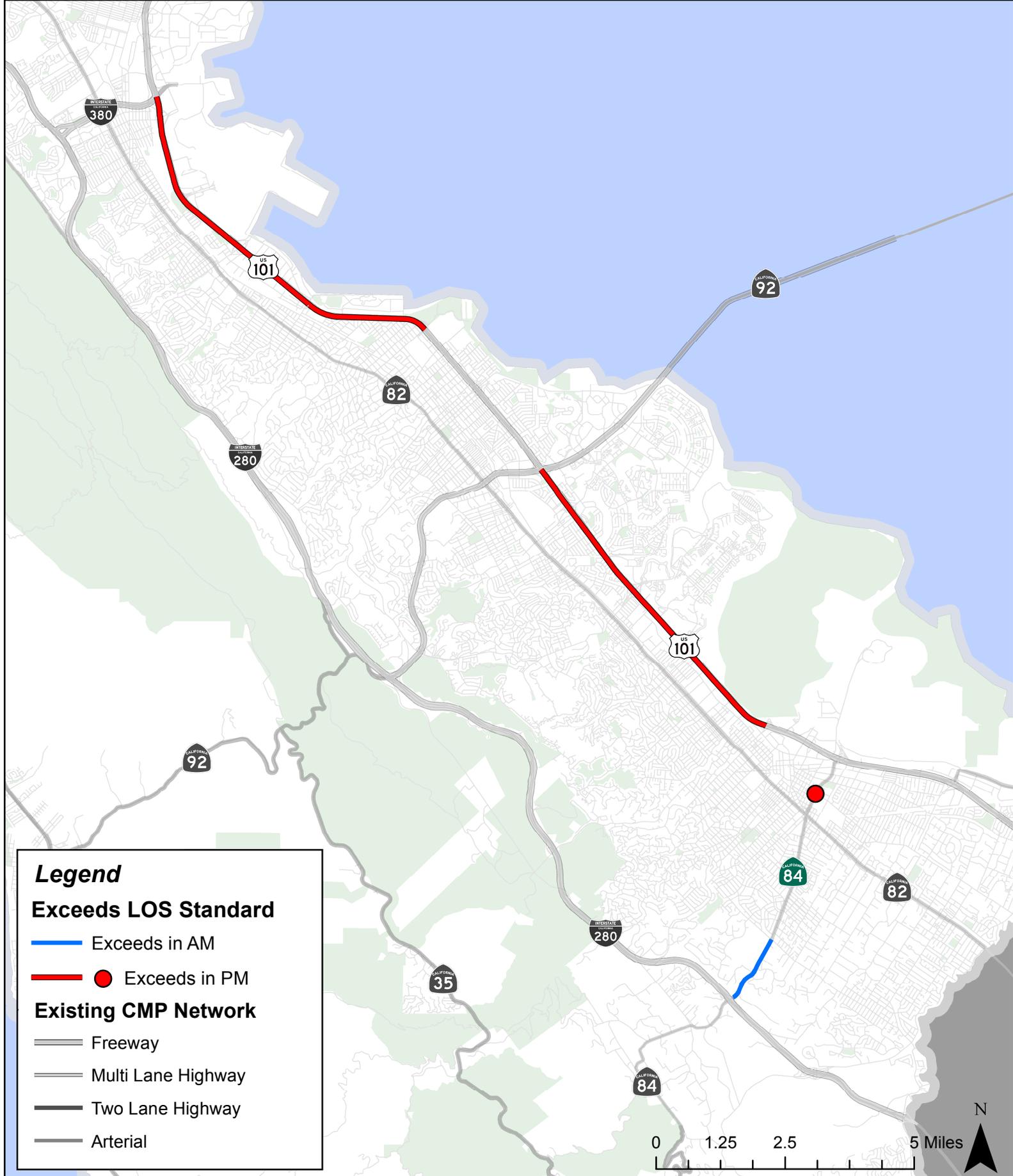


FIGURE 15
WEEKEND SEGMENT & INTERSECTION LOS
PM PEAK PERIOD





Legend

Exceeds LOS Standard

- Exceeds in AM
- ● Exceeds in PM

Existing CMP Network

- Freeway
- Multi Lane Highway
- Two Lane Highway
- Arterial

FIGURE 16

**FAILING ROADWAY SEGMENTS/INTERSECTIONS
(WITHOUT INTERREGIONAL EXEMPTION)**



3.2: Reduction in Volumes Due to Interregional Trips

The CMP legislation allows for the reduction in volume for those trips that are interregional. In this case, “interregional” are those trips that originate from outside the county (either traversing the county or ending within the county). For those CMP segments found with a LOS below the standard, the county travel demand model (C/CAG-VTA Model) is used to determine the proportion of the volume estimated to be from interregional travel. As shown in **Tables 4** and **6**, there were five segments and one intersection that had at least one direction in either the AM or PM peak period that had a lower LOS than the established standard. **Table 13** includes the resulting percentage of traffic from the C/CAG-VTA Model that is estimated to be interregional by segment.

Table 13: Interregional Trips by Failing Segment

Segment	Direction	AM Peak %	PM Peak %
US-101 from I-380 to Millbrae Ave	SB	-	26.8%
US-101 from Millbrae Ave to Broadway	SB	-	25.8%
US-101 from Broadway to Peninsula Ave	SB	-	26.9%
US-101 from SR-92 to Whipple Ave	NB	-	38.2%
Intersection of SR-84 and Middlefield Rd	All	-	10.0%
SR-84 from I-280 to Alameda de las Pulgas	WB	19.2%	-

When applying reductions, they can be deducted directly for those where V/C is the performance measure used, but for those segments that use INRIX travel speed, a few extra steps are required to reflect the exemption. Historically, the LOS Monitoring Study has made use of the LOS tables as included in the HCM 1994 that include reference speeds for given free-flow speeds and LOS. In order to reflect the reduction, the V/C must first be estimated from the same tables. This adds a level of error given that density is the preferred performance measure and the methodology is to use a secondary measure to estimate another secondary measure, take the reduction, and then reverse the calculation using the V/C and determine the adjusted LOS with the exemption.

After incorporating the reduction in volumes for segments and intersections found to have an LOS lower than the standard, all raised to an acceptable LOS. Therefore, for the 2021 CMP monitoring cycle, ***there are no deficient segments or intersections after interregional reductions***. Failing segments and intersections after their respective interregional reductions are mapped in **Figures 17** and **18**.

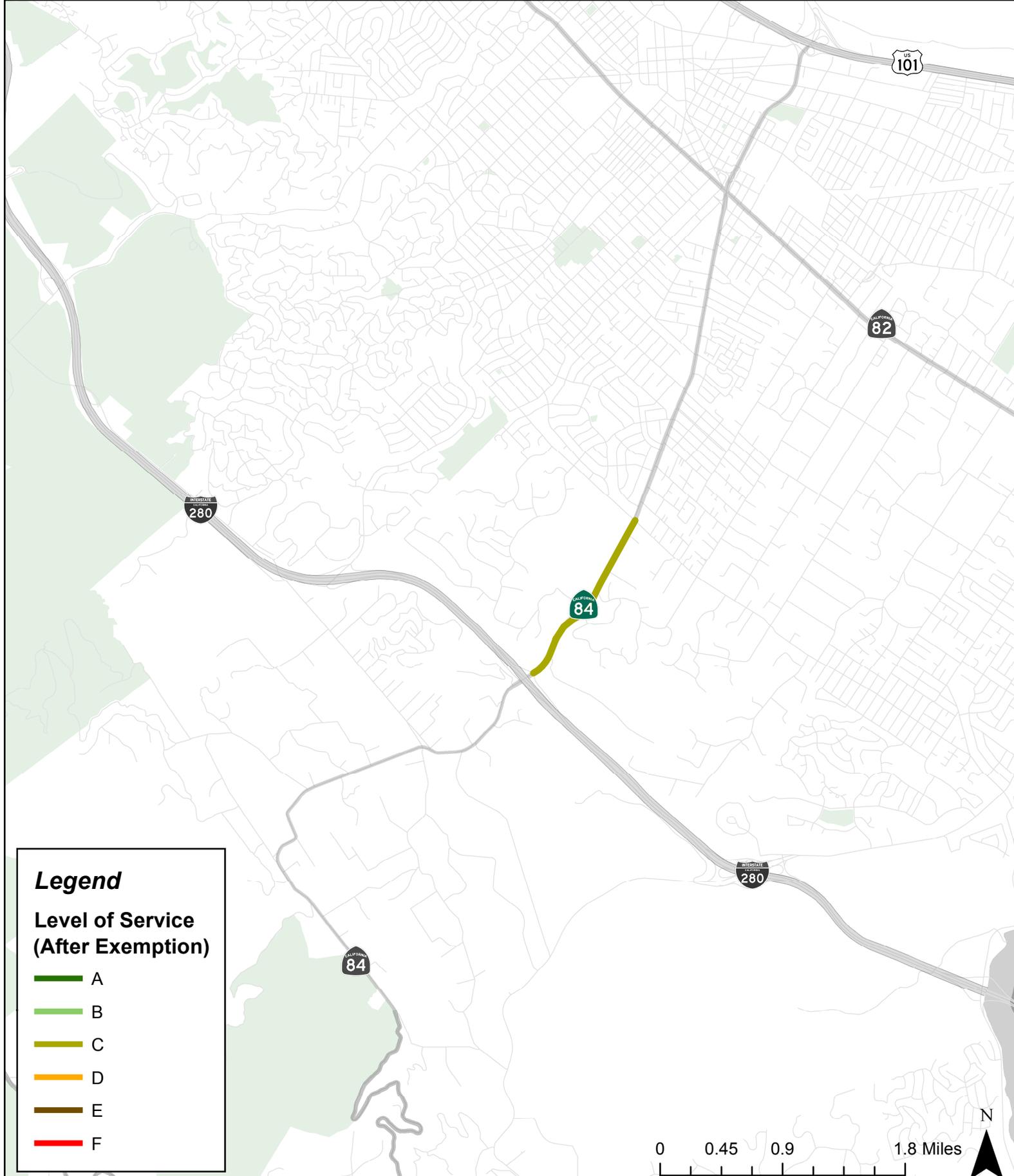


FIGURE 17

**DEFICIENT ROADWAY SEGMENTS/INTERSECTIONS
 AM PEAK PERIOD (AFTER EXEMPTION)**



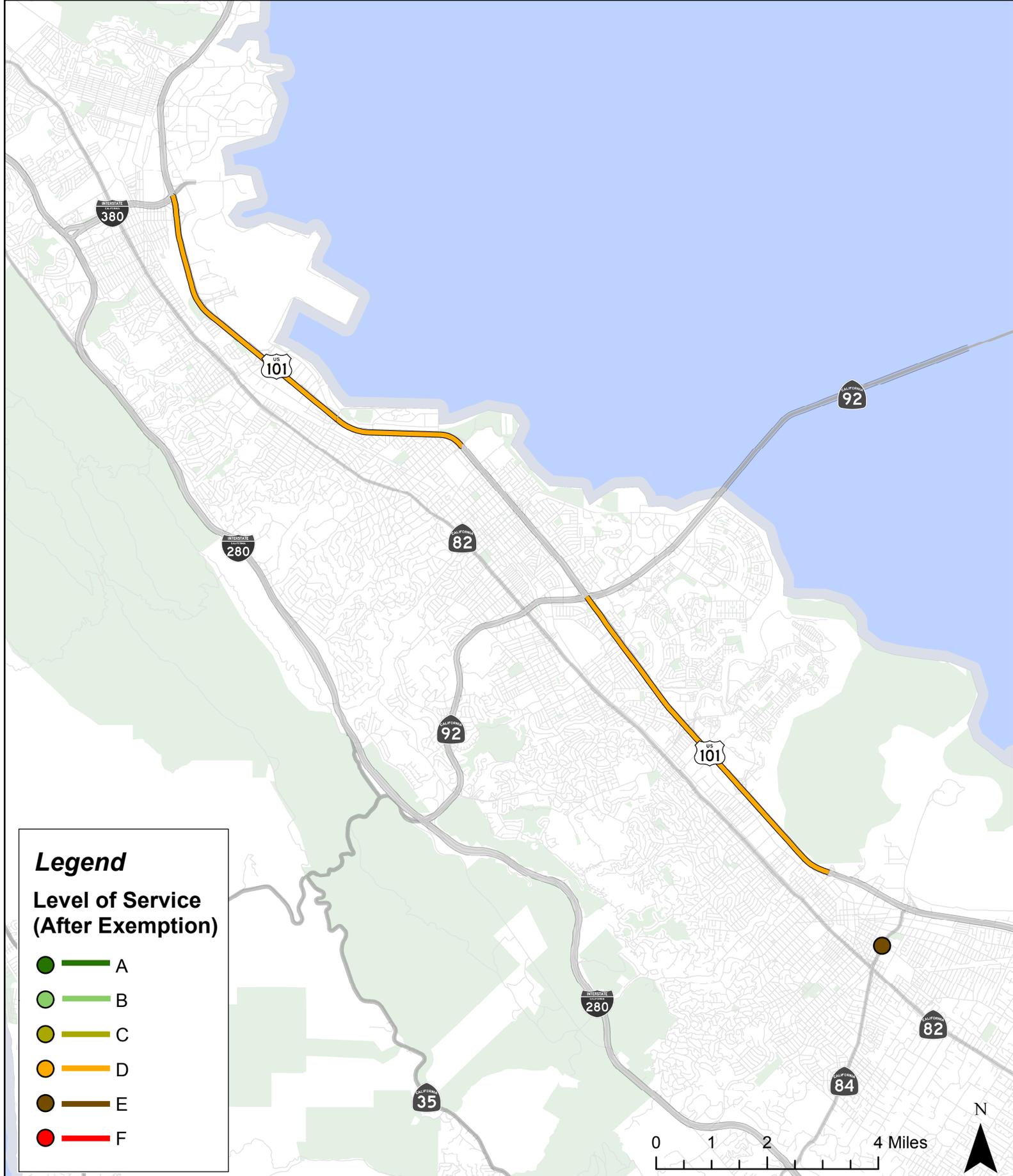


FIGURE 18



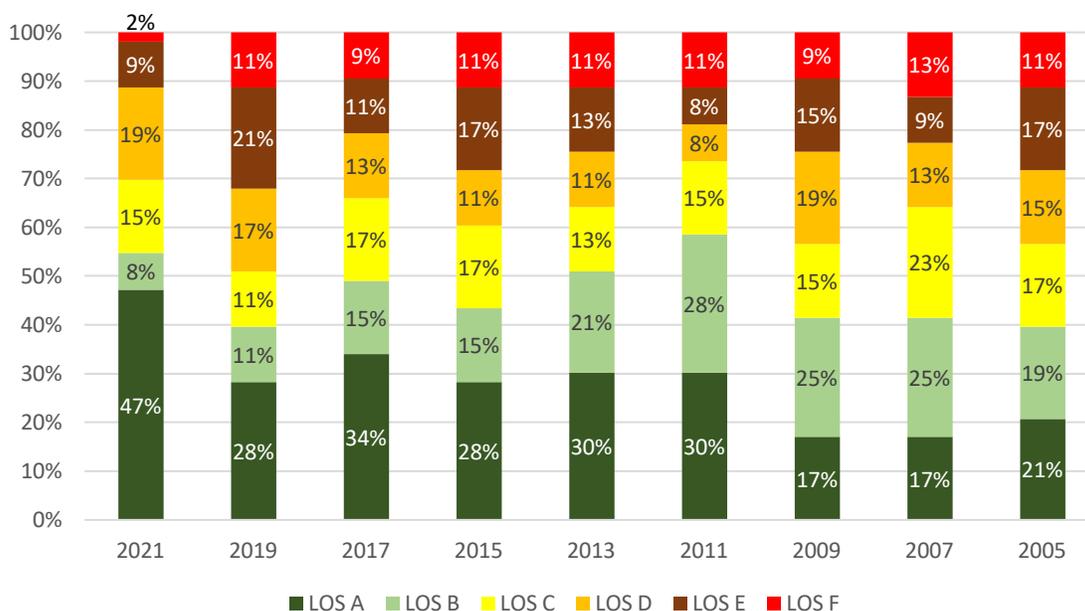
**DEFICIENT ROADWAY SEGMENTS/INTERSECTIONS
 PM PEAK PERIOD (AFTER EXEMPTION)**



3.3: Historical Comparisons

C/CAG has continuously conducted monitoring of the CMP network every two years since the CMP was established in 1991. As such, it presents the opportunity to examine the historical trends along each segment and at each intersection. **Figure 19** below illustrates the percentage of each LOS grade for roadway segments across the last nine monitoring cycles. From this, it can be seen that 2021 had the highest percentage of LOS A grades, and lowest percentage of LOS F grades. This can be attributed to the reduction in traffic from the COVID-19 pandemic.

Figure 19: Historical LOS Comparison for Roadway Segments



For intersections, the trend is similar. 2021 in both the AM and PM peak periods saw the fewest intersections with LOS D, E, or F since 2011. As intersection LOS has traditionally been reported for both the AM and PM peak period, we have the opportunity to examine historical trends for each individually. **Figure 20** shows the historical trends of intersection LOS in the AM peak period, while **Figure 21** illustrates the PM peak period.

Tables showing the historical LOS for all roadway segments and intersections are presented below in **Tables 14 and 15**. All historical LOS is presented after interregional exemptions. Note that TJKM updated the Synchro file from past CMP monitoring years to more accurately reflect current signal parameters and intersection controls observed out in field (for one example, changing a Permissive + Protected left turn to a Protected left turn if it was observed in current conditions). This modification in signal control changes the operation of the

intersection in field and hence to reflect the current conditions this change was also modeled in Synchro. As such, the LOS at some intersections may be higher or lower than in previous years due to these changes.

Figure 20: Historical LOS Comparison for Intersections – AM Peak Period

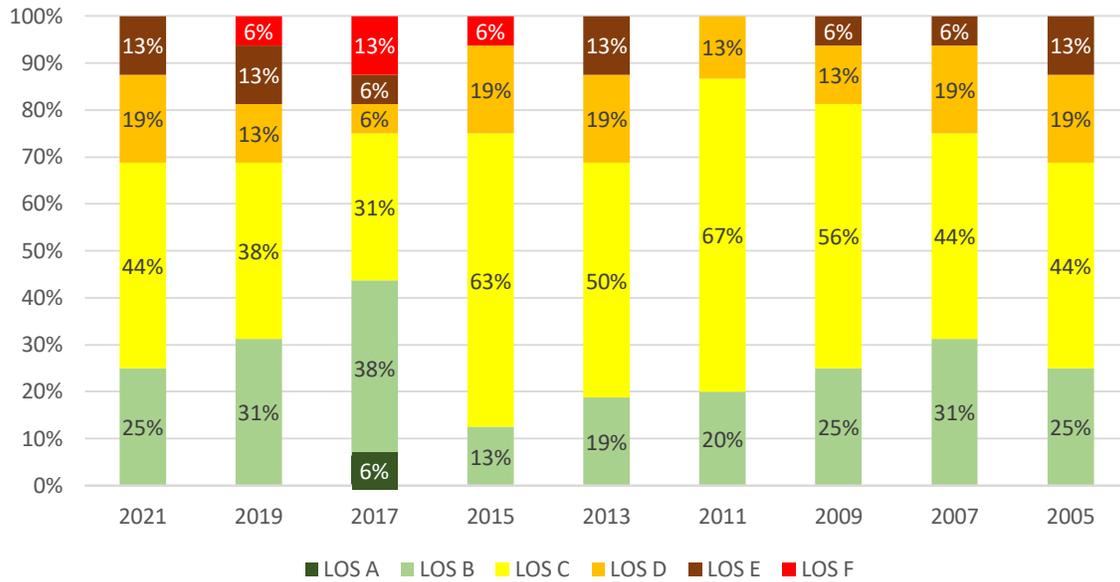


Figure 21: Historical LOS Comparison for Intersections – PM Peak Period

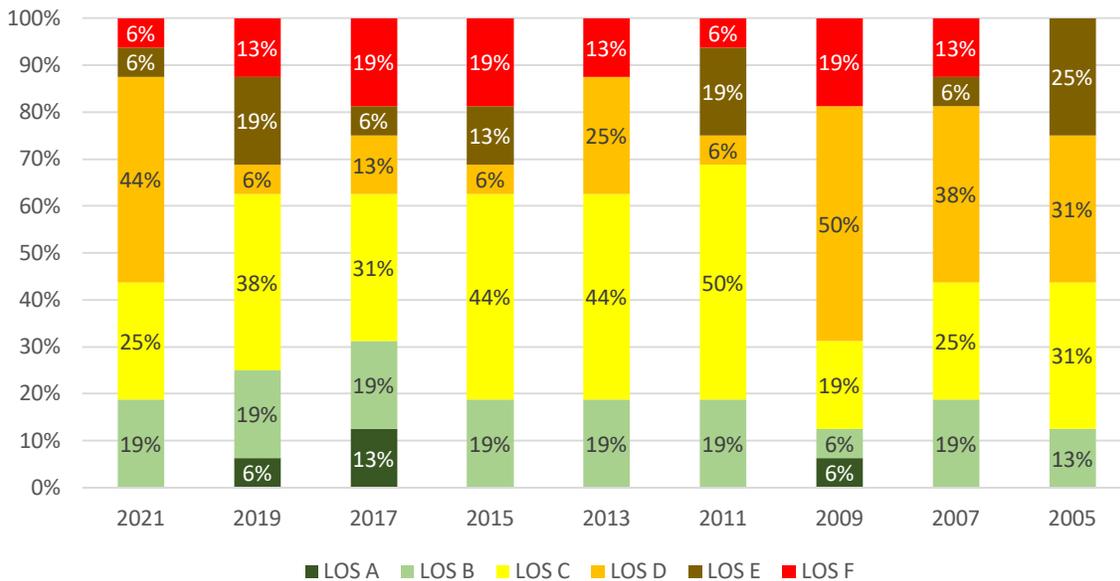


Table 14: Historical LOS for Roadway Segments

Route	Roadway Segment	2021	2019	2017	2015	2013	2011	2009	2007	2005
SR-1	San Francisco County Line to Linda Mar Blvd	C	C	A	A	F	B	F	F	F
SR-1	Linda Mar Blvd to Frenchmans Creek Rd	D	D	D	D	D	D	D	D	D
SR-1	Frenchmans Creek Road to Miramontes Rd	E	E	E	E	E	E	E	E	E
SR-1	Miramontes Rd to Santa Cruz County Line	C	C	C	C	B	B	B	B	C
SR-35	San Francisco Co Line to Sneath Ln	A	D	C	D	B	A	C	C	C
SR-35	Sneath Ln to I-280	C	F	F	F	F	F	E	F	F
SR-35	I-280 to SR-92	B	C	B	A	B	B	B	B	C
SR-35	SR-92 to SR-84	B	B	B	B	B	B	B	B	B
SR-35	SR-84 to Santa Clara County Line	B	B	B	B	B	B	B	B	B
SR-82	San Francisco County Line to John Daly Blvd	A	A	A	A	A	A	A	A	A
SR-82	John Daly Blvd to Hickey Blvd	A	A	A	A	A	A	A	A	A
SR-82	Hickey Blvd to I-380	A	A	A	A	A	A	A	C	A
SR-82	I-380 to Trousdale Dr	A	A	A	A	A	A	A	B	A
SR-82	Trousdale Dr to 3 rd Ave	A	A	A	A	A	B	A	A	A
SR-82	3 rd Ave to SR-92	A	A	A	A	A	A	A	A	A
SR-82	SR-92 to Hillsdale Ave	A	A	A	A	A	A	B	B	B
SR-82	Hillsdale Ave to 42 nd Ave	A	B	C	C	B	B	B	B	B
SR-82	42 nd Ave to Holly St	A	A	B	B	A	A	B	B	A
SR-82	Holly St to Whipple Ave	A	A	A	B	B	C	C	D	D
SR-82	Whipple Ave to SR-84	B	A	A	A	A	B	C	C	C
SR-82	SR-84 to Glenwood Ave	A	A	A	B	A	B	B	B	B

Route	Roadway Segment	2021	2019	2017	2015	2013	2011	2009	2007	2005
SR-82	Glenwood Ave to Santa Cruz Ave	A	C	C	C	C	B	B	C	D
SR-82	Santa Cruz Ave to Santa Clara County Line	A	D	B	B	B	A	B	B	C
SR-84	SR-1 to Portola Rd	C	D	B	B	C	C	C	C	C
SR-84	Portola Rd to I-280	C	B	C	C	B	B	B	B	B
SR-84	I-280 to Alameda de las Pulgas	C	E	D	D	D	C	C	A	C
SR-84	Alameda de las Pulgas to US-101	C	E	D	D	D	E	E	E	E
SR-84	US-101 to Willow Rd	A	B	B	C	C	B	E	C	B
SR-84	Willow Rd to University Ave	C	E	B	B	B	C	E	F	F
SR-84	University Ave to Alameda County Line	D	F	F	F	F	F	F	F	F
SR-92	SR-1 to I-280	E	E	E	E	E	E	E	E	E
SR-92	I-280 to US-101	D	E	E	E	E	F	D	D	E
SR-92	US-101 to Alameda County Line	E	F	C	F	E	A	B	B	B
US-101	San Francisco County Line to I-380	D	D	E	E	E	A	D	E	D
US-101	I-380 to Millbrae Ave	D	E	D	D	C	C	D	C	D
US-101	Millbrae Ave to Broadway	D	E	C	E	C	C	C	C	D
US-101	Broadway to Peninsula Ave	D	D	D	E	C	C	D	C	D
US-101	Peninsula Ave to SR-92	F	F	F	F	F	F	F	F	F
US-101	SR-92 to Whipple Ave	D	E	E	E	D	D	E	D	E
US-101	Whipple Ave to Santa Clara County Line	D	F	F	F	F	F	F	F	F
SR-109	Kavanaugh Dr to SR-84 (Bayfront Expwy.)	A	C	C	D	D	C	D	D	C
SR-114	US-101 to SR-84 (Bayfront Expressway)	A	C	C	C	A	B	C	C	B
I-280	San Francisco County Line to SR-1 (north)	D	E	E	E	E	E	D	A	E

Route	Roadway Segment	2021	2019	2017	2015	2013	2011	2009	2007	2005
I-280	SR-1 (north) to SR-1 (south)	E	E	D	E	E	B	E	E	E
I-280	SR-1 (south) to San Bruno Ave	A	D	D	C	D	D	D	C	E
I-280	San Bruno Ave to SR-92	A	D	A	C	B	D	C	B	B
I-280	SR-92 to SR-84	A	B	A	C	C	B	D	D	D
I-280	SR-84 to Santa Clara County Line	A	D	A	A	A	A	D	D	C
I-380	I-280 to US-101	E	F	F	F	F	F	F	F	E
I-380	US-101 to Airport Access Road	A	A	A	A	A	A	B	C	A
Mission St	San Francisco County Line to SR-82	A	A	A	A	A	A	A	A	A
Geneva Ave.	San Francisco County Line to Bayshore Blvd	A	A	A	A	A	A	A	A	A
Bayshore Blvd.	San Francisco County Line to Geneva Ave	A	A	A	A	A	A	A	A	A

Table 15: Historical LOS for Intersections

ID	Intersection	Peak Period	2021	2019	2017	2015	2013	2011	2009	2007	2005
1	Bayshore Blvd/Geneva Ave	AM	B	E	B	B	B	B	C	B	C
		PM	B	B	A	B	B	B	C	C	C
2	SR-35/John Daly Blvd	AM	B	B	C	D	C	C	B	B	B
		PM	B	B	B	E	C	C	C	B	C
3	SR-82/John Daly Blvd/Hillside Ave	AM	C	B	B	C	C	B	C	C	C
		PM	C	C	C	C	C	C	D	C	D
4	SR-82/San Bruno Ave	AM	C	C	B	C	C	C	C	C	C
		PM	C	C	C	C	C	C	D	D	D
5	SR-82/Millbrae Ave	AM	C	E	D	D	E	D	E	E	E
		PM	D	E	D	E	D	E	D	E	E

ID	Intersection	Peak Period	2021	2019	2017	2015	2013	2011	2009	2007	2005
6	SR-82/Broadway	AM	B	B	A	B	B	B	B	B	B
		PM	B	A	A	B	B	B	A	B	B
7	SR-82/Park Rd/Peninsula Ave	AM	C	C	B	C	C	C	B	B	B
		PM	C	C	B	C	C	C	B	B	B
8	SR-82/Ralston Ave	AM	D	C	C	C	C	C	D	D	E
		PM	D	C	C	C	D	C	D	D	E
9	SR-82/Holly St	AM	C	C	C	C	C	C	C	C	C
		PM	C	C	C	C	C	C	D	C	C
10	SR-82/Whipple Ave	AM	D	C	C	C	C	C	C	C	D
		PM	D	D	D	C	C	C	D	D	D
11	University Ave/SR-84	AM	B	C	F	C	E	C	B	B	B
		PM	D	F	F	F	F	F	F	F	E
12	Willow Rd/SR-84	AM	C	D	C	D	D	C	C	C	C
		PM	D	E	F	F	F	E	F	F	E
13	SR-84/Marsh Rd	AM	E	F	F	F	D	D	C	C	C
		PM	E	F	F	F	D	E	F	D	C
14	SR-84/Middlefield Rd	AM	E	D	E	C	D	C	D	D	D
		PM	E	E	E	D	D	D	D	D	D
15	SR-1/SR-92	AM	C	B	B	C	C	D	C	D	D
		PM	D	C	C	C	C	C	D	D	D
16	Main St/SR-92	AM	D	B	B	C	B	C	C	C	C
		PM	D	B	B	B	B	B	C	C	C

CHAPTER 4: MULTI-MODAL PERFORMANCE MEASURES

Beginning in 1995, the Transit LOS Standard element of the San Mateo County CMP was replaced with the Performance Measure element. Four Performance Measures were selected and incorporated in the 1997 CMP Update and used each update cycle through 2009. The four measures are used to measure the performance of the overall multi-modal transportation system, including non-automotive modes. They are:



BART at South San Francisco station (Source: BART.gov)

- LOS;
- Travel times from single-occupant automobiles, carpools, and transit;
- Pedestrian and bicycle improvements; and
- Ridership/person throughput for transit.

This section presents the 2021 measurements of these performance measures and includes the historic results for context.

4.1: LOS

The levels of service of the CMP corridors and segments are included in the previous sections of this monitoring report. The results show that no roadway segments or intersections exceeded their respective LOS standard following reflection of the interregional trips.

4.2: Travel Times for Single-Occupant Automobiles, Carpools, and Transit

This multi-modal performance measure compares the travel time of the various modes available in the US 101 corridor from the Santa Clara County line to the San Francisco County line. Those include using the general purpose lanes, using the carpool lane for the limits available, or using transit via SamTrans or Caltrain.

The general-purpose travel times previously presented early in this report were the result of a two-month average between April and May 2021. Those included in **Table 16** for the single occupant vehicle represent the calculated INRIX travel time using the average speed over each TMC segment for each five-minute interval during each respective AM and PM peak period. The HOV travel times are based on five runs in the field for the limits of the HOV between the Santa Clara County line and Whipple Avenue summed with the INRIX results for the balance of the route to the San Francisco County line on the north. Therefore, the HOV portion represents a far smaller sample size than an average for the peak period over two months.

The current limits of the carpool lane in San Mateo County are from the Santa Clara County line to Whipple Avenue. For those that are able to use this lane during the peak hours, the remainder of the run will take place in the general purpose lane.

Travel times for those using transit include the option to access SamTrans Route 398 along the US-101 corridor or Caltrain. The travel times for the transit options are represented based on the published schedules during the April-May 2021 monitoring period. Actual data collection for these routes was not performed but is shown consistent with methods used in previous LOS monitoring studies.

The travel times for the various mode options are included in **Table 16** below. The table includes the respective travel times, listed by direction and peak periods, for the current reporting period as well as previous years back to 2011.

The results will show that travel times have greatly improved in the general purpose and HOV lane along US-101 from 2019 to 2021, in some cases improving by as much as 12 minutes (PM southbound). This is primarily due to the COVID-19 reduction in traffic that has caused travel times and speeds to improve on freeways across San Mateo County (according to the LOS monitoring results in Chapter 3). Travel time savings using the HOV lane are minimal compared to the general purpose lanes, with the HOV lane travel time actually exceeding single occupancy travel time in the AM northbound direction. This can again be attributed to the reduced congestion during the pandemic.

Caltrain operated reduced service during the pandemic and at the time of monitoring was not running the Baby Bullet express. As such, the travel time on Caltrain increased slightly in both directions in both the AM and PM peak periods, but not significantly. The greatest increase was six minutes in the AM northbound direction.

Established in August 2019, SamTrans Route 398 provides service from the Redwood City Transit City to San Francisco via El Camino Real and US-101 in the AM and PM peak periods, with small detours to the San Bruno BART Station and San Francisco International Airport. The route will run hourly from 5:07 a.m. to just after midnight on weekdays, and 5:50 a.m. to 11:10 p.m. on weekends. Travel times in the northbound direction either stayed close to the same or increased slightly. Southbound travel times improved slightly from 2019.

Table 16: Multi-Modal Travel Times Along US-101 Corridor (in minutes)

Mode	AM Peak Period											PM Peak Period												
	Northbound						Southbound					Northbound						Southbound						
	21	19	17	15	13	11	21	19	17	15	13	11	21	19	17	15	13	11	21	19	17	15	13	11
Single Occupancy Auto	23	28	32	37	28	29	22	40	35	37	41	34	24	40	36	44	30	32	26	32	32	38	33	40
Carpool – HOV Lane	24	26	32	36	32	28	22	38	34	34	37	30	24	40	36	45	37	30	26	31	32	35	32	35
Caltrain (Palo Alto to approx. SF County Line near Bayshore Station)	46	40	40	39	23	35	46	43	44	43	27	31	44	40	40	38	24	34	44	39	38	38	23	35
SamTrans Route 398 (Redwood City Station to SF)	65	57	80	80	68	76	67	74	-	-	73	81	84	83	-	-	72	81	63	74	91	91	74	78

4.3: Pedestrian and Bicycle Improvements

The purpose of this performance measure is to maintain a focus on non-vehicular alternatives. This should be reflected in connectivity to transit and other modes to not only make connections convenient, but safe and attractive. During the CMP update process, seven-year Capital Improvement Program (CIP) projects are identified and evaluated. The top-ranked projects are forwarded to MTC to be evaluated in the regional process for State and Federal funding.

C/CAG developed the San Mateo County Comprehensive Bicycle and Pedestrian Plan in 2011 to address the planning, design, funding, and implementation of bicycle and pedestrian projects of countywide significance. The Plan includes a policy framework to guide and evaluate implementation of projects identified by the local implementing cities/towns and the County. To maximize funding available for bikeway projects, the Plan emphasizes projects that improves safety, promote access to jobs, and located within high population as well as employment densities. The Plan also establishes geographical focus areas for countywide investment in pedestrian infrastructure.

The San Mateo County Comprehensive Bicycle and Pedestrian Plan was subsequently updated in 2021 and adopted by the C/CAG Board at their June 2021 meeting. The updated plan proposes 250 miles of bicycle projects and pedestrian projects that address gaps to transit, between jurisdictions, or are within pedestrian priority areas. In addition to the C/CAG plan, many cities and towns in San Mateo County have their own bicycle/pedestrian plans. At the time of writing, 13 of the 20 cities/towns in San Mateo County have an adopted bicycle, pedestrian, or active transportation plan, plus the unincorporated County. Three more are under development.

Bicycle and pedestrian counts were conducted at all 16 CMP intersections and 17 Companion Network intersections during the AM and PM peak period, as well as at eight Coastside intersections during the Saturday AM, Mid-Day, and PM peak periods. **Tables 17-19** detail the results of these counts.

Table 17: CMP Intersection Bicycle and Pedestrian Counts

ID	Intersection	Peak Period	Total Bikes	Total Pedestrians
1	Bayshore Blvd/Geneva Ave	AM	18	16
		PM	8	12
2	SR-35/John Daly Blvd	AM	7	6
		PM	2	3
3	SR 82/John Daly Blvd/Hillside Ave	AM	4	116
		PM	11	198
4	SR-82/San Bruno Ave	AM	1	40
		PM	3	70
5	SR-82/Millbrae Ave	AM	2	51
		PM	2	48
6	SR-82/Broadway	AM	12	112
		PM	2	104
7	SR-82/Peninsula Ave	AM	0	26
		PM	4	35
8	SR-82/Ralston Ave	AM	6	64
		PM	8	94
9	SR-82/Holly St	AM	10	46
		PM	8	58
10	SR-82/Whipple Ave	AM	26	67
		PM	22	63
11	University Ave/SR-84	AM	6	8
		PM	10	12
12	Willow Rd/SR-84	AM	4	6
		PM	11	11

ID	Intersection	Peak Period	Total Bikes	Total Pedestrians
13	Marsh Rd/SR-84	AM	5	16
		PM	20	36
14	SR-84/Middlefield Rd	AM	23	80
		PM	32	102
15	SR-1/SR-92	AM	6	26
		PM	6	50
16	Main St/SR-92	AM	5	27
		PM	5	77

Table 18: Companion Network Intersection Bicycle and Pedestrian Counts

ID	Intersection	Peak Period	Total Bikes	Total Pedestrians
17	SR-82/3rd Ave	AM	10	165
		PM	8	141
18	Skyline Blvd/SR-92	AM	9	4
		PM	7	6
19	Holly St/Industrial St	AM	8	14
		PM	9	11
20	Whipple Ave/Veterans Blvd	AM	2	22
		PM	5	30
21	Marsh Rd/Middlefield Rd	AM	40	21
		PM	37	11
22	Sand Hill Rd/Santa Cruz Ave	AM	101	47
		PM	125	43
23	University Ave/Bay Rd	AM	12	89
		PM	23	99

ID	Intersection	Peak Period	Total Bikes	Total Pedestrians
24	SR-84/Alamedas de las Pulgas	AM	39	13
		PM	70	16
25	Portola Rd/Alpine Rd	AM	47	13
		PM	71	36
26	SR-35/SR-92	AM	5	0
		PM	1	0
27	El Camino Real/Mission Rd	AM	1	0
		PM	5	1
28	SR-1/Main St	AM	0	18
		PM	2	42
29	El Camino Real/Westborough Rd	AM	3	39
		PM	0	26
30	Capistrano Rd/SR-1	AM	4	41
		PM	9	33
31	S. Airport Blvd/San Bruno Ave	AM	5	1
		PM	3	1
32	SR-1/Reina Del Mar Ave	AM	0	13
		PM	4	24
33	SR-1/Cypress Ave	AM	3	2
		PM	13	4

Table 19: Weekend Intersection Bicycle and Pedestrian Counts

ID	Intersection	Peak Period	Total Bikes	Total Pedestrians
15	SR-1/SR-92	AM	11	39
		Mid-Day	33	49
		PM	6	47
16	Main Street/SR-92	AM	18	34
		Mid-Day	17	130
		PM	8	61
18	Skyline Blvd/SR-92	AM	29	18
		Mid-Day	147	43
		PM	63	19
26	SR-35/SR-92	AM	2	0
		Mid-Day	28	0
		PM	14	1
28	SR-1/Main St	AM	7	11
		Mid-Day	26	62
		PM	4	34
30	Capistrano Rd/SR-1	AM	8	54
		Mid-Day	37	87
		PM	14	89
31	SR-1/Reina Del Mar Ave	AM	15	31
		Mid-Day	30	157
		PM	7	76
33	SR-1/Cypress Ave	AM	9	0
		Mid-Day	21	8
		PM	7	0

The results of the counts show that bicycle and pedestrian activity varies across the peak periods and across the county. For the CMP intersections, the intersection with the highest bike activity in the AM peak period was SR-82/Whipple Avenue with 26 bikes, while in the PM peak period it was SR-84/Middlefield Road with 32 bikes. SR-82/John Daly Boulevard had the highest number of pedestrians in both the AM and PM peak periods with 116 and 198 pedestrians respectively. For the Companion Network intersections, Sand Hill Road/Santa Cruz Avenue had the highest amount of bike activity in the AM and PM peak periods with 101 and 125 bikes respectively. SR-82/3rd Avenue had the highest pedestrian activity in both peak periods with 165 and 141 pedestrians respectively. On the weekend, Skyline Boulevard/SR-92 had the highest amount of bike activity in all peak periods, with 29 bikes in the AM, 147 bikes in the Mid-Day, and 63 bikes in the PM peak periods. Capistrano Road/SR-1 had the highest pedestrian activity in the AM and PM peak periods (54 and 89 pedestrians respectively), while SR-1/Reina del Mar had the highest pedestrian activity in the Mid-Day peak period with 157 pedestrians.

4.4: Ridership/Person Throughput for Transit

The purpose of this performance measure is to document the number of patrons using the available transit options. Within San Mateo County, there are three options, including SamTrans, Caltrain, and BART. BART has six stations within San Mateo County: Daly City, Colma, South San Francisco, San Francisco International Airport, San Bruno, and Millbrae.

The COVID-19 pandemic caused a drastic decrease in ridership for transit agencies across San Mateo County. When comparing FY 19 with FY 21, SamTrans total ridership decreased by 58%, while Caltrain and BART saw more drastic decreases. Caltrain's ridership decreased by 92% between FY 19 and FY 21, while BART decreased by 87%. FY 21 was the first full fiscal year within the pandemic and as such the ridership losses can be more clearly seen here when compared with FY 19.

Annual ridership and average weekday ridership for FY 21 is presented in **Table 20** alongside historical data back to FY 17.

Table 20: Transit Ridership by Agency

Transit Agency	Annual Total				Average Weekday			
	FY 2021	FY 2019	FY2017	FY 2015	FY 2021	FY 2019	FY 2017	FY 2015
SamTrans	4,503,358	10,670,850	11,816,760	13,158,703	13,620	35,150	38,700	42,981
Caltrain	1,295,656	17,662,773	18,648,850	18,995,161	4,099	63,597	62,190	58,245
BART (Colma and Daly City)	1,211,716	7,741,549	7,818,023	8,155,340	3,934	26,483	25,269	28,050
BART (South San Francisco, San Bruno, SFO, and Millbrae)	1,312,774	11,261,768	12,102,872	12,614,731	4,236	37,687	39,989	40,741
Combined Transit	8,323,504	47,336,940	50,386,505	52,923,935	25,889	162,917	166,148	170,017

Sources: SamTrans staff, Caltrain staff, BART website

CHAPTER 5: OTHER PERFORMANCE METRICS



Ralston Avenue in Belmont, one of the Companion Network segments

In addition to the LOS monitoring and multi-modal performance metrics presented above, two additional metrics are offered to measure the status of the CMP network in San Mateo County: volume comparisons before and during the COVID-19 pandemic, and travel time reliability. Each is described below.

5.1: COVID-19 Pandemic Volume Comparisons

The COVID-19 pandemic has caused reductions in traffic across San Mateo County, which can be evidenced in the improved LOS on most of the roadway segments countywide (described in Chapter 3). During the process to collect traffic counts and analyze INRIX data, TJKM prepared charts comparing previously available data (either from 2017 or 2019) to current 2021 data to understand the precise change in traffic levels/travel speeds on San Mateo County's CMP network. These are presented below in **Tables 21-24**. Overall, roadway segment counts decreased by an average of 23% between 2017 and 2021, while intersection turning movement volumes decreased by an average of 21% between 2019 and 2021. Travel speeds increased by an average of 24% in the AM peak period and 20% in the PM peak period between 2017 and 2021. Note that 10 roadway segments in the CMP network utilize turning movement counts to derive their peak hour volume for V/C calculations. As there is more recent turning movement count data from 2019 than there is 72-hour count data from 2017 to compare, and these are presented in a separate table.

Table 21: Freeway Average Speed Comparisons – 2017 to 2021

Segment	Limits	Direction	Free Flow Speed	AM Peak Period			PM Peak Period		
				2021 Avg. Speed	2017 Avg. Speed	% Difference	2021 Avg. Speed	2017 Avg. Speed	% Difference
SR-1	SF County Line to Linda Mar Blvd	NB	55	55	56	-1%	54	59	-8%
		SB	55	55	64	-15%	54	55	-1%
SR-92	I-280 to US-101	EB	60	63	47	34%	59	37	59%
		WB	60	59	46	29%	60	50	20%
SR-92	US-101 to Alameda County Line	EB	60	64	65	-2%	56	29	95%
		WB	60	54	42	30%	65	63	4%
US-101	SF County Line to I-380	NB	65	66	43	52%	66	47	42%
		SB	65	66	54	23%	64	53	20%
US-101	I-380 to Millbrae Ave	NB	65	65	57	13%	63	55	15%
		SB	65	67	63	6%	44	47	-7%
US-101	Millbrae Ave to Broadway	NB	65	62	54	16%	61	54	13%
		SB	65	65	59	9%	52	51	1%
US-101	Broadway to Peninsula Ave	NB	65	61	50	23%	64	52	21%
		SB	65	62	50	26%	52	46	13%
US-101	Peninsula Ave to SR-92	NB	65	51	27	91%	63	41	55%

				AM Peak Period			PM Peak Period		
Segment	Limits	Direction	Free Flow Speed	2021 Avg. Speed	2017 Avg. Speed	% Difference	2021 Avg. Speed	2017 Avg. Speed	% Difference
		SB	65	65	23	176%	57	39	45%
US-101	SR-92 to Whipple Ave	NB	65	63	53	19%	47	24	96%
		SB	65	65	44	48%	62	59	6%
US-101	Whipple Ave to Santa Clara County Line	NB	65	64	52	22%	65	53	24%
		SB	65	66	40	67%	62	43	45%
I-280	SF County Line to SR-1 (North)	EB	65	69	57	21%	61	61	0%
		WB	65	67	70	-5%	65	68	-4%
I-280	SR-1 (North) to SR-1 (South)	EB	65	68	62	11%	59	59	-1%
		WB	65	68	63	9%	67	66	1%
I-280	SR-1 (South) to San Bruno Ave	EB	65	68	68	0%	67	60	13%
		WB	65	67	41	66%	65	68	-4%
I-280	San Bruno Ave to SR-92	EB	65	70	69	1%	71	62	15%
		WB	65	70	68	2%	70	71	-1%
I-280	SR-92 to SR-84	EB	65	70	70	-1%	71	61	15%
		WB	65	70	58	21%	70	66	6%
I-280	SR-84 to Santa Clara County Line	EB	65	69	72	-4%	70	44	59%

				AM Peak Period			PM Peak Period		
Segment	Limits	Direction	Free Flow Speed	2021 Avg. Speed	2017 Avg. Speed	% Difference	2021 Avg. Speed	2017 Avg. Speed	% Difference
		WB	65	69	68	2%	69	69	0%
I-380	I-280 to US-101	NB	65	63	38	65%	63	43	47%
		SB	65	60	58	3%	59	45	31%
I-380	US-101 to Airport Access Rd	NB	65	46	39	17%	44	39	12%
		SB	65	38	50	-24%	39	46	-17%

Table 22: Roadway Segment 72-Hour Volume Comparisons – 2017 to 2021

Route	Roadway Segment	Direction	AM Peak Period			PM Peak Period		
			2017 Peak Hour Volume	2021 Peak Hour Volume	% Difference	2017 Peak Hour Volume	2021 Peak Hour Volume	% Difference
SR-1	Linda Mar Blvd to Frenchmans Creek Rd	NB	591	497	-16%	742	534	-28%
		SB	564	429	-24%	746	611	-18%
SR-1	Frenchmans Creek Rd to Miramontes Rd	NB	914	815	-11%	1402	1239	-12%
		SB	1346	1080	-20%	1052	1107	5%
SR-1	Miramontes Rd to Santa Cruz County Line	NB	188	116	-38%	274	230	-16%
		SB	135	137	1%	368	262	-29%
SR-35	San Francisco County Line to Sneath Ln	NB	2127	857	-60%	1616	833	-48%
		SB	1327	544	-59%	1690	916	-46%
SR-35	Sneath Ln to I-280	NB	716	463	-35%	1276	785	-38%
		SB	1534	744	-51%	718	451	-37%
SR-35	I-280 to SR 92	NB	306	173	-43%	392	160	-59%
		SB	365	152	-58%	306	213	-30%
SR-35	SR-92 to SR-84	NB	116	74	-36%	132	98	-26%
		SB	92	78	-15%	136	101	-26%

Route	Roadway Segment	Direction	AM Peak Period			PM Peak Period		
			2017 Peak Hour Volume	2021 Peak Hour Volume	% Difference	2017 Peak Hour Volume	2021 Peak Hour Volume	% Difference
SR-35	SR-84 to Santa Clara County Line	NB	103	100	-3%	77	87	13%
		SB	32	46	44%	163	96	-41%
SR-82	3 rd Ave to SR-92	NB	1502	1323	-12%	1677	1317	-21%
		SB	1715	993	-42%	1700	1418	-17%
SR-82	SR-92 to Hillsdale Ave	NB	967	1164	20%	1227	1735	41%
		SB	937	967	3%	1019	1470	44%
SR-82	Hillsdale Ave to 42 nd Ave*	NB	N/A	625	N/A	N/A	1052	N/A
		SB	N/A	646	N/A	N/A	872	N/A
SR-82	SR-84 to Glenwood Ave	NB	925	1094	18%	1905	1630	-14%
		SB	2111	1546	-27%	1433	1712	19%
SR-82	Glenwood Ave to Santa Cruz Avenue	NB	910	594	-35%	1721	1139	-34%
		SB	1528	853	-44%	1535	899	-41%
SR-82	Santa Cruz Ave to Santa Clara County Line	NB	898	651	-28%	1606	1028	-36%
		SB	1615	769	-52%	1605	855	-47%
SR-84	SR-1 to Portola Rd	EB	294	205	-30%	122	156	28%

Route	Roadway Segment	Direction	AM Peak Period			PM Peak Period		
			2017 Peak Hour Volume	2021 Peak Hour Volume	% Difference	2017 Peak Hour Volume	2021 Peak Hour Volume	% Difference
		WB	88	108	23%	319	210	-34%
SR-84	Portola Rd to I-280	EB	338	319	-6%	308	197	-36%
		WB	262	212	-19%	309	178	-42%
SR-84	I-280 to Alameda de las Pulgas	EB	1629	1288	-21%	1721	1266	-26%
		WB	1978	1948	-2%	1895	1630	-14%
SR-84	Alameda de las Pulgas to US-101	EB	1959	1423	-27%	1609	1457	-9%
		WB	1632	1407	-14%	1858	1555	-16%
SR-84	US-101 to Willow Rd	EB	1698	712	-58%	2210	1530	-31%
		WB	2370	1565	-34%	1691	909	-46%
SR-84	Willow Rd to University Ave	EB	1347	994	-26%	3547	2482	-30%
		WB	3402	2169	-36%	1221	936	-23%
SR-84	University Ave to Alameda County Line	EB	1459	1021	-30%	5261	2790	-47%
		WB	4638	2831	-39%	1458	1163	-20%
SR-92	SR-1 to I-280	EB	1435	921	-36%	780	766	-2%
		WB	597	653	9%	1338	1067	-20%

Route	Roadway Segment	Direction	AM Peak Period			PM Peak Period		
			2017 Peak Hour Volume	2021 Peak Hour Volume	% Difference	2017 Peak Hour Volume	2021 Peak Hour Volume	% Difference
SR-109	Kavanaugh Drive to SR-84 (Bayfront Expwy.)	NB	637	485	-24%	1682	978	-42%
		SB	1716	739	-57%	490	406	-17%
SR-114	US101 to SR-84 (Bayfront Expressway)	NB	1088	485	-55%	1617	1213	-25%
		SB	1169	1040	-11%	1018	467	-54%
Mission St	San Francisco County Line to SR-82	NB	425	233	-45%	542	373	-31%
		SB	357	263	-26%	483	357	-26%

*New count location

Table 23: Roadway Segment Turning Movement Count Volume Comparisons – 2019 to 2021

Route	Roadway Segment	Direction	AM Peak Period			PM Peak Period		
			2019 Peak Hour Volume	2021 Peak Hour Volume	% Difference	2019 Peak Hour Volume	2021 Peak Hour Volume	% Difference
SR-82	San Francisco County Line to John Daly Blvd	NB	846	517	-39%	1048	836	-20%
		SB	804	512	-36%	1030	788	-23%
SR-82	John Daly Blvd to Hickey Blvd	NB	672	369	-45%	1003	774	-23%
		SB	704	448	-36%	913	695	-24%
SR-82	Hickey Blvd to I-380	NB	1536	890	-42%	1651	1257	-24%
		SB	974	767	-21%	1553	1310	-16%
SR-82	I-380 to Trousdale Dr	NB	1177	736	-37%	1313	1147	-13%
		SB	1189	971	-18%	1318	1080	-18%
SR-82	Trousdale Dr to 3 rd Ave	NB	952	733	-23%	1061	828	-22%
		SB	950	723	-24%	893	751	-16%
SR-82	42 nd Ave to Holly St	NB	715	525	-27%	1151	1006	-13%
		SB	964	642	-33%	953	961	1%
SR-82	Holly St to Whipple Ave	NB	732	625	-15%	1062	1061	0%
		SB	966	751	-22%	1140	1139	0%

Route	Roadway Segment	Direction	AM Peak Period			PM Peak Period		
			2019 Peak Hour Volume	2021 Peak Hour Volume	% Difference	2019 Peak Hour Volume	2021 Peak Hour Volume	% Difference
SR-82	Whipple Ave to SR-84	NB	1245	963	-23%	1493	1407	-6%
		SB	1185	838	-29%	1276	1212	-5%
Geneva Ave	San Francisco County Line to Bayshore Blvd	EB	1068	722	-32%	532	496	-7%
		WB	488	424	-13%	1090	848	-22%
Bayshore Blvd	San Francisco County Line to Geneva Ave	NB	744	438	-41%	800	926	16%
		SB	782	639	-18%	825	524	-36%

Note: These roadway segments use TMCs to derive their volumes. It includes all volumes approaching or moving away from the side of the intersection indicated in the 2017 Monitoring Report LOS calculation spreadsheets.

Table 24: Intersection Turning Movement Count Volume Comparisons – 2019 to 2021

ID	Roadway Segment	Peak Period	2019 Peak Hour Volume	2021 Peak Hour Volume	% Difference
1	Bayshore Blvd/Geneva Ave	AM	2485	1762	-29%
		PM	2546	2178	-14%
2	SR-35/John Daly Blvd	AM	3314	1796	-46%
		PM	3072	2264	-26%
3	SR-82/John Daly Blvd/Hillside Dr	AM	2413	1622	-33%
		PM	3195	2535	-21%
4	SR-82/San Bruno Ave	AM	4093	2420	-41%
		PM	4796	3617	-25%
5	SR-82/Millbrae Ave	AM	5007	3456	-31%
		PM	5490	4336	-21%
6	SR-82/Broadway	AM	2425	1862	-23%
		PM	2383	2012	-16%
7	SR-82/Peninsula Ave/Park Rd	AM	2563	1693	-34%
		PM	2395	2004	-16%
8	SR-82/Ralston Ave	AM	3575	2866	-20%
		PM	4251	3884	-9%

ID	Roadway Segment	Peak Period	2019 Peak Hour Volume	2021 Peak Hour Volume	% Difference
9	SR-82/Holly St	AM	2836	1969	-31%
		PM	3333	3037	-9%
10	SR-82/Whipple Ave	AM	3890	2958	-24%
		PM	4190	3925	-6%
11	University Ave/SR-84	AM	6162	4398	-29%
		PM	6581	4861	-26%
12	Willow Rd/SR-84	AM	4835	3550	-27%
		PM	5825	3853	-34%
13	Marsh Rd/SR-84	AM	4112	2695	-34%
		PM	3834	3110	-19%
14	Middlefield Rd/SR-84	AM	4944	4038	-18%
		PM	5113	5024	-2%
15	SR-1/SR-92	AM	1969	1921	-2%
		PM	2711	2627	-3%
16	SR-92/Main St	AM	1835	1794	-2%
		PM	2478	2279	-8%

5.2: Travel Time Reliability

Travel time reliability is the consistency or dependability in travel times, as measured from day-to-day and/or across different times of the day. Travel time reliability is significant to many transportation users. Driver's value reliability as it allows them to make better use of their time. Many transportation planners and decision makers have started to consider travel time reliability as a performance measure throughout the United States. A more extensive discussion of these measures can be found in the Federal Highway Administration (FHWA) publication *Travel Time Reliability*, including guidance on the calculation methodology and application of travel time reliability measures.

Travel time reliability measures are relatively new, but a few have proven effective. Most measures compare high-delay days to those with an average delay. The most effective methods of measuring travel time reliability are 90th or 95th percentile travel times, buffer index, and planning time index, explained in the following sections. Related measurements include average travel time and free flow travel time.

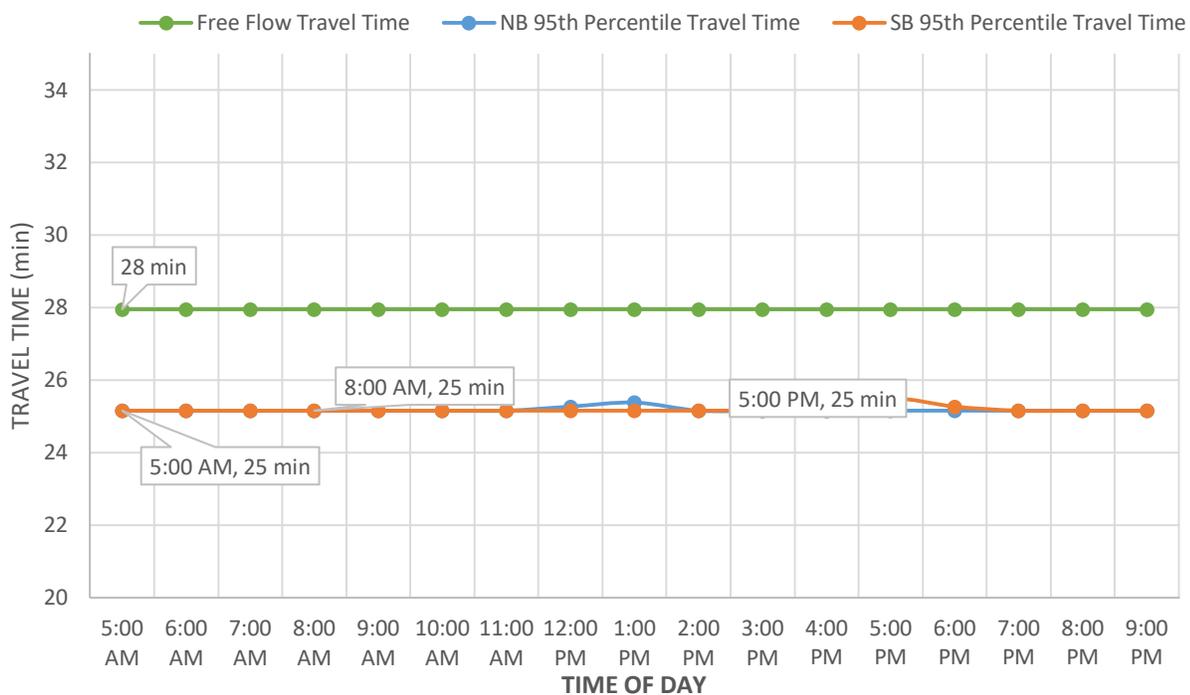
This method, the *90th or 95th percentile travel times*, is perhaps the simplest method to measure travel time reliability. It estimates how bad delay will be on specific routes during the heaviest traffic days. The one or two bad days each month mark the 95th or 90th percentile, respectively. Users familiar with a route (such as commuters) can see how bad traffic is during those few bad days and plan their trips accordingly. This measure is reported in minutes.

The *buffer index* represents the extra time (or time cushion) that travelers must add to their average travel time when planning trips to ensure on-time arrival. For example, a buffer index of 40% means that for a trip that usually takes 20 minutes a traveler should budget an additional eight minutes to ensure on-time arrival. The additional eight minutes is called the buffer time. Therefore, the traveler should allow 28 minutes for the trip in order to ensure on-time arrival 95% of the time.

The *planning time index* represents how much total time a traveler should allow to ensure on-time arrival. While the buffer index shows the *additional* travel time that is necessary, the planning time index shows the *total* travel time that is necessary. The Planning Time Index is the ratio of the 95th percentile travel time to the free-flow travel time. For example, a planning time index of 1.60 means that for a trip that takes 15 minutes in light traffic a traveler should budget a total of 24 minutes to ensure on-time arrival 95% of the time.

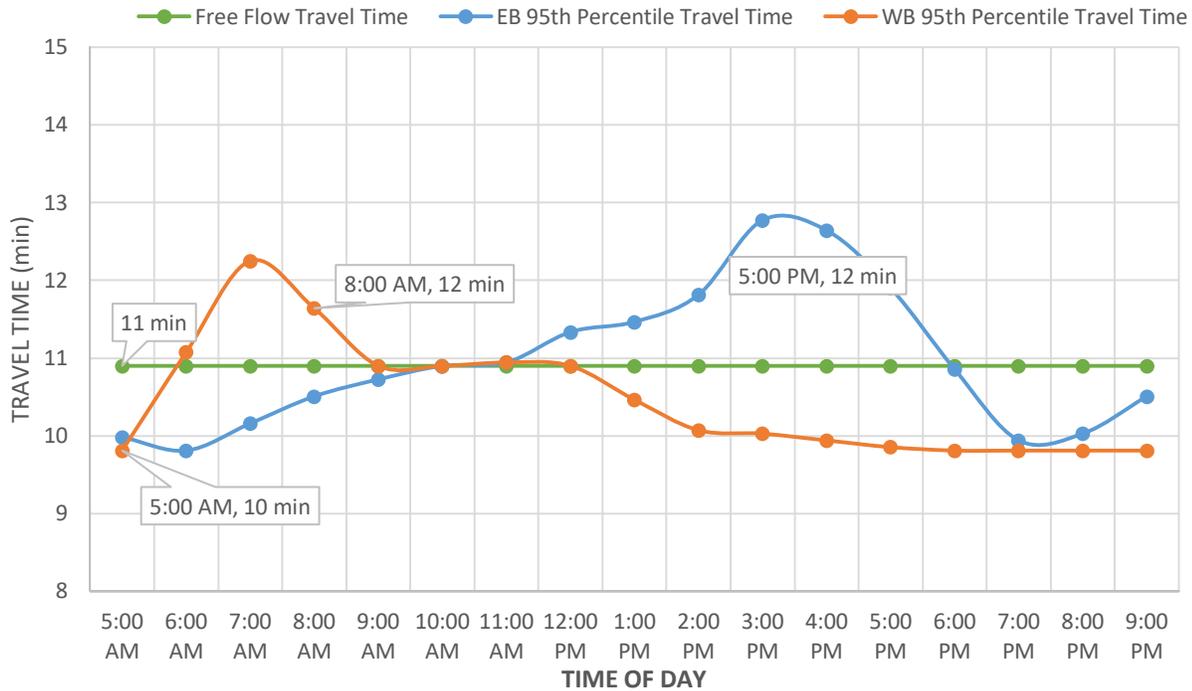
As an added value task, TJKM prepared travel time reliability charts for all freeways in San Mateo County where the data was available. This included I-280, SR-92 (I-280 to Alameda County Line), and US-101. Charts were prepared for the entire freeway from one end of the county to the other (with the exception of SR-92 as noted above). Each graph compares the travel time along the corridor under free flow conditions to the northbound/eastbound and southbound/westbound 95th percentile travel times between 5am-9pm. Planning time index data was collected by TJKM from the Caltrans Performance Measurement System (PeMS) for midweek days during April/May 2021, excluding holidays and any days with adverse weather. Caltrans assumes a free flow speed of 60 miles per hour (mph) for calculating free flow travel time. As this speed is below the posted speed limit of 65 mph, speeds increase during off peak times and result in actual 95th percentile travel times below the calculated free flow travel time.

Figure 22: Travel Time Reliability Chart – I-280



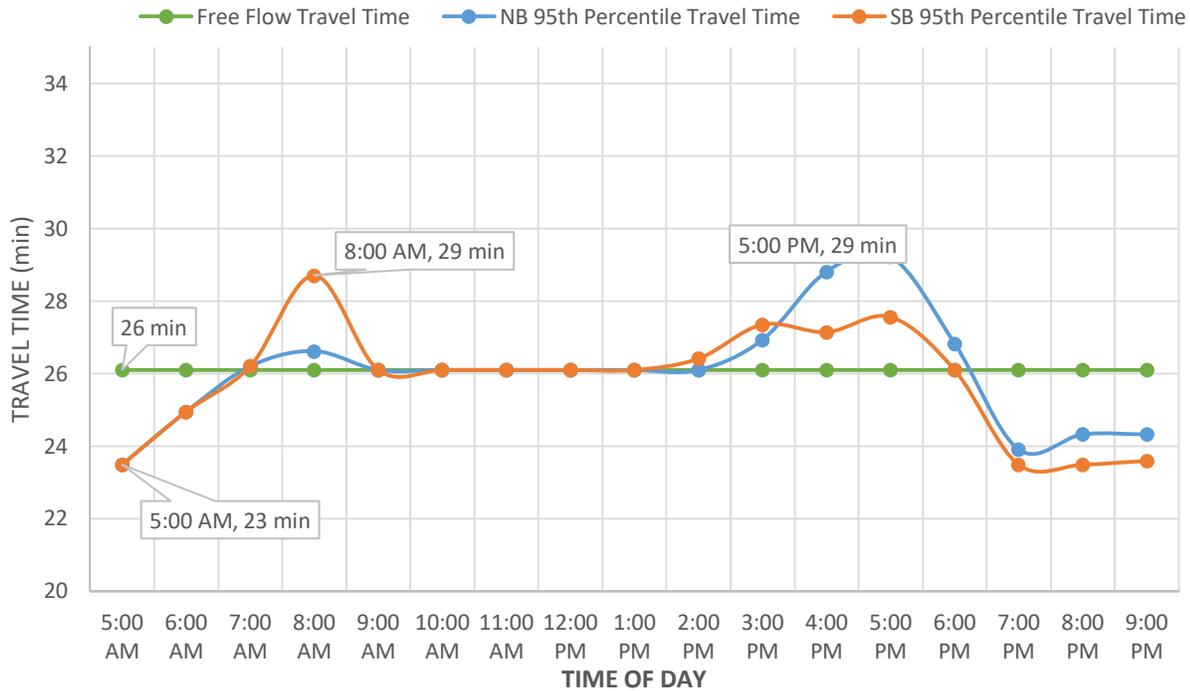
On I-280, travel times remained steady throughout the day with little congestion causing them to increase. The maximum travel time was 25 minutes in both the AM and PM peak, compared to the free flow travel time of 28 minutes assuming a speed of 60 mph. Neither the AM or PM peak period experienced any significant delays. Travel times have been greatly reduced on the I-280 corridor as a result of the COVID-19 pandemic reduction in traffic.

Figure 23: Travel Time Reliability Chart – SR-92



On SR-92, WB travel times are highest in the AM peak period with a maximum travel time of just over 12 minutes at 7am. EB travel times are highest just before the PM peak period, with the peak occurring at just under 13 minutes around 4pm. In both directions, travel times reduced below the free flow travel time of 11 minutes, reducing to as low as 10 minutes in the early morning and late evening as congestion dissipated. The trends in this chart follow the typical commute patterns on SR-92, as commuters travel from the East Bay to San Mateo County for work in the morning, then the reverse in the afternoon.

Figure 24: Travel Time Reliability Chart – US-101



On US-101, SB travel times increased in both the AM and PM peak period, reaching as high as 29 minutes near 8am. NB travel times were highest in the PM peak period, also peaking at 29 minutes around 5pm. Both directions reduced below the free flow travel time of 26 minutes in off-peak hours. The COVID-19 pandemic has caused traffic reductions on US-101, causing more favorable travel times that are overall close to the free flow speed despite some peak period variance.

CHAPTER 6: NEXT STEPS

6.1: 2021 CMP Conformance

As discussed earlier, no roadway segments or intersections were found to be outside the established LOS standards after interregional reductions. The C/CAG Board approved the Countywide Congestion Relief Plan (CRP), which is a countywide deficiency plan to address these and future deficiencies. This Plan will relieve all San Mateo County jurisdictions - 20 cities/towns and the County - from having to develop and implement individual deficiency plans for current LOS changes and any that may be detected in future years. No actions or corrective measures are required and all jurisdictions are considered in conformance.



Pedestrian approaching El Camino Real (SR-82) in Colma

6.2: CMP Update

The next step in the CMP process is to complete the 2021 CMP Update. TJKM is preparing the document on behalf of C/CAG. This Monitoring Report will be included as an appendix to the CMP Report.

APPENDIX G: STATUS OF CAPITAL IMPROVEMENT PROJECTS

STATUS OF CAPITAL IMPROVEMENT PROJECTS - DRAFT

Program Year	Program	Type	Jurisdiction	Project Description	Amount	Funding Obligation Pending	Funding Fully Obligated	Under Construction	Completed
2011/12	CMAQ		Burlingame	Burlingame Ave. and Broadway Distric	\$ 301,000				X
2011/12	STIP	Highway	Caltrans	Aux lane landscaping #700B - 2-yr plant establishmen	\$ 33,000				X
2011/12	TDA Art 3	Bike Ped	County of San Mateo	Crystal Springs Regional Trail South of Highway 92	\$ 194,549				X
2011/12	CMAQ		Daly City	Citywide Accessibility	\$ 420,000				X
2011/12	TDA Art 3	Bike Ped	Half Moon Bay	Highway 1 Trail Extension - Seymour to Wavcrest Road	\$ 250,000				X
2011/12	CMAQ		Half Moon Bay	Hwy 1 Bicycle Pedestrian Trail	\$ 420,000				X
2011/12	TDA Art 3	Bike Ped	Menlo Park	Alpine Road Bike Lane Improvement	\$ 78,000				X
2011/12	STP	LSR	Menlo Park	2010/11 Resurfacing	\$ 385,000				X
2011/12	CMAQ	Bicycle	Redwood City	Skyway/Shoreline Bike Route (PE	\$ 38,000				X
2011/12	TDA Art 3	Bike Ped	Redwood City	Brewster Avenue Bicycle Improvement	\$ 107,640				X
2011/12	CMAQ	Bicycle	Redwood City	Skyway/Shoreline Bike Route	\$ 218,000				X
2011/12	CMAQ		Redwood City	Bair Island Bay Trail Improvemen	\$ 337,000				X
2011/12	CMAQ		San Bruno	Transit Corridor Pedestrian	\$ 265,000				X
2011/12	CMAQ		San Bruno	Street Median and Grand	\$ 654,000				X
2011/12	STP	LSR	San Carlos	Pavement Rehab Program	\$ 319,000				X
2011/12	CMAQ		San Carlos	East Side Community Transi	\$ 1,795,304				X
2011/12	TDA Art 3	Bike Ped	San Mateo	Downtown Bicycle Parking	\$ 98,783				X
2011/12	CMAQ		San Mateo	El Camino Real Phase 1 Improvemen	\$ 203,000				X
2011/12	TDA Art 3	Bike Ped	San Mateo	Bay to Transit Trail - Phase 1	\$ 312,000				X
2011/12	CMAQ	Bicycle	San Mateo	Delaware Street Bike Lane	\$ 545,000				X
2011/12	CMAQ		San Mateo County	CSRT South of Dam Conversion	\$ 300,000				X
2011/12	STP		San Mateo County	Resurfacing of Pescadero Creek Roac	\$ 985,011				X
2011/12	STIP	Highway	SMCTA	US 101/Willow Interchange Reconstruction	\$ 4,500,000				X
2011/12	STIP	Highway	SMCTA/Pacifica	Hwy 1 San Pedro Creek Bridge Replacemen	\$ 3,000,000				X
2011/12	TDA Art 3	Bike Ped	South San Francisco	Pedestrian Crossing Improvements at El Camino H.S	\$ 98,000				X
2011/12	CMAQ		South San Francisco	Regional Gap	\$ 261,000				X
2012/13	STIP	Highway	C/CAG	San Mateo County Smart Corridor - Segment .	\$ 1,977,000				X
2012/13	TDA Art 3	Bike Ped	Redwood City	Bike Route Sign/Detectors/Racks	\$ 42,792				X
2013/14	TDA Art 3	Bike Ped	Burlingame	Ped/Bike Bridge Connection	\$ 136,000				X
2013/14	CMAQ	Bike Ped	Caltrans	Reconstruct U.S. 101/Broadway interchange - Bike/ Ped components	\$ 3,613,000				X
2013/14	Regional SR2S	SR2S	C/CAG	San Mateo County Safe Routes to School Program	\$ 1,905,000				X
2013/14	CMAQ	Bike Ped	Pacifica	Replace San Pedro Creek Bridge over Route 1 - Bike/ Ped components	\$ 1,141,000				X
2013/14	CMAQ	TLC	San Carlos	San Carlos PDA Connectivity Project	\$ 125,000				X
2013/14	CMAQ	TLC	San Carlos	El Camino Real Lighting and Landscaping (Grand Boulevard Initiative)	\$ 182,000				X
2013/14	STIP	Highway	SMCTA	US 101/ Broadway Interchange	\$ 23,218,000				X
2014/15	STP	LSR	Atherton	Atherton/Fair Oaks/Middlefield Maintenance project	\$ 285,000				X
2014/15	STP	LSR	Belmont	2014/15 Belmont Pavement Reconstruction Project	\$ 534,000				X
2014/15	TDA Art 3	Bike Ped	Belmont	Comprehensive Bicycle and Pedestrian Plan	\$ 37,500				X
2014/15	CMAQ	Bike Ped	Burlingame	Carolan Avenue Complete Streets Improvement Project	\$ 986,000				X
2014/15	TDA Art 3	Bike Ped	City of San Mateo	Pedestrian and Bicycle Infrastructure Upgrade	\$ 200,000				X
2014/15	CMAQ	Bike Ped	County of San Mateo	Semicircular Road Pedestrian and Bicycle Access Improvement Project, North Fair Oaks Area	\$ 320,000				X
2014/15	STP	LSR	Daly City	Callan Boulevard and King Drive Resurfacing	\$ 560,000				X
2014/15	TDA Art 3	Bike Ped	Daly City	Geneva Ave. Bike and Ped Improvement	\$ 375,000				X
2014/15	TDA Art 3	Bike Ped	East Palo Alto	Bike/Ped Access to Services	\$ 108,820				X
2014/15	STP	LSR	Menlo Park	2014-2015 Resurfacing of Federal Aid Routes	\$ 427,000				X
2014/15	CMAQ	Bike Ped	Menlo Park	El Camino Real, Valaparaíso Avenue, Glenwood Avenue, and Middlefield Road Bike/Ped Safety	\$ 797,000				X
2014/15	TDA Art 3	Bike Ped	Menlo Park	Citywide Bicycle and Pedestrian Enhancement	\$ 347,860				X
2014/15	STP	LSR	Millbrae	2014 Millbrae Street Repair Project	\$ 445,000				X
2014/15	TDA Art 3	Bike Ped	Millbrae	Bicycle and Pedestrian Transportation Plan	\$ 62,500				X
2014/15	STP	LSR	Pacifica	FY 2014-15 Linda Mar Boulevard Pavement Rehabilitation	\$ 431,000				X
2014/15	CMAQ	TLC	Pacifica	Palmetto Avenue Streetscape	\$ 1,000,000				X
2014/15	TDA Art 3	Bike Ped	Pacifica	Warning Lights Crosswalk	\$ 140,000				X
2014/15	STP	LSR	Portola Valley	2014/2015 Town of Portola Valley Resurfacing Project	\$ 224,000				X
2014/15	STP	LSR	Redwood City	2014/2015 Town of Portola Valley Resurfacing Project	\$ 548,000				X
2014/15	CMAQ	Bike Ped	Redwood City	Middlefield Road Streetscape Project	\$ 1,752,000				X
2014/15	TDA Art 3	Bike Ped	Redwood City	Safe Routes to School Improvement	\$ 46,220				X
2014/15	CMAQ	TLC	San Bruno	Transit Corridor Pedestrian Connectivity Improvement - Huntington Landscaping Improvement	\$ 735,000				X
2014/15	TDA Art 3	Bike Ped	San Bruno	Bicycle and Pedestrian Master Plan	\$ 100,000				X

STATUS OF CAPITAL IMPROVEMENT PROJECTS - DRAFT

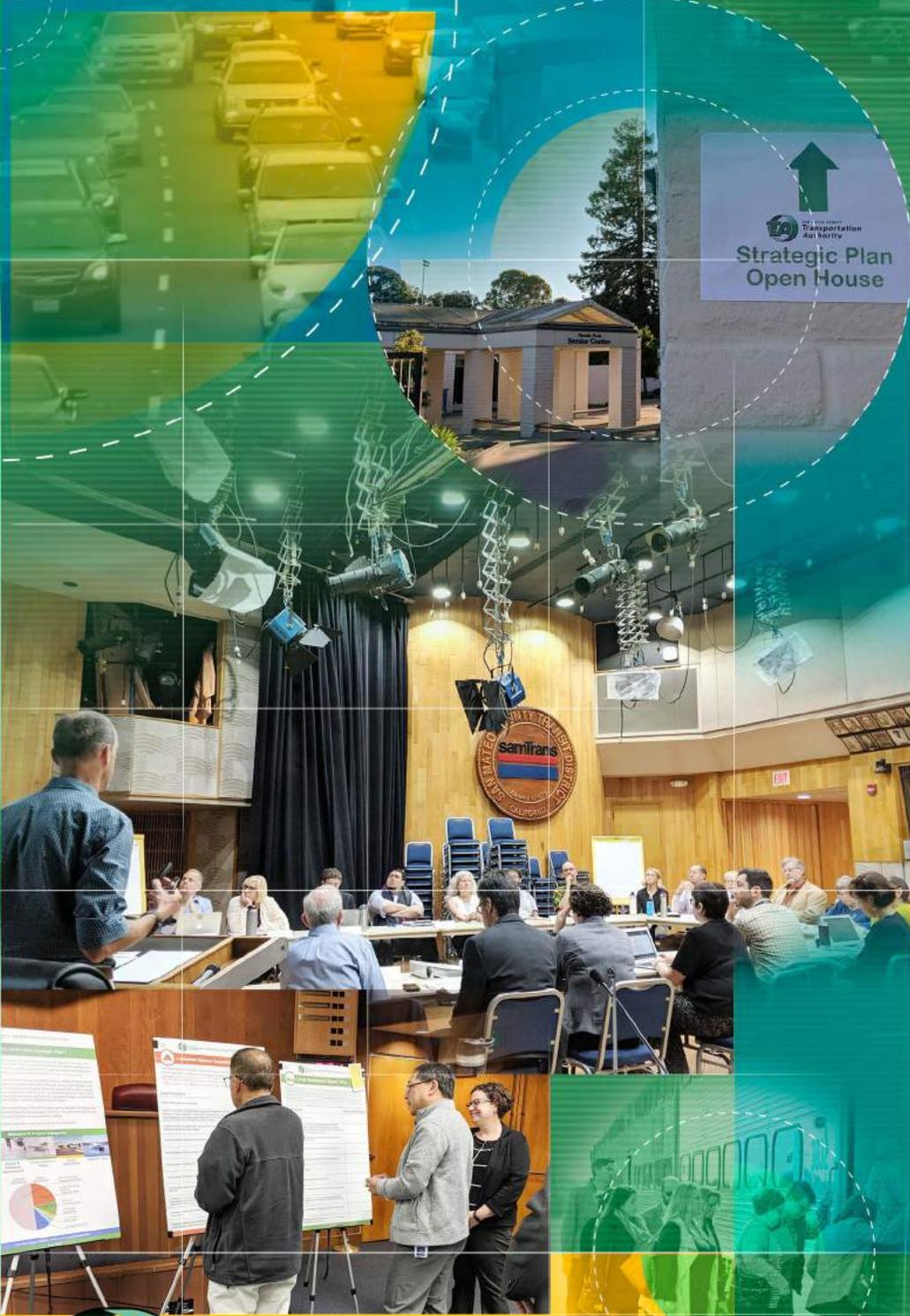
Program Year	Program	Type	Jurisdiction	Project Description	Amount	Funding Obligation Pending	Funding Fully Obligated	Under Construction	Completed
2014/15	STP	LSR	San Carlos	Crestview Drive Pavement Rehabilitation-Phase 2	\$ 412,000				✗
2014/15	CMAQ	TLC	San Carlos	San Carlos PDA Connectivity Project	\$ 725,000				✗
2014/15	TDA Art 3	Bike Ped	San Carlos	N-S Bikeway Sign and Detector	\$ 83,500				✗ X
2014/15	STP	LSR	San Mateo	Street Rehabilitation in Priority Development Areas (PDAs)	\$ 270,000				✗
2014/15	CMAQ	TLC	San Mateo	North Central Pedestrian Infrastructure Improvements	\$ 1,000,000				✗
2014/15	TDA Art 3	Bike Ped	San Mateo	Bay to Transil Trail - Phase I	\$ 312,000				✗
2014/15	CMAQ	TLC	South San Francisco	South San Francisco Grand Boulevard Project	\$ 150,000				✗
2014/15	TDA Art 3	Bike Ped	South San Francisco	Pedestrian Crossing Improvements	\$ 98,000				✗ X
2015/16	CMAQ	TLC	Belmont	Belmont Avenue Pedestrian Route Improvements	\$ 250,000				✗
2015/16	CMAQ	Bike Ped	Belmont	Old County Road Bike and Pedestrian Improvement Project	\$ 270,000				✗
2015/16	CMAQ	TLC	Daly City	John Daly Boulevard Streetscape Improvement	\$ 1,000,000				✗
2015/16	CMAQ	TLC	East Palo Alto	Bay Rd. Improvement Phase II and III	\$ 1,000,000				✗
2015/16	CMAQ	TLC	San Mateo	Citywide Crosswalk Improvement Project	\$ 368,000				✗
2015/16	CMAQ	Bike Ped	South San Francisco	SSF Citywide Sidewalk Gap Closure Project	\$ 357,000				✗
2015/16	CMAQ	TLC	South San Francisco	South San Francisco Grand Boulevard Project	\$ 850,000				✗
2016/17	TDA Art 3	Bike Ped	Atherton	Middlefield and Oak Grove Complete Street Improvements	\$ 124,200				✗
2016/17	STIP	Highway	C/CAG	Phase 2 (ENV) at SR 92/US 101 Interchange Vicinity	\$ 5,000,000				✗
2016/17	STIP	Highway	C/CAG	US 101 High Occupancy/Express Lane Project	\$ 9,399,000				✗
2016/17	TDA Art 3	Bike Ped	Daly City	Westmoor Ave to Guadalupe Parkway Bike and Ped Improvements	\$ 154,750				✗ X
2016/17	TDA Art 3	Bike Ped	San Carlos	Hwy 101 Ped/Bike Overcrossing	\$ 400,000				✗
2016/17	STIP	Highway	San Mateo	Phase 1 - SR 92 Improvement at SR 92/US El Camino Real Interchange	\$ 5,000,000				✗
2016/17	TDA Art 3	Bike Ped	San Mateo	San Mateo Dr. Ped and Bike Improvement	\$ 400,000				✗
2016/17	TDA Art 3	Bike Ped	San Mateo County	Bicycle Routes and Rules	\$ 21,050				✗
2016/17	STIP	Highway	SMCTA	US 101 Willow Interchange Reconstruction	\$ 19,552,000				✗
2016/17	TDA Art 3	Bike Ped	South San Francisco	Linden Ave Complete Streets Safety Project	\$ 400,000				✗
2017/18	STIP	Highway	C/CAG	Countywide ITS Project	\$ 4,298,000				✗
2018/19	STIP	Highway	C/CAG	US 101 Managed Lane Project from Santa Clara County Line to I-380	\$ 33500000*			✗	✗

*Amount programmed in 2018 STIP

APPENDIX H: MEASURE A PROGRAM STRATEGIC PLAN

Strategic Plan 2020-2024

 **Strategic Plan
Open House**



**SAN MATEO COUNTY
Transportation
Authority**



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Representing San Mateo County
Board of Supervisors

Emily Beach, Vice Chair

Representing Cities at Large

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An Chen	Olma O'Neill
Ken Chen	Dave Reed
Steven Green	Mario Rendon
Rich Hedges	Daniel Ross-Jones
Naomi Hsu	

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Appendix B: Measure A Highway Pipeline Projects

Appendix C: Measure W Core Principle Weightings by Program from SAG, TAG and Public Survey

Appendix D: Proposed Evaluation Criteria from SAG and TAG

Appendix E: Evaluation Criteria for the Competitive Measure A and W Programs

Appendix F: Summary of Federal, State, Local and/or Regional Transportation Funding Sources

Appendix G: Glossary of Acronyms

Appendix H: Summary of Public Comments Received on the Draft Strategic Plan

From the **Executive Director**



San Mateo County residents demonstrate a consistent willingness to invest in critical transportation infrastructure projects and programs that enhance mobility and improve the quality of life for all of our communities.

This support has been evident since the original approval of dedicated transportation investment when the San Mateo County Transportation Authority (TA) was formed in 1988 with the passage of Measure A, which was then reauthorized in 2004. Most recently, in 2018, San Mateo County voters passed Measure W, a half-cent sales tax estimated to generate roughly \$91 million per year. Together, with the existing Measure A half-cent sales tax, we can continue to invest in our future and move people faster, more efficiently, and help address congestion throughout the County.

The purpose of the TA's 2020-2024 Strategic Plan is to provide the policy framework and guidance for implementing both the ongoing Measure A Transportation Programs and the TA administered portion of the new Measure W Congestion Relief Plan. The TA is charting new territory by finding common ground between Measures A and W and developing one Strategic Plan that honors the spirit and mandates of both measures. Measure W is guided by Core Principles while Measure A's foundation is its Vision and Goals. Through extensive public outreach, leveraging the knowledge and diverse experiences of Stakeholder and Technical Advisors and with significant input from members of a TA Board Ad Hoc Committee, staff, expert consultants, and the general public, the needs of both measures can be met through the programs and processes laid out in the following pages.

Congestion relief will take many forms over the next several decades from increasing person throughput on our highways by building express lanes, improving safety and local mobility with more rail-road grade separations, maintaining and expanding first last mile connections to mainline transit service by overcoming barriers to walking and bicycling and improving local shuttle service, and supporting and expanding high quality regional transit to better connect the County to the greater Bay Area region.

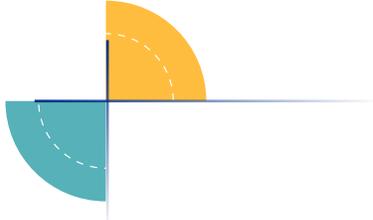
This Strategic Plan takes a modern approach that focuses on moving the most people possible, minimizing the traffic impacts of regional growth, and investing in all modes of travel. It serves as the roadmap for the next five years to provide a more balanced functioning transportation system that improves connections between people and places, lays the foundation to promote smart growth, supports economic development, provides an array of choices and promotes geographic and social equity.

We hope you find this Strategic Plan helpful in understanding what the TA does and how Measures A and W funding will be assessed for allocation over the next five years.

A handwritten signature in blue ink, appearing to read 'Jim Hartnett'. The signature is fluid and cursive, written over a white background.

Jim Hartnett
Executive Director

The remaining 50% of Measure W is administered by the San Mateo County Transit District (SamTrans).



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Section 1

Introduction and Background

The San Mateo County Transportation Authority (TA) Strategic Plan, for the years 2020-2024, represents an important milestone in the use of voter-approved funds to implement transportation projects and programs in San Mateo County. It is a five-year plan that identifies the policies, procedures, and methods for administering the expenditure of funds generated by Measure A and 50 percent of funds generated by Measure W. It is the initial strategic plan providing guidance for all of Measure W program categories except for County Public Transportation Systems, which will be administered by the San Mateo County Transit District (SamTrans).

In 1988, San Mateo County voters approved Measure A, a 20-year half-cent sales tax to fund and leverage other funding sources for transportation projects and programs in San Mateo County. The approval of Measure A created the San Mateo County Transportation Authority (TA) to manage and administer the new sales tax revenue. The TA is governed by a seven-member Board of Directors tasked with the administration of the Transportation Expenditure Plan (TEP). The Board of Directors sets the overall policy direction for the TA and is comprised of: two Board members appointed by the Board of Supervisors; four Board members appointed by the City Selection Committee to represent North County, Central County, South County, and Cities at Large; and one Board member appointed by SamTrans. A 15-member Citizens Advisory Committee, appointed by the Board, serves as a liaison between the public and the Board of Directors. The Measure A TEP lists projects and programs, as identified by the cities, local agencies, and citizens of San Mateo County, and includes funding for multiple modes to help meet the County's transportation needs.

San Mateo County is one of 25 "self-help" counties in California that chose to tax itself in order to help address the County's transportation needs. The TA has thus been able to accelerate the completion of major projects by bridging funding gaps and leveraging other fund sources. The 1988 Sales Tax Measure expired on December 31, 2008. In 2004, San Mateo County voters reauthorized the Measure A

half-cent sales tax and the adoption of a new TEP for an additional 25 years (2009-2033).

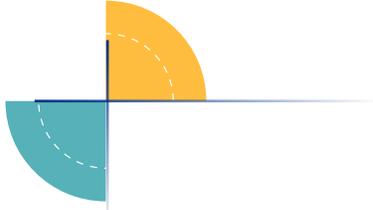
Building off the success of Measure A, while trying to keep up with the pace of change in the region, San Mateo County voters approved Measure W in November 2018, which was the culmination of efforts supported by an extensive outreach process to better understand and meet the County's mobility needs. Measure W provides an additional half-cent transportation sales tax for 30 years, which supplements Measure A sales tax revenue in support of countywide transportation improvements.

The Measure A TEP requires the TA to develop and adopt a Strategic Plan and that it be updated at least once every five years. The Measure W TEP, otherwise known as the San Mateo County Congestion Relief Plan, also requires the TA to prepare a Strategic Plan with broad-based public outreach.

The purpose of the Plan is to provide policy guidance for the implementation of Measure A and Measure W transportation sales tax programs that the TA is tasked with administering. This Plan provides:

- A description and the results of the robust public communication and outreach effort that was conducted during its preparation
- The policy framework for program implementation, including:
 - Evaluation criteria/prioritization for project selection
 - Processes to initiate projects
 - Options for how the TA can become more proactive with project development and implementation
 - Initiatives to support additional project and program implementation efforts, which are further outlined in **Section 8**

It is essential to emphasize that this plan is a living document that will continue to evolve as the TA implements the Measure A and Measure W programs.



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Section 2

Measure A and W Programs Overview

The 2009-2033 Measure A Program began on January 1, 2009 and continues to generate sales tax revenues in San Mateo County for transportation facilities, services, and programs. The 2019-2049 Measure W Program was approved on November 6, 2018 with the collection of revenue beginning July 1, 2019. The following section discusses the expenditure goals and guidelines for the two transportation funding programs.

2.1 Measure A (2009-2033)

Goals

The Measure A Transportation Expenditure Plan (TEP) aims to:

- Reduce commute corridor congestion
- Make regional connections
- Enhance safety
- Meet local mobility needs

Key Strategies

The Measure A TEP vision has also set forth several key strategies:

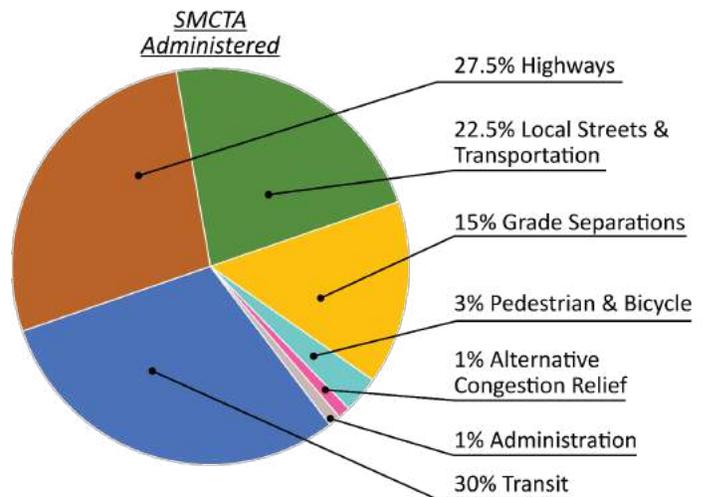
- Target key congested corridors for highway and transit improvements
- Continue to improve connections with regional transportation facilities
- Enhance safety in all aspects of the transportation system
- Meet local mobility needs, especially those of seniors and people with disabilities
- Meet the cities' and County's unique local transportation needs
- Leverage local, state, and federal funds
- Encourage transportation projects that support transit-oriented development

Program Category Details

The Measure A expenditure plan sets the specific

program categories and the mandated percentage split of the sales tax revenues to each of the six primary program categories: Transit, Highways, Local Streets/Transportation, Grade Separations, Pedestrian and Bicycle, and Alternative Congestion Relief Programs. The percentage share for each of the program categories is illustrated in **Figure 2-1** below. In addition, one percent of Measure A funds is set aside for administration purposes.

Figure 2-1: 2004 Measure A TEP Program Categories



The TEP outlines restrictions in the use of Measure A funds with the purpose of targeting funding to transportation projects in San Mateo County and maximizing the leveraging of other funding sources:

- Measure A funds may *not* be used to supplant existing funds and resources on projects
- Measure A funds may be used *only* for:
 - Transportation programs and projects as allowed in the TEP
 - Projects within San Mateo County, with the exception of system-wide Caltrain improvements and other projects that minimally extend into adjacent counties

The TEP further provides that "listed" projects are to be included in each Strategic Plan. A listed project is

a capital project in which the TA has programmed Measure A funding from the Highway, Grade Separations, and Pedestrian and Bicycle program categories. The TA can deprogram funding for a project, and thus remove a listed project from the Strategic Plan if requested by the project sponsor or if a sponsor fails to meet its obligations under the terms and conditions of the funding agreement for the project. An inventory of listed projects is contained in **Appendix A**. Note, going forward, the listed projects in Appendix A will be updated as needed and included in each subsequent Strategic Plan during the life of Measure A. The inventory of listed projects is not intended to be a comprehensive list of projects selected for funding from all the Measure A programs, nor an inventory of all projects eligible for Measure A funds in the future.

A description and purpose of each Measure A Program category is outlined in **Table 2-1**. Projected revenue for Measure A, in addition to Measure W, is included in **Table 4-1**.

Table 2-1: Measure A Program Category Details

Program Category	Description	Purpose
Transit		
<i>Caltrain (16%)</i>	Existing commuter rail system providing train service in San Francisco, San Mateo and Santa Clara counties	Upgrade and expand Caltrain system-wide services San Mateo County specific improvements; up to one half of funds may be used to support operations
<i>Local Shuttles (4%)</i>	Transit services provided with vehicles that are typically larger than vans and smaller than buses	Meet local mobility needs and provide access to regional transit
<i>Accessible Services (4%)</i>	Targeted transportation services for people that have special mobility needs	Provide paratransit and other transportation services to eligible seniors and people with disabilities
<i>Ferry (2%)</i>	Transit service provided by vessels on waterways	Establish ferry services in San Mateo County
<i>Dumbarton Corridor (2%)</i>	A key corridor connecting the East Bay with the Peninsula identified for future commuter rail service	Construct stations and rail enhancements in East Palo Alto, Menlo Park and Redwood City
<i>BART (2%)</i>	Existing heavy rail system providing train services in San Francisco, San Mateo, Alameda and Contra Costa counties	Maintain and operate BART extension in San Mateo County
Highways		
<i>Key Congested Areas (17.3%)</i>	Highways in San Mateo County	Reduce congestion and improve safety on highways
<i>Supplemental Roadways (10.2%)</i>	Local, collector, arterial, state route roadways in San Mateo County	Reduce congestion and improve safety on roadways
Local Streets / Transportation (22.5%)	Transportation services, roadways owned and maintained by the cities and County of San Mateo	Improve and maintain local transportation facilities and services
Grade Separations (15%)	Eliminate at-grade railroad crossings	Improve safety and relieve local traffic congestion
Pedestrian and Bicycle (3%)	Pedestrians and bicycle facilities	Encourage walking and bicycling
Alternative Congestion Relief Programs (1%)	Commuter alternatives and Intelligent Transportation Systems	Efficient use of transportation network and reduce reliance on automobiles

Note: Up to 1 percent of Measure A revenues may be used for TA staff salaries and benefits

Accomplishments over the Past Five Years

Over the past five years of the Measure A program, a number of accomplishments were achieved, as described below.

Processes and Plans

- Continued the established Call for Projects (CFP) process for several of the competitive program categories, including two rounds each of Highway, Shuttle and Pedestrian/Bicycle CFPs, and one Grade Separation CFP, programming over \$199 million to projects throughout the County
- Developed an unconstrained 10-Year Highway Capital Improvement Program (CIP) (FY 2016-2025) to better understand the magnitude of the Highway Program shortfall
- Developed a Congestion and Safety Performance Assessment of the State Highway System in San Mateo County in conjunction with the City/County Association of Governments of San Mateo County (C/CAG) to identify key hot spots in the highway network
- Provided funding support and actively participated in the SamTrans Mobility Management Plan Community Services Strategy to provide policy recommendations to improve performance of the jointly administered TA-C/CAG Local Shuttle Program that provides critical first/last mile connections to regional transit and improves local mobility

Key Projects and Programs Funded

Measure A has funded a number of key projects and programs throughout the County to meet the goals of the 2004 TEP. Following are key projects funded during the past five years:

Transit

- Caltrain upgrades and improvements, such as:
 - Peninsula Corridor Electrification Project (PCEP) - electrification of the Caltrain Corridor and purchase of electric multiple unit (EMU) trains – currently under construction
 - South San Francisco Caltrain Station Improvements Project - replacement of the existing station to meet current safety standards with improved access – currently under construction
 - San Mateo Bridges Project - replacement of four 100-plus-year-old railroad bridges in the City of San Mateo – completed in 2016
- **Shuttles:** The TA helps fund a robust shuttle system to provide critical first- and last-mile access to regional transit and meet local mobility needs
- **Ferry:** A financial feasibility study and cost/benefit analysis is underway to determine the viability of a new public ferry terminal with the operation of new public ferry service in Redwood City
- **Paratransit:** Approximately \$3.5 million is provided annually in support of the Paratransit Program, meeting the transportation needs of those with special mobility requirements

Highways

- SR 1 San Pedro Creek Bridge Replacement Project (Pacifica) – completed in 2016
- US 101/Broadway Interchange Reconstruction Project - reconstruction of one of the oldest interchanges in San Mateo County – completed in 2017
- SR 92 / SR 82 (El Camino Real) Interchange Improvements - conversion from a full to partial cloverleaf interchange. Backups and queuing on SR 92 have been reduced with wider on- and off-ramps – completed in 2018

- US 101 / Willow Interchange Improvements - conversion from full to partial cloverleaf interchange and replacement of the existing bridge structure with a wider one. Operational deficiencies caused by short weave movements between on-and off-ramps, and backups and upstream queuing on US 101 have been reduced. Cycle tracks for bicyclists included - completed in September 2019
- San Mateo US 101 Express Lanes, I-380 to terminus of Santa Clara County Express Lanes - creation of express lanes for use by HOV3+ (high-occupancy vehicles with three or more occupants), motorcycles and transit for free and other vehicles for a toll. Existing HOV lanes will be converted into express lanes south of Whipple Avenue (under construction) and new express lanes will be added from Whipple to I-380 (final design)

Grade Separations

- 25th Avenue Grade Separation - grade separation of the existing Caltrain crossing of 25th Avenue in San Mateo that includes the relocation and reconstruction of the Hillsdale Caltrain Station and extension of 28th and 31st Avenues underneath below - currently under construction
- Broadway Grade Separation - preliminary engineering and environmental work is ongoing for a grade separation of the existing Caltrain crossing of Broadway in Burlingame
- Ravenswood Avenue, South Linden Avenue/Scott Street and the Whipple Avenue Grade Separation Projects - planning work is underway to study potential grade separations of existing Caltrain crossings in the cities of Menlo Park, South San Francisco, San Bruno, and Redwood City

Pedestrian/Bicycle

- US 101 / Holly Street Pedestrian and Bicycle Overcrossing: new pedestrian/bicycle bridge to be implemented in conjunction with US 101 / Holly Street Interchange Improvements in San Carlos - construction pending
- US 101 Pedestrian and Bicycle Overcrossing south of University Avenue - new pedestrian/bicycle bridge in East Palo Alto approximately 1/3 of a mile south of the University Avenue Interchange - completed May 2019
- John Daly Boulevard Streetscape Improvements - new six- to seven-foot-wide bicycle lanes on John Daly Boulevard, widened pedestrian refuge islands,

installation of pedestrian scale lighting on widened sidewalks, and installation of stamped asphalt crosswalks in Daly City - construction complete May 2019

Alternative Congestion Relief (ACR)

- Ongoing support for Commute.org's annual Transportation Demand Management (TDM) work programs

2.2 Measure W (2019-2049)

In 2018, when San Mateo County voters passed Measure W, they gave the County the ability to generate additional resources from a new half-cent sales tax to implement transportation improvements as identified in the San Mateo County Congestion Relief Plan.

The Congestion Relief Plan sets the program categories and percentage split of the sales tax revenues that are to be implemented primarily with guidance, as applicable, from the eleven Measure W Core Principles.

Measure W Core Principles

Through a robust public outreach process, the following Core Principles were developed to help guide the allocation of Measure W funds:

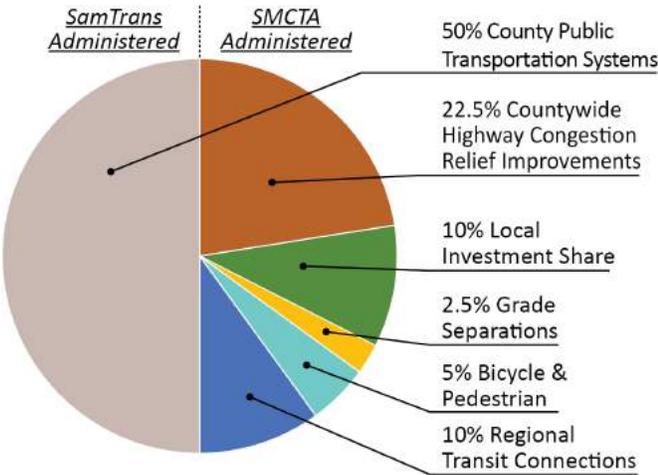
- Relieve traffic congestion countywide
- Invest in a financially sustainable public transportation system that increases ridership, embraces innovation, creates more transportation choices, improves travel experience, and provides quality, affordable transit options for youth, seniors, people with disabilities, and people with lower incomes
- Implement environmentally-friendly transportation solutions and projects that incorporate green stormwater infrastructure and plan for climate change
- Promote economic vitality, economic development, and the creation of quality jobs
- Maximize opportunities to leverage investment and services from public and private partners
- Enhance safety and public health
- Invest in repair and maintenance of existing and future infrastructure

- Facilitate the reduction of vehicle miles traveled, travel times, and greenhouse gas emissions
- Incorporate the inclusion and implementation of complete street policies and other strategies that encourage safe accommodation of all people using the roads, regardless of mode of travel
- Incentivize transit, bicycle, pedestrian, carpooling, and other shared-ride options over driving alone
- Maximize potential traffic reduction potential associated with the creation of housing in high-quality transit corridors

Program Category Details

The TA administers 50 percent of the Measure W sales tax proceeds, while the remaining 50 percent are administered by SamTrans. The TA is responsible for administering the following four categories: Countywide Highway Congestion Improvements, Local Safety, Pothole and Congestion Relief Improvements, Bicycle and Pedestrian Improvements, and Regional Transit Connections. The Local Safety, Pothole, and Congestion Relief Improvements category is comprised of two sub-components, the Local Investment Share and Grade Separations. SamTrans is responsible for the County Public Transportation Systems category. **Figure 2-2** shows the percentage of the Measure W funds that are to be apportioned to each of the program categories.

Figure 2-2: Measure W Congestion Relief Plan Program Categories



Note: Local Investment Share and Grade Separations funds come from the Local Safety, Pothole & Congestion Relief Improvements Program category, which totals to 12.5% of Measure W funds.

Table 2-2 provides a description and purpose of each Measure W Program Category. Projected revenue for Measure A, in addition to Measure W is included in Table 4-1.

Table 2-2: Measure W Program Category Details

Program Category	Description	Purpose
Countywide Highway Congestion Improvements (22.5%)	Focus on improvements to state highways and interchanges	Provide congestion relief, reduce travel times, increase person throughput improve operations, safety and access and deployment of advanced technologies and communications on highway facilities in San Mateo County
Local Safety, Pothole & Congestion Relief Improvements - Local Investment Share (10%)	Local transportation programs and services; funds must be used for pavement rehabilitation if a city or the County has a Pavement Condition Index (PCI) Score less than 70	Investment in local transportation priorities including deployment of advanced technologies and communications on roads, paving streets and repairing potholes, and promoting alternative transportation
Local Safety, Pothole & Congestion Relief Improvements - Grade Separations (2.5%)	Separation of roadways crossing rail corridors	Separation of roadways crossing rail corridors
Bicycle and Pedestrian Improvements (5%)	Bicycle and pedestrian programs and projects that incentivize mode shift to active transportation	Reduce traffic congestion by safely connecting communities and neighborhoods with schools, transit and employment centers, fill gaps in the existing bicycle/pedestrian network, safely cross barriers and make walking and bicycling safer and more convenient
Regional Transit Connections (10%)	Services designed to improve transit connectivity between the County and the region, including rail, water transit, heavy rail and regional bus service	Reduce congestion and improve transit connectivity between the County and the rest of the region, considering a project's support through public-private partnerships
County Public Transportation Systems (50%)	Funds for public transportation that are administered by SamTrans	Maintain and enhance bus, paratransit, Caltrain and other countywide mobility services

3.1 Preface: Get Us Moving San Mateo County

SamTrans, in conjunction with the San Mateo County Board of Supervisors, led the Get Us Moving San Mateo County (GUM) effort from Winter 2017 through Spring 2018. This large-scale outreach effort was a collaborative program designed to increase community awareness of current transportation conditions, programs, services, and solutions; help identify and prioritize transportation-funding needs in the County; develop an understanding of community opinions about transportation priorities; and inform future transportation revenue opportunities and expenditures.

GUM was a joint effort with local cities, partner agencies, and other stakeholders including regional leaders, transportation professionals, employers of all sizes, non-profit and transit advocacy groups. Outreach resulted in feedback from more than 16,000 San Mateo County residents and reached hundreds-of-thousands more through direct mail, television advertisements, online surveys, social media, town halls and more than 100 presentations to city councils, business and community groups, and more.

The result of the GUM outreach effort was the development of the San Mateo County Congestion Relief Plan, which became Measure W. The SamTrans Board of Directors approved Measure W for the November 2018 ballot with the consent of the San Mateo County Board of Supervisors.

The Strategic Plan development process leveraged the GUM development efforts, utilizing the same Stakeholder Advisory Group (SAG) and Technical Advisory Group (TAG) for continuity.

3.2 Stakeholder/Public Outreach Program

This section delves into the outreach process and the steps taken to develop the Strategic Plan.

Broad-based stakeholder engagement was critical to the creation of this Strategic Plan. Outreach was especially important given that this is the inaugural

development of the policy framework for the implementation of the TA's programs under Measure W, as well as the incorporation of both Measure A and Measure W into one Strategic Plan.

Outreach occurred at multiple points in the process through a variety of engagement techniques to ensure the development of a well-informed Plan that addresses the diverse interests and needs of the County. Throughout the Strategic Plan development process, stakeholders played an integral role providing input on the policy framework and implementation of the measure programs.

One significant task in the Strategic Plan development process was to determine what "as applicable" means for the Measure W Core Principles. Measure W states, "Investment categories identified in the Congestion Relief Plan are to be implemented primarily with guidance from the Core Principles set forth below, as applicable..." The Strategic Plan set out to answer the questions of whether all the Core Principles applied to each funding program category, and at what weight or level of significance. Outreach focused more on Measure W than Measure A because the TA had conducted outreach multiple times in the past on Measure A through previous Strategic Plans.

Public engagement methods included regular meetings with stakeholder and technical advisors, an online survey with over 2,500 responses, and a series of public meetings held throughout the County.

The following describes the public engagement in more detail:

- SAG meetings: the SAG was comprised of representatives that included non-profits, large employers, business groups, transit, and constituent advocacy groups
- TAG meetings: the TAG was comprised of representatives from the cities, County, transit agencies, special districts and the TA's local partner funding partners
- San Mateo County Transportation Authority Board



of Directors, Board Ad Hoc Committee and Citizen's Advisory Committee meetings

- Updates to the County Board of Supervisors, the City and County Association of Governments of San Mateo County (C/CAG) and Commute.org Board of Directors
- Community meetings, pop-up events at local farmers markets, and presentations at organizations around the County
- Virtual Town Hall on the San Mateo County Transit District YouTube
- Online engagement through the TA website dedicated page, http://www.smcta.com/about/Strategic_Plan_2020-2024.html
- Public online survey publicized through SAG and TAG members, a text-blast to 40,000 randomized county residents, e-mail to numerous Community Based Organizations (CBOs), school and senior groups, and press releases and social media publicity. In addition, approximately 4,000 GUM survey takers received notice of the survey.
- The public comment period for the Draft Strategic Plan was open for 30 days. Approximately 4,500 GUM survey and TA Specific Plan survey respondents were notified of the availability of the Draft Strategic Plan for review and comment. A summary of comments received on the TA's website for the Draft Strategic Plan can be found in Appendix H.

Developing the Plan with Broad Stakeholder Input

Stakeholder and Technical Advisory Groups

Between March and September of 2019, there were numerous meetings with the SAG and the TAG. The following are highlights of key activities they participated in, as further described in Section 3.2:

- Comparison of the Measure A and W Program categories, which confirmed direction to provide a common selection process for several competitive program categories
- Completing a survey to determine the applicability of the Measure W Core Principles to each program category
- Recommendations on the project selection process, eligible sponsorship and minimum matching fund requirements

- Input on what the TA's role should be with regard to project delivery and technical assistance
- Development of project evaluation criteria that relate to the Core Principles
- Final review of the weighting of the Core Principles and development of weighted evaluation criteria

Members of the SAG and TAG were generally supportive of the proposed processes for project selection and initiation. Key comments received from members emphasized the importance and need for flexibility; input on project delivery with respect to sponsor implementation and support for the TA to take a more proactive role sponsoring highway projects of countywide significance; concerns regarding limited available funding to deliver large capital projects and the ability to leverage external revenue sources; integration of modern transportation concepts in light of regional and statewide initiatives; and the establishment of metrics to better determine how projects are meeting the Measure A Goals and Vision and the Measure W Core Principles.

Presentations/Open Houses

TA Staff presented material on the Strategic Plan through multiple venues. Staff held four community open house events in the summer of 2019 at the following locations: San Mateo Public Library, Pacifica Community Center, Menlo Park Senior Center, and the South San Francisco Municipal Building. After a presentation by the TA about the Strategic Plan effort, attendees were invited to participate in a dot sticker exercise ranking the top six Core Principles for each of the Measure W funding categories.

In November 2019 staff, conducted an online Virtual Town Hall hosted on the San Mateo County Transit District website where viewers saw a presentation on the Strategic Plan, could ask questions by a chat window and make formal public comments via the TA website. Finally, in both summer and fall of 2019 staff went to multiple organizations to make formal presentations including those representing individuals with disabilities, labor organizations, business groups, environmental groups and others.

The following are organizations that SMCTA staff made informal presentations to during the Strategic Plan development process:

- Menlo Park Chamber of Commerce, Business Issues & Transportation
- Pacifica Climate Committee
- Redwood City - San Mateo County Chamber of Commerce, Transportation & Housing Committee
- SAMCEDA Housing Land Use and Transportation (HLUT)
- San Mateo County Paratransit Coordinating Council
- SamTrans Citizens Advisory Committee (CAC)

Pop-Up Events

The TA set up booths at two pop-up events: the Half Moon Bay Coastsides Farmers Market and the Burlingame farmers market (both in June of 2019). Each booth had large-format posters that provided background information on the Strategic Plan and Measure W, and a facilitated dot sticker exercise for ranking Core Principles under each project category. The TA also provided fact sheets on the Strategic Plan, Measure A and Measure W at all community meetings.

Ad Hoc Committee, Citizen Advisory Committee, and Board Meetings

TA staff regularly presented the results of stakeholder and public outreach efforts to the Ad Hoc Committee, the SamTrans CAC, and the TA Board to keep them abreast of the planning effort and to get their buy-in on key components of the Plan development process.

Online Public Survey

To reach a large-scale audience, the TA opened an online survey from June to August of 2019, which received more than 2,500 responses. The survey provided an introduction on the Strategic Plan effort and Measure W, and asked respondents to choose up to six of the most applicable Core Principles for each Measure W Program category. The survey also asked for each respondent's place of residence and employment by city or unincorporated County area and provided an area for open-ended general comments.

General Comments from the Online Public Survey

All survey comments were reviewed and incorporated where appropriate. Some comments that were representative of general themes that emerged from the comments include:

- Prioritize pedestrian safety
- Addressing at-grade train crossings is really important
- Safety, relieving congestion, and repairing potholes should be the overwhelming priority
- Safe connected bike paths
- Support green, environmentally-friendly solutions
- More bikes = fewer cars
- Invest in more transit and more bike infrastructure
- Denser housing near transportation hubs to support more frequent and expanded public transportation service
- Increasing automobile capacity will not improve congestion
- More carpool lanes
- Get people out of their cars on the 101 and onto Caltrain
- Good networked sustainable transportation alternatives to and through San Mateo County
- Improve the pedestrian environment near schools
- and transit hubs
- Please make the roads safer
- Safe streets and more transit service
- Fix the potholes
- Repair streets and highways
- Infrastructure repair is critical
- Bikes, trains and buses
- More transit options
- Stop prioritizing automobiles
- Congestion relief, road maintenance, convenient public transportation
- Traffic reduction is a must
- Coordinate the times of the shuttles, ferries, buses and Bay Area Rapid Transit (BART) better
- Seamless fare integration
- Public transportation needs to be more efficient, run more frequently and connect to other lines at transfer points
- More trains, more often

Figure 3-1 is a word cloud that illustrates the most often used words received from approximately 2,500 general public comments.

Figure 3-1: Public Survey Response Word Cloud



3.3 Plan Development Steps

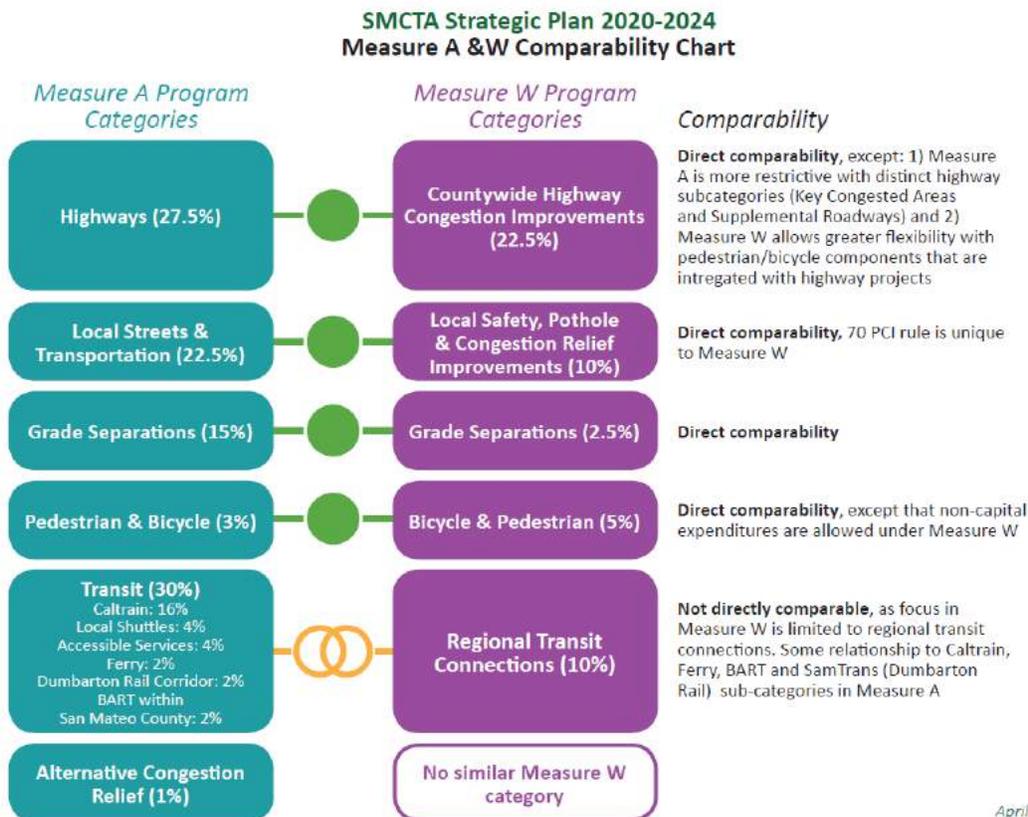
This section provides a description of key activities undertaken as part of the Strategic Plan development process.

Commonalities between Measures A and W

One of the initial outcomes of the stakeholder meetings was to determine whether it made sense to consolidate the project selection process for the common

competitive program categories between the measures. There was general concurrence from the SAG and TAG, as well as the Board Ad Hoc Committee, that there was sufficient commonality in Measures A and W to support having a common selection process for the comparable competitive programs. Figure 3-2 illustrates the comparability between the program categories from both measures.

Figure 3-2: Measure A & W Comparability Chart



April 2019

Project Framework Tables

Policy framework tables were created for the Measure W program categories and the comparable Measure A program categories for project selection, project sponsorship, and minimum matching fund requirements as illustrated in **Table 6-1 and 6-2** in Section 6.1 and minimum matching fund requirements in **Table 7-1** in **Section 7.2**

Initiatives to Improve Project Delivery

The TA also saw an opportunity to be able to improve the project delivery process. The TAG, which was primarily comprised of representatives that are the TEP project sponsors, strongly supported the position that the TA should be proactive in identifying and sponsoring highway projects of countywide significance. The TA recognizes that local agencies often have limited resources and experience as well as competing priorities that can impact their ability to deliver large regional highway projects. Greater benefits may be realized by strategically targeting projects that reduce regional congestion and also improve local mobility. Examples of highway projects of countywide significance include the San Mateo US 101 Express Lanes and the US 101/SR 92 Interchange. The TA will consider setting aside funding for these highway projects of countywide significance, striking a balance with local needs, which will be further addressed as part of the update to the Short Range Highway Plan (2012-2021) with an accompanying Capital Improvement Program (CIP).

The TA also strives to further its role with technical assistance, as resources permit, to advance project delivery. The TA should further explore the following options:

- Provide technical assistance to sponsors, not limited to the highway program,
- Utilize consultant services to offer Complete Streets and other best practice workshops,
- Temporarily offer consultant services to fill sponsor gaps due to staff vacancies on request to keep projects moving, and
- Contract with consultants to obtain grant funds to help sponsors be more competitive with various grants and better leverage Measure A & W funds.

Weighting of Measure W Core Principles

The stakeholder and public outreach process also helped inform the applicability and weighting of the Measure W Core Principles. As described in **Section 3.2** above, the surveys completed by the SAG and TAG, as well as the general public, were designed to determine the relative weight of each of the Core Principles for the TA administered funding categories. Ultimately, each Core Principles received a weighting of High, Medium, or Low for each program category. The final recommended weightings took into account the SAG and TAG survey responses, the general public survey responses, additional comments from the SAG/TAG after they completed their surveys, Measure W language regarding program priorities, Board Ad Hoc member input, as well as project team and consultant recommendations. A summary of the weighting of the Core Principles for each Measure W Program category can be seen in **Table 3-1**, with gold being the highest weighting, green being weighted medium and blue being the lowest weighted. A summary of the weighting of the Core Principles from each group (SAG, TAG and public survey) can be found in **Appendix D. Table 3-2** is the Core Principle key. The weighting of the Core Principles directly influences the assignment of points to the evaluation criteria.

Table 3-1: Measure W Core Principle Weights - All Categories

Countywide Highway Congestion Improvements	Grade Separations	Bicycle & Pedestrian Improvements	Regional Transit Connections	Local Investment Share
P1	P1	P6	P1	P7
P8	P6	P9	P2	P6
P2	P2	P10	P5	P1
P3	P3	P1	P8	P2
P4	P8	P3	P3	P3
P5	P9	P7	P4	P4
P6	P11	P8	P7	P5
P7	P4	P11	P10	P9
P9	P5	P2	P11	P8
P10	P7	P4	P6	P10
P11	P10	P5	P9	P11

Table 3-2: Measure W Core Principles Key

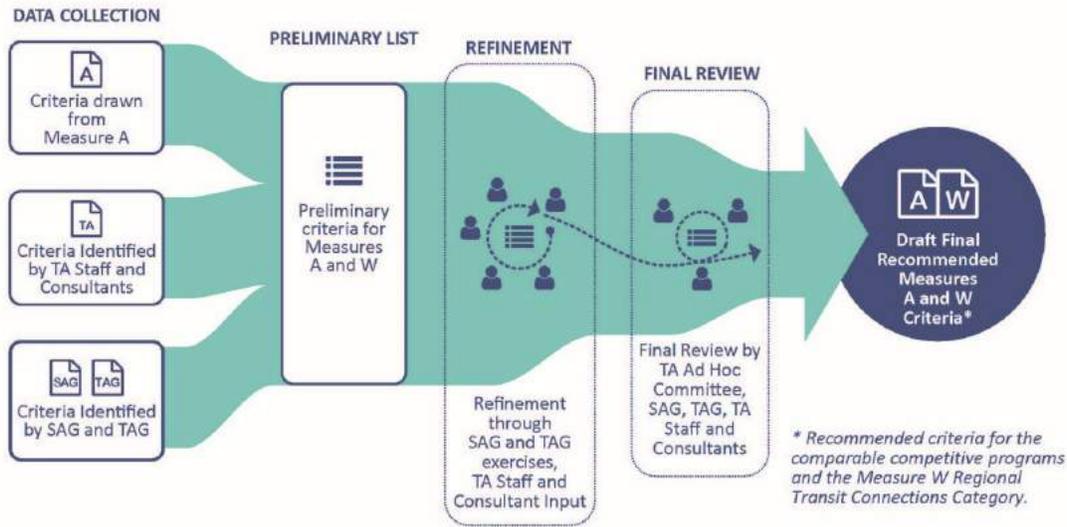
P1	Relieve Traffic Congestion Countywide
P2	Invest in a Financially-sustainable Public Transportation System that Increases Ridership, Embraces Innovation, Creates More Transportation Choices, Improves Travel Experience, and Provides Quality, Affordable Transit Options for Youth, Seniors, People with Disabilities, and People with Lower Incomes
P3	Implement Environmentally-friendly Transportation Solutions, Green Stormwater Infrastructure/Plan for Climate Change
P4	Promote Economic Vitality, Economic Development & Creation of Quality Jobs
P5	Maximize Opportunities to Leverage Investment from Public/Private Sources
P6	Enhance Safety & Public Health
P7	Invest in Repair & Maintain Existing & Future Infrastructure
P8	Facilitate the Reduction of Vehicle Miles Traveled, Travel Times and Greenhouse Gas Emissions
P9	Incorporate the Inclusion and Implementation of Complete Streets Policies and Other Strategies that Encourage Safe Accommodation of All People Using the Roads, Regardless of Mode of Travel
P10	Incentivize Transit, Bicycle, Pedestrian, Carpooling and Shared Ride Options over Driving Alone
P11	Maximize Traffic Reduction Potential Associated with the Creation of New Housing Opportunities in High-Quality Transit Corridors

Development of Evaluation Criteria

The Strategic Plan contains evaluation criteria for the comparable competitive Highway, Bicycle/Pedestrian, and Grade Separation Program categories, and the Measure W Regional Transit Connections Program category. The comparable competitive programs are those where project sponsors compete for funding and the program category requirements between Measures A and W are similar. Significant input went into the evaluation criteria development process. As part of the SAG and TAG meetings, staff shared existing project evaluation criteria used for the Measure A programs and added a few suggestions for each of the 11 Core Principles with respect to each of the comparable competitive funding categories and the Measure W Regional Transit Connections Program category organized by Core Principle. Working with that initial set of criteria, SAG and TAG members generated hundreds of evaluation criteria sorted by Core Principle for each of the programs, which can be found in **Appendix D**. The proposed evaluation criteria were brought back to the SAG and TAG for further refinement and consolidation through facilitated breakout sessions. Board Ad Hoc members, staff and consultant also contributed significant input into this process, which is illustrated below in **Figure 3-3**.

Figure 3-3: Criteria Development Process

The recommended draft criteria for evaluating projects for Measures A and W funding applications were developed and refined through an iterative process with a Stakeholder Advisory Group (SAG), a Technical Advisory Group (TAG), input from Transportation Authority (TA) Board Ad Hoc members, consultants, and TA staff.



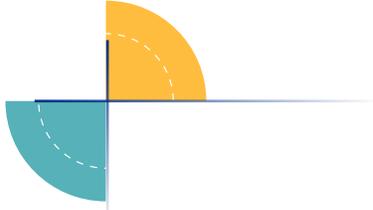
Criteria and Principles Weighting Process

The final draft evaluation criteria developed with SAG and TAG input, were grouped into the following thematic areas: Need, Effectiveness, Sustainability, Readiness, and Funding Leverage. The evaluation criteria were assigned numeric values based on the weighting of the relevant Core Principles. The point values range from one to three points based on the weighting of the relevant Core Principle (High – three points, Medium – two points, and Low – one point). The cumulative score for each evaluation criterion was tallied for each of the 11 Core Principles and accounted for 75 percent of the total available score.

Evaluation criteria under the thematic areas of Readiness and Funding Leverage are not fully addressed by the Measure W Core Principle ranking process and were given their own point score (Readiness at 15 percent and Funding Leverage at 10 percent), based on the established past practices under Measure A. These criteria have been in use for many funding cycles, have worked well and have been carried forward for use in this Plan. To simplify the process, the points associated with all the evaluation criteria have been calibrated to a 100-point scale. The final evaluation criteria and their significance with respect to each of the Core Principles can be found in **Appendix E**.

The scope of work for large capital projects often is not finalized and projected performance data often is not available prior to being environmentally cleared (for purposes of CEQA/NEPA). Several alternatives may be under consideration prior to that point in time. Under the existing Measure A Highway Program, a greater emphasis is placed on the evaluation criteria under the thematic area of **Need** for projects that have yet to be environmentally cleared and a greater emphasis is placed on the evaluation criteria under the thematic area of **Effectiveness** for projects that have been environmentally cleared. This has worked well and is also recommended to be carried forward and used for the Measure W Highways, Grade Separations, and Regional Transit Connections Program categories.

The point system illustrated in **Appendix E** for the Highway, Grade Separation, Bicycle and Pedestrian, and Regional Transit Connections program categories is for projects that have received environmental clearance. It is recommended that the maximum number of points that can be obtained for the evaluation criteria under the thematic group of **Need** be increased with a corresponding decrease in the maximum number of points that can be obtained for the evaluation criteria under the thematic group of **Effectiveness** for projects that have yet to be environmentally cleared.



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This section provides a backdrop of existing demographic and travel trends within San Mateo County, a look at how peer agencies fund transportation projects in relation to the TA's funding practices, and a financial look-ahead for the funding of projects in San Mateo County.

4.1 Demographics and Travel Data

The TA conducted an analysis of demographic data to better understand current and future population and employment growth patterns and travel trends. This includes current and future mode share and trip growth, as projected changes could influence program policies.

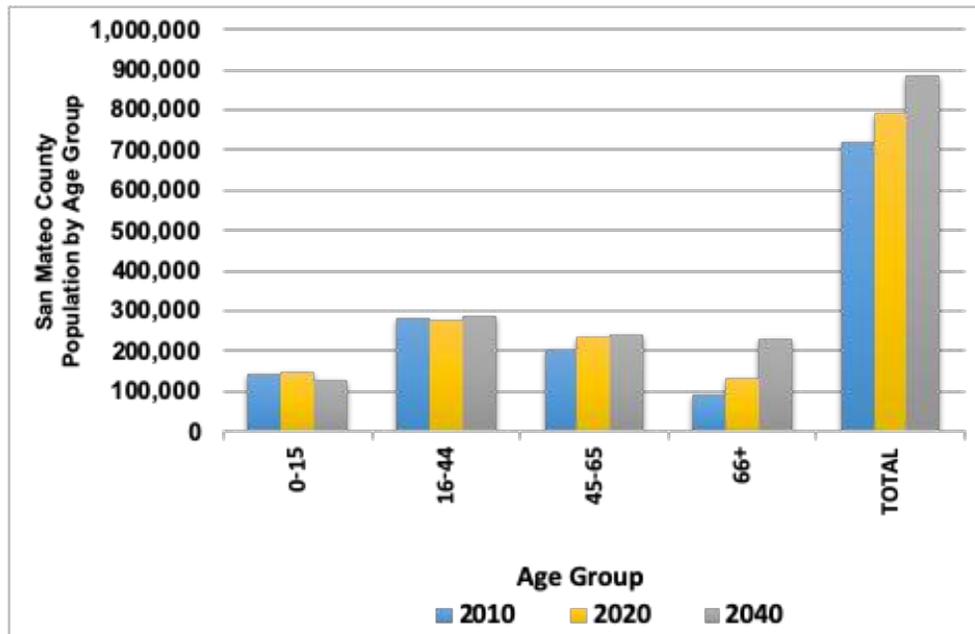
Demographic Trends

According to the State of California Department of Finance, during the last national census in 2010, San Mateo County had 718,454 residents and 331,931 jobs. Between 2010 and 2040, San Mateo County is projected to increase in population by 25 percent with employment increasing by 34 percent.

Population by Age Group

The growth rate for most age groups is not projected to change significantly from 2010 to 2040, with the exception of seniors age 65 and older. The senior population is expected to increase dramatically, from approximately 90,000 to nearly 229,000. This change indicates that there will be growing pressure on transit and accessible services to meet the needs of senior County residents in the next 20 years. **Figure 4-1** illustrates age cohort data derived from the California Department of Finance's Population and Projections database, showing the total number of people by age group.

Figure 4-1: San Mateo County Population Change within Age Groups, 2010-2040



Source: State of California, Department of Finance, Population Data and Projections

Change in Population by Geography

Using the C/CAG Travel Demand Model (2017), it is possible to examine population growth by Traffic Analysis Zones (TAZs) from the calibrated base year of that model (2010) out into the future (2040). Population is largely concentrated along the BART and Caltrain corridors as illustrated in **Figure 4-2** below, which is consistent with the smart growth strategy of encouraging a mode shift from single-occupancy vehicle (SOV) trips to an increase in transit ridership. Between 2020 and 2040, the population of San Mateo County is projected to increase by 91,927 to nearly 900,000 people.

Figure 4-2: Change in Population from 2010 to 2040 for San Mateo County by TAZ



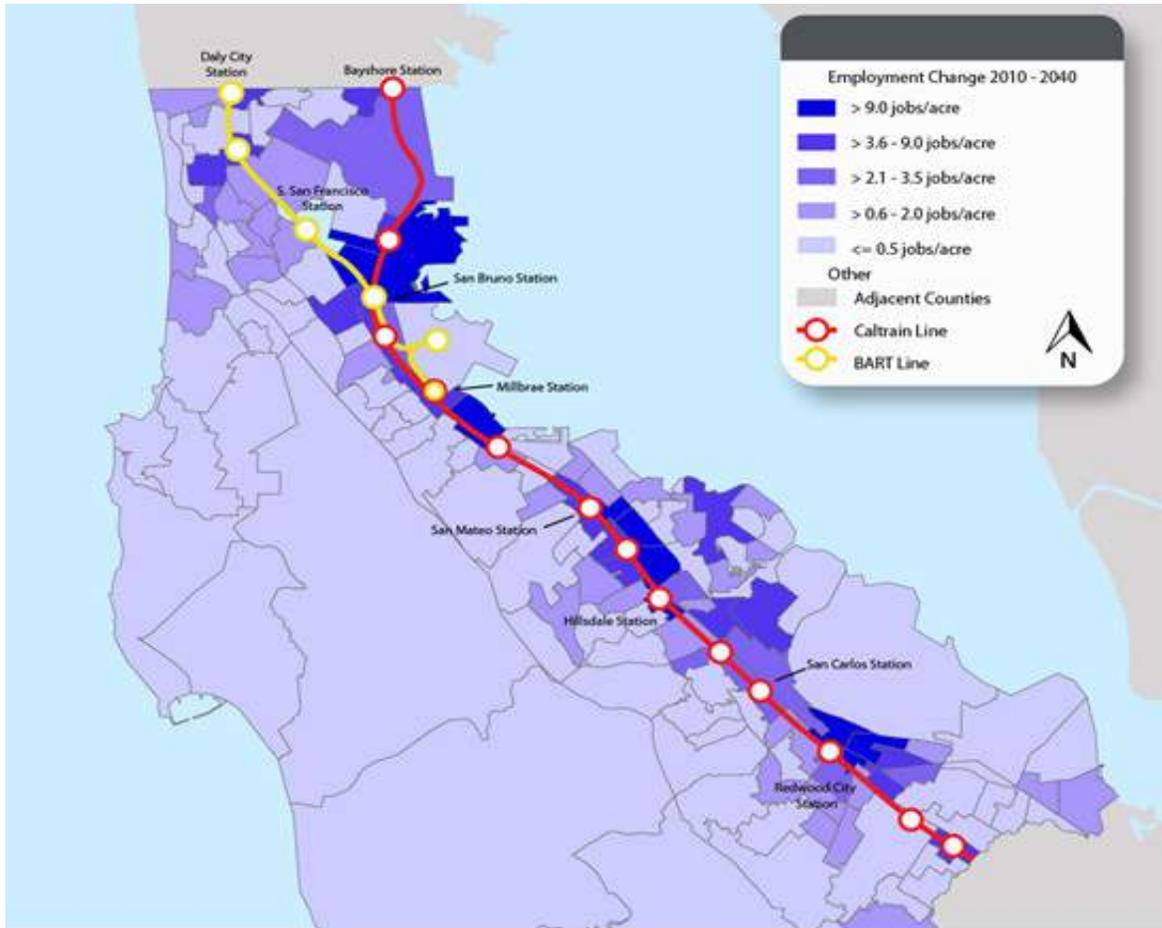
Source: C/CAG Travel Demand Model (2017) CDM Smith

Change in Employment by Geography

Figure 4-3 illustrates the total change in employment growth from 2010 to 2040 by TAZ. Areas with high employment growth are in close proximity to BART and Caltrain stations, which as previously noted, can help encourage mode shift from SOV trips to an increase in transit ridership. A comparison of **Figure 4-2** (population change by geography) and **Figure 4-3** (employment change by geography) shows that several areas around Caltrain stations are projected to have a significant increase in both employment and population.

Population and employment growth projections are derived from the C/CAG Travel Demand Model (2017) which uses data from the U.S. Census (2010) and from by the Association of Bay Area Governments (ABAG), combined with estimates from individual cities, in Planned Development Areas (PDAs) near station areas and anticipated transit-oriented development (TOD). The projected population and employment growth patterns support continued investment in access to Caltrain and BART.

Figure 4-3: Change in Employment from 2010 to 2040 for San Mateo County by TAZ

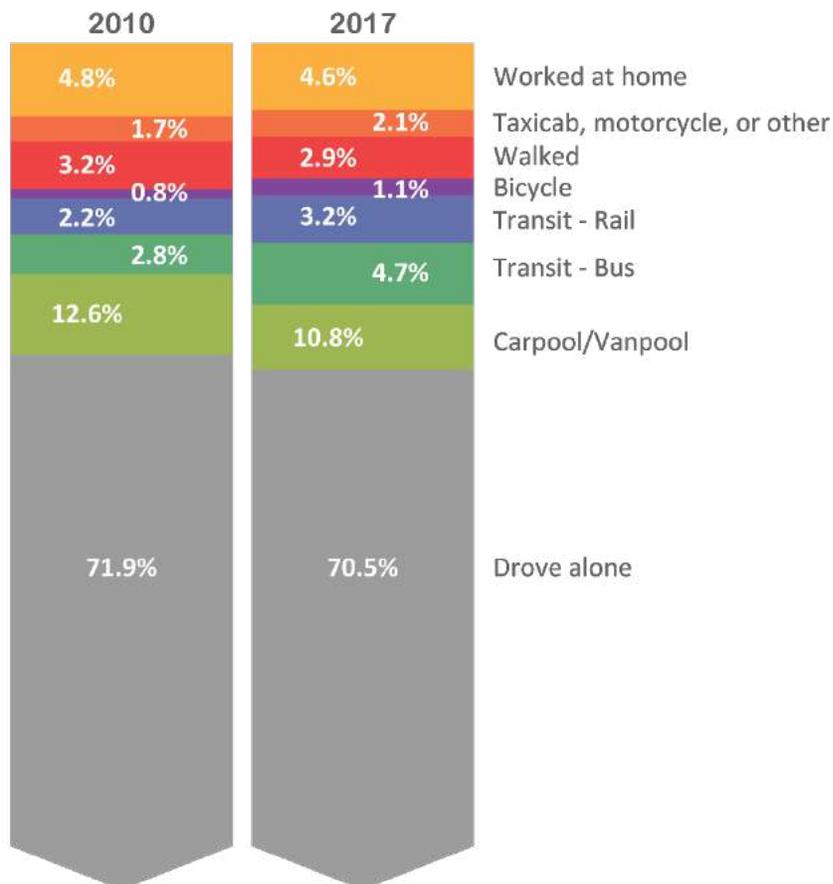


Source: C/CAG Transportation Model with updates from South San Francisco & Brisbane (2017) CDM Smith

Travel Trends

A comparison of the mode share data from the American Community Survey for the years 2010 and 2017 for San Mateo County residents shows that transit mode share (for rail and bus combined) increased from 5 percent in 2010 to 7.9 percent in 2017. Walking mode share decreased from 3.2 percent in 2010 to 2.9 percent in 2017, and bicycle mode share increased from 0.8 percent to 1.1 percent over the same time period. **Figure 4-4** summarizes 2010 and 2017 mode share data for Means of Transportation for Commute to San Mateo County Workplaces in San Mateo County, from the American Community Survey (ACS). Driving alone continues to be the largest mode overall, dominating the mode share with 70.5 percent of 294,388 workers choosing to make solo trips by car, truck, or van. However, the percent of total travel in the drive-alone mode declined slightly during the seven-year period.

Figure 4-4: Means of Transportation for Commute to San Mateo County Workplaces

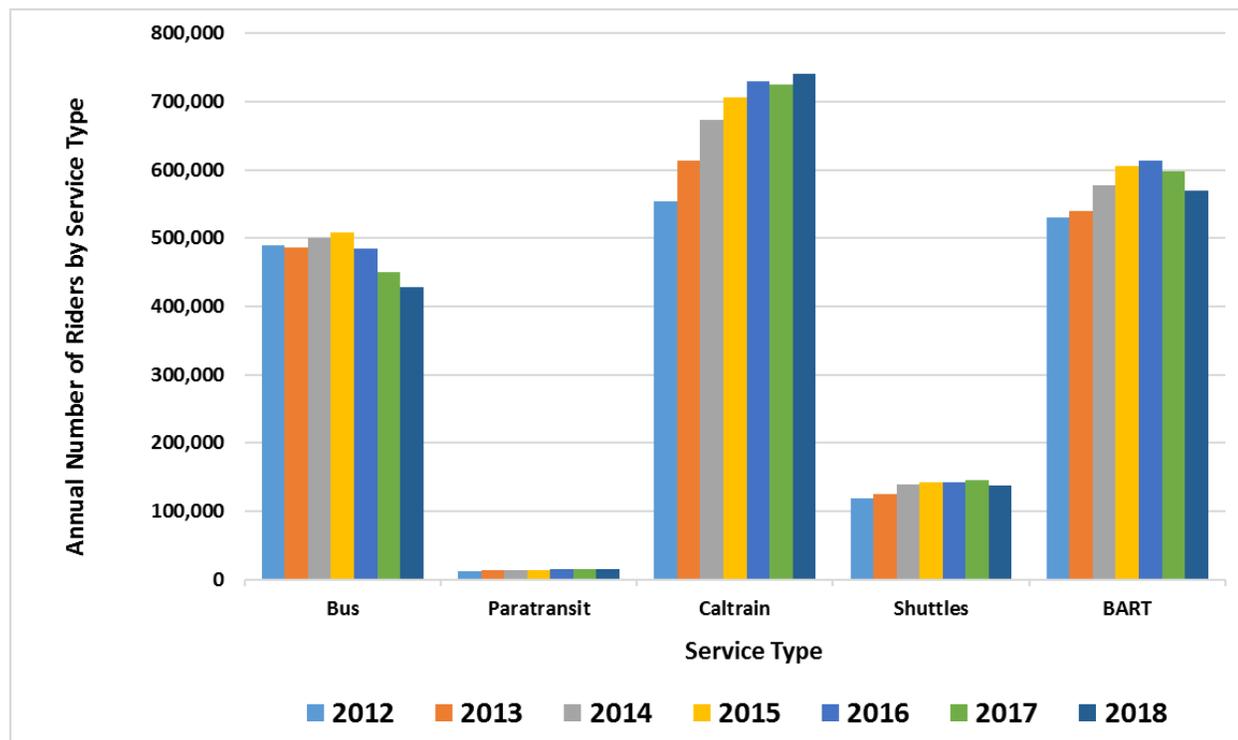


Source: U.S. Census Bureau, American Community Survey (ACS)

Transit Ridership

Figure 4-5 shows the average year-to-date transit ridership data for the years 2012 through 2018, which includes counts for SamTrans bus, paratransit, Caltrain, shuttles, and the BART extension without the Daly City stop; obtained from the San Mateo County Open Data Portal. The data shows that Caltrain has seen significant growth while public bus service and BART have seen some declines in recent years. SamTrans has undertaken an initiative to launch new express bus service to help improve mobility on the County's congested highway corridors and is preparing a Comprehensive Operational Analysis (COA) to analyze each route in the system in the light of changing travel patterns and mobility needs. The goals of the COA include improved customer experience, growing new and more frequent ridership, and improving SamTrans' efficiency and effectiveness as a mobility provider. BART is in the process of acquiring new rolling stock to replace its aging fleet. Shuttles also play a vital transportation role by providing first-/last-mile connections for Caltrain and BART riders.

Figure 4-5: Transit Ridership Growth by Transit Service Type 2012-2018



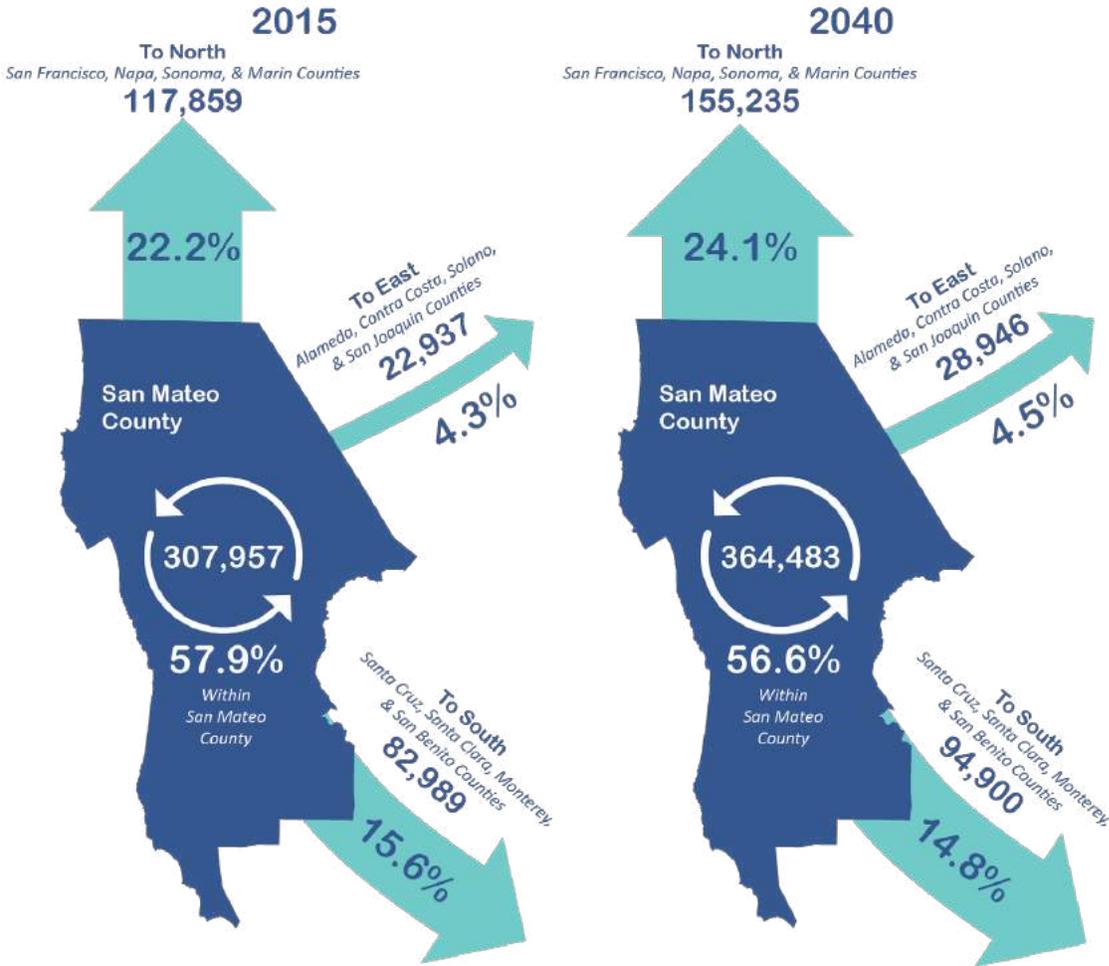
Source: San Mateo County Open Data Portal - Transit Year-to-Date Ridership

Growth in Travel

According to the San Mateo County Travel Demand Model developed by C/CAG, all work-related trips in San Mateo County are expected to grow by nearly 30 percent from 755,511 trips in 2015 to 981,787 trips in 2040. This number includes people commuting from San Mateo County to other counties, people commuting from other counties into San Mateo County, people commuting through San Mateo County, and people commuting within San Mateo County. Figures 4-6 through 4-8 display the base year (2015) and future (2040) work travel patterns for work trips within San Mateo County, work trips to and from adjacent counties, and work trips to and from counties adjacent to San Mateo County. While there is a significant increase in the number of trips that will be generated, the change in the distribution of those trips is not projected to significantly change, with the exception being trips through San Mateo County. Although this represents a very small share of all the trips, there is over a 30 percent increase in the projected number of trips passing through the County, with a majority headed to the south.

Figure 4-6: Trips to Work by San Mateo County Residents

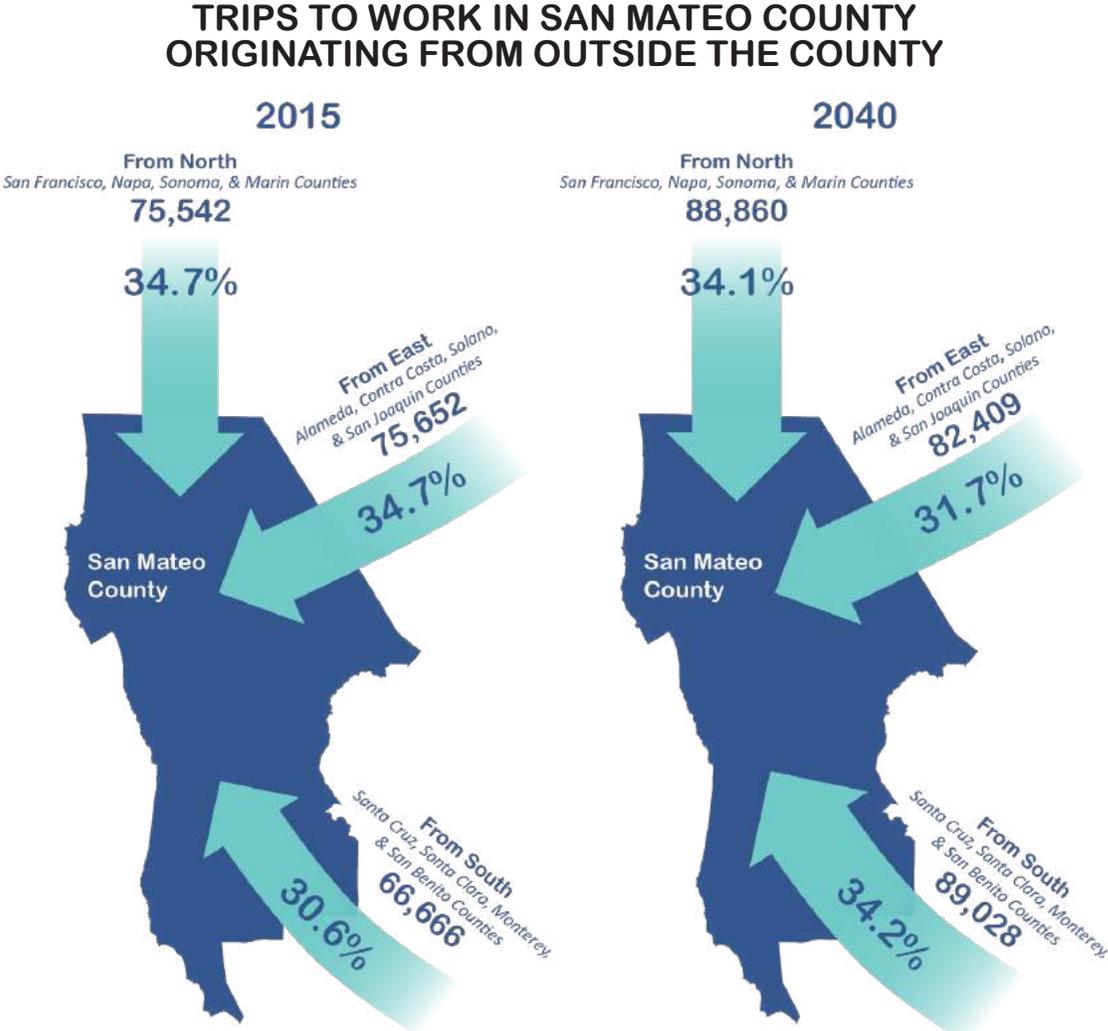
TRIPS TO WORK BY SAN MATEO COUNTY RESIDENTS



Trips to Work by San Mateo County Residents	2015	2040	Increase in Trips	Percent Change
Within San Mateo County	307,957	364,483	+ 56,526	+ 18.4 %
To North	117,859	155,235	+ 37,376	+ 31.7 %
To East	22,937	28,946	+ 6,009	+ 26.2 %
To South	82,989	94,900	+ 11,911	+ 14.4 %
Total Trips	531,742	643,564	+ 111,822	+ 21.03 %

Source: C/CAG Travel Demand Model (2017)

Figure 4-7: Trips to Work in San Mateo County Originating Outside the County

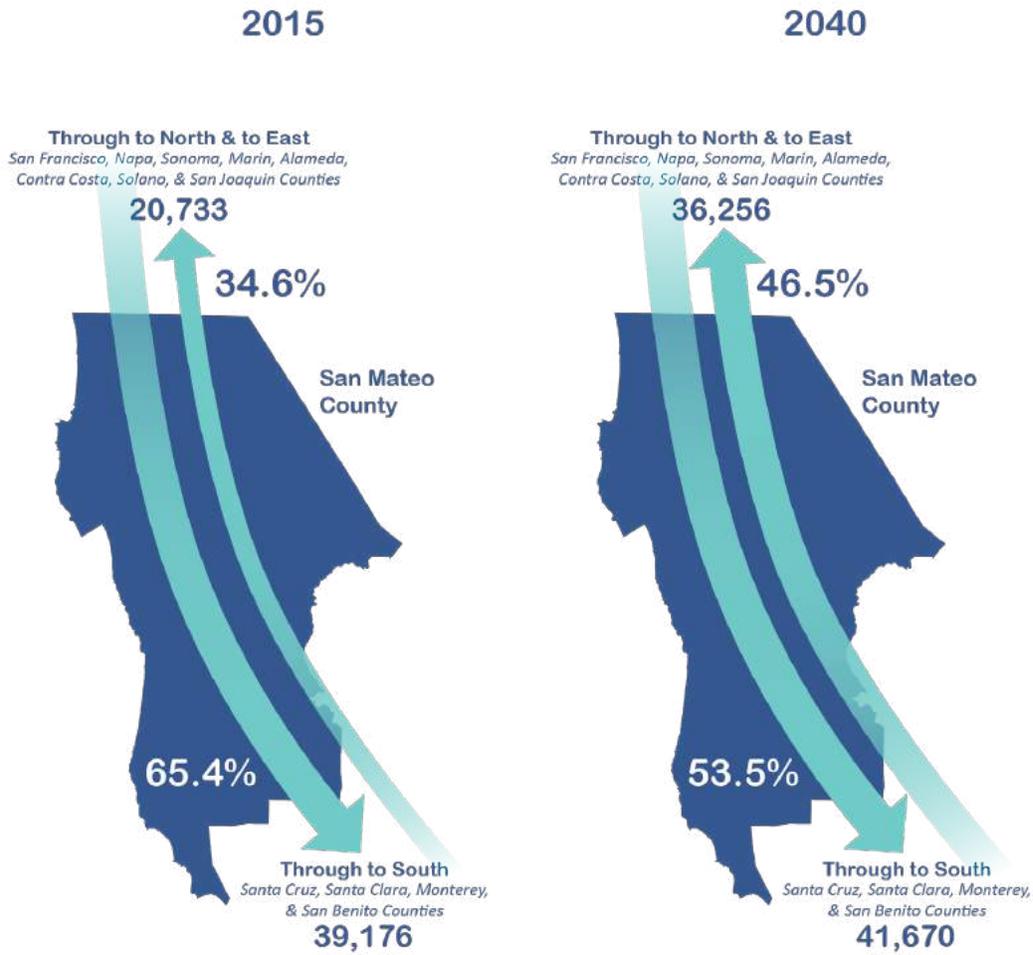


Trips to Work in San Mateo County Originating from Outside the County	2015	2040	Increase in Trips	Percent Change
From North	75,542	88,860	+ 13,318	+17.6 %
From East	75,652	82,409	+ 6,757	+ 8.9 %
From South	66,666	89,028	+ 22,362	+ 33.5 %
Total Trips	217,860	260,297	+ 42,437	+ 19.5 %

Source: C/CAG Travel Demand Model (2017)

Figure 4-8: Trips to Work through San Mateo County

TRIPS TO WORK THROUGH SAN MATEO COUNTY



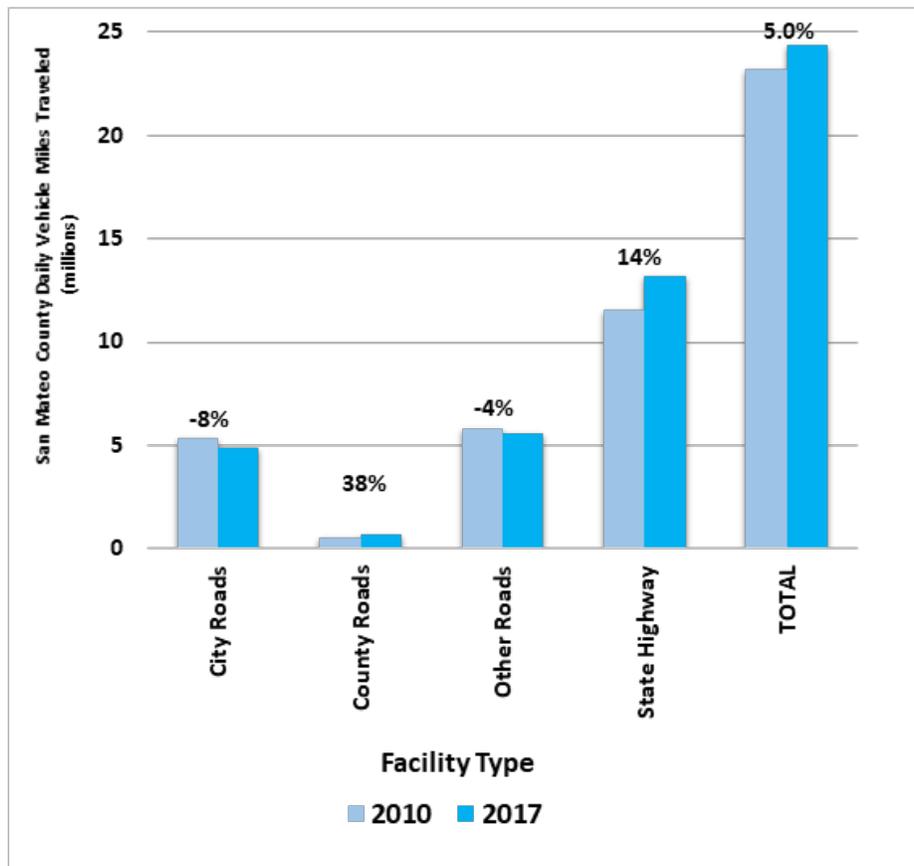
Trips to Work through San Mateo County	2015	2040	Increase in Trips	Percent Change
Through to North & to East	20,733	36,256	+ 15,523	+ 74.9 %
Through to South	39,176	41,670	+ 2,494	+ 6.4 %
Total Trips	59,909	77,926	+ 18,017	+ 30.1 %

Source: C/CAG Travel Demand Model (2017)

Vehicle Miles Traveled in San Mateo County

Daily Vehicle Miles Traveled (VMT) on roadways in San Mateo County were collected from Caltrans' Highway Monitoring System/California Public Road Data (PRD) for the years 2010 and 2017. **Figure 4-9** shows the change in VMT between 2010 and 2017 on roadways within cities in San Mateo County, roadways in the County of San Mateo, other roadways and State of California maintained facilities. There is expected to be an increase of 5% in total VMT within San Mateo County between 2010 and 2017, growing to nearly 25 million daily VMT in 2017. The increase in Caltrans-maintained roads usage compared to all other roadways within San Mateo County suggests an increase in longer distance trips; these trends of increased traffic on Caltrans-maintained roadways are also illustrated in **Figure 4-6** through **Figure 4-8** showing the increase in intercounty travel.

Figure 4-9: Daily Vehicle Miles Traveled in San Mateo County by Road Type



Source: Caltrans Highway Performance Monitoring System / California Public Road Data (PRD)



Emerging Mobility Services

Since the release of the 2014-2019 Strategic Plan, there has been significant growth in new emerging mobility services within the region. Micromobility services such as bike share programs, which have been trending toward dockless e-bike (electric assist) systems, and scooter share programs have become widely adopted in dense urban areas where they are being used for short trips and first-/last-mile connections to and from transit. However, they have struggled to gain traction in suburban San Mateo County, and it is not clear what actual impacts these services will have on overall mode share in the future.

Over the last five years, there has also been a rise in ride-hailing companies such as Uber and Lyft operating rideshare programs and Get Around and Zipcar providing car share services.

These emerging mobility services provide opportunities to reduce SOV trips to access transit and major activity centers. Micromobility services can benefit from the build-out of bikeway networks and encourage greater usage of those facilities. Ride-hailing and car share have the potential to reduce individual auto ownership and make transportation choices more equitable for those who cannot afford a vehicle or are unable to drive themselves.

These relatively new services also present some challenges. There are storage concerns with dockless bike share and scooter share systems, with potential conflicts arising from the blocking of sidewalks and the devices not being used and stored properly. Ride-hailing services have been shown to increase VMT and can compete with transit. However, the potential to reduce VMT and provide better first-/last-mile connections to and from transit may offset the downside of these mobility services.

Autonomous Vehicles

Autonomous vehicle (AV) pilots are currently being tested in locations across the nation and abroad. While mainstream use of AVs is likely well beyond the timeframe of this Plan, they bring their own set of opportunities and challenges, with great potential to impact and alter the built environment within the coming decades. AVs could enable narrower rights of way and travel lanes; influence the form, location, and amount of parking; impact the mobility of pedestrians and bicyclists; and provide opportunities

for redevelopment on excess parking lots and rights of way. Their impact could be similar to that of ride-hailing companies today with regard to increased VMT; however, AVs also have the potential to reduce auto ownership in urban areas through shared on-demand mobility.

Summary of Findings

The review of demographic and travel trends revealed the following findings:

- High growth in the number of seniors (residents age 65 and older) will put increased pressure on the provision of transit and other senior-centric projects and programs.
- The majority of the population and employment growth in the County will occur along the already congested north/south Highway 101 and Caltrain corridors. Providing multimodal solutions with focus on sustainable practices will be critical.
- The use of transit and bicycle modes have increased since 2010, and although the mode share has decreased for SOV trips it continues to be by far the largest share. This suggests a balanced approach to transportation investment will be needed.
- VMT analysis of roadways in San Mateo County and the growth in travel demand in the County, shows that more strain will be put on an already constrained network of Caltrans-maintained facilities (as shown in **Figures 4-5 through 4-8**). Future transportation projects will need to emphasize person throughput to mitigate traffic congestion.
- There is an increase in the number and type of rapidly evolving new emerging mobility services (from bike share to autonomous vehicles), which bring opportunities that can be transformative in the reduction of SOV trips and challenges as well, potentially being disruptive without proper policy guidance in place.

4.2 Related Plan Linkages and Ongoing Planning Efforts

There are a number of recently completed or on-going transportation planning efforts in San Mateo County that were examined during the development of the Strategic Plan to help inform the tasks in the Plan development process, including the

development of evaluation criteria and the project selection process. Many of these plans were initiated to address some of the same issues that were identified under the Measure W Get Us Moving San Mateo County process in 2018 (e.g. countywide congestion relief) and they were developed to help define the future transportation network in the county.

Plan Bay Area 2040 (2017):

Plan Bay Area 2040 is a state-mandated, integrated long-range transportation and land use plan. As required by Senate Bill 375, all metropolitan regions in California must complete a Sustainable Communities Strategy (SCS) as part of a Regional Transportation Plan. In the Bay Area, the Metropolitan Transportation Commission (MTC) and the Association of Bay Area Governments (ABAG) are jointly responsible for developing and adopting a SCS that integrates transportation, land use and housing to meet greenhouse gas reduction targets set by the California Air Resources Board (CARB).

As part of Plan Bay Area 2040, MTC and ABAG conducted extensive outreach to both regional stakeholders and the general public. After receiving feedback from stakeholders and the public, MTC and the ABAG Executive Board established seven goals and 13 performance targets to measure Plan Bay Area 2040's effectiveness in addressing the major challenges facing the region.

Many of the goals and targets are in-line with the existing Measure A goals, the new Measure W Core Principles and the criteria that were born out of the outreach efforts conducted for the Strategic Plan. These include but are not limited to the following

- Goal: Climate Protection
 - Target: Reduce per-capita CO₂ emissions
- Goal: Transportation System Effectiveness
 - Target: Increase non-auto mode share
 - Target: Reduce vehicle operating and maintenance costs due to pavement conditions
 - Reduce per-rider transit delay due to aged infrastructure
- Goal: Economic Vitality
 - Increase share of jobs accessible in congested conditions

San Mateo Countywide Transportation Plan 2040 (2017):

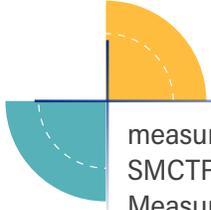
The San Mateo Countywide Transportation Plan for 2040 (SMCTP 2040), prepared by the City and County Association of Governments of San Mateo County (C/CAG), was conceived by San Mateo County leaders as a way to provide the county with a long-range, comprehensive transportation planning document that sets forth a coordinated planning framework and establishes a systematic transportation planning process for identifying and resolving transportation issues. SMCTP 2040 is intended to articulate clear transportation planning objectives and policies and to promote consistency and compatibility among all transportation plans and programs within the county.

SMCTP 2040 created a central vision statement, and then identified 11 categories where more specific vision statements, goals and objectives could be developed to provide a framework for decision making to help guide countywide transportation investment for the next two decades. The following eight categories have ties to the goals that were developed for Measure A and Measure W's core principles: Land Use & Transportation, Roadway System, Bicycles, Pedestrians, Public Transportation, Transportation System Management and Intelligent Transportation System (ITS), Transportation Demand Management (TDM), and Modal Connectivity.

San Mateo Countywide Transportation Plan 2040 Follow Up Action Plan (2018):

The San Mateo Countywide Transportation Plan 2040 (SMCTP 2040) Follow-Up Action Plan 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 Follow-Up Action Plan is a living document intended to guide C/CAG staff, its member agencies, and stakeholders to implement the SMCTP 2040. The Follow-Up Action Plan Priorities are the primary keys to ensuring the vision, goals, and objectives of the SMCTP 2040 are met.

As part of the SMCTP 2040 Follow-Up Action Plan, a Performance Measures Matrix was developed that identifies whether the objectives that are tied to the categories that were developed in the SMCTP 2040 apply to the long- short- or near-term, which mode they apply to and what the specific performance



measure or target is for that category. Just like in the SMCTP 2040, there are categories in the Performance Measures Matrix that have ties to the goals that were developed for Measure A and Measure W's Core Principles; those include: Land Use, Roadway System, Bicycles, Pedestrians, Public Transportation, Transportation System Management and ITS, TDM, and Modal Connectivity.

Caltrain Business Plan (2020):

This plan is a comprehensive effort currently being undertaken by the Peninsula Corridor Joint Powers Board (JPB) to develop a long-term service vision for Caltrain. Through a substantial planning process, the Business Plan has addressed the future potential of Caltrain rail service over the next 20-30 years by assessing the benefits, impacts, and costs of different long-term service scenarios. In October 2018, the JPB adopted a long-term service vision; it calls for a minimum of eight trains per direction per hour during the commute hours (up from the current five), as well as increased off-peak and weekend services by 2040. This increased frequency, paired with longer trains, is anticipated to massively expand capacity to nearly 180,000 riders per day (up from the current 63,000) by 2040. In spring 2020, the JPB is anticipated to adopt the full Caltrain Business Plan, which will provide additional information about the long-term service vision, build the case for investment, and outline an implementation plan.

Caltrain has 14 stations in San Mateo County and 30 at-grade crossings of streets, all of which could be candidates for grade separation-related improvements. Although the Caltrain Business Plan does not provide recommendations regarding the priority of at-grade crossings to be grade separated, the JPB will embark on a study that prioritizes grade separations on the Caltrain Corridor after its completion. This subsequent work effort will have a direct influence on the competitive Measure W Grade Separation Program.

Dumbarton Transportation Corridor Study (2017):

The 2017 Dumbarton Transportation Corridor Study (DTCS), prepared by the San Mateo County Transit District (District), is a feasibility study that evaluated potential multimodal transportation improvements within the Dumbarton Corridor in the South San Francisco Bay Area. The Dumbarton Corridor is a critical connector between residential

neighborhoods in the East Bay and job centers on the San Francisco Peninsula. The Study recommended a re-established rail corridor and expanded bus service across the Dumbarton Highway Bridge (SR 84). The DTCS considered a variety of short and long term improvements that were evaluated against a set of performance criteria established under key project goals. There are parallels that can be drawn from the goals and criteria in the DTCS and the Measure A Goals, Measure W Core Principles and the evaluation criteria that have been developed in this Strategic Plan. Key goals listed in the DTCS include: enhancing mobility, with an emphasis on capacity and throughput; cost effectiveness; consideration of environmental impacts, financial risk and safety; and protecting local communities from adverse impacts, considering low income and minorities.

Alternatives developed as part of the DTCS, and a subsequent work effort currently underway to further explore options to enhance mobility options along the Dumbarton Rail Corridor, may be eligible to compete for funding in the Measure A and W Highway Program category and the Measure W Regional Transit Connections Program category.

US-101 Express Bus Feasibility Study (2018):

The SamTrans US-101 Express Bus Feasibility Study explored the role express buses can play in providing mobility options on US-101 and adjacent roadways like I-280 that strengthen connectivity to jobs and housing hubs throughout the region. Together with other improvements and TDM initiatives, the implementation of viable, time-competitive public transit options on US-101 has the potential to help meet the region's future transportation demands. The study examined the financial and operational feasibility of a network of long-distance express buses operating on US-101 through San Mateo County, potentially integrated with managed lanes that provide access to high-occupancy vehicles. The study recommended up to six routes implemented over three phases that were in alignment with the study goals that included: provide mobility options for regional trips, increase transit market share, develop cost effective service, transportation equity, enhance access to jobs and population centers, and support sustainable land use and transportation policies. These goals are also consistent with the evaluation criteria developed in the Measure W Regional Transit Connections Program category.

SamTrans launched its new express bus route, the FCX from Foster City to San Francisco, in August 2019. The agency is exploring launching additional routes, which may be eligible for funding in the Measure W Regional Transit Connections Program category, over the coming years.

US-101 Mobility Action Plan (Ongoing):

US-101 is a key component of the transportation network connecting communities in San Francisco, the Peninsula, and the South Bay. US-101 is one of the most economically important corridors in California, as well as a near neighbor to more than 640,000 residents. The MAP is a multi-county effort to develop programs and policies intended to maximize the benefits of planned infrastructure projects and address disproportionate impacts on low-income and/or highway adjacent communities. The outcome of the MAP will include a comprehensive set of near-term, policy and transportation demand management (TDM) concepts, with a focus on equity, that have the potential to maximize the benefits of planned infrastructure projects. TDM programs may include transit subsidies, carpool programs, improved bicycle connections, and other incentives or disincentives, seek to reduce travel demand of single-occupancy vehicles or to redistribute this demand to off-peak travel times.

Goals and performance metrics have been proposed to evaluate proposed MAP TDM strategies that include: reliability, in terms of peak travel time consistency, percent of time Express Lanes operate at 45 miles per hour or greater, on-time performance for transit and perceived travel time reliability; prioritizing high capacity mobility, considering person throughput, vehicle occupancy and transit ridership on parallel corridors; and fostering healthy and sustainable communities, factoring collisions, bicycle and pedestrian mode share, asthma rates and traffic density. The MAP Goals are consistent with the Measure A Goals, Measure W Core Principles and are oriented toward similar outcomes as the evaluation criteria developed for many of the competitive comparable programs in the TA Strategic Plan. The MAP will serve as a point of input in the subsequent Strategic Plan initiative to prepare an Alternative Congestion Relief/TDM Plan that will provide further direction for the allocation of funding in the Measure A Alternative Congestion Relief Program Category and the Measure W TDM subcategory

of the Countywide Highway Congestion Relief Improvements Program category.

4.3 Best Practices in Funding from Peer Agencies

To gain a better understanding of best practices in transportation funding programs, the TA conducted interviews with eight peer agencies with an extensive history of administering funding programs:

- Alameda County Transportation Commission (Alameda CTC)
- San Francisco County Transportation Authority (SFCTA)
- Santa Clara County Valley Transportation Authority (VTA)
- Transportation Authority of Marin (TAM)
- Metropolitan Transportation Commission (MTC)
- San Diego Association of Governments (SANDAG)
- Puget Sound Regional Council (PSRC)
- Seattle Department of Transportation (SDOT)

The interviews took place in the Spring of 2019, most of them over the phone, with a staff member from each respective agency. The following section describes the key takeaways from the interviews.

Funding Sources

The peer agencies were found to use a variety of funding sources for competitive transportation projects in their respective areas. Most of the agencies interviewed funded programs through a local half-cent sales tax measure that goes toward funding various capital, operational, and planning-related transportation projects. Some of the other agencies (e.g., PSRC) work as a pass-through agency for federal monies through the Federal Highway Administration and the Federal Transit Administration. MTC distributes funds to agencies throughout the nine-county Bay Area region that are derived from a variety of sources, including Regional Measures 2 and 3 (RM2 and RM3), which collect tolls from the region's bridges. Peer agencies found that opportunities to leverage external funds are maximized when agency goals and strategies were aligned; much like the TA's Measure A Vision and Goals and Measure W Core Principles align with peer agencies in the region (C/CAG and MTC).



Transparency

One of the major takeaways from the interviews was the importance of transparency in the project selection process. Agencies noted that they have seen the most success when they identify or prioritize projects early on (e.g., in an Expenditure Plan or through Visioning and Principles), which limits the need for competitive selection. By limiting the competitive selection process though, these agencies find themselves in a less flexible situation should a new transformative project come up after the Expenditure Plan has been finalized. When competitive selections are needed, the peer agencies said that developing appropriate evaluation criteria is key, using a collaborative effort with the respective boards and sponsors to develop detailed scoring matrices so the results of the process can be easily understood and supported.

The peer agencies also made note of the importance of informing their Boards and the public about the uncertainties that are involved in the process, such as when revenue does not meet the projections and what that may mean for the projects in a region. They also pointed out that having flexibility built into the programs may help sponsors better deliver more projects, with a set of both committed and uncommitted funds in each project category. However, if there is too much flexibility, without funding commitments, then agencies run the risk of not being able to finish the projects they have started to fund.

Equity

Equity was another topic raised by the peer agencies, both geographic and socioeconomic. Urban areas tend to receive more funding than rural areas, but by dividing local infrastructure funds (local streets and roads) by formula, each agency that is funded gets more discretion on how the funds will be spent. To address the socioeconomic inequities in funding, some agencies set aside additional points for projects that happen within specifically designated areas, such as Communities-of-Concern as is the practice of both SANDAG and MTC. Additionally, competitive projects can be assigned more points through specific equity criteria.

This Strategic Plan incorporates issues of equity using a variety of methods. Distribution of the Measure A Local Streets and Transportation and the Measure W

Local Investment Share program categories are by formula throughout the County, ensuring a relative equitable distribution of funding based on population and road miles. As noted in **Section 6.3**, the TA should take into consideration geographic and social equity to try and achieve an equitable distribution of investments.

Technical Assistance

Finally, the peer agencies provide different levels of technical assistance for local agencies that apply for funding. Similar to the TA, many of the peer agencies provided debriefs for agencies whose projects are not selected.

The TA currently provides technical assistance to highway program sponsors on a request basis and will consider expanding technical assistance efforts as noted in **Section 6.1**.

Key Takeaways

The key takeaways from the peer review process include:

- Most peer agencies make long-term commitments per their Expenditure Plans and lead the implementation of those plans
- The agencies have competitive calls for some programs but not to the extent of the TA, which leaves those agencies with somewhat less flexibility for project implementation
- Opportunities to leverage external funds are maximized when peer agency goals and strategies are aligned
- The TA's goals and principles align well with those in other regional transportation plans such as C/ CAG's Countywide Transportation Plan and MTC's Plan Bay Area

4.4 A Financial Look-ahead

Table 4-1 shows projected annual revenue on an annual basis through the 2020-2024 five-year timeframe of this Strategic Plan, and collected funding yet to be committed to projects, with projected new revenue from January 2019 through December 2033 (15 years) for Measure A program categories. It also shows projected revenue from July 2019 through June 2049 (30 years) for the Measure W program categories that the TA is tasked with administering.

Table 4-1: Funds Available Comparison between Measure A and Measure W Program Categories (in 2019 dollars)

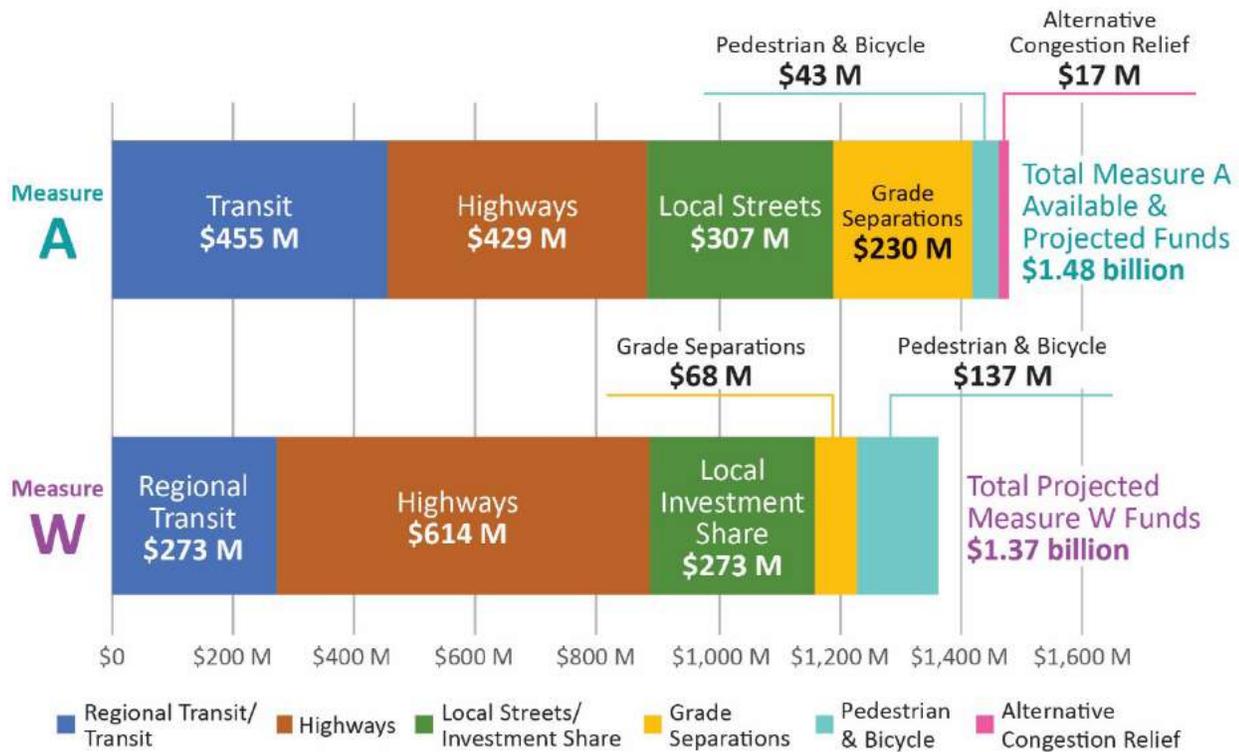
Projected Funding Estimated to be Available for the Measure A and W Program Categories (in 2019 dollars)										
Measure A			Measure W				Measure A & W Comparable Category Total Projections			
Program Categories	Projected Total Remaining Measure A Funding ¹			Program Categories	Projected Measure W Funding ²			30 year Measure timeframe		
	Annual	2020-2024	Remaining 15 years		Annual	2020-2024				
Transit: (30%), see subcategories below	\$27,300,000	\$136,500,000	\$455,343,000	No comparable Measure W category						
Caltrain: 16%	\$14,560,000	\$72,800,000	\$249,448,000							
Local Shuttles: 4%	\$3,640,000	\$18,200,000	\$49,262,000							
Accessible Services: 4%	\$3,640,000	\$18,200,000	\$53,156,000							
Ferry: 2%	\$1,820,000	\$9,100,000	\$33,820,000							
Dumbarton Rail Corridor: 2%	\$1,820,000	\$9,100,000	\$42,357,000							
BART w/in San Mateo County: 2%	\$1,820,000	\$9,100,000	\$27,300,000							
No comparable Measure A category					Regional Transit Connections (10%)	\$9,100,000	\$45,500,000	\$273,000,000		
Highways: 27.5%	\$25,025,000	\$125,125,000	\$428,810,000		Countywide Highway Congestion - 22.5%	\$20,475,000	\$102,375,000	\$614,250,000	\$1,043,060,000	
Local Streets & Transportation: 22.5%	\$20,475,000	\$102,375,000	\$307,125,000		Local Safety, Pothole & Congestion Relief - 10%	\$9,100,000	\$45,500,000	\$273,000,000	\$580,125,000	
Grade Separations: 15%	\$13,650,000	\$68,250,000	\$230,365,000	Grade Separations - 2.5%	\$2,275,000	\$11,375,000	\$68,250,000	\$298,615,000		
Pedestrian & Bicycle: 3%	\$2,730,000	\$13,650,000	\$42,591,000	Bicycle & Pedestrian - 5%	\$4,550,000	\$22,750,000	\$136,500,000	\$179,091,000		
Alternative Congestion Relief: 1%	\$910,000	\$4,550,000	\$16,670,000	No comparable Measure W category	\$0	\$0	\$0	\$0		
Projected Total Funds Available:	\$90,090,000	\$450,450,000	\$1,480,904,000		\$45,500,000	\$227,500,000	\$1,365,000,000			

Notes:

1) Projected Total Remaining Measure A Funding includes collected revenue yet to be committed to projects as of CY 2018 and revenue projected to be collected (\$91M annually) from CY 2019 through CY 2033.

2) Projected Measure W Funding assumes \$91M annually collected from July 2019 through June 2049.

Figure 4-10: Total Available and Projected Measure A Funds and TA-Administered Measure W Funds for Programs and Projects



Measure A and Measure W Financial Outlook (Projected Revenue versus Needs)

While Measure W brings a significant infusion of funding to support transportation programs and projects, additional resources will be needed to leverage TA-administered programs to bridge the funding gap and meet projected needs. Leveraging Measure A and W funding with other local, state, and federal funds and private sector contributions and partnerships is essential to maximize the delivery of transportation programs and projects. **Figure 4-10** displays projected available funding through the remaining life of Measure A and W based on a wish list of needs prepared as part of the GUM process.

Figure 4-11 below illustrates the current projected shortfall for the comparable Measure A and W competitive program categories and the Measure W Regional Transit Connections Program category based on order of magnitude project cost estimates prepared by local jurisdictions as part of the GUM needs analysis. The projected needs represent a snapshot in time and do not reflect funding commitments. Projected revenue depicted in this graphic is based on the Measures A and W estimates as shown in **Table 4-1**.

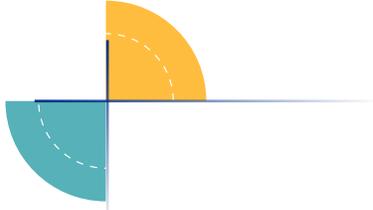
Figure 4-11: Projected Revenue versus Funding Needs



Notes:

1) Projected Revenue for the life of Measure A and Measure W as noted in Table 4-1

2) Unfunded Needs based on order of magnitude cost estimates from Get Us Moving (GUM) Project Needs less projected revenue



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The Strategic Plan development process and stakeholder and public outreach efforts helped determine that the TA's current processes for project selection and project initiation and implementation generally work well. Project sponsors appreciate the flexibility of the program's project delivery. The primary challenge in developing the Plan was the stakeholders' desire to blend the project selection processes for the comparable competitive Measure A and Measure W programs into a single common process. It was also clear, from a legal standpoint and from the viewpoint of the stakeholders, that the common selection processes would need to fully comply with the distinct legislated differences between the comparable competitive programs and respect the 11 Core Principles of Measure W while addressing the Vision, Goals, and supporting objectives of Measure A.

Other program-wide and category specific challenges and opportunities were also identified, which are discussed in more detail in the following sections.

5.1 Measure A and Measure W Program-wide Challenges/Opportunities and Recommendations

The Strategic Plan development process identified three main program-wide challenges/opportunities which are presented in the following section along with recommendations to address those challenges/opportunities:

Challenge/Opportunity 1 - Project Selection

There is a fair amount of commonality between the two measures, especially for these comparable competitive programs: the Measure A Highways Program category and Measure W Countywide Highway Congestion Improvements Program category, the Measure A Pedestrian and Bicycle program category and Measure W Bicycle and Pedestrian Improvements Program category, and the Measure A Grade Separations program category and the grade separation portion of the Measure W Local Safety, Pothole & Congestion Relief Improvements Program category. The opportunity

exists, for purposes of efficiency, to consider shared project selection processes for the common competitive programs. Despite the similarities, there are differences between the measures that funding allocation decisions must respect.

The Measure W Core Principles build upon and expand the Measure A Goals and Vision with modern concepts that take a broader view of the integral relationship between transportation and quality of life, as well as themes that were not as prevalent during the reauthorization of Measure A. Concepts within the Measure W Core Principles, such as public health, planning for climate change, and performance-based metrics to encourage a reduction in SOV trips were not specified in the Measure A Expenditure Plan.

In turn, the Measure W Core Principles either do not address or assign the same level of significance to project readiness and funding leverage, which have been part of the Measure A competitive selection processes. Project readiness is not specifically identified in the Measure A Expenditure Plan, yet it is prevalent in the selection processes that the TA has developed for the administration of Measure A as a matter of good business practice to prioritize projects that are the most ready for implementation. While both measures promote the leveraging of external funding sources, the outcome of the process used in this Strategic Plan development process to weight the Core Principles and assign point values to evaluation criteria, as explained in **Section 3.3**, did not fully capture the importance of leveraging constrained TA resources.

Another key difference between the two measures is that the Measure W Congestion Relief Plan generally provides a greater degree of flexibility than the Measure A Expenditure Plan. For example, Measure A explicitly identifies eligible sponsors, while the determination of eligible Measure W sponsors will be established through the development of the TA Strategic Plan. **Table 5-1** illustrates a few key legislated differences between the measures that must be respected for the comparable competitive highway and pedestrian and bicycle programs.

Table 5-1: Key Legislated Differences between the Measures for the Comparable Competitive Programs

Measure A	Measure W
Highways	Countywide Highway Congestion Improvements
Per the Expenditure Plan, there are two distinct funding components for capital projects: <ul style="list-style-type: none"> Key Congested Areas (63% of Highway program funds) – 11 different identified projects within 5 geographic highway corridors Supplemental Roadways (37% of highway program funds) – A partial list of candidate projects critical for congestion reduction is provided but additional projects may also be submitted for consideration 	No stated distinction between capital funding components in the Congestion Relief
Funding for TDM is not an eligible activity	TDM on the highway system is an eligible activity
Pedestrian and bicycle facilities may be included as part of highway projects but must be part of the same roadway structure. Separate pedestrian/bicycle overcrossings are not eligible	Separate bicycle and pedestrian overcrossings that are part of a highway interchange project are eligible project components
Pedestrian & Bicycle	Bicycle & Pedestrian
Funding for capital facilities only	Funding not limited to capital facilities and can include city/area-wide pedestrian/bicycle master plans, and promotion of active transportation, including safe routes to school education and encouragement programs

For purposes of efficiency and to maximize the mutually beneficial qualities of both programs, it is desirable to incorporate project selection considerations of the Measure A and Measure W comparable competitive program categories into a single project selection process that addresses Measure A's Goals and Vision, the best business practices that are still applicable today, and the Measure W Core Principles.

Recommendation: A common selection process should be employed for the competitive comparable Highway and the Pedestrian/Bicycle Program categories.

An initial key step for this Plan has been to engage the TA's stakeholder groups in exercises, and in-person discussions to develop a basis for the development of a consolidated project evaluation and rating processes for the comparable competitive programs. The common selection process for the competitive comparable program categories will need to respect the Core Principles of Measure W, the Goals and Vision of Measure A, and the legislated differences between the measures.

Challenge/Opportunity 2 – Project Delivery and Technical Assistance

Project delivery and coordination may be impacted by sponsor resources, expertise and funding. Through input obtained during the Plan development process, the TAG members, which primarily consist of the TA's existing Measure A sponsors, mentioned that they have limited resources and technical expertise delivering large regional highway projects that generate congestion well beyond individual city boundaries. Significant benefits may be realized targeting projects that reduce regional congestion, which can also improve mobility on local roads and the quality of life in the surrounding neighborhoods and communities.

TAG members expressed strong support for the TA to expand its role by:

- Becoming a proactive sponsor and technical lead in the delivery of highway projects of countywide significance that can significantly relieve congestion.

- Expanding its role as provider of technical assistance, as resources permit to aid in the delivery of local sponsor projects.

Recommendation: To further improve project delivery, the TA should:

- Be proactive in identifying and sponsoring highway projects of countywide significance, while striking a balance with local needs. These projects and the amount of funding to be set aside for them should be addressed as part of the Short Range Highway Plan (SRHP) Update and the accompanying Capital Improvement Program (CIP) to fully assess current highway program needs.
- Consider expanding its role as resources permit, recognizing its own contract capacity, to help its sponsors advance project delivery. This can include any of the following actions:
 - Offer technical assistance to sponsors, not limited to the highway program, through its on-call bench of consultants;
 - Utilize consultant services to offer Complete Streets and other best practice workshops;
 - Temporarily offer consultant services on request, when informed by sponsors of staff vacancies, to keep projects moving and minimize delay;
 - Contracting with consultants to help sponsors obtain grant funds from external sources to better leverage Measure A and Measure W funds in addition to funding from their own local sources.

Challenge/Opportunity 3 – Assessment of Performance-based Evaluation Criteria for the Comparable Competitive Program Categories and the Measure W Regional Transit Connections Program Category

When reviewing competing projects within a given funding category, it is often difficult to make a judgment as to which projects are the most deserving of funding and which projects should not receive funding. There is a need to provide for a more definitive, and when feasible, quantitative assessment of how a project may fare with regard to meeting evaluation criteria. However, there is also the reality that many project sponsors, particularly if a project is in the early stages of development, may not be able to provide the information needed to support the meaningful use of quantitative criteria. For

example, the Measure W Core Principle, “Facilitate the reduction of vehicle miles traveled (VMT), travel times and greenhouse gas emissions” is a specific performance-oriented Principle, which lends itself to quantitative analysis. However, it is unlikely at the initial conceptualization of a project that the project sponsor will have access to the data needed to calculate these metrics. The type of quantitative information needed typically becomes available when a project has reached the completion of the environmental phase of work.

There was a significant effort involving TA staff and SAG/TAG members in the Plan development process to identify evaluation criteria to be used in the project selection process for the comparable competitive funding categories and the Measure W Regional Transit Connections category. Many of these criteria are performance based and ideally would be the subject of a quantitative analysis. The lack of available support data may result in the need to provide more of a qualitative assessment for some of these criteria

There also is a need to assess how well the TA is meeting the Measure A Goals and Vision and Measure W Core Principles with the projects and programs that it is funding. This provides some of the justification for Initiative #10 in **Section 8**.

Recommendation: When quantitative information is not available, sponsors should provide a qualitative response to address performance-based criteria. The project evaluation process should strive to provide methods to use data sources that are readily available to allow a simplified initial assessment of performance for the quantifiable performance criteria. Projects that have reached the environmental phase should be subject to a more rigorous qualitative evaluation of performance. The process established under the Measure A Highway Program that provides greater weight on evaluation criteria under the thematic area of **Need** for projects that have yet to be environmentally and less weight for **Effectiveness** should be continued for large capital programs that go through a Call for Projects process, as further outlined in **Section 6.5**.

It is equally important to periodically assess whether the programs and projects that the TA funds are effectively meeting Measure A Goals and Vision and



Measure W Core Principles, as laid out in initiative #10 in **Section 8**. Information obtained from periodically assessing performance can be used to inform future investment decisions.

5.2 Category-specific Challenges/ Opportunities and Recommendations

The Strategic Plan development process also identified several category specific challenges/ opportunities which are presented in the following section, along with recommendations to address the identifies challenges/opportunities:

Challenge/Opportunity 1 - Countywide Highway Congestion Improvements

There is a shortfall of projected Measure A and W funds to meet Highway Program needs as identified through the process described in **Section 4.4**. There is a need to balance the delivery of projects already in the funding pipeline with new projects to be selected for funding.

The Short Range Highway Plan 2011-2021 (SRHP) was the inaugural New Measure A document that provided guidance for making funding decisions within the Measure A Highway Program category. The TA at its September 2017 Board of Directors meeting recognized the funding shortfall that was known at that time and adopted policy revisions to the Highway Program project selection process that resulted in focusing the remaining Measure A Highway Program category funds on completing projects that have received previous funding allocations. The TA established a list of Highway Program Pipeline Projects in 2015, and, as part of Highway Program policy revisions approved in 2017, shifted the focus of the Call for Projects process to complete the Pipeline Projects. Pipeline projects are projects which are top priorities for the agency due to the need to complete work already started. A list of the Highway Pipeline Projects can be found in **Appendix B**. There has been substantial progress made funding many of the Pipeline Projects with roughly half of them being fully funded, including a few that have been completed. A few other projects were rescinded by sponsors and the remaining half are still in need of additional funding. Measure W brings a significant amount of additional funding for highways. With past progress made on many of the Measure A Pipeline Projects, an opportunity exists to

assess current projected needs and develop policy guidance for the expenditure of Measure W Highway Program category funds.

Measure W offers greater flexibility and opportunity in that it can fund Countywide TDM efforts to promote non-SOV trips and greater person throughput on the County's highway system. The Countywide TDM/ Commute Alternatives Program is listed as a sample candidate project within the Measure W Highway Program.

Recommendation: Update the existing SRHP and prepare a new CIP to assist in long-term policy guidance and financial planning for highway projects. The TA developed a Highway CIP based on a recommendation for the previous Strategic Plan Update and it is now appropriate and timely to create a new CIP that will incorporate projected funding from Measure W. A new subcategory for TDM/Commute Alternatives within the Measure W Highway Program should be created. The development of guidelines for this new subcategory should be coordinated with the development of the Alternative Congestion Relief/TDM Plan that is to be prepared for the Measure A Alternative Congestive Relief Program.

Challenge/Opportunity 2 - Bicycle/Pedestrian Program

As shown in **Figure 4-10**, there is a substantial amount of new funding in Measure W projected for bicycle and pedestrian improvements. There is an opportunity to allocate more funding to help advance the delivery of large transformational capital projects, such as pedestrian and bicycle overcrossings, in this program that did not previously exist. Measure W also provides flexibility for funds to be used for non-capital projects such as planning efforts and efforts to incentivize active transportation. The opportunity also exists to fund city/area-wide bicycle and pedestrian master plans and programs that promote and encourage active transportation. There was strong stakeholder support during the Plan development process to establish new funding subcategories for these activities, as funding permits.

Recommendation: The Call for Projects approach, which the TA has been successfully using in the Measure A Pedestrian/Bicycle Program, should also apply to the Measure W project selection. Separate

subcategories should be created for:

- Large capital projects (approximately \$1.0 million or greater)
- Small capital projects (approximately less than \$1.0 million)
- Planning and marketing/promotion
- Safe Routes to Schools (SRTS) projects

The Bicycle and Pedestrian Program Evaluation Criteria in **Appendix E** should be used when determining funding allocations for capital projects from both Measure A and Measure W. The TA should use these criteria for the planning and marketing/promotion subcategory to the extent they are applicable; however, further work is needed to establish the guidelines for how funding will be allocated to projects and programs within this subcategory. The San Mateo County Office of Education (COE) has an existing SRTS discretionary grant program that is open to all public schools. For purposes of efficiency, the use of Measure W SRTS bicycle and pedestrian subcategory funds should be coordinated with the COE for integration within and potential expansion of their SRTS grant program.

Challenge/Opportunity 3 - Regional Transit Connections

This is a new funding category in Measure W and there is no comparable program in Measure A. The intent of this program is to improve transit connectivity between the County and the region with a network of transit options, including commuter and heavy rail, water transit, and regional bus service. This program is unique in that it contains a wide variety of different transportation modes that will be competing for funding. There is a need to develop a comprehensive set of program guidelines that build off of the guidance and evaluation criteria that are contained in **Appendix E** of this Strategic Plan and further assess and analyze projected needs.

Recommendation: The TA should develop a Regional Transit Connections planning study and an accompanying CIP to assist in long-term policy guidance and financial planning.

Challenge/Opportunity 4 - Grade Separations

There is insufficient funding projected from the TA's funding programs to fully separate all the existing

at-grade road-rail crossings in the County, let alone the grade separation projects that are currently in the Measure A funding pipeline. The Measure A Grade Separation Pipeline projects that have yet to be fully funded include Linden/Scott in South San Francisco/San Bruno, Broadway in Burlingame, and Ravenswood in Menlo Park. The new funding added by Measure W for grade separations is not sufficient to fund even one project; however, it could be used to supplement Measure A grade separation funds to help implement the three Measure A Grade Separation Pipeline projects that remain. There also is a need, however, to provide funding to start new grade separation projects, given the planned increase in Caltrain service levels outlined in the Caltrain Business Plan. The Peninsula Corridor Joint Power Board (JPB) will be embarking on a study that prioritizes grade separations on the Caltrain Corridor, which can help inform decisions regarding the allocation of funding for new grade separation projects.

Recommendation: Continue with the status quo for the Measure A program selection process – continue funding the Pipeline Projects with a set-aside to start new projects with the Planning phase of work. Measure W funds should be flexible and eligible to supplement funding needs for the existing Measure A Pipeline Projects and provide seed money for new projects using a Call-for-Projects process for planning and/or preliminary engineering/environmental work. The Measure W Call for Projects to begin funding new grade separation projects should take place after the JPB completes its planned study that prioritizes grade separations on the Caltrain Corridor. Minimum matching fund requirements for grade separation projects should be required to better leverage limited TA funding and will need to be substantial to better ensure geographic equity (see **Section 7.2**).

Challenge/Opportunity #5 - Local Shuttles

The Measure A Shuttle Program has been ongoing for many funding cycles through a joint Call for Projects with C/CAG and the process has worked well. Recently the ability to deliver service has become more challenging for the program sponsors. While difficulty in hiring and retaining operators is not new, these problems have become far more acute during the past year due to strong economic growth and increased competition from the private sector



for private bus service. The cost of contracting for the operation of shuttles has increased well beyond the rate of the Consumer Price Index (CPI). Shuttle sponsors have had to voluntarily suspend some shuttles and service reliability on others has declined with an increase in no-shows.

Recommendation: SamTrans will be preparing a shuttle study in FY 2020 to assess the existing local shuttle program and consider more cost-effective approaches to meeting local mobility needs. The TA should consider recommendations made from this study for implementation in future Shuttle Calls for Projects.

Challenge/Opportunity #6 - Alternative Congestion Relief/TDM

There is a relatively small amount of money available to the Measure A Alternative Congestion Relief Program (1 percent) to fund commute alternatives and planning of intelligent transportation systems (ITS). Historically allocations from this funding category have primarily supported Commute.org's ongoing annual TDM work programs. It is important to note though that cities and the County are also eligible sponsors for this program and that a fair amount of funding from this category (approximately \$3 million) remains in a reserve. During the prior Strategic Plan, a recommendation was made to

prepare an Alternative Congestion Relief Plan to help determine potential projects and the basis for initiating and selecting projects to be implemented with these funds.

On a related note, the US 101 Mobility Action Plan that is currently being developed, further described in **Section 4.2**, will be providing a comprehensive set of near-term, policy and TDM concepts that may include transit subsidies, carpool programs, improved bicycle connections, and other incentives or disincentives to reduce travel demand of single-occupancy vehicle trips and/or to shift trip demand to off peak periods along the 101 Corridor. In addition, this Strategic Plan also recommends that a separate TDM subcategory be created within the Measure W Highway Program to be used for TDM/commute alternatives.

Recommendation: A Countywide Alternative Congestion Relief/TDM Plan will be developed, considering recommendations from the US 101 Mobility Action Plan as an input in conjunction, with key external stakeholders. The Countywide Alternative Congestion Relief/TDM Plan will serve as a guide for initiating and selecting projects to be implemented under the Measure A Alternative Congestion Relief Program and the Measure A Highway TDM subcategory.

Section 6

Programming and Allocation Guidelines

Based on the steps taken to develop the Strategic Plan outlined in **Section 3** and the recommendations in **Section 5**, the following guidelines provide a policy framework to inform the programming and funding allocation process for each of the programs or categories over the Strategic Plan horizon. This section discusses five basic elements of the process:

- The participants and their respective responsibilities
- The project selection approach for each program
- Guidelines for agreement-based programs
- Guidelines for plan-based programs
- Guidelines for Call for Projects-based programs

6.1 Program Participants

The designated participants in the Measures A and W programs are the project initiator, the project sponsors, the project manager/operator, and the TA. **Table 6-1** defines the general roles/responsibilities of each of the participants.

Table 6-1: Participants and Responsibilities

Participant	Eligibility	Roles and Responsibilities
Project Initiator	Any person or entity	Recommend Project to Project Sponsor
Project Sponsor	Measure A: identified in Expenditure Plan for each program category Measure W: as determined through the Strategic Plan development process	<ul style="list-style-type: none"> • Submit funding request to the TA • Solidify funding plan • Coordinate with the TA to identify appropriate implementing agency • Submit monitoring reports • Sign funding agreements
Project Manager/Operator	As identified by the Project Sponsor in coordination with TA	<ul style="list-style-type: none"> • Plan project • Engineer project • Construct project • Operate services • Sign funding agreements when applicable
Transportation Authority	Identified in the Measure A Expenditure Plan and the Measure W Congestion Relief Plan as the manager/administrator of the Measure A and Measure W programs	<ul style="list-style-type: none"> • Evaluate and prioritize projects • Coordinate with sponsor to determine implementation lead • Program and allocate funds • Monitor projects / programs • Sign funding agreements

Any party or entity may recommend or initiate a project by submitting it to an eligible sponsor. The Measure A Expenditure Plan defines the project sponsors for each of the program categories. Eligible project sponsors are shown in **Table 6-2**. Measure W does not identify project sponsors, they are determined through the Plan development process. The sponsors have the ability to designate a project manager/operator.

The TA is the agency designated under Measure A and 50 percent of Measure W to administer the sales tax funds, and it has the overall responsibility for the Measure A Programs and the portion of the Measure W Program it is tasked with administering. In limited circumstances, pending Board approval, the TA may also become a sponsor of highway projects of countywide significance (see **Section 3.2** for further information).

Table 6-2: Project Sponsors

Eligible Measure A and Measure W Sponsors			
Measure A		Measure W	
Program Categories	Eligible Sponsors ¹	Program Categories	Eligible Project Sponsors ¹
Transit: (30%), see subcategories below		No comparable category in Measure W	
Caltrain: 16%	SamTrans/JPB		
Local Shuttles: 4%	SamTrans		
Accessible Services: 4%	SamTrans		
Ferry: 2%	SSF & Redwood City		
Dumbarton Rail Corridor: 2%	SamTrans		
BART w/in San Mateo County: 2%	BART		
No comparable category in Measure A		Regional Transit Connections (10%)	Public transit agencies (e.g. Peninsula Corridor Joint Powers Board/Caltrain, SamTrans, BART) or public agencies that operate ferries or build ferry terminals (e.g. WETA or host city)
Highways: 27.5%	Caltrans, cities & County, C/CAG, TA ² for regional serving projects	Countywide Highway Congestion Improvements- 22.5%	Caltrans, cities & County, C/CAG, TA for regional serving projects & Express Lane JPA, and Commute.org (for Countywide TDM)
Local Streets & Transportation: 22.5%	Cities & County	Local Safety, Pothole & Congestion Relief Improvements (Local Investment Share) - 10%	Cities & County
Grade Separations: 15%	SamTrans, JPB, cities & County	Local Safety, Pothole & Congestion Relief Improvements (Grade Separations) - 2.5%	SamTrans, JPB, cities & County
Pedestrian & Bicycle: 3%	Cities & County	Bicycle & Pedestrian - 5%	Cities, County, C/CAG, public transit agencies, Commute.org, public schools and school districts (for SRTS)
Alternative Congestion Relief: 1%	Cities & County	No comparable category in Measure W	

Notes:

- 1.) Eligible Sponsors as defined by the voter-approved Transportation Expenditure Plan for Measure A and by this Strategic Plan for Measure W or by subsequent amendments per Board action for both measures.
- 2.) The TA currently is an eligible sponsor for the San Mateo County US 101 Express Lanes Project and a sponsor for the US 101 / SR 92 Interchange Projects.

6.2 Project Selection Approach

The TA Strategic Plans have historically contained a section that outlines the project selection approach for the program categories it administers. **Table 6-3** shows the specific approach used for each program category or subcategory that has been updated as part of this Plan development process. The programs where project initiators or sponsors submit projects for competitive consideration are governed by a Call for Projects or on a first-served, ready-to-go basis.

Under the Call for Projects approach, project sponsors can elect to submit projects that are then reviewed

and evaluated against specific selection criteria. Other program categories are governed by plans that are specifically prepared to identify and prioritize projects on a regional or countywide basis, or by agreements that are either specified in the Measure A Expenditure Plan or developed by the TA consistent with the provisions of the Measure A Expenditure Plan and the Measure W Congestion Relief Plan.

Table 6-3: Project Selection Approach

Agreement-Based		
Measure A	Measure W	
Accessible Services	Local Safety, Pothole & Congestion Relief (Local Investment Share)	
BART		
Dumbarton Rail Corridor		
Ferry		
Local Streets & Transportation		
Plan-Based		
Measure A	Measure W	
Alternative Congestion Relief	No comparable category	
Caltrain		
Competitive		
Measure A	Measure W	Project Selection Approach ¹
Highways: 27.5%	Countywide Highway Congestion Improvements ¹ : 22.5%	Measure A: Continue Call for Projects with focus on Pipeline projects (Appendix B), small set-aside for Planning and Pre-Environmental work for new projects Measure W: Update existing Short Range Highway Plan with a new Highway CIP to inform selection process, new Countywide TDM subcategory (~4% of highway program)
Grade Separations: 15%	Local Safety Pothole & Congestion Relief Improvements (Grade Separations): 10%	Measure A: Continue funding Pipeline projects, small set-aside for Planning to start new projects on an as-needed basis Measure W: For Pipeline projects on an as- needed basis or to start new projects on a Call for Projects basis
Pedestrian and Bicycle: 3%	Bicycle and Pedestrian ¹ : 5%	Continue Call for Projects, new subcategories: <ul style="list-style-type: none"> • Capital - Large & Small (~95%) • Planning/Promotion (~2.5%) • Safe Routes to School (~2.5%)
N/A	Regional Transit Connections ² : 10%	Prepare Regional Transit Plan with a Transit CIP to inform selection process
Local Shuttle Operations	N/A	Continue joint Call for Projects process with C/CAG

Notes:

- 1.) Funding for the Measure W Countywide Highway Congestion Improvements TDM subcategory and the Measure W Bicycle and Pedestrian subcategories for capital, planning/promotion and safe routes to school (SRTS) is to remain available within the individual designated subcategory if not fully subscribed during a funding cycle and will remain available within the respective subcategory for future funding cycles.
- 2.) Promotion and marketing is an eligible activity as part of a proposal for new or enhanced transit service in the Regional Transit Connections category



6.3 Agreement-based

These programs and projects are not subject to a competitive project selection process governed by the TA. They include the following program categories or subcategories:

- Measure A
 - Transit : Accessible Services
 - Transit: BART within San Mateo County
 - Transit: Ferry
 - Transit: Dumbarton Rail Corridor
 - Local Streets and Transportation
- Measure W
 - Local Safety, Pothole & Congestion Relief (Local Investment Share)

Measure A

Transit: Accessible Services

For the Transit: Accessible Services program, four percent of funding is committed to the continuation and expansion of paratransit services operated by SamTrans as Redi-Wheels and RediCoast. The TEP allows for other supplemental services to be funded within this program. To date, these services have not yet been identified by SamTrans. If such services are identified in the future, they will be considered for funding in this category. Four percent of Measure A sales tax revenues will be allocated to SamTrans on an annual basis.

Transit: BART

For the Transit: BART within the San Mateo County program – as outlined in an agreement with BART, SamTrans, and the TA – two percent of Measure A sales tax revenues will be allocated to BART on an annual basis.

Transit: Ferry

The TA is committed to providing two percent of Measure A funding for ferry services, with the Cities of South San Francisco and Redwood City as the designated sponsors. The City of South San Francisco started operating ferry service in 2012, while there is currently a planning and feasibility study underway in Redwood City to determine the terminal location and service area.

Transit: Dumbarton Rail Corridor

The TA is committed to providing two percent of

Measure A funding to the Dumbarton Rail Corridor, with SamTrans designated as project sponsor. Completion of the environmental document for this project is on hold pending the identification of a funding plan.

Local Streets and Transportation Program

For the Local Streets and Transportation Program, the TA is committed to providing 22.5 percent of Measure A funding to the County and its cities for local transportation facility maintenance and improvement. The specific amount for each entity is determined based on the formula of 50 percent by population and 50 percent by road mileage within each jurisdiction. The TA will update the road miles and population figures annually based on California Department of Transportation and Department of Finance data.

Measure W

Local Safety, Pothole & Congestion Relief Improvements (Local Investment Share)

Ten percent of the Measure W tax proceeds will be disbursed to each of the cities and the County using the same formula as the Measure A Local Streets and Transportation Program. Funds may be used for the following transportation investments, which include but are not limited to:

- Implementing advanced technologies and communications on the roadway system
- Improving local streets and roads by paving streets and repairing potholes
- Promoting alternative modes of transportation, which may include funding shuttles or sponsoring carpools, bicycling, and pedestrian programs
- Planning and implementing traffic operations and safety projects, including signal coordination, bicycle/pedestrian safety projects, and separation of roadways crossing the Caltrain rail corridor

If a city or the County has a Pavement Condition Index (PCI) score of less than 70, it must use tax proceeds under this Category exclusively for projects that will increase their score until it reaches 70 or greater.

Programming, Allocation and Monitoring Process

The programming and allocations process for the agreement-based programs includes the following steps:

- Staff Recommendation - Prior to the beginning of each fiscal year (July 1-June 30), the TA will estimate the amount of projected revenues available for the programs and projects. Based on these estimates, TA staff will make a programming and allocation recommendation to the Board.
- TA Board Consideration - The Board will consider the recommendations as part of the annual TA budgeting process. Board approval will allow staff to allocate the money and complete the annual funding commitment.
- Funding Agreements - Funds from the agreement-based programs are distributed based on the conditions in the funding recipients' respective funding agreements. The funding agreement outlines the understanding between the funding recipient and the TA regarding the amount of funding, purpose of the funds, payment terms, any applicable reporting requirements, and other relevant obligations. BART and recipients of Measure A Local Streets and Transportation Program funding currently receive funds directly from the County Controller. The cities and County will receive funds directly from the TA for Measure W Local Safety, Pothole & Congestion Relief (Local Investment Share) project.
- Monitoring Report Submittals - Project sponsors receiving funding from the Measure A Dumbarton Rail Corridor and Ferry Program categories will be required to submit monitoring reports to inform on the status of project scope, schedule, budget, project performance and effectiveness. Project sponsors from the Measure A Local Streets and Transportation Program category and the Measure W Local Investment Share component of the Local Safety, Pothole and Congestion Relief Improvements Program category are required to submit annual reports to inform the TA of projects funded. Local Investment Share funding sponsors are also required to report on how funded projects met one or more of the Measure W Core Principles and how they considered their Complete Streets policies in the use of the funds.

6.4 Plan-based

The plan-based approach requires the development of a plan for a specific category, which will include a comprehensive list of capital and/or operating projects that need to be implemented to meet the goals of that category. The TA and the project sponsor

will use the Plan to aggressively leverage external funding to implement the entire program. Measure A program categories or subcategories include:

- Alternative Congestion Relief Programs
- Transit: Caltrain

Measure A

Alternative Congestion Relief

The TA, in conjunction with its external stakeholders, will be preparing an Alternative Congestion Relief Plan that will serve as a basis for project evaluation and the selection process.

Transit: Caltrain

Caltrain is designated as the recipient in this category. At least 50 percent of the annual funding allocation from Measure A can be designated for capital projects and no more than 50 percent can be used for operations. The allocation of project funding will be based on the Caltrain Short Range Transit Plan (SRTP), which the JPB is required to prepare in order to receive federal and state funding. The SRTP and the annual Caltrain budgeting process will provide the basis for determining funding allocations needed for Caltrain.

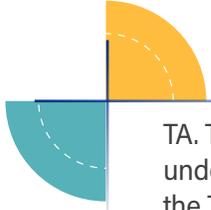
Measure W

There are no Plan-based programs under Measure W.

Programming, Allocation and Monitoring Process

The programming and allocations processes for plan-based programs and projects are as follows:

- Staff Recommendation - Prior to the beginning of each fiscal year (July 1 - June 30), the eligible project sponsors within these categories will submit funding requests to the TA, and the TA will consider such requests within the projected revenues available for these programs. TA staff will make a programming and allocation recommendation to the Board.
- TA Board Consideration - The Board will consider the recommendations as part of the annual TA budgeting process. Board approval will allow staff to allocate the money and complete the funding commitment.
- Funding Agreements - Prior to receiving any disbursements of funds, the receiving entity will need to execute a funding agreement with the



TA. The standard funding agreement outlines the understanding between the funding recipient and the TA regarding the amount of funding, purpose of the funds, payment terms, any applicable reporting requirements, and other obligations connected to the receipt of funding.

- Monitoring Report Submittals – In order to track progress and ensure appropriate and efficient use of funds, sponsors are required to submit monitoring reports to inform on the status of project scope, schedule, budget, project performance and effectiveness.

6.5 Competitive

Competitive programs are those in which new projects proposed within each program category will compete for funding. The competitive programs include:

- Measure A
 - Transit – Shuttles
 - Highways
 - Pedestrian and Bicycle Facilities
 - Grade Separations
- Measure W
 - Countywide Highway Congestion Improvements
 - Pedestrian and Bicycle Facilities
 - Grade Separations
 - Regional Transit Connections

Measure A

Transit: Shuttles

SamTrans is the TEP-designated sponsor for the Local Shuttle Program but has historically permitted other public agencies to apply by obtaining a Letter of Concurrence stating that the proposed shuttle route does not duplicate SamTrans fixed-route or other public shuttle service. Potential enhancements to the evaluation and project selection process, which currently is on a Call for Projects basis held jointly with C/CAG, will be made after SamTrans completes a shuttle study in FY 2020. The Study will assess program delivery and performance and other potential cost-effective approaches to meeting local mobility needs.

Highways

The Highway Program category consists of two

components:

- Key Congested Areas (KCA) – Specific projects that are defined in the Measure A TEP.
- Supplemental Roadway Projects (SR) – A partial list of candidate projects that are defined in the Measure A TEP. Sponsors may put forward other projects through the project selection process.

The Call for Projects process will continue with a focus on the Measure A Highway Pipeline projects as identified in **Appendix B**. As part of subsequent initiatives, the SRHP (2012-2021) will be updated and a new Highway CIP will be prepared to better inform the project selection process for the use of Measure W Countywide Highway Congestion Improvements Program category funding.

Pedestrian and Bicycle

A partial list of Measure A candidate projects is identified in the TEP. The existing capital Call for Projects selection process will continue. Per strong support from the Plan TAG, there will be separate subcategories for small and large capital projects as funding permits. This plan envisions that a single funding Call for Projects will be held for the Measure A and W capital pedestrian and bicycle program.

Grade Separations

The Measure A Grade Separations Program category will continue with the focus on funding Pipeline Projects with a set-aside to start new projects. The project selection process is on a first-come, first-served, ready-to-go basis.

Measure W

Countywide Highway Congestion Improvements

Tax proceeds will be invested in highway projects throughout the County designed to: provide congestion relief; reduce travel times; increase person throughput; improve highway and interchange operations, safety, and access; and deploy advanced technologies and communications on the highways. The focus of this program is on highways and highway interchanges, although projects that alleviate congestion on connecting arterial streets that impact the highway system are also eligible. An update to the existing SRHP and an accompanying CIP will be prepared to better inform the competitive selection process for this program. Per strong support from the SAG, a separate TDM

subcategory is being created for this program to encourage non-SOV trips and off peak trip demand. A Countywide Alternative Congestion Relief/TDM Plan will be prepared that will serve as a guide for initiating and selecting projects for the competitive TDM subcategory.

Grade Separations

Measure W Tax proceeds can be invested to supplement the existing Measure A Pipeline projects on an as-needed basis or to start new projects on a Call for Projects basis. Future Calls for Projects are anticipated to occur after Caltrain completes a study that will prioritize Caltrain grade separations.

Bicycle & Pedestrian Improvements

Priority will be given to projects that are designed to help reduce traffic congestion by safely connecting communities and neighborhoods with schools, transit, and employment centers; fill gaps in the existing bicycle and pedestrian network; safely cross barriers such as major roads, rail corridors, and highways; improve existing facilities to make them safer and more accessible for cyclists and pedestrians; and make walking or biking a safer and more convenient option.

Per strong support from the TAG, and as sufficient funding permits, there will be three separate subcategories: 1) large and small capital projects, 2) city- and area-wide planning/promotion and marketing, and 3) SRTS projects.

Allocations for these subcategories will go through a Call for Projects process. The project selection process for the SRTS subcategory will be coordinated with the COE.

Regional Transit Connections

Tax proceeds will be invested in infrastructure and services that are designed to improve transit connectivity between the County and the nine-county Bay Area region. Investments from this category will be prioritized based on a project's ability to reduce congestion and enhance mobility options by connecting the County to the rest of the region, and a project's support through public-private partnerships. This program is somewhat unique in that it can fund a variety of different transit modes. A Regional Transit Connections planning study and an accompanying Transit CIP will be prepared to better inform the competitive selection process for this

program. It is important to note that promotion and marketing is an eligible activity as part of a proposal for new or enhanced service in this category to help support and establish a successful ridership base. The planning study will incorporate guidance for how this may be applied.

Call for Projects Process

The process for programming and allocating funding from the competitive programs that are not on a first-come, first-serve, ready-to-go-basis consists of the TA issuing a Call for Projects, followed by project evaluation and prioritization.

- **Call for Projects:** The TA will issue a Call for Projects by program requesting project sponsor(s) to submit projects for funding consideration. The frequency of the Call for Projects will differ by program. The specific funding cycles for the programs are to be determined based on funding availability, program need, program readiness and for Measure W funding, after the noted initiatives from the section above are completed, to better inform the selection process. When scheduling a Call for Projects funding cycle, the TA shall consider the timing of the request in relationship to the timing of other federal, state, and regional funding programs in order to maximize the opportunities for obtaining funds from these sources.
- **Project Evaluation and Prioritization:** The TA assembles Project Review committees to evaluate project applications and proposals. The review is based on criteria outlined in the Call for Projects. The five general categories of criteria that are considered for project evaluation and selection: Need, Effectiveness, Sustainability, Readiness, and Funding Leverage are discussed below and are also listed in **Appendix E**. Evaluation criteria under the thematic areas of Readiness and Funding Leverage are either not addressed (Readiness) or deserve greater emphasis (Funding Leverage) than the Measure W focus as described in **Section 3.2**. A more detailed listing of evaluation criteria for the competitive funding categories is contained in **Appendix E**. The criteria for each of the competitive funding programs may be modified, subject to Board approval, to retain flexibility and account for new policy directives, initiatives, and legislation that further promotes TEP goals.

- **Readiness:** As an initial step, the TA assesses readiness. Did the sponsor submit a complete and coherent proposal? Is the proposed scope ready to proceed and how shovel-ready is it? Readiness also measures the level of public and stakeholder support and viability of the project to be funded. Key indicators include the quality of the planning process that occurred to define the project, level of community engagement/ stakeholder and public support, schedule and project status, and availability of resources to implement the project. Where program guidelines dictate, did the sponsor coordinate with the TA to identify the entity best suited to carry out project implementation?
- **Need:** From the onset, the TA must establish the need for a project to consider it for funding before reviewing it for policy consistency. Is the project consistent with the goals of the Measure A TEP or either or both of the Congestion Relief Plan and the Countywide Transportation Plan? Does it support the policies of the sponsoring city's General Plan, Specific Plans, and other relevant planning and programming documents? What and how critical is the mobility and/or safety issue that is to be addressed? How does this project contribute to a larger public goal?
- **Effectiveness:** The TA will use effectiveness criteria to evaluate the performance merits of the project. If the TA invests in a major highway improvement, how much congestion will be relieved and what is the level of person throughput? If it invests in a grade separation, how much does it improve safety and reduce local traffic congestion? If the TA invests in a pedestrian/bicycle bridge, how many pedestrians and bicyclists are going to use it? If it invests in a new shuttle service, how many new riders are going to use it? If it funds a new regional transit service, what is the projected ridership? How cost effective and seamless will it be with other connecting services? Effectiveness criteria will help measure benefits against the cost of building and implementing a project.
- **Sustainability:** The TA will assess the impact a project may have on promoting practices that maintain and/or improve the environment and quality of life for all on a long-term basis. What is the project's impact on the immediate ecosystem as well as the greater environment?

Can the impacts be mitigated? Does the project support transit-oriented development? Are land use and transportation decisions linked together to achieve efficient transportation options? For capital projects, are materials being used that promote long life cycles and reduce maintenance costs? Where applicable, what is the marketing plan to promote the service? The TA will consider sustainability principles and practices in the planning, implementation, and operation of projects.

- **Funding Leverage:** The TA will measure the level of financial commitment to a project. Has the sponsor committed matching funds to the project, and if so, how much? Does the match include any contribution from the private sector?

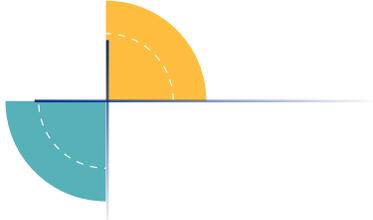
Geographic and Social Equity

The Measure A and Measure W programs are countywide efforts that should take into consideration a relative equitable distribution of investments to help ensure all areas of the County, and all socio-economic groups within it, receive a proportionate share of the transportation benefits and that no area is disproportionately adversely impacted.

- **Staff Recommendation:** Staff develops project funding recommendations for Board consideration, which is based on the review of the Project Review Committees when projects go through a Call for Projects process. Recommendations are clearly anchored to the program-specific project evaluation and prioritization criteria.
- **TA Board Approval:** The TA Board takes action on the programming of Measure A and Measure W funding. This ensures commitment to the project. Either concurrent with the programming or in a separate action, the Board will allocate funding as part of the TA's annual budget approval process. This action ensures timely availability of funds.
- **Funding Agreements:** Prior to receiving any disbursements of funds, the recipient is required to execute a funding agreement, or in the case of multiple sponsors or implementing public agencies, recipients enter into a memorandum of understanding with the TA. The standard funding agreement outlines the understanding between the funding recipient and the TA regarding the amount of funding, purpose of the funds, payment terms, reporting requirements and other obligations

connected to the receipt of funding. Memoranda of understanding (MOUs) also define the roles and responsibilities of the sponsors and implementing public agencies.

- **Monitoring Report Submittals:** Project Sponsors will be required to submit monitoring reports to track progress and ensure appropriate and efficient use of Measure A and Measure W funds.
 - Capital Projects - Project Sponsors will be required to submit monitoring reports during the planning, design development, and construction of capital projects. The content of the reports will be focused on project scope, schedule, and budget. Post-construction, the TA will monitor the use and effectiveness of the projects as part of performance metrics that will be used to confirm that plan goals are being met. This information will also be used to inform future investment decisions.
 - Operating Projects - Project Sponsors will be required to submit performance reports for operating projects. Sample performance measures include service effectiveness, service quality, and customer satisfaction. This monitoring program will assist the TA in justifying the continued funding for approved operating projects. If performance measures indicate less than acceptable performance, the TA will work with the Project Sponsor to set up a mitigation program and achieve improvements as a condition of continued funding from the Measure A Program.



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In addition to defining the process for funding allocation and programming, the TA is charged with responsibly managing the Measure A and the TA-administered portion of the Measure W transportation sales tax revenues. The TA is actively involved with leveraging funds to achieve the goals of the 2004 Measure A Expenditure Plan while adhering to Measure W Core Principles. The TA will focus on programming and allocating funds to projects as money becomes available and maximizing matching funds to increase the total investment in County transportation infrastructure and services. The TA will treat requests for the advancement of funds as exceptions to the rule; project sponsors must justify requests with compelling reasons that offset the impact of financing fees and/or timing of funds to other projects.

7.1 Measure A and Measure W Funding

The TA will develop CIPs for the Highways and Regional Transit Connections Program categories to better assess the magnitude of potential expenditure needs with respect to the flow of measure revenues and the potential availability of matching funds. The CIPs will provide further details on an order of magnitude basis and will be prepared in conjunction with planning studies as noted in **Section 5.1** that will further assess how the TA will conduct the competitive processes for these categories. The TA will determine the timing of the funding cycles for these categories by considering the collection of sales tax revenues, the timing of project needs, and other external funding opportunities. The TA will fine-tune the CIPs on an ongoing basis by identifying prioritized projects and continually monitoring local and countywide short- and long-term needs and program readiness.

7.2 Matching Funds

Navigating through the network of external funding and securing matching funds is complicated. A representative summary of existing federal, state, and local funding programs that can be leveraged with Measure A and Measure W funding is contained in **Appendix G**, although these programs are subject to change. Regional funds are treated as local funds. As resources permit, the TA will work with project sponsors to maximize the amount of matching funds secured for each project. **Table 7-1** shows the minimum matching fund requirements for the comparable program categories and the Measure W Regional Transit Connections Program category and the Measure A Transit Program, Local Shuttles component.

Table 7-1: Minimum Matching Fund Requirements for Measure A and W Categories

Measure A Category	Minimum Fund Matching	Measure W Category	Minimum Funding Match
Highways	10%	Countywide Highway Congestion	Capital: 10% Countywide TDM: 10%
Local Streets & Transportation Share	None	Local Safety, Pothole & Congestion Relief Improvements (Local Investment Share)	None
Grade Separations	Pre-construction: 10% Construction: 50%	Local Safety, Pothole & Congestion Relief Improvements (Grade Separations)	Pre-construction: 10% Construction: 50%
Pedestrian & Bicycle	10%	Bicycle & Pedestrian	Capital: 10% Planning/promotion and start-up operations: 50% SRTS: None
No comparable category	N/A	Regional Transit Connections	Capital: 10% Operations and promotion: 50%
Transit - Local Shuttles component	Operations and promotion: 25%, (see footnote for exception)	No comparable category	N/A

Notes:

A minimum 50 percent match is required for shuttles in operation for at least two years that miss the established operating cost/passenger benchmark by 50 percent or more.

Federal

On December 4, 2015, President Obama signed the Fixing America’s Surface Transportation (FAST) Act into law, which replaced the former Moving Ahead for Progress in the 21st Century (MAP-21). The FAST Act authorized \$305 billion over FY 2016 through 2020. This transportation legislation focuses on safety and continued efforts to streamline delivery of projects funded under the established federally managed programs.

Highlighted in **Appendix G** are numerous federal sources of funding available for transportation projects under the FAST Act. The majority of the sources are allocated following a competitive process. **Appendix G** also identifies the purpose and administrator for each funding source.

State

In 2017, the California Road Repair and Accountability Act was signed into law (SB1). This act modified how California’s transportation system was funded by way of increasing or indexing the fuel excise tax and a vehicle registration fee adjustment, which will raise approximately \$5.24 billion over 10 years. As part of SB1, the state has set up the Solutions for Congested Corridors Program (SCCP), which provides funding to achieve a balanced set of transportation, environmental, and community access improvements to reduce congestion throughout the state. **Appendix G** highlights key state sources of funding for transportation projects and planning studies. Funding under the State Highway Operation and Protection Program, the Transportation Development Act, and State Transit Assistance Funds is allocated by formula. Other state funding programs are competitive such as the Local Partnership

Program (LPP), which provides funding to local and regional agencies to improve aging Infrastructure, road conditions, active transportation, and health and safety benefits. **Appendix G** identifies the purpose and administrator for each state funding source.

Local

Appendix G highlights key local/regional sources of funding: Measure A and Measure W County transportation sales tax revenues, gasoline tax subventions, regional bridge tolls, vehicle license fees, developer impact fees, and the Transportation Fund for Clean Air. **Appendix G** also identifies the purpose and administrator for each funding source.

Potential New Funding Sources

With escalating project costs and limited availability of transportation funding coupled with the need for transportation investments, the TA encourages project sponsors to explore and identify non-traditional sources of funding. Non-traditional sources of funding include innovative financing, establishing new funding sources, and developing public-private partnerships.

Traditional and Innovative Financing

This type of financing includes mechanisms to creatively finance major infrastructure projects by bonding or borrowing against future anticipated revenue streams. This may include Transportation Infrastructure Finance and Innovation Act of 1998 (TIFIA, a federal credit program), lease-financing of transit vehicles, and finding ways to use future funding sources as collateral.

Private Sector Contributions

Major Bay Area employers have shown a willingness to invest in transportation infrastructure that addresses the commute problems of their current employees and reduces barriers perceived by prospective new employees. Projects that address regional and subregional transportation deficiencies should be viewed as candidates for private sector participation.

Public-Private Partnerships

Public-Private Partnerships (PPPs) are potential solutions to funding shortfalls for the completion of projects. Generally, it is a partnership between a governmental entity and a private business venture in which the cost of a project may be partially funded

by the private partners. The private partners receive a benefit from the project in which they invest. Many types of PPPs exist and most approaches are tailored to specific projects. The San Mateo County 101 Express Lanes Project is an example of a successful PPP, where approximately 10 percent (over \$50 million) of the capital project cost is being funded from private sector contributions. A reduction in traffic congestion on the US 101 corridor is a key benefit in the ability to retain and attract employees for local businesses.

New Regional/Local Funding Sources

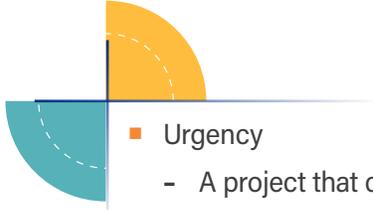
To increase the overall funding pool, it is necessary to generate additional dollars. Funding options could include toll revenue from Express Lane projects, tax assessment districts, and pursuit of a regional transportation tax (e.g., FASTER Bay Area). Some of the potential new sources may require legislative action.

7.3 TA Consideration of Financing Backed by Sales Tax Revenues

Both Measure A and Measure W allow the TA to bond for the purpose of advancing the commencement of or expediting the delivery of transportation programs and projects. The bonding capacity will be backed by future Measure A or Measure W revenues. The TA will weigh the benefits of timely implementation of programs and projects and avoidance of escalating construction costs against the costs of bonding. In recent years, interest rates have been relatively low and the bonding agencies have been particularly receptive to issuing bonds supported by sale tax revenues. However, it will still be important for the TA to weigh the costs of a bond issue and the interest payments that will be required against the costs of deferring or delaying projects until the natural flow of funds is sufficient to move forward.

7.4 Special Circumstances for Advancing Funds

There will be special circumstances when project sponsors need to request Measure A and W funding outside the established funding processes discussed in **Section 5** of this Plan. The TA has the authority to make funds available outside established Call for Projects funding cycles and prior to the collection of revenues. The TA Board will consider the request based on the following criteria:



- Urgency

- A project that calls for immediate construction to address a public safety need
- A project that can realize significant cost savings if it can be constructed in an earlier timeframe
- Loss of funding sources if the project is not constructed within a certain timeframe
- Expected escalation of project development and construction costs outpaces the rate of growth of Measure A and Measure W revenues

- Impact to the Measure A and Measure W Programs

- Potential of the funding advance delaying other projects
- Financial fees associated with advancing funds (the potential saving in implementation costs should be considered)

The TA will determine the method of delivering the advance at the time the request is granted by the Board. The TA should also develop CIPs to determine if advancing funds by either borrowing from other programs or using financing would be an economically and fiscally prudent means of delivering high-priority projects at a lower cost (adjusted for inflation) compared to waiting and implementing projects strictly using a pay-as-you-go approach.

Based on the recommendations that were developed during the preparation of the Strategic Plan, implementation of the Plan will include the key elements summarized in **Table 8-1** below:

Table 8-1: Next Steps

Key Elements of the Strategic Plan Implementation	
1.	Continue with the established Call for Projects processes for the competitive Measure A Shuttle, Highway and Pedestrian and Bicycle programs, and the first-come first-served, as-needed, selection process for the competitive Measure A Grade Separation Program.
2.	Review the Call for Projects timing on an ongoing basis to coincide with other regional, state and federal funding programs for each category.
3.	Update the existing Short Range Highway Plan (SRHP) and prepare an accompanying CIP in coordination with the TA's highway program sponsors to better inform the competitive project selection process for the Measure W Countywide Highway Congestion Improvements program. This will include: <ul style="list-style-type: none"> ■ Identification of highway projects of countywide significance and possibly determining an appropriate level of funding to be set-aside for these projects, if appropriate and desired. ■ A separate new Countywide Transportation Demand Management (TDM) subcategory. The development of guidelines for the TDM subcategory will be informed through the preparation of the Countywide Alternative Congestion Relief/TDM Plan that will influence the project selection process in this subcategory as well as the Measure A Alternative Congestion Relief Program.
4.	Prepare a Regional Transit Connections Planning study and an accompanying CIP in coordination with the TA's regional transit program sponsors to better inform the competitive project selection process for Measure W Regional Transit Connection Program funds.
5.	Initiate a Call for Projects selection process to start planning and environmental work for new grade separation projects, under the Measure W Grade Separation program, after the completion of a grade separation prioritization study by Caltrain.
6.	Revise the existing guidelines for administering the competitive Measure A Pedestrian and Bicycle Program to address the inclusion of Measure W funds for the new subcategories of large and small capital projects, city-/area-wide planning and promotion/marketing activities, and Safe Routes to Schools (SRTS). This includes coordination and administration of funding from the SRTS subcategory with the existing County Office of Education (COE) SRTS Program.
7.	Expand the TA's role with the provision of technical assistance to its sponsors aiding in project delivery, as resources permit, to: <ul style="list-style-type: none"> ■ Provide technical assistance to sponsors, not limited to the Highway Programs. ■ Utilize consultant services to offer Complete Streets and other best practice workshops. ■ Temporarily offer consultant services to sponsors, on request, on an interim basis due to sponsor staff vacancies to keep projects moving, minimizing delay. ■ Contract with consultants to help sponsors better position themselves to obtain grant funds to better leverage the TA's funding sources.
8.	Continue ongoing coordination with key stakeholders responsible for the development of Countywide and regional planning efforts to better inform and continuously improve the Measure A and Measure W project selection processes.
9.	Further explore and consider debt financing or internal borrowing of funds as needed to advance projects <ul style="list-style-type: none"> ■ Funding advances would be backed by future Measure A and/or Measure W receipts. ■ Need to consider financing costs versus future construction cost increases.
10.	Periodically monitor and assess, using evaluation criteria developed as part of this Plan, to determine how well funded programs and projects are meeting the Measure A Vision and Goals and the relative applicability of the Measure W Core Principles, taking into consideration both quantitative and qualitative methodologies.



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APPENDIX I: LAND USE GUIDELINES AND COMPLIANCE MONITORING



Transportation Demand Management Policy Update Approach

SEPTEMBER 9, 2021

FOR City/County Association of Governments of San Mateo County

PREPARED BY Advanced Mobility Group

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Introduction

As the designated Congestion Management Agency (CMA) for San Mateo County, C/CAG is authorized by California Government Code Section 65088 to prepare a Congestion Management Program (CMP) on a biennial basis. The express goal of the CMP is to manage traffic congestion on the designated CMP Network within San Mateo County, which is a system of State highways and principal arterials that course through the County, including incorporated and unincorporated jurisdictions therein. The CMP itself provides a detailed list and description of the facilities included on the San Mateo County CMP Network.

This document describes Advanced Mobility Group's (AMG) recommendations for the approach to updating a particular section of the San Mateo County CMP, which is the Land Use Impact Analysis Program - otherwise known as the Transportation Demand Management (TDM) Policy; a statutorily required component of the CMP. These recommendations are based on the findings in the prior Best Practices Memo (dated December 1, 2018), multiple meeting discussions with project stakeholders, as well as extensive discussion with C/CAG staff. This document also encapsulates previous policy approach memoranda submitted to C/CAG and its stakeholders with newer, additional feedback and research incorporated.

Purpose Statement

The overarching goal of this TDM Policy Update Approach document is to update the C/CAG TDM Policy to reflect TDM best practices, provide updated performance targets, and standardize monitoring and reporting requirements. To accomplish this, AMG has prepared the following recommendations to update the TDM Policy across four areas:

1. Project Review Thresholds
2. Vehicle Trip Reduction Targets
3. Monitoring & Reporting
4. TDM Measures

These recommendations address issues identified to improve the current TDM Policy and are described in the ensuing sections below.

How This Policy Update Affects Local Jurisdictions in San Mateo County

All C/CAG member jurisdictions will be subject to the updated TDM Policy – unless expressly exempted by C/CAG. (Paths to exemption are explained in greater detail in the companion *Implementation Guide*). The TDM Policy Update includes a new requirement that local jurisdictions notify C/CAG of any new development project under their purview that is estimated to generate at least 100 Average Daily Trips (ADT). Previously, the threshold for local jurisdictions to notify C/CAG of new development projects was 100 net peak hour trips, or those proposed as part of a General Plan Amendment (GPA).

The TDM Policy Update is intended, in part, to help local jurisdictions without a locally-adopted TDM program - or perhaps an outdated one – adequately mitigate vehicular traffic impacts on the CMP Network. It is recognized that local jurisdictions may have already adopted or are in the process of adopting their own TDM program or policies for purposes of mitigating travel demand emanating from new land development. This TDM Policy does not preclude local jurisdictions from applying their

established traffic impact analysis regulations or ordinances during the course of local development review nor does it preclude local jurisdictions from applying lawfully required analysis required by CEQA.

The ensuing sections of this *Policy Approach* document describe the specific sections of the C/CAG TDM Policy to be updated, including foundational rationale for said changes

Update to Project Review Thresholds

Issues with current TDM Policy:

- Net Peak Hour Trip Metric: The 100 or more net peak hour vehicle trips threshold is high and likely excludes many new developments, such as small office buildings, apartment complexes, and condos that could benefit from a TDM Plan.
- Threshold: The threshold only considers the net change in vehicle trips, which risks omitting certain project types, such as infill or redevelopment projects, that would also benefit from applying TDM strategies.

Recommended Metric:

Weekday Average Daily Traffic: Use the projected weekday average daily traffic (ADT) as the threshold for applying TDM requirements. Project thresholds will be stated as ADT and correlated with one of the following three metrics, depending on the predominant site land use:

- 1) Square footage (Office, Research and Development, Industrial, Institutional, and Medical);
- 2) Number of rooms/units (Lodging and Multi-Family Residential); or
- 3) Number of employees (Retail and Restaurant)

Recommended Threshold:

The table below demonstrates the proposed ADT thresholds in correlation to the underlying project characteristic to be applied in the updated TDM Policy. Thresholds vary by land use and project size. It was determined that a tiered approach, with distinct thresholds for “small projects” and “large projects” would be best. The thresholds were determined by evaluating several technical resources, including multiple peer-reviewed trip generation guidance documents, California Office of Planning & Research (OPR) policy advisories, as well as case study TDM policies in California and other regions nationwide.

Table 1. Recommended ADT Thresholds, Correlated with Project Size Characteristic ^{1 2 3}

	Small Projects	Large Projects
Non-Residential: Office, R&D, Industrial, and Institutional	100 – 499 ADT (10,000 – 49,999 sq. ft.)	500+ ADT (50,000+ sq. ft.)
Non-Residential: Medical & Lodging	100 – 499 ADT (10,000 – 49,999 sq. ft.)	500+ ADT (50,000+ sq. ft.)
Non-Residential: Retail & Restaurant	100 – 499 ADT (30-99 employees)	500+ ADT (100+ employees)
Residential: Multi-Family	100 – 499 ADT (20 - 49 units)	500+ ADT (50+ units)

Small projects and large projects will be subject to different goals and monitoring and reporting requirements, also discussed in detail within the companion *Implementation Guide*. This tiered approach will allow C/CAG to expand the reach of the TDM Policy, improve monitoring and reporting, and minimize financial and administrative burdens to developers, property managers, local agency, and C/CAG staff.

Update to Vehicle Trip Reduction Targets

Issues with current policy:

- **Lacking Clarity:** Vehicle trip reduction targets are not specified within the current policy and the developer/tenants are not held responsible for the extent to which TDM programs are used. Without quantifiable targets, the ability to monitor and report on the effectiveness of the policy and hold developers/tenants accountable for the ongoing implementation of TDM programs, is limited.

Recommended Metric:

Adopt Vehicle Trip Reduction & Mode Share Targets – Adopt vehicle trip reduction targets as the primary TDM metric. The total vehicle trip reduction target will also encompass a single-occupant vehicle (SOV) mode share reduction ratio that accounts for estimated shift in travel demand behavior, which is documented with research citations in Appendices C and D.

Additional summary basis for recommending vehicle trip reduction ratio as the primary metric, supplemented with SOV mode share reduction, are as follows:

- Vehicle trip reduction ratios are supported by academic research and case study applications in San Mateo County, the Bay Area, and beyond. (Bibliography also available in Appendix D). Specific examples include:
 - The City of Mountain View (CA) established a SOV mode share target of 45 percent in the North Bayshore TDM Plan Guidelines.

¹ The quantified square footage, employees, and units in this table demonstrate plausible project size relative to the estimated project ADT. The representative project size values are not exact. They are based on documented linear relationships between project size and respective site travel demand. More detail is available in research references cited in Appendix C & D of this document.

² Justification for managing congestion on the CMP Network, particularly by smaller-sized projects, is delegated by State law (CA Govt. Code 65088). In fact, there is no legally identified minimum project size. Therefore, C/CAG can exercise discretion in setting minimum project size thresholds for inclusion in this TDM Policy. However, research of TDM policy advisories and case studies documented in Appendix D (CA Office of Planning & Research, City of Carlsbad, et al) indicate appropriate minimum ADT thresholds and linear correlation between daily trip generation and project size as proposed in Table 1, above.

³ The TDM Policy only applies to multi-family residential developments only. Single-family home developments are exempted from this TDM Policy.

- Fairfax County (VA), near Washington, D.C., has established vehicle trip generation rates based on project site distance from a rail station and accounting for the density of adjacent developments. The closer a site is to a rail station and the greater amount of nearby development, the greater the vehicle trip reduction goal would be. The vehicle trip reduction goal in Fairfax County ranges between 25 to 65 percent of ITE rates.
- Mode share is a viable complementary metric; it was the most common goal metric used in jurisdictions reviewed in the *Best Practices Memo*, dated December 1, 2018.
- Methodology for calculating mode share is relatively easy to understand and synthesize data.
- In the recommended monitoring and reporting approach described later in this document, as well as in the *Implementation Guide*, Commute.org will assist C/CAG by collecting data about TDM implementation status at completed projects. Commute.org will distribute periodic surveys to project tenants and their employees, and then compile and report findings to track TDM Policy implementation progress.
- Mode share targets can be the same countywide or can vary based on land use, location, or distance to transit.

Recommended Targets:

As illustrated in the Table 2 below, the recommended vehicle trip reduction target is 35% below estimated project ADT for all but two land uses categories; a lower vehicle trip reduction target of 25% applies to projects categorized as Small Residential (Multi-Family) or TOD.

Table 2. Vehicle Trip Reduction Targets

	Small Projects	Large Projects	TOD (Small & Large)
Non-Residential: Office, Industrial, and Institutional	35%	35%	25%
Non-Residential: Medical & Lodging	35%		
Non-Residential: Retail	35%		
Residential: Multi-Family	25%		

Vehicle trip reduction and mode share are complementary metrics to address transportation network performance. As part of this TDM Policy Update, reducing SOV trips through implementation of TDM measures supports regional mode share targets shown in Table 3, which are based on countywide averages from the 2019 Congestion Management Program (CMP). Local jurisdictions may set more aggressive targets, as appropriate.

Table 3.

San Mateo County Congestion Management Program (CMP) Mode Share Targets for Single-Occupant Vehicles

	Small Projects	Large Projects
Single Occupant Vehicle	73%	67%

Update to TDM Measures

Issues with current policy:

- Stakeholder group members indicated that many of the TDM measures listed in the current policy are not used and/or are outmoded (ex. video conference centers). The policy also includes some TDM measures that are typically required as part of building codes or other regional ordinances.
- Developers are required to select measures to offset peak hour vehicle trips over 100, using a vehicle trips credited value for each measure. However, since developers/tenants are not held responsible for the extent to which TDM programs are used, there is little incentive for developers to select measures that are tailored to their specific project.
- The number of vehicle trips credited for each metric may not reflect actual results, since they are countywide estimates and do not consider factors like the project location, distance to transit, or pedestrian and bicycle network, which are critical for the success of many TDM measures.

Recommendation:

Require a set of baseline TDM measures for all projects. Baseline TDM measures will be related to site design and physical improvements, many of which are already required as part of building codes or other local or regional ordinances or programs, in addition to programmatic measures that will require implementation and monitoring post-occupancy. Once required baseline measures are fulfilled, developers can select from additional (recommended) TDM measures that are most appropriate to the site and will help the site achieve its mode share and vehicle trip reduction goals. To facilitate implementation in line with C/CAG TDM Policy, as well as for future TDM monitoring and data collection, it is proposed that development applicants submit a TDM Checklist to the governing jurisdiction Planning Department as part of the development review process. The expectation is that the local jurisdiction will condition any project approval on the implementation of the measures selected from the TDM Checklist by the project applicant. Each measure selected in the Checklist corresponds to a point value and vehicle trip reduction percentage (impact), the values of which are based on literature review of transportation research, best practices, and stakeholder feedback.

The TDM Checklist will also categorize development projects according to their proximity to “high quality” transit, defined as a transit station or stop featuring maximum 15-minute service frequency (headways) during weekday peak hours between 6-10 a.m. and 3-7 p.m. This definition is also consistent with that of the Metropolitan Transportation Commission (MTC). Three project categories are proposed:

1. **Transit-Oriented Development (TOD)** – project located within 0.5 miles of “high quality” transit.
2. **Transit Proximate** – project located between 0.5 – 3 miles of “high quality” transit.
3. **Non-Transit Proximate** – project located more than 3 miles from “high quality” transit.

Some measures will only be required of projects meeting one of the above three geographic criteria.

Detailed background worksheets that showcase the underlying scoring values for the Required and Additional Recommended TDM measures to evaluate Residential (Multi-Family) and Non-Residential land uses, the latter of which includes Office, R&D, Industrial, and Institutional; Medical & Lodging; and Retail & Restaurant categories are contained in Appendix A. A full description of each TDM measure is provided in Appendix B.

Update to Policy Monitoring & Reporting

Issues with current policy:

- Since developer/tenants are not held responsible for the extent to which TDM programs are used post-occupancy, there is no mechanism for monitoring or accountability after a new project is built.
- Lack of consistent reporting of development project applications by local jurisdictions to C/CAG staff (as is required in established policy).
- Lack of mechanism for systematic reporting of TDM mitigation measure status post-occupancy.

Recommendation:

Require periodic reporting post-occupancy. Reporting requirements and duration of requirements will vary depending on project ADT and land use. To implement this, C/CAG will partner with Commute.org to administer the monitoring and reporting process primarily through project tenant and employee surveys. These surveys will be intended to capture the completeness of TDM implementation as well as trip-making behavior. Commute.org will assist with distribution, collection, and synthesis of survey data.

A process will also be developed to follow up with projects that fall short of TDM Policy goals or reporting requirements. This compliance effort will be collaborative, not punitive; no fines to the project owner or tenant are proposed as part of this process due to failure to achieve the targeted trip reduction goals. Rather, it is proposed that C/CAG, in partnership with Commute.org, convene with the non-compliant owner/tenant and the local jurisdiction where the project is located to strategize a path toward adequate TDM implementation and, ultimately, TDM Policy compliance.

Reporting for Small Residential Projects:

- No reporting is required for small residential projects.

Reporting for Large Residential Projects:

- A TDM self-certification status form is required to be completed biennially for the first six (6) years after occupancy.

Reporting for Large & Small Non-Residential Projects:

- Monitoring and reporting for 20 years post-occupancy
- A TDM self-certification status form is required to be completed biennially for 18 years post occupancy.
- A travel survey of employees/occupants is required to be completed biennially -beginning in the third year post-occupancy for a period of six years and then triennially for remaining 12 years.

C/CAG will conduct a biennial review of the efficacy of the C/CAG Land Use Policy Program and report to the Committees and C/CAG Board of Directors. This review and report will be folded into the standard biennial CMP monitoring process

Table 4. Recommended Monitoring & Reporting Structure

	Multi-Family Residential		Non-Residential	
	Small Projects	Large Projects	Small Projects	Large Projects
TDM Plan Checklist Survey Reporting (1-6 Years Post-Occupancy)	Not Required	Biennial self-certification	Biennial survey	Biennial survey
TDM Plan Checklist Survey Reporting (6+ Years Post-Occupancy)	Not Required	Not Required	Triennial Survey	Triennial Survey
Mode Share Surveys	Not Required	Not Required	Required	Required

For example, the 20-year monitoring and reporting in the form of periodic surveys will commence two years after project completion & occupancy and biennially for six years, and then triennially for 12 years. Example:

- Year 2025: Project completion & occupation
- 2026: TDM Self-Certification Form
- 2027: TDM Self-Certification Form and 1st biennial (two-year) survey
- 2029: TDM Self-Certification Form and 2nd biennial survey
- 2031: TDM Self-Certification Form and 3rd biennial survey. This is the 6-year mark post-occupancy. From this point forward, surveys are to be conducted triennially (three-year periods).
- 2034: TDM Self-Certification Form and 4th survey
- 2037: TDM Self-Certification Form and 5th survey
- 2040: TDM Self-Certification Form and 6th survey
- 2043: TDM Self-Certification Form and final survey.

Large residential projects are required to conduct biennial self-certification for the first six years of occupancy; after the sixth year of occupancy, no additional reporting is required. No reporting is required for small residential projects.

- Separate project site traffic counts conducted by project tenants are optional, but welcomed by C/CAG, for transportation performance measurement purposes.

Recommended Monitoring & Reporting Standards:

- Projects will be found non-compliant if the following occurs:
 - Failure to implement measures or amenities as indicated in the submitted TDM Plan or TDM Checklist; or
 - Failure to submit subsequent TDM implementation surveys; or

Projects that do not meet vehicle trip reduction and SOV mode share targets would not otherwise be penalized if they demonstrate a good-faith effort to meet the TDM Policy goals.

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Appendix A *C/CAG TDM Scoring Methodology*

Overview of Appendix A

This technical appendix summarizes the methodological background for the C/CAG TDM Checklist that local jurisdictions subject to the C/CAG TDM Policy shall utilize to evaluate TDM mitigation efforts for new development applications.

Included in this section are the following supplemental materials for local jurisdiction staff and/or developers to use as reference when preparing a C/CAG TDM Checklist applicable to the subject project.

Assistance materials included in this particular appendix consist of the following:

- Text summary of scoring rationale for Non-Residential and Residential land uses
- Detailed tables specifying the TDM measures applicable to each land use category and project type

Further reading and research, including numerical citations for vehicle trip reduction ratios – including SOV mode share - are available in the subsequent *Appendix D, Research References*.

Summary of Scoring Rationale

Why There are Points and Trip Reduction Ratios on the TDM Checklist

The corresponding point values for each mitigating measure are weighted (i.e., assigned a value signifying relative importance) and serve as a guide for relative impact of the TDM measure. This point scoring system is not “One-Size-Fits-All”. It is incumbent upon the project applicant, in cooperation with Commute.org and the responsible jurisdiction, to select the necessary values in order to meet the required vehicle trip reduction threshold.

Non-Residential Land Use Category

This category Includes *Office, Industrial, Institutional; Medical & Lodging; and Retail* land use sub-categories.

The scoring system is based upon the effectiveness of each individual mitigating TDM measure, rated in points on an ascending scale of 1-10 with a corresponding vehicle trip reduction ratio (percentage). To meet the C/CAG TDM Policy vehicle trip reduction targets, a project must commit to a minimum vehicle trip reduction ratio. This is accomplished by fulfilling the *Required* measures listed in the top half of the TDM Score Sheet, plus *Additional Recommended* measures in the bottom half, so that the total trip reduction ratio meets or exceeds the stated minimum threshold (typically 35%, unless otherwise stated). The exact number of *Additional Recommended* measures needed to meet the minimum estimated trip reduction threshold is further based on the project type, as described below:

- **For TOD projects** - defined as being within 0.5 miles of a transit station serving "high-quality transit" - the minimum required trip reduction threshold is 25%. Therefore, after fulfilling all the *Required* measures, the applicant must then select a sufficient number of *Additional Recommended* measures to achieve the minimum 25% vehicle trip reduction threshold for this project type. This threshold is lower than other project types for several reasons, including the fact that development near “high quality” transit service typically generates fewer single-occupancy vehicle trips. Therefore, this

threshold provides a 10% bonus for TODs and aims to incentivize their development by streamlining review.

- **For "Transit Proximate" projects** - defined as being within 0.5 to 3 miles of a transit stop or station with "high quality" transit service - the minimum required trip reduction threshold is 35%. Therefore, after fulfilling all the *Required* measures, the applicant must then select a sufficient number of *Additional Recommended* measures to achieve the minimum 35% trip reduction threshold for this project type.
- **For projects that are NOT "Transit Proximate"** - defined as being located more than 3 miles from a transit stop or station with "high quality" transit service - the minimum required vehicle trip reduction threshold is the same as "Transit Proximate" projects: 35%.

In any case, the project must ultimately select a sufficient number of measures from the *Additional Recommended* measures section to obtain the required overall trip reduction ratio.

Comparative Scoring Description: Large vs. Small Non-Residential Projects

To review, Large and Small Non-Residential Projects may be categorized as one of the following three project types:

- TOD
- Transit Proximate
- Non-Transit Proximate

Transit Proximate and Non-Transit Proximate projects in this project category are required to fulfill sufficient cumulative TDM measures in order to achieve 35% vehicle trip reduction impact. TODs are subject to a lower 25% threshold.

Residential Land Use Category

Like for Non-Residential land uses, the point system used for Residential projects is also based upon the effectiveness of each individual mitigating measure, in terms of estimated vehicle trip reduction ratio and corresponding points rated on an ascending weighted scale of 1-10.

The same methodology also applies with regards to fulfilling the *Required* measures plus a minimum number of *Additional Recommended* measures to achieve the minimum trip reduction threshold of 35% (or 25%, if TOD or Small Residential).

Finally, with respect to project types, the same definitions and thresholds also apply for TOD, Transit Proximate, and Non-Transit Proximate projects.

To re-emphasize, the corresponding point value for each mitigating measure is weighted (i.e., assigned a value signifying relative importance) and the point scoring system is not One-Size-Fits-All. It remains incumbent upon the responsible jurisdiction, in cooperation with the project applicant, to select the necessary values in order to meet the required vehicle trip reduction threshold.

Comparative Scoring Description: Large vs. Small Residential Projects

As for Large Non-Residential projects, Large Residential projects are categorized as one of the following three project types:

- TOD
- Transit Proximate
- Non-Transit Proximate

However, the Small Residential Project category is unique in that it *makes no such distinction*. This is because all Small Residential projects, irrespective of geography, are subject to a 25% vehicle trip reduction threshold.

For the Large Residential category, Transit Proximate and Non-Transit Proximate projects are required to fulfill cumulative TDM measures in order to achieve 35% trip reduction impact. However, TODs are still subject to a lower 25% threshold.

Brief Explanation of the Background TDM Checklist Worksheets

The following pages feature technical worksheets for each land use category. There are eight (8) in total, each represented in the following order:

1. Large Non-Residential (Office, Industrial, Institutional)
2. Small Non Residential (Office, Industrial, Institutional)
3. Large Residential
4. Small Residential
5. Large Non-Residential (Medical/Lodging)
6. Small Non-Residential (Medical/Lodging)
7. Large Non-Residential (Retail)
8. Small Non-Residential (Retail)

The purpose of featuring these worksheets is to illustrate the underlying quantification of vehicle trip reduction metrics that are paramount to the C/CAG TDM Policy Update. As described in the main body text of this Policy Approach document, the primary metric is the vehicle trip reduction ratio (or percentage). Single-occupant vehicle (SOV) mode share and the weighted point score are supplementary, but nonetheless valuable insofar as these help derive the estimated vehicle trip reduction that could reasonably occur by implementing certain TDM measures.

For further assistance on this topic, interested parties are encouraged to contact C/CAG staff directly. Contact information is available at the agency website: <https://ccag.ca.gov/>.

C/CAG TDM Mitigation SCORE SHEET

Non-Residential (Office, Industrial, Institutional) Land Use: Large Project : 500+ ADT ; ~50,000+ sq. ft.

PROJECT INFORMATION

Jurisdiction	
Project Name	
Project Type	
Name of Preparer	
Date Prepared	

INSTRUCTIONS

Based on Project Information above, complete the Checklist below by assigning points and trip reduction percentages according to Project Type. Input respective values in columns at far right. Select all REQUIRED measures and record total points and trip reduction. Then, select ADDITIONAL measures and record total points and trip reduction. The combined totals should be at least 35% trip TOD Projects located within 0.5 miles of station with high-quality transit service shall be subject 25% trip reduction.

For TDM measures highlighted orange, pay special attention to the assigned points based on Project Type. Input the appropriate assigned value in the scoring column at right. Also refer to the C/CAG Policy Approach Document, Appendix B - TDM Scoring Methodology to advise applicants of specific requirements for fulfilling these measures.

IMPORTANT: If a REQUIRED measure is proven to be infeasible (cost-prohibitive or otherwise), the governing jurisdiction may wish to substitute a suitable ADDITIONAL measure (or measures) of comparable trip reduction value to achieve the total required trip reduction impact.

ESSENTIAL TERMINOLOGY

"Transit Proximate"	Project located between 0.5 - 3 miles from a transit station or stop with "high quality" transit service.
"Non-Transit Proximate"	Project located 3+ miles from a transit station or stop with "high quality" transit service.
"TOD"	Transit-Oriented Development located less than 0.5 miles from a transit station or stop with "high quality" transit service.
"High quality" transit service	Rail station or a transit stop featuring bus service with maximum 15-minute headways during weekday peak hours of 6-10AM and 3-7PM.

REQUIRED MEASURES

		Project Type				Est. Trip Reduction %	TRIP REDUCTION SCORE (%)	
		TOD	TRANSIT PROXIMATE	NON-TRANSIT PROXIMATE				
Category	ID	Measure			Point Values			
Parking Mgmt. for Ridesharing	1	Free/Preferential Parking for Carpools			1	1	1	1.0%
	2	TDM Coordinator/Contact Person			1	1	1	0.5%
TDM Mgmt. & Admin	3	Actively Participate in Commute.org, or Transportation Management Association (TMA) Equivalent			8		8	6.5%
	3A	Certified participation in Commute.org, or equivalent program such as TMA			2	2	2	4.0%
	3B	Commute assistance and ride-matching			4	4	4	1.0%
	3C	Shuttle Program/Shuttle Consortium/Fund Transit Service				5		10.0%
	3D	Guaranteed Ride Home			1	1	1	0.5%
	3E	Orientation, Education, Promotional Programs and/or Materials			1	1	1	1.0%
Shuttles, Transit & Ridesharing	4	Carpool or Vanpool Program			3	3	3	2.0%
	5	Transit or Ridesharing Passes/Subsidies			8	8	8	10.0%
	6	Pre-Tax Transportation Benefits			3	3	3	1.0%
Active Transportation	7	Secure Bicycle Storage			1	1	1	1.0%
	8	Showers, Lockers, and Changing Rooms for Cyclists			2	2	2	2.0%
Site Design Initiatives	9	Design Streets to Encourage Bike/Ped Access			1	1	1	1.0%
Recorded % Total								
Required Measures % Total (TOD)								
Required Measures % Total (Transit Proximate)								
Required Measure % Total (Non-Transit Proximate)								

ADDITIONAL RECOMMENDED MEASURES

Select enough measures below so that the combined total of REQUIRED + ADDITIONAL measures = at least 35% trip reduction (at least 25% for TODs).

		Project Type				Est. Trip Reduction %	TRIP REDUCTION SCORE (%)	
		TOD	TRANSIT PROXIMATE	NON-TRANSIT PROXIMATE				
Category	ID	Measure			Point Values			
Employee Programs	10	Flex Time, Compressed Work Week, Telecommute			5	5	5	5.0%
Parking Mgmt.	11	Paid Parking at Market Rate			10	10	10	25.0%
	12	Short Term Daily Parking			2	2	2	2.0%
	14	Parking Guidance Information System combined w/Congestion Pricing			1	1	1	2.0%
TDM Mgmt. & Admin	15	Developer TDM Fee/TDM Fund			5	5	5	4.0%
Transit, Shuttles, & Ridesharing	16	Car Share On-Site			3	3	3	1.0%
	17	Land Dedication or Capital Improvements for Transit			8	8	8	4.0%
	18	Shuttle Program/Shuttle Consortium/Fund Transit Service					5	10.0%
Active Transportation	19	Bike/Scooter Share On-Site			2	2	2	1.0%
	20	Active Transportation Subsidies			3	3	3	2.0%
	21	Gap Closure			5	5	5	7.0%
	22	Bike Repair Station			1	1	1	0.5%
Site Design Initiatives	22	Pedestrian Oriented Uses & Amenities on Ground Floor			4	4	4	3.0%
Additional % Total								
Recorded Additional Measure % Total (TOD)								
Recorded Additional Measure % (Transit Proximate)								
Recorded Additional Measure % (Non-Transit Proximate)								
GRAND TOTAL								
Must be at least 35% (or 25% for TODs)								

C/CAG TDM Mitigation SCORE SHEET

Non-Residential (Office, Industrial, Institutional) Land Use: Small Project : 100-499 ADT ; ~10,000-49,999 sq.

PROJECT INFORMATION

Jurisdiction	
Project Name	
Project Type	
Name of Preparer	
Date Prepared	

INSTRUCTIONS

Based on Project Information above, complete the Checklist below by assigning points and trip reduction percentages according to Project Type. Input respective values in columns at far right. Select all REQUIRED measures and record total points and trip reduction. Then, select ADDITIONAL measures and record total points and trip reduction. The combined totals should be at least 35% trip reduction. TOD Projects located within 0.5 miles of station with high-quality transit service shall be subject 25% trip reduction.

For TDM measures highlighted orange, pay special attention to the assigned points based on Project Type. Input the appropriate assigned value in the scoring column at right. Also refer to the C/CAG Policy Approach Document, Appendix B - TDM Scoring Methodology to advise applicants of specific requirements for fulfilling these measures.

IMPORTANT: If a REQUIRED measure is proven to be infeasible (cost-prohibitive or otherwise), the governing jurisdiction may wish to substitute a suitable ADDITIONAL measure (or measures) of comparable trip reduction value to achieve the total required trip reduction impact.

ESSENTIAL TERMINOLOGY

"Transit Proximate"	Project located between 0.5 - 3 miles from a transit station or stop with "high quality" transit service.
"Non-Transit Proximate"	Project located 3+ miles from a transit station or stop with "high quality" transit service.
"TOD"	Transit-Oriented Development located less than 0.5 miles from a transit station or stop with "high quality" transit service.
"High quality" transit service	Rail station or a transit stop featuring bus service with maximum 15-minute headways during weekday peak hours of 6-10AM and 3-7PM.

REQUIRED MEASURES

Category	ID	Measure	Project Type			Est. Trip Reduction %	TRIP REDUCTION SCORE (%)
			TOD	TRANSIT PROXIMATE	NON-TRANSIT PROXIMATE		
Parking Mgmt. for Ridesharing	1	Free/Preferential Parking for Carpools	1	1	1	1.0%	
	2	TDM Coordinator/Contact Person	1	1	1	0.5%	
TDM Mgmt. & Admin	3	Actively Participate in Commute.org. or Transportation Management Association (TMA) Equivalent	8	8	8	6.5%	
	3A	Certified participation in Commute.org. or equivalent program such as TMA	2	2	2	4.0%	
	3B	Commute assistance and ride-matching	4	4	4	1.0%	
	3C	Guaranteed Ride Home	1	1	1	0.5%	
Shuttles, Transit & Ridesharing	3D	Orientation, Education, Promotional Programs and/or Materials	1	1	1	1.0%	
	4	Carpool or Vanpool Program	3	3	3	2.0%	
	5	Transit or Ridesharing Passes/Subsidies	8	8	8	10.0%	
Active Transportation	6	Pre-Tax Transportation Benefits	3	3	3	1.0%	
	7	Secure Bicycle Storage	1	1	1	1.0%	
Site Design Initiatives	8	Showers, Lockers, and Changing Rooms for Cyclists	2	2	2	2.0%	
	9	Design Streets to Encourage Bike/Ped Access	1	1	1	1.0%	

Recorded % Total	
Required Measures % Total (TOD)	
Required Measures % Total (Transit Proximate)	
Required Measure % Total (Non-Transit Proximate)	

ADDITIONAL RECOMMENDED MEASURES

Select enough measures below so that the combined total of REQUIRED + ADDITIONAL measures = at least 35% trip reduction (at least 25% for TODs).

Category	ID	Measure	Project Type			Est. Trip Reduction %	TRIP REDUCTION SCORE (%)
			TOD	TRANSIT PROXIMATE	NON-TRANSIT PROXIMATE		
Employee Programs	10	Flex Time, Compressed Work Week, Telecommute	5	5	5	5.0%	
Parking Mgmt.	11	Paid Parking at Market Rate	10	10	10	25.0%	
	12	Short Term Daily Parking	2	2	2	2.0%	
	14	Reduced Parking	8	8	8	10.0%	
TDM Mgmt. & Admin	15	Developer TDM Fee/TDM Fund	5	5	5	4.0%	
Transit, Shuttles, & Ridesharing	16	Car Share On-Site	3	3	3	1.0%	
	17	Land Dedication or Capital Improvements for Transit	8	8	8	4.0%	
	18	Shuttle Program/Shuttle Consortium/Fund Transit Service			5	10.0%	
Active Transportation	19	Bike/Scooter Share On-Site	2	2	2	1.0%	
	20	Active Transportation Subsidies	3	3	3	2.0%	
	21	Gap Closure	5	5	5	7.0%	
	22	Bike Repair Station	1	1	1	0.5%	
Site Design Initiatives	22	Pedestrian Oriented Uses & Amenities on Ground Floor	4	4	4	3.0%	

Additional % Total	
Recorded Additional Measure % Total (TOD)	
Recorded Additional Measure % (Transit Proximate)	
Recorded Additional Measure % (Non-Transit Proximate)	
GRAND TOTAL	

Must be at least 35% (or 25% for TODs)

C/CAG TDM Mitigation SCORE SHEET

Residential (Multi-Family) Land Use: Large Project : 500+ ADT; ~50+ Units

PROJECT INFORMATION

Jurisdiction	
Project Name	
Project Type	
Name of Preparer	
Date Prepared	

INSTRUCTIONS

Based on Project Information above, complete the Checklist below by assigning points and trip reduction percentages according to Project Type. Input respective values in columns at far right. Select all REQUIRED measures and record total points and trip reduction. Then, select ADDITIONAL measures and record total points and trip reduction. The combined totals should be at least 35% trip reduction. TOD Projects located within 0.5 miles of station with high-quality transit service shall be subject 25% trip reduction.

For TDM measures highlighted orange, pay special attention to the assigned points based on Project Type. Input the appropriate assigned value in the scoring column at right. Also refer to the C/CAG Policy Approach Document, Appendix B - TDM Scoring Methodology to advise applicants of specific requirements for fulfilling these measures.

IMPORTANT: If a REQUIRED measure is proven to be infeasible (cost-prohibitive or otherwise), the governing jurisdiction may wish to substitute a suitable ADDITIONAL measure (or measures) of comparable trip reduction value to achieve the total required trip reduction impact.

ESSENTIAL TERMINOLOGY

"Transit Proximate"	Project located between 0.5 - 3 miles from a transit station or stop with "high quality" transit service.
"Non-Transit Proximate"	Project located 3+ miles from a transit station or stop with "high quality" transit service.
"TOD"	Transit-Oriented Development located less than 0.5 miles from a transit station or stop with "high quality" transit service.
"High quality" transit service	Rail station or a transit stop featuring bus service with maximum 15-minute headways during weekday peak hours of 6-10AM and 3-7PM.

REQUIRED MEASURES

		Project Type			Est. Trip Reduction %	TRIP REDUCTION SCORE (%)
		TOD	TRANSIT PROXIMATE	NON-TRANSIT PROXIMATE		
Category	ID	Measure			Point Values	
Parking Mgmt. for Ridesharing	1	Orientation, Education, Promotional Programs and/or Materials			1	1.0%
	2	TDM Coordinator/Contact Person			1	0.5%
TDM Mgmt. & Admin	3	Actively Participate in Commute.org, or Transportation Management Association (TMA) Equivalent			6	5.0%
	3A	Certified participation in Commute.org, or equivalent program such as TMA			2	4.0%
	3B	Commute assistance and ride-matching			4	1.0%
	3C	Shuttle Program/Shuttle Consortium/Fund Transit Service			5	10.0%
Shuttles, Transit & Ridesharing	4	Transit or Ridesharing Passes/Subsidies			8	10.0%
Active Transportation	5	Secure Bicycle Storage			1	1.0%
Site Design Initiatives	6	Design Streets to Encourage Bike/Ped Access			1	1.0%
Recorded % Total						
Required Measures % Total (TOD)						
Required Measures % Total (Transit Proximate)						
Required Measure % Total (Non-Transit Proximate)						

ADDITIONAL RECOMMENDED MEASURES

Select enough measures below so that the combined total of REQUIRED + ADDITIONAL measures = at least 35% trip reduction (at least 25% for TODs).

		TOD	TRANSIT PROXIMATE	NON-TRANSIT PROXIMATE	Est. Trip Reduction %	TRIP REDUCTION SCORE (%)
Category	Measure	Point Values				
Employee Programs	7	Delivery Amenities			1	1.0%
Parking Mgmt.	8	Family-supportive Amenities			3	3.0%
	9	Paid Parking at Market Rate			10	25.0%
	10	Reduced Parking			8	10.0%
TDM Mgmt. & Admin	11	Developer TDM Fee/TDM Fund			5	4.0%
Transit, Shuttles, & Ridesharing	12	Carpool or Vanpool Program			3	2.0%
	13	Car Share On-Site			3	1.0%
	14	Land Dedication or Capital Improvements for Transit			8	4.0%
	14A	Bus Pullout Space			2	1.0%
	14B	Bus Shelter			2	1.0%
	14C	Visual/Electrical Improvements (i.e., Lighting, Signage)			2	1.0%
Active Transportation	14D	Other (i.e., Micromobility Parking Zone, TNC Loading Zone)			2	1.0%
	15	Shuttle Program/Shuttle Consortium/Fund Transit Service			5	10.0%
	16	Bike/Scooter Share On-Site			2	1.0%
	17	Active Transportation Subsidies			3	2.0%
Site Design Initiatives	18	Gap Closure			5	7.0%
	19	Bike Repair Station			1	0.5%
	20	Pedestrian Oriented Uses & Amenities on Ground Floor			4	3.0%
Additional % Total						
Recorded Additional Measure % Total (TOD)						
Recorded Additional Measure % (Transit Proximate)						
Recorded Additional Measure % (Non-Transit Proximate)						
GRAND TOTAL						
Must be at least 35% (or 25% for TODs)						

C/CAG TDM Mitigation SCORE SHEET

Residential (Multi-Family) Land Use: Small Project : 100-499 ADT; ~20-49 Units

PROJECT INFORMATION

Jurisdiction	
Project Name	
Project Type	
Name of Preparer	
Date Prepared	

INSTRUCTIONS

Complete the Checklist below by selecting trip reduction measures according to Project Type. Input respective values in columns at far right.
 Select all REQUIRED measures then, select ADDITIONAL measures to achieve a minimum of at least 25% trip reduction.

For TDM measures highlighted orange refer to the C/CAG Policy Approach Document, Appendix B - TDM Scoring Methodology to advise applicants of specific requirements for fulfilling these measures.

IMPORTANT: If a REQUIRED measure is proven to be infeasible (cost-prohibitive or otherwise), the governing jurisdiction may wish to substitute a suitable ADDITIONAL measure (or measures) of comparable trip reduction value to achieve the total required trip reduction impact.

ESSENTIAL TERMINOLOGY

"Transit Proximate"	Project located between 0.5 - 3 miles from a transit station or stop with "high quality" transit service.
"Non-Transit Proximate"	Project located 3+ miles from a transit station or stop with "high quality" transit service.
"TOD"	Transit-Oriented Development located less than 0.5 miles from a transit station or stop with "high quality" transit service.
"High quality" transit service	Rail station or a transit stop featuring bus service with maximum 15-minute headways during weekday peak hours of 6-10AM and 3-7PM.

REQUIRED MEASURES

		Project Type			Est. Trip Reduction %	TRIP REDUCTION SCORE (%)
		TOD	TRANSIT PROXIMATE	NON-TRANSIT PROXIMATE		
Category	ID	Measure	Point Values			
Parking Mgmt. for Ridesharing	1	Orientation, Education, Promotional Programs and/or Materials	1	1	1	1.0%
TDM Mgmt. & Admin	2	TDM Coordinator/Contact Person	1	1	1	0.5%
Shuttles, Transit & Ridesharing	3	Transit or Ridesharing Passes/Subsidies	8	8	8	10.0%
Active Transportation	4	Secure Bicycle Storage	1	1	1	1.0%
Site Design Initiatives	5	Design Streets to Encourage Bike/Ped Access	1	1	1	1.0%
Recorded Required Measure % Total						

ADDITIONAL RECOMMENDED MEASURES

Select enough measures below so that the combined total of REQUIRED + ADDITIONAL measures = at least 25% trip reduction.

		Project Type			Est. Trip Reduction %	TRIP REDUCTION SCORE (%)
		TOD	TRANSIT PROXIMATE	NON-TRANSIT PROXIMATE		
Category	ID	Measure	Point Values			
Employee & Resident Amenities	6	Delivery Amenities	1	1	1	1%
	7	Family-supportive Amenities	3	3	3	3%
Parking Mgmt.	8	Paid Parking at Market Rate	10	10	10	25%
	9	Reduced Parking	8	8	8	10%
TDM Mgmt. & Admin	10	Developer TDM Fee/TDM Fund	5	5	5	4%
	11	Actively Participate in a Transportation Management Association	2	2	2	4%
Transit, Shuttles, & Ridesharing	12	Carpool or Vanpool Program	3	3	3	2%
	13	Commute Assistance and Ride-Matching	4	4	4	1%
	14	Car Share On-Site	3	3	3	1%
	15	Land Dedication or Capital Improvements for Transit	8	8	8	
	15A	Contribute space on, or adjacent to, the project site for transit improvements.	2	2	2	1%
	15B	Contribute space on, or adjacent to, the project site for transit improvements.	2	2	2	1%
Active Transportation	15C	Contribute space on, or adjacent to, the project site for transit improvements.	2	2	2	1%
	15D	Contribute space on, or adjacent to, the project site for transit improvements.	2	2	2	1%
	16	Bike/Scooter Share On-Site	2	2	2	1%
Site Design Initiatives	17	Active Transportation Subsidies	3	3	3	2%
	18	Gap Closure	5	5	5	7%
Site Design Initiatives	19	Bike Repair Station	1	1	1	1%
	20	Secure Bicycle Storage	1	1	1	1.0%
	21	Pedestrian Oriented Uses & Amenities on Ground Floor	4	4	4	3%
Recorded Additional Measure % Total						
GRAND TOTAL						
Total Must be at least 25%						

C/CAG TDM Mitigation SCORE SHEET

Medical & Lodging Land Use: Large Project : 500+ ADT ; ~50,000+ sq. ft.

PROJECT INFORMATION

Jurisdiction	
Project Name	
Project Type	
Name of Preparer	
Date Prepared	

INSTRUCTIONS

Based on Project Information above, complete the Checklist below by assigning points and trip reduction percentages according to Project Type. Input respective values in columns at far right. Select all REQUIRED measures and record total points and trip reduction. Then, select ADDITIONAL measures and record total points and trip reduction. The combined totals should be at least 35% trip reduction. TOD Projects located within 0.5 miles of station with high-quality transit service shall be subject 25% trip reduction.

For TDM measures highlighted orange, pay special attention to the assigned points based on Project Type. Input the appropriate assigned value in the scoring column at right. Also refer to the C/CAG Policy Approach Document, Appendix B - TDM Scoring Methodology to advise applicants of specific requirements for fulfilling these measures.

IMPORTANT: If a REQUIRED measure is proven to be infeasible (cost-prohibitive or otherwise), the governing jurisdiction may wish to substitute a suitable ADDITIONAL measure (or measures) of comparable trip reduction value to achieve the total required trip reduction impact.

ESSENTIAL TERMINOLOGY

"Transit Proximate"	Project located between 0.5 - 3 miles from a transit station or stop with "high quality" transit service.
"Non-Transit Proximate"	Project located 3+ miles from a transit station or stop with "high quality" transit service.
"TOD"	Transit-Oriented Development located less than 0.5 miles from a transit station or stop with "high quality" transit service.
"High quality" transit service	Rail station or a transit stop featuring bus service with maximum 15-minute headways during weekday peak hours of 6-10AM and 3-7PM.

REQUIRED MEASURES

		Project Type				Est. Trip Reduction %	TRIP REDUCTION SCORE (%)
		TOD	TRANSIT PROXIMATE	NON-TRANSIT PROXIMATE			
Category	ID	Measure	Point Values				
TDM Mgmt. & Admin	1	TDM Coordinator/Contact Person	1	1	1	0.5%	
	2	Actively Participate in Commute.org, or Transportation Management Association (TMA) Equivalent	8	8	8	6.5%	
	2E	TOD SHUTTLE EXEMPTION (TOD projects are NOT required to implement either shuttle service option below)					
	2F	PRIVATE Shuttle Program/Shuttle Consortium/Fund Transit Service		5	5	8.0%	
	2G	COMMUNITY Shuttle Program/Shuttle Consortium/Fund Transit Service		7	7	10.0%	
Shuttles, Transit & Ridesharing	3	Carpool or Vanpool Program	3	3	3	2.0%	
	4	Transit or Ridesharing Passes/Subsidies	8	8	8	10.0%	
	5	Pre-Tax Transportation Benefits	3	3	3	1.0%	
	6	Design Streets to Encourage Bike/Ped Access	1	1	1	1.0%	
Site Design Initiatives	7	Pedestrian Oriented Uses & Amenities on Ground Floor	4	4	4	3.0%	
Recorded % Total							
Required Measures % Total (TOD)							
Required Measures % Total (Transit Proximate)							
Required Measure % Total (Non-Transit Proximate)							

ADDITIONAL RECOMMENDED MEASURES

Select enough measures below so that the combined total of REQUIRED + ADDITIONAL measures = at least 35% trip reduction (at least 25% for TODs).

		Project Type				Est. Trip Reduction %	TRIP REDUCTION SCORE (%)
		TOD	TRANSIT PROXIMATE	NON-TRANSIT PROXIMATE			
Category	ID	Measure	Point Values				
Employee Program	8	Telemedicine	5	5	5	5.0%	
Parking Mgmt.	9	Paid Parking at Market Rate	10	10	10	25.0%	
	10	Short Term Daily Parking	2	2	2	2.0%	
	11	Reduced Parking	8	8	8	10.0%	
	12	Free/Preferential Parking for Employee Carpools	1	1	1	1.0%	
TDM Mgmt. & Admin	13	Developer TDM Fee/TDM Fund	5	5	5	4.0%	
Transit, Shuttles, & Ridesharing	14	Car Share On-Site	3	3	3	1.0%	
	15	Land Dedication or Capital Improvements for Transit	8	8	8	4.0%	
Active Transportation	16	Bike/Scooter Share On-Site	2	2	2	1.0%	
	17	Active Transportation Subsidies	3	3	3	2.0%	
	18	Gap Closure	5	5	5	7.0%	
	19	Bike Repair Station	1	1	1	0.5%	
	20	Showers, Lockers, and Changing Rooms for Cyclists	2	2	2	2.0%	
	21	Secure Bicycle Storage	1	1	1	1.0%	
Additional % Total							
Recorded Additional Measure % Total (TOD)							
Recorded Additional Measure % (Transit Proximate)							
Recorded Additional Measure % (Non-Transit Proximate)							
GRAND TOTAL							
Must be at least 35% (or 25% for TODs)							

C/CAG TDM Mitigation SCORE SHEET

Medical & Lodging Land Use: Small Project : 100-499 ADT ; ~10,000-49,999 sq. ft.

PROJECT INFORMATION

Jurisdiction	
Project Name	
Project Type	
Name of Preparer	
Date Prepared	

INSTRUCTIONS

Based on Project Information above, complete the Checklist below by assigning points and trip reduction percentages according to Project Type. Input respective values in columns at far right. Select all REQUIRED measures and record total points and trip reduction. Then, select ADDITIONAL measures and record total points and trip reduction. The combined totals should be at least 35% trip reduction. TOD Projects located within 0.5 miles of station with high-quality transit service shall be subject 25% trip reduction.

For TDM measures highlighted orange, pay special attention to the assigned points based on Project Type. Input the appropriate assigned value in the scoring column at right. Also refer to the *C/CAG Policy Approach Document, Appendix B - TDM Scoring Methodology* to advise applicants of specific requirements for fulfilling these measures.

IMPORTANT: If a REQUIRED measure is proven to be infeasible (cost-prohibitive or otherwise), the governing jurisdiction may wish to substitute a suitable ADDITIONAL measure (or measures) of comparable trip reduction value to achieve the total required trip reduction impact.

ESSENTIAL TERMINOLOGY

"Transit Proximate"	Project located between 0.5 - 3 miles from a transit station or stop with "high quality" transit service.
"Non-Transit Proximate"	Project located 3+ miles from a transit station or stop with "high quality" transit service.
"TOD"	Transit-Oriented Development located less than 0.5 miles from a transit station or stop with "high quality" transit service.
"High quality" transit service	Rail station or a transit stop featuring bus service with maximum 15-minute headways during weekday peak hours of 6-10AM and 3-7PM.

REQUIRED MEASURES

		Project Type				Est. Trip Reduction %	TRIP REDUCTION SCORE (%)
		TOD	TRANSIT PROXIMATE	NON-TRANSIT PROXIMATE			
Category	ID	Measure			Point Values		
TDM Mgmt. & Admin	1	TDM Coordinator/Contact Person			1	1	0.5%
	2	Actively Participate in Commute.org, or Transportation Management Association (TMA) Equivalent			8	8	6.5%
Shuttles, Transit & Ridesharing	3	Carpool or Vanpool Program			3	3	2.0%
	4	Transit or Ridesharing Passes/Subsidies			8	8	10.0%
	5	Pre-Tax Transportation Benefits			3	3	1.0%
Site Design Initiatives	6	Design Streets to Encourage Bike/Ped Access			1	1	1.0%
	7	Pedestrian Oriented Uses & Amenities on Ground Floor			4	4	3.0%
							Recorded % Total
							Required Measures % Total (TOD)
							Required Measures % Total (Transit Proximate)
							Required Measure % Total (Non-Transit Proximate)

ADDITIONAL RECOMMENDED MEASURES

Select enough measures below so that the combined total of REQUIRED + ADDITIONAL measures = at least 35% trip reduction (at least 25% for TODs).

		Project Type				Est. Trip Reduction %	TRIP REDUCTION SCORE (%)
		TOD	TRANSIT PROXIMATE	NON-TRANSIT PROXIMATE			
Category	ID	Measure			Point Values		
Employee Program	8	Telemedicine			5	5	5.0%
Parking Mgmt.	9	Paid Parking at Market Rate			10	10	25.0%
	10	Short Term Daily Parking			2	2	2.0%
	11	Reduced Parking			8	8	10.0%
	12	Free/Preferential Parking for Employee Carpools			1	1	1.0%
TDM Mgmt. & Admin	13	Developer TDM Fee/TDM Fund			5	5	4.0%
Transit, Shuttles, & Ridesharing	14	Car Share On-Site			3	3	1.0%
	15	Land Dedication or Capital Improvements for Transit			8	8	4.0%
	16	Shuttle Program/Shuttle Consortium/Fund Transit Service				5	10.0%
Active Transportation	17	Bike/Scooter Share On-Site			2	2	1.0%
	18	Active Transportation Subsidies			3	3	2.0%
	19	Gap Closure			5	5	7.0%
	20	Bike Repair Station			1	1	0.5%
	21	Showers, Lockers, and Changing Rooms for Cyclists			2	2	2.0%
	22	Secure Bicycle Storage			1	1	1.0%
							Additional % Total
							Recorded Additional Measure % Total (TOD)
							Recorded Additional Measure % (Transit Proximate)
							Recorded Additional Measure % (Non-Transit Proximate)
							GRAND TOTAL
							Must be at least 35% (or 25% for TODs)

C/CAG TDM Mitigation SCORE SHEET

Retail Land Use: Large Project : 500 ADT: ~100+ FTE

PROJECT INFORMATION

Jurisdiction	
Project Name	
Project Type	
Name of Preparer	
Date Prepared	

INSTRUCTIONS

Based on Project Information above, complete the Checklist below by assigning points and trip reduction percentages according to Project Type. Input respective values in columns at far right. Select all REQUIRED measures and record total points and trip reduction. Then, select ADDITIONAL measures and record total points and trip reduction. The combined totals should be at least 35% trip reduction. TOD Projects located within 0.5 miles of station with high-quality transit service shall be subject 25% trip reduction.

For TDM measures highlighted orange, pay special attention to the assigned points based on Project Type. Input the appropriate assigned value in the scoring column at right. Also refer to the C/CAG Policy Approach Document, Appendix B - TDM Scoring Methodology to advise applicants of specific requirements for fulfilling these measures.

IMPORTANT: If a REQUIRED measure is proven to be infeasible (cost-prohibitive or otherwise), the governing jurisdiction may wish to substitute a suitable ADDITIONAL measure (or measures) of comparable trip reduction value to achieve the total required trip reduction impact.

ESSENTIAL TERMINOLOGY

"Transit Proximate"	Project located between 0.5 - 3 miles from a transit station or stop with "high quality" transit service.
"Non-Transit Proximate"	Project located 3+ miles from a transit station or stop with "high quality" transit service.
"TOD"	Transit-Oriented Development located less than 0.5 miles from a transit station or stop with "high quality" transit service.
"High quality" transit service	Rail station or a transit stop featuring bus service with maximum 15-minute headways during weekday peak hours of 6-10AM and 3-7PM.

REQUIRED MEASURES

		Project Type			Est. Trip Reduction %	TRIP REDUCTION SCORE (%)
		TOD	TRANSIT PROXIMATE	NON-TRANSIT PROXIMATE		
Category	ID	Measure	Point Values			
Parking Mgmt. for Ridesharing	1	Free/Preferential Parking for Carpools	1	1	1	1.0%
	2	TDM Coordinator/Contact Person	1	1	1	0.5%
TDM Mgmt. & Admin	3	Actively Participate in Commute.org, or Transportation Management Association (TMA) Equivalent	8		8	6.5%
				13		16.5%
Shuttles, Transit & Ridesharing	4	Carpool or Vanpool Program	3	3	3	2.0%
	5	Transit or Ridesharing Passes/Subsidies	8	8	8	10.0%
	6	Pre-Tax Transportation Benefits	3	3	3	1.0%
Active Transportation	7	Secure Bicycle Storage	1	1	1	1.0%
Site Design Initiatives	8	Design Streets to Encourage Bike/Ped Access	1	1	1	1.0%
	9	Pedestrian Oriented Uses & Amenities on Ground Floor	4	4	4	3.0%
Recorded % Total						
Required Measures % Total (TOD)						
Required Measures % Total (Transit Proximate)						
Required Measures % Total (Non-Transit Proximate)						

ADDITIONAL RECOMMENDED MEASURES

Select enough measures below so that the combined total of REQUIRED + ADDITIONAL measures = at least 35% trip reduction (at least 25% for TODs).

		Project Type			Est. Trip Reduction %	TRIP REDUCTION SCORE (%)
		TOD	TRANSIT PROXIMATE	NON-TRANSIT PROXIMATE		
Category	ID	Measure	Point Values			
Parking Mgmt.	10	Paid Parking at Market Rate	10	10	10	25.0%
	11	Short Term Daily Parking	2	2	2	2.0%
	12	Parking Guidance Information System combined w/Congestion Pricing	1	1	1	2.0%
TDM Mgmt. & Admin	13	Developer TDM Fee/TDM Fund	5	5	5	4.0%
Transit, Shuttles, & Ridesharing	16	Car Share On-Site	3	3	3	1.0%
	17	Land Dedication or Capital Improvements for Transit	8	8	8	4.0%
	18	Shuttle Program/Shuttle Consortium/Fund Transit Service			5	10.0%
Active Transportation	19	Bike/Scooter Share On-Site	2	2	2	1.0%
	20	Active Transportation Subsidies	3	3	3	2.0%
	21	Gap Closure	5	5	5	7.0%
	22	Bike Repair Station	1	1	1	0.5%
	23	Showers, Lockers, and Changing Rooms for Cyclists	2	2	2	2.0%
Additional % Total						
Recorded Additional Measure % Total (TOD)						
Recorded Additional Measure % (Transit Proximate)						
Recorded Additional Measure % (Non-Transit Proximate)						
GRAND TOTAL						
Must be at least 35% (or 25% for TODs)						

C/CAG TDM Mitigation SCORE SHEET

Retail Land Use: Small Project : 100-499 ADT; ~30-99 FTE

PROJECT INFORMATION

Jurisdiction	
Project Name	
Project Type	
Name of Preparer	
Date Prepared	

INSTRUCTIONS

Based on Project Information above, complete the Checklist below by assigning points and trip reduction percentages according to Project Type. Input respective values in columns at far right. Select all REQUIRED measures and record total points and trip reduction. Then, select ADDITIONAL measures and record total points and trip reduction. The combined totals should be at least 35% trip reduction. TOD Projects located within 0.5 miles of station with high-quality transit service shall be subject 25% trip reduction.

For TDM measures highlighted orange, pay special attention to the assigned points based on Project Type. Input the appropriate assigned value in the scoring column at right. Also refer to the C/CAG Policy Approach Document, Appendix B - TDM Scoring Methodology to advise applicants of specific requirements for fulfilling these measures.

IMPORTANT: If a REQUIRED measure is proven to be infeasible (cost-prohibitive or otherwise), the governing jurisdiction may wish to substitute a suitable ADDITIONAL measure (or measures) of comparable trip reduction value to achieve the total required trip reduction impact.

ESSENTIAL TERMINOLOGY

"Transit Proximate"	Project located between 0.5 - 3 miles from a transit station or stop with "high quality" transit service.
"Non-Transit Proximate"	Project located 3+ miles from a transit station or stop with "high quality" transit service.
"TOD"	Transit-Oriented Development located less than 0.5 miles from a transit station or stop with "high quality" transit service.
"High quality" transit service	Rail station or a transit stop featuring bus service with maximum 15-minute headways during weekday peak hours of 6-10AM and 3-7PM.

REQUIRED MEASURES

		Project Type			Est. Trip Reduction %	TRIP REDUCTION SCORE (%)
		TOD	TRANSIT PROXIMATE	NON-TRANSIT PROXIMATE		
Category	ID	Measure	Point Values			
Parking Mgmt. for Ridesharing	1	Free/Preferential Parking for Carpools	1	1	1	1.0%
	2	TDM Coordinator/Contact Person	1	1	1	0.5%
TDM Mgmt. & Admin	3	Actively Participate in Commute.org, or Transportation Management Association (TMA) Equivalent	8		8	6.5%
	3A	Certified participation in Commute.org, or equivalent program such as TMA	2	2	2	4.0%
	3B	Commute assistance and ride-matching	4	4	4	1.0%
	3C	Shuttle Program/Shuttle Consortium/Fund Transit Service		5		0.5%
	3D	Guaranteed Ride Home	1	1	1	1.0%
	3E	Orientation, Education, Promotional Programs and/or Materials	1	1	1	2.0%
Shuttles, Transit & Ridesharing	4	Carpool or Vanpool Program	3	3	3	10.0%
	5	Transit or Ridesharing Passes/Subsidies	8	8	8	1.0%
	6	Pre-Tax Transportation Benefits	3	3	3	1.0%
Active Transportation	7	Secure Bicycle Storage	1	1	1	2.0%
Site Design Initiatives	8	Design Streets to Encourage Bike/Ped Access	1	1	1	1.0%
Recorded % Total						
Required Measures % Total (TOD)						
Required Measures % Total (Transit Proximate)						
Required Measure % Total (Non-Transit Proximate)						

ADDITIONAL RECOMMENDED MEASURES

Select enough measures below so that the combined total of REQUIRED + ADDITIONAL measures = at least 35% trip reduction (at least 25% for TODs).

		Project Type			Est. Trip Reduction %	TRIP REDUCTION SCORE (%)
		TOD	TRANSIT PROXIMATE	NON-TRANSIT PROXIMATE		
Category	ID	Measure	Point Values			
Parking Mgmt.	9	Paid Parking at Market Rate	10	10	10	25.0%
	10	Short Term Daily Parking	2	2	2	2.0%
	11	Parking Guidance Information System combined w/Congestion Pricing	1	1	1	2.0%
TDM Mgmt. & Admin	12	Developer TDM Fee/TDM Fund	5	5	5	4.0%
Transit, Shuttles, & Ridesharing	13	Car Share On-Site	3	3	3	1.0%
	14	Land Dedication or Capital Improvements for Transit	8	8	8	4.0%
	15	Shuttle Program/Shuttle Consortium/Fund Transit Service			5	10.0%
Active Transportation	16	Bike/Scooter Share On-Site	2	2	2	1.0%
	17	Active Transportation Subsidies	3	3	3	2.0%
	18	Gap Closure	5	5	5	7.0%
	19	Bike Repair Station	1	1	1	0.5%
	20	Showers, Lockers, and Changing Rooms for Cyclists	2	2	2	2.0%
Site Design Initiatives	21	Pedestrian Oriented Uses & Amenities on Ground Floor	4	4	4	3.0%
Additional % Total						
Recorded Additional Measure % Total (TOD)						
Recorded Additional Measure % (Transit Proximate)						
Recorded Additional Measure % (Non-Transit Proximate)						
GRAND TOTAL						
Must be at least 35% (or 25% for TODs)						

Appendix B *Glossary of TDM Measures*

A. Employee & Resident Amenities & Programs

Delivery amenities - Offer delivery supportive amenities, such as an area for receipt of deliveries, such as clothes lockers for laundry or dry cleaning, storage for package deliveries or temporary refrigeration for grocery deliveries. Delivery supportive amenities can help reduce the need for individual vehicle ownership and individual vehicle trips, by consolidating trips to and from one central location into one trip with multiple stops.

Family supportive amenities – To address challenges that families face in making trips without a private vehicle, the property owner should provide family supportive amenities, such as on-site secure storage of personal car seats, strollers, cargo bicycles, or other large bicycles. Property owners can also provide shared building equipment, such as shopping carts or cargo bicycles for check out by residents.

Orientation, education or promotional programs and/or materials – Offer new employees or residents an orientation or education program or materials. This should explain the importance of trip reduction methods and provide information on alternative transport mode options available at the site, including transit schedules, maps, and trip planning. These orientation or education programs and materials can also highlight transportation-focused benefits or amenities available to employees or residents, such as pre-tax benefits, car share, bike share, or shuttle services.

Flex time, compressed work week, or telecommuting – Flextime allows employees some flexibility in their daily work schedules. Flextime reduces peak period congestion directly by shifting trips to before or after peak periods and can also make ridesharing and transit use more feasible. Compressed work week allows employees to work fewer but longer days, thereby reducing the need to commute on the employee's day off. Telecommuting functions, similarly, allowing employees to work from home rather than the office, reducing vehicle travel on the days they work remotely.

Guaranteed Ride Home – Offer employees a Guaranteed Ride Home (GRH) program to provide an occasional subsidized ride to commuters who use alternative modes, for example, if a bus rider must return home in an emergency, or a car pooler must stay at work later than expected. This addresses a common objection to the use of alternative modes. In San Mateo County, a countywide GRH program is managed by Commute.org. This program is open to all persons with a workplace in San Mateo County or students who commute to a participating college in San Mateo County.

B. Parking Management

Paid parking at market rates – Motorists pay directly for using parking facilities. Parking rates should be at the market rate and not subsidized by property owners or employers. Paid parking can result in more efficient use of parking facilities, address specific parking problems, ensure that parking is available for intended users, and reduce total parking requirements. Paid parking, however, can disproportionately impact low-income persons and must be a consideration when setting rates and policies.

Reduced parking – Provide off-street private parking below local zoning code required minimums for a per-unit or square foot basis. Reduced parking can encourage new development at higher densities and can promote greater use alternative transportation modes, particularly in combination with other TDM measures. This measure, however, is typically only effective when parking is constrained, and ample on-street parking is not available.

Free or preferential parking for carpoolers/vanpoolers – Provide free or preferential parking, including reserved spaces or spaces near an entrance or in another desirable location, to incentivize ridesharing.

Short term daily parking – Offer daily or hourly parking rates that are proportional to the monthly rate or approximately the cost of a two single transit fares. Eliminating unlimited-use passes altogether can also be beneficial as a trip-reduction measure, instead offering daily tickets, so commuters save money every day they avoid driving.

Parking guidance information system combined w/congestion pricing - Provide smart parking technology (parking guidance and way finding, changeable message signs) at a transit station with a secure entrance and exit, and over 50 spaces dedicated to smart parking spaces.

C. TDM Management & Administration

TDM Coordinator/Contact Person – Provide a TDM coordinator or contact person. This individual may either be an employee of the development project or may be a contracted through a third-party provider. The TDM coordinator should provide oversight and management of the project's TDM Plan implementation. In this way, a single representative of the property owner is aware of and responsible for the orderly and timely implementation of all aspects of the TDM Plan and can adequately manage the components of the TDM Plan.

Actively participate in Commute.org, or Transportation Management Association equivalent – Sites shall register with Commute.org or else join or create a Transportation Management Association (TMA) with equivalent TDM service, whose role is to coordinate transportation-related programs and services in specific geographic areas.

Notably, for Large Non-Residential (Office, Industrial, Institutional, as well as Medical & Lodging) projects categorized as Transit Proximate there are five components an applicant must fulfill to satisfactorily implement this measure:

1. Obtain certification of participation with Commute.org, or equivalent program.
2. Provide commute assistance or ride-matching program.
3. Provide (or fund) a dedicated shuttle program/consortium or equivalent transit service.
4. Provide Guaranteed Ride Home
5. Supply orientation, education, and promotional programs and/or materials for tenants

For all other project size and land use classifications, the third component above is not requirement as part of this measure.

Developer TDM fee/TDM fund – Impact fees can be collected from developers, generally on a per-unit or square footage basis, to fund the implementation of TDM programs. These TDM fees can be put in an escrow account for the developer or subsequent property manager to spend to implement programmatic elements of the TDM plan. Importantly, "double dipping" with the already-required "TMA Participation" measure (above) is not allowed. This measure cannot

be given credit for TDM fund payment or developer fees already required by fee nexus ordinance by the governing jurisdiction. Credit here may only be given for voluntary TDM fund payment or developer fee negotiated separately with the governing jurisdiction.

D. Transit, Shuttles, & Ridesharing

Carpool or vanpool program – Carpool and vanpooling are types of ridesharing that seek to allow vehicles to carry additional passengers when making a trip, with minimal additional mileage. Carpooling generally uses participants' own automobiles. Vanpooling generally uses leased vans (often supplied by employers, non-profit organizations, or government agencies). Carpool and vanpool programs may receive financial incentives from property managers or employers, as well as ride-matching services to help facilitate these shared trips.

Commute assistance and ride-matching – Establish a commute assistance program to provide individualized trip planning services. These services can help employees and residents understand the range of transportation options available to them based on their commute patterns. Ride-matching services aim to find carpools or vanpools for employees or residents with similar commute patterns. Dynamic ridesharing apps are increasing in popularity and allow for ride-matching on a day-by-day basis.

Shuttle program / Shuttle consortium / Fund transit service – Establish a shuttle service to regional transit hubs, commercial centers, or residential areas. Shuttle service should be provided free of charge to residents, employees, and guests. Alternatively, a project site may buy into a shuttle consortium with neighboring developments to pool resources and run shuttle services to multiple nearby sites. Developers may also fund enhanced transit service to/from their project site in collaboration with SamTrans.

Transit or ridesharing passes/subsidies – Offer public transit passes or subsidies; or carpool/vanpool subsidies to tenants' equivalent to 30% of the value of their monthly fare or \$50 monthly, to incentivize transit use and ridesharing and comply with regional environmental sustainability goals. NOTE: Funding contributions towards and/or participation in Commute.org shuttle program does not count for this measure. Passes/subsidies provided must be valid for public transportation options, including but not limited to BART, Caltrain, SamTrans, and ridesharing platforms and vanpool subscription (or costs).

Pre-tax transportation benefits for employees – Allow employees to participate in a pre-tax transit and parking benefits program to save money and encourage the use of sustainable transportation modes. In the Bay Area, the Bay Area Air Quality Management District (BAAQMD) requires that employers with 50+ employees within the air district provide commuter benefits.

Car share on-site – Provide on-site car share or vehicle fleets. Availability of car-share vehicles reduces the need for individual vehicle ownership, which, in turn, reduces VMT of individuals. Car share provides vehicles for those trips that are not convenient to make by transit, walking, or bicycling, such as large shopping trips. Subsidizing car share membership creates a higher demand for car share vehicles and may reduce the barrier for individuals to try car share services. Similarly, on-site fleet vehicles at employer sites allow employees who use a commute alternative to run errands during the day or attend off-site meetings.

Land dedication or capital improvements for transit – Contribute space on, or adjacent to, the project site for transit improvements. Scoring for this measure is tiered, based how many improvements are implemented from the list of sub-types: Bus Pullout Space; Bus Shelter; Visual/Electrical Improvements; Other (micromobility parking zone, TNC loading zone, et al). Each of these improvement sub-types is worth 2 points. Achieving 4 improvements equals the full 8 points. Land dedication sufficient to accommodate at least 4 improvements will also score the full number of points.

E. Active Transportation

Secure bicycle storage (long term and short term) – Provide safe and convenient long-term (Class I) bicycle parking. Long-term bicycle parking should offer protection from weather and convenient access to and from the street, without the need to use stairs and with doorways and corridors that are sufficiently wide to navigate with a bicycle. Short term (Class II) bicycle parking should be near pedestrian entries and may be in the public right-of-way. Short term bicycle parking may be used for visitors, couriers, or customers, typically for less than two hours.

Bike share on-site – Provide on-site bike share or bicycle fleets. Availability of bike-share bikes or bicycle fleets reduces the need for individual vehicle ownership and use, which, reduced the number of VMT by individuals. Bike share systems allow for bikes to be rented at one location and returned to another. Bike share systems can play a role in the first or last mile of a commute. Subsidizing or offering complementary bike share memberships, can encourage greater use of the bike share systems and may reduce the barrier for individuals to try bike share. Similarly, on-site fleet bicycles at employer sites allow employees who either drive or a commute alternative to run errands during the day, using a non-motorized form of transport.

Active transportation subsidies – Offer employees or residents who use active transportation subsidies other incentives (gift cards, prizes). This can promote and encourage use of these modes and reward those who walk or bike to work.

Gap Closure – Establish pedestrian and bicycle connections from a project site to existing trails, bikeways, or adjacent streets. This can promote walking and biking by improving safety and comfort and making local and regional connections easier to access. This measure not only benefits site employees or residents, but also other pedestrians and cyclists in the area, particularly if the new development is able to close gaps in the bicycle or pedestrian network or improves overall access to these facilities.

Bicycle repair station or maintenance services – Offer a bicycle repair station or toolkit, within a designated, secure area of the building, such as a bicycle storage room, to encourage bicycling and support employees and residents who cycle. Tools and supplies can include those necessary for fixing a flat tire, adjusting a chain, and performing other basic bicycle maintenance. Maintenance services can also be offered to each resident or employee at least once annually, covering basic services such as a tune-up and inspection.

Bike buddy program or bicycle education program – Establish a bike buddy program to match up beginning cyclists with experienced cyclists. A bike buddy program can help employees find the safest and fastest commute routes to work, provide education on road cycling safety and gear, and provide the motivation to bicycle rather than drive.

Showers, changing rooms, and lockers – These amenities serve as end of trip facilities for employees arriving by bike or other active transportation forms. Commuters who bicycle or walk often arrive wet, muddy or sweaty. Providing employees with a place to shower, change and store clothes can encourage bicycle commuting. Such facilities also benefit employees who exercise during breaks or may occasionally need to wash and change clothes for other reasons.

F. Site Design Initiatives

Design streets / roads that encourage pedestrian and bicycle access – Design street or roadways that provide travel choices and give people the option to avoid traffic congestion, increasing the overall capacity of the transportation network. Street designs should enable safe access for all users of all ages and abilities. Improving pedestrian and cyclist safety and comfort can increase the use of active transportation for residents or employees of a project site.

Pedestrian-oriented uses on ground floor – Include active, pedestrian-oriented commercial uses on the ground floor to create more walkable and inviting areas. Developments should form common and semi-continuous building “walls” along primary street frontages and have uses that promote a high level of customer use and promote pedestrian interest. Providing on-site amenities such as cafes, gyms, childcare, retail or banking institutions, for example, can encourage walking by making the street visually appealing and engaging to pedestrians and promote safety through active street-level uses.

Appendix C *References Specific to ADT Trip Reduction Methodology*

The references listed below are specified, separate from Appendix D reference materials, for their relevance to the recommended ADT trip reduction methodology set forth in this C/CAG TDM Policy:

- California Office of Planning & Research (OPR). (2018). *Technical Advisory on Evaluating Transportation Impacts on CEQA*. https://opr.ca.gov/docs/20190122-743_Technical_Advisory.pdf
- City of Carlsbad. (2019). *Transportation Demand Management (web page)*. <https://carlsbadca.gov/services/building/tdm.asp>
- Kimley-Horn and Associates, Inc. (2008). *Trip-Generation Rates for Urban Infill Land Uses in California Phase1: Data Collection Methodology and Pilot Application*. https://nacto.org/wp-content/uploads/2015/04/trip_generation_rates_for_urban_infill_and_uses_caltrans.pdf
- San Diego Association of Governments (SANDAG). *Trip Generation for Smart Growth*. https://www.sandag.org/uploads/publicationid/publicationid_1500_11604.pdf
- Utah Department of Transportation. (2004). *Traffic Impact Study Requirements*. [https://nacto.org/docs/usdg/traffic_impact_study_guidelines%20 utah dot.pdf](https://nacto.org/docs/usdg/traffic_impact_study_guidelines%20utah_dot.pdf)

Appendix D *Research References*

Numerical Citations in Background TDM Checklist Worksheets (see Appendix A)

1. California Air Pollution Control Officers Association (CAPCOA). (2010). *Quantifying Greenhouse Gas Mitigation Measures: A Resource for Local Government to Assess Emission Reductions from Greenhouse Gas Mitigation Measures*. <http://www.capcoa.org/wp-content/uploads/2010/11/CAPCOA-Quantification-Report-9-14-Final.pdf>
2. City of Berkeley. (2009). West Berkeley Circulation Master Plan (Draft): Transportation Demand Management Report (Draft). Prepared by Wilbur Smith Associates. [https://www.cityofberkeley.info/uploadedFiles/Planning_\(new_site_map_walk-through\)/Level_3_-_General/TDM%20Report%20Draft%20030309.pdf](https://www.cityofberkeley.info/uploadedFiles/Planning_(new_site_map_walk-through)/Level_3_-_General/TDM%20Report%20Draft%20030309.pdf)
3. City of Sacramento. *City Code 17.700.080: Transportation Demand Management Plan-Evaluation Criteria for Trip Reduction Credits*. https://www.qcode.us/codes/sacramento/view.php?topic=17-vii-17_700-17_700_080
4. Vermont Agency of Transportation, Policy, Planning and Intermodal Development Division. (2016). *Transportation Demand Management (TDM) Guidance*. <https://vtrans.vermont.gov/sites/aot/files/planning/documents/trafficresearch/VTrans%20TDM%20Guidance%20Feb%202017.pdf>
5. Oregon Department of Environmental Quality (ODEQ). (2006). *Employee Commute Options (ECO) Sample Trip Reduction Plan*. <https://www.oregon.gov/deq/FilterDocs/ECOSamplePlan.pdf>
6. City of San Francisco. (2016). *TDM Plan 2017-2020*. https://www.sfmta.com/sites/default/files/reports-and-documents/2017/12/11-7-17_item_11_transportation_demand_management_plan_0.pdf
7. City of San Francisco. (2018). *Transportation Demand Management: Technical Justification*. https://default.sfplanning.org/transportation/tdm/TDM_Measures.pdf

8. Victoria Transport Policy Institute (VTPI). (2018). *Online TDM Encyclopedia*. <https://www.vtpi.org/tdm/>
9. Walls, M. & Safirova, E. (2004). *A Review of Literature on Telecommuting and Its Implications for Vehicle Travel and Emissions*. <https://media.rff.org/archive/files/sharepoint/WorkImages/Download/RFF-DP-04-44.pdf>
10. Nelson Nygaard. (2005). *Crediting Low-Traffic Developments: Adjusting Site-Level Trip Generation Using URBEMIS*. <https://www3.drcog.org/documents/archive/urbemis.pdf>

Additional References Informing the C/CAG TDM Policy Update

- Belmont TDM Program, <https://www.belmont.gov/departments/public-works/transportation/tdm-transportation-demand-management-program>
- Burlingame TSM Municipal Code, http://qcode.us/codes/burlingame/?view=desktop&topic=25-25_48-25_48_080
- Colma TSM Ordinance, <http://docplayer.net/144804315-Chapter-five-planning-zoning-use-and-development-of-land-and-improvements.html>
- Daly City TSM Municipal Code, https://library.municode.com/ca/daly_city/codes/code_of_ordinances?nodeId=TIT10VETR_CH10.80TRSYMATSPR
- East Palo Alto TDM Program, https://library.municode.com/ca/east_palo_alto/codes/code_of_ordinances?nodeId=TIT10VETR_CH10.32TRDEMAPP
- Foster City TSM Municipal Code, <https://www.codepublishing.com/CA/FosterCity/html/FosterCity10/FosterCity1076.html>
- Menlo Park TSM Municipal Code, <https://www.codepublishing.com/CA/MenloPark/#!/MenloPark11/MenloPark1164.html#11.64>

- Millbrae TSM Municipal Code, <https://www.codepublishing.com/CA/Millbrae/html/Millbrae04/Millbrae0485.html>
- Mountain View TDM Municipal Code, https://library.municode.com/ca/mountain_view/codes/code_of_ordinances?nodeId=PTIITHCO_CH19MOVETR_ARTXTRDEMA
- Pacifica TSM Municipal Code, https://library.municode.com/ca/mountain_view/codes/code_of_ordinances?nodeId=PTIITHCO_CH19MOVETR_ARTXTRDEMA
- Redwood City TDM Plan, http://rwcmoves.com/wp-content/uploads/2018/07/RWCmoves_AppendixE_TDM-Plan_20180710_3.pdf
- San Bruno TSM Municipal Code, https://library.municode.com/ca/san_mateo_county/codes/code_of_ordinances?nodeId=TIT5BURE_CH5.132TRSYMA_5.132.070EN
- San Carlos TDM Municipal Code, <https://www.codepublishing.com/CA/SanCarlos/html/SanCarlos18/SanCarlos1825.html>
- San Mateo TSM Municipal Code, <https://sanmateo.ca.us.open.law/us/ca/cities/san-mateo/code/24>
- South San Francisco TDM Municipal Code, http://qcode.us/codes/southsanfrancisco/view.php?topic=20-20_400
- San Mateo Rail Corridor TOD Plan, https://www.cityofsanmateo.org/DocumentCenter/View/1813/a_tdm_measures
- San Francisco TDM Program Standards, <https://sfplanning.org/resource/transportation-demand-management-tdm-program-standards-and-appendix>
- Contra Costa County TDM Ordinance Guide, <https://www.contracosta.ca.gov/DocumentCenter/View/50168/TDM-Ordinance-Guide---FINAL>
- VTA TIA Guidelines, 2014 City of San Mateo: Trip Reduction in Transit Neighborhoods <https://homeforallsmc.org/city-of-san-mateo-trip-reduction-in-transit-neighborhoods/>
- City of Sunnyvale Multi-family Residential TDM Program, <https://sunnyvale.ca.gov/civicax/filebank/blobdload.aspx?BlobID=23801>

- Alexander, S. & Kott, J., et al. (2019). *Housing and Mobility Toolkit for San Mateo County*. <https://transweb.sjsu.edu/sites/default/files/1898-San-Mateo-County-Housing-Mobility-Toolkit.pdf>
- Contra Costa Transportation Authority (CCTA). (2019). *Pittsburg-Bay Point Community-Based Transportation Plan: Existing Conditions Report*. Prepared by Placeworks. https://ccta.net/wp-content/uploads/2019/07/PBP_CBTP_ExistingConditionsAppendix_FINAL.pdf
- Contra Costa Transportation Authority (CCTA). (2019). *Richmond Area Community-Based Transportation Plan: Existing Conditions*. Prepared by Placeworks. https://ccta.net/wp-content/uploads/2019/07/Richmond-Area_CBTP_ExistingConditionsAppendix_FINAL.pdf
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- El-Geneidy, A., Grimsrud, M., Wasfi, R., Tétreault, P., & Surprenant-Legault, J. (2014). *New evidence on walking distances to transit stops: Identifying redundancies and gaps using variable service areas*. *Transportation*, 41(1), 193-210. https://tram.mcgill.ca/Research/Publications/Transit_service_area.pdf
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- Layton, R. Design Concepts. *Walkability Standards: Test of Common Assumptions*. (2017). <https://www.dcla.net/blog/walkability-standards>
- University of California-Davis, Urban Land Use and Transportation Center. (2014). *Smart Growth Trip Generation*. <http://ultrans.its.ucdavis.edu/projects/smart-growth-trip-generation>

APPENDIX J: RTP PROJECTS

**Attachment 1 - Plan Bay Area 2050 - San Mateo County Financially Constrained Project List
Regionally Significant Projects (04/09/20)**

RTP ID	Project Title	Project Sponsor	Total (YOE\$)	Secured Funding	Amount to be Included in PBA 2050 Target, in millions	Bin	Status	Supports MTC/ABAG's Transportation Strategies
17-06-0017	Route 101/Holly St Interchange Access Improvements	San Carlos	\$36	\$30	\$6	(1) 2021-2035	Design Phase	A,E,M
17-06-0007	US-101 Express Lanes: I-380 to Santa Clara County Line	San Mateo City/County Association of Governments (CCAG)	\$546	\$546	\$0	(1) 2021-2035	In Construction	D,I,J,M
17-06-0010	Improve U.S. 101/Woodside Road interchange	Redwood City	\$210	\$44	\$166	(1) 2021-2035	Design Phase	A,E,M
17-06-0023	Route 1 Improvements in Half Moon Bay	Half Moon Bay	\$19	\$10	\$9	(1) 2021-2035	Design Phase	A,E
17-06-0025	US 101/University Ave. Interchange Improvements	East Palo Alto	\$15	\$15	\$0	(1) 2021-2035	Design Phase	A,M
17-06-0004	Hwy 1 / Manor Drive Overcrossing Improvement	Pacifica	\$25	\$1	\$24	(1) 2021-2035	Planning Phase	A,M
17-06-0008 ¹	Add northbound and southbound modified auxiliary lanes and/ or implementation of managed lanes on U.S. 101 from I-380 to San Francisco County line	San Mateo City/County Association of Governments (CCAG)	\$418	\$7 (\$205 Pending)	\$205	(1) 2021-2035	Planning Phase	D,I,J,M
17-06-0009	Improve operations at U.S. 101 near Route 92 - Phased	San Mateo City/County Association of Governments (CCAG)	\$274	\$6	\$268	(1) 2021-2035	Planning Phase	A,M
17-06-0011	US 101 Produce Avenue Interchange	South San Francisco	\$159	\$13	\$146	(1) 2021-2035	Planning Phase	A,M
17-06-0012	U.S. 101 Interchange at Peninsula Avenue	San Mateo (City)	\$91	\$4	\$86	(1) 2021-2035	Planning Phase	A,M
17-06-0016	Improve access to and from the west side of Dumbarton Bridge on Route 84 connecting to U.S. 101 per Gateway 2020 Study and Dumbarton Corridor Transportation Studies - Phased	San Mateo City/County Association of Governments (CCAG)	\$60		\$60	(2) 2036-2050	Planning and Implementation Phase	A

Footnote: 1 Project budget was revised to reflect the request of \$205M regional funding. Pending final decision by MTC.

**Attachment 1 - Plan Bay Area 2050 - San Mateo County Financially Constrained Project List
Regionally Significant Projects (04/09/20)**

RTP ID	Project Title	Project Sponsor	Total (YOE\$)	Secured Funding	Amount to be Included in PBA 2050 Target, in millions	Bin	Status	Supports MTC/ABAG's Transportation Strategies
17-06-0020	Hwy 1 operational & safety improvements in County Midcoast (acceleration/deceleration lanes; turn lanes; bike lanes; pedestrian crossings; and trails)	San Mateo County	\$9	\$3	\$6	(1) 2021-2035	Planning Phase	A
17-06-0021	Environmental Studies for 101/Candlestick Interchange	Brisbane	\$28	\$2	\$26	(1) 2021-2035	Planning Phase	A,M
17-06-0024	Reconstruct U.S. 101/Sierra Point Parkway interchange (includes extension of Lagoon Way to U.S. 101)	Brisbane	\$21	\$0	\$21	(1) 2021-2035	Planning Phase	A,M
17-06-0029	Add new rolling stock and infrastructure to support SamTrans bus rapid transit along El Camino Real- Phase	San Mateo County Transit District (SamTrans)	\$352	\$4	\$348		Planning Phase	I,J
17-06-0035	I-280 improvements near D Street exit	Daly City	\$1	\$0	\$1	(1) 2021-2035	Planning Phase	A,M
17-06-0037	Widen Millbrae Avenue between Rollins Road and U.S. 101 southbound on-ramp and resurface intersection of Millbrae Avenue and Rollins Road	Millbrae	\$16	\$0	\$16	(1) 2021-2035	Planning Phase	A,M
17-06-0038	Construct a 6-lane arterial from Geneva Avenue/Bayshore Boulevard intersection to U.S. 101/Candlestick Point interchange - Environmental phase	Brisbane	\$19	\$0	\$19	(1) 2021-2035	Planning Phase	A,M
17-06-0040	Extend Blomquist Street over Redwood Creek to East Bayshore and Bair Island Road	Redwood City	\$31	\$4	\$27	(1) 2021-2035	Planning Phase	A
17-06-0030	Environmental Clearance and Design of the Redwood City Ferry Terminal and Service	Redwood City	\$9	\$2	\$7	(1) 2021-2035	Conceptual Phase	J
17-06-0014	Reconstruct U.S. 101/Willow Road interchange	Menlo Park	\$2	\$0	\$2	(1) 2021-2035	In Construction; cost reduced for remaining component	A,M
17-06-0019	State Route 92-82 (El Camino) Interchange Improvement	San Mateo (City)	\$2	\$0	\$2	(1) 2021-2035	Project is completed; cost reduced for remaining component	A,M

**Attachment 1 - Plan Bay Area 2050 - San Mateo County Financially Constrained Project List
Regionally Significant Projects (04/09/20)**

RTP ID	Project Title	Project Sponsor	Total (YOE\$)	Secured Funding	Amount to be Included in PBA 2050 Target, in millions	Bin	Status	Supports MTC/ABAG's Transportation Strategies
17-06-0013	Reconstruct U.S. 101/Broadway interchange*	Burlingame	-	-	-	-	Project is completed	-
17-06-0015	Construct auxiliary lanes (one in each direction) on U.S. 101 from Marsh Road to Embarcadero Road*	Caltrans	-	-	-	-	Project is completed	-
17-06-0018	Improve local access at I-280/I-380 from Sneath Lane to San Bruno Avenue to I-380 – Environmental only*	San Bruno	-	-	-	-	Project will not move forward	-
17-06-0022	Westbound slow vehicle lane on Route 92 between Route 35 and I-280 – Environmental Phase	San Mateo County	-	-	-	-	Project will not move forward	-
17-06-0027	Implement supporting infrastructure and Automated Transit Signal Priority to support SamTrans express rapid bus service along El Camino Real	San Mateo County Transit District (SamTrans)	-	-	-	-	Project is in construction	-
17-06-0034	Construct Route 1 (Calera Parkway) northbound and southbound lanes from Fassler Avenue to Westport Drive in Pacifica*	Pacifica	-	-	-	-	Project will not move forward	-
17-06-0031	Redwood City Street Car Project	Redwood City	-	-	-	-	Project will not move forward	-
17-06-0032	Route 1 San Pedro Creek Bridge Replacement and Creek Widening Project*	Pacifica	-	-	-	-	Project is completed	-
17-06-0033	Widen Route 92 between SR 1 and Pilarcitos Creek alignment, includes widening of travel lanes and shoulders*	Half Moon Bay	-	-	-	-	Project will not move forward	-
17-06-0036	Widen Skyline Boulevard (Route 35) to 4 lane roadway from I-280 to Sneath Lane – Phased*	San Bruno	-	-	-	-	Project will not move forward	-
NEW	Introduce network of regional express bus routes	San Mateo County Transit District (SamTrans)	\$478	\$0	\$478	(1) 2021-2035	Planning Phase	I,J
NEW	Redwood City Transit Center Expansion Project	Redwood City	\$112	\$0	\$112	(1) 2021-2035	Conceptual/Planning Phase	J
NEW	El Camino Real Road Diet	Millbrae	\$82	\$0	\$82	(1) 2021-2035	Planning Phase	E
NEW	Pilot Hovercraft Ferry Service from Foster City	Foster City	\$182	\$0	\$182	(1) 2021-2035	Planning Phase	J

**Attachment 1 - Plan Bay Area 2050 - San Mateo County Financially Constrained Project List
Regionally Significant Projects (04/09/20)**

RTP ID	Project Title	Project Sponsor	Total Estimated Cost from 6/30/2019 Submittal (in 2019\$)	Amount to be Included in PBA 2050 Target, in millions	Bin	Status	Supports MTC/ABAG's Transportation Strategies
NEW²	<i>El Camino Real/Westbound I-380 Ramps Intersection (exit to northbound El Camino Real) Upgrade</i>	<i>San Bruno</i>	\$25	\$25	(1) 2021-2035	<i>Conceptual Phase</i>	<i>A,M</i>
NEW	<i>Eastbound I-380 Freeway Expansion</i>	<i>San Bruno</i>	\$150	\$11	(1) 2021-2035	<i>Conceptual Phase</i>	<i>A</i>
NEW	<i>Interstate 380 Congestion Improvements</i>	<i>San Bruno</i>	\$150	\$11	(1) 2021-2035	<i>Conceptual Phase</i>	<i>A,M</i>
NEW	<i>HSR Millbrae SFO Station</i>	<i>Millbrae</i>	\$251	\$39	(1) 2021-2035	<i>Planning Phase</i>	<i>J</i>
NEW	<i>Millbrae SFO Guideway Improvement</i>	<i>Millbrae</i>	\$502	\$110	(1) 2021-2035	<i>Conceptual Phase</i>	<i>J, K</i>
NEW²	<i>Grand Avenue Off- Ramp Realignment</i>	<i>South San Francisco</i>	\$35	\$35	(1) 2021-2035	<i>Conceptual Phase</i>	<i>A,M</i>
NEW	<i>Railroad Avenue Extension</i>	<i>South San Francisco</i>	\$261	\$30	(2) 2036-2050	<i>Planning Phase</i>	<i>A</i>
NEW²	<i>3rd Avenue/US101 Interchange</i>	<i>San Mateo (City)</i>	\$65	\$65	(1) 2021-2035	<i>Conceptual Phase</i>	<i>A,M</i>
NEW	<i>Local Road Connection from I-380 Terminus/N Access Road to "The East Side" of South San Francisco</i>	<i>South San Francisco</i>	\$128	\$28	(1) 2021-2035	<i>Conceptual Phase</i>	<i>A</i>
NEW	<i>Sierra Point Connection</i>	<i>South San Francisco</i>	\$20	\$17	(2) 2036-2050	<i>Conceptual Phase</i>	<i>A</i>
NEW	<i>Hillsdale Transit Center</i>	<i>San Mateo (City)</i>	\$70	\$1	(1) 2021-2035	<i>Planning Phase</i>	<i>J</i>
NEW²	<i>El Camino Real Complete Streets Improvements</i>	<i>Atherton</i>	\$15	\$15	(1) 2021-2035	<i>Conceptual Phase</i>	<i>E</i>
NEW³	Regional Hovercraft Ferry Network	Foster City	\$2,600	\$1	(1) 2021-2035	Conceptual Phase	J
NEW³	Muni Metro T-Third Extension to South San Francisco	South San Francisco	\$1,800	\$1	(2) 2036-2050	Conceptual Phase	J
NEW³	Caltrain Enhanced Growth	Caltrain	\$1,211	\$250	(1) 2021-2035	Planning Phase	J,L
NEW³	Dumbarton Rail Corridor	San Mateo County Transit District (SamTrans)	\$3,900	\$250	(1) 2021-2035	Planning Phase	J,L

Regionally Significant Subtotal (in millions)	\$3,188
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Footnotes and Legend:

Highlight	Project budget was revised based on approach approved by C/CAG Board on 2/13/20.
2	Project budget was increased/decreased after 2/24/20 CMEQ meeting. Subject to revision based on final negotiation with MTC.
3	Transformative multi county projects that are requesting regional and multi county funds. Amount to be included in PBA 2050 target reflects the recommended San Mateo county share. Subject to revision based on final negotiation with MTC.

**Attachment 1 - Plan Bay Area 2050 - San Mateo County Financially Constrained Project List
Programmatic Categories (04/09/20)**

RTP ID	Programmatic Category	Programmatic Category Description	Proposed PBA 2050 Cost (\$ in millions)	Supports MTC/ABAG's Transportation Strategies
17-06-0001 ²	Bicycle and Pedestrian Program	Projects in this category are new bicycle (on-street and off-street) and pedestrian facilities, and facilities that connect existing network gaps, including but not limited to new multi-purpose pedestrian/bicycle bridges over US 101 and sidewalk gap closures	\$400	E
17-06-0002	County Safety, Security and Other	Projects in this category address safety and security needs of San Mateo County including county-wide implementation of Safe Routes to School Program	\$85	A
17-06-0003	Multimodal Streetscape	Projects in this category implement multimodal or complete streets elements, including but not limited to projects along facilities such as El Camino Real, Bay Road, Ralston Avenue, University Avenue, Middlefield Road, Palmetto Avenue, Mission Street, Geneva Avenue, and Carolan Avenue	\$400	E
17-06-0004	Minor Roadway Expansions	This category includes roadway capacity increasing projects (new roadways, widening or extensions of existing roadways) on minor roads such as Blomquist Street, California Drive, Railroad Avenue, Manor Drive, and Alameda de las Pulgas	\$100	A
17-06-0005	Roadway Operations	County-wide Implementation of non-capacity Increasing local road Intersection modifications and channelization countywide and County-wide implementation of local circulation improvements and traffic management programs countywide	\$200	A
17-06-0006 ²	County-wide Intelligent Transportation System (ITS) and Traffic Operation System Improvements	Installation of transportation system management improvements such as Intelligent Transportation System (ITS) elements and TOS equipment throughout San Mateo County.	\$142	A
17-06-0039 ²	Grade Separations	This project includes grade separations of the Caltrain right of way at approximately 2 to 3 high priority locations in San Mateo County, including 25th Avenue. This project is based on San Mateo County's Measure A grade separation category.	\$446	J,L
NEW	Minor Highway Improvements	Project types include minor highway extension or new lane (less than ¼ mile) and interchange modification (no additional capacity)	\$300	A,M

Programmatic Category Subtotal (in millions)	\$2,073
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Plan Bay Area 2050 Summary (in millions)	
Regionally Significant Projects	\$3,188
Programmatic Categories	\$2,073
	\$5,261
San Mateo County Target	\$5,261

- MTC/ABAG PBA 2050 Transportation Strategies**
- A. Operate and maintain the existing system
 - B. Enable seamless mobility with unified trip planning and fare programs
 - C. Reform regional transit fare policy
 - D. Implement per-mile tolling on congested freeways with transit alternatives
 - E. Build a complete streets network
 - F. Advance regional Vision Zero policy through street design and reduced speeds
 - G. Advance low-cost transit projects
 - H. Build new Transbay rail crossing
 - I. Build a next generation bus rapid transit network
 - J. Make strategic modernization & expansion investments for public transit
 - K. Extend the regional rail network
 - L. Increase existing rail capacity and frequency by modernizing the network

Footnote:

2	Project budget was increased/decreased after 2/24/20 CMEQ meeting. Subject to revision based on final negotiation with MTC.
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APPENDIX K: CHECKLIST FOR MODELING CONSISTENCY

MTC Checklist for Modeling Consistency for CMPs

2011 Submittal

Prepared for City/County Association of Governments of San Mateo County

In cooperation with the Santa Clara Valley Transportation Authority

October 24, 2011

Introduction

The purpose of this document is to provide the checklist of deliverables requested by the Metropolitan Transportation Commission (MTC) to establish that the City/County Association of Governments of San Mateo County (C/CAG) travel demand models apply a regionally consistent model set for the development of travel demand forecasts. The specific checklist of product deliverables was defined by MTC in the *2011 County Congestion Management Plans: Updated MTC Guidance and Review Process Resolution No. 3000, Revised*, Attachment B. The required checklist products are provided in the following sections.

Product 1

Description of the C/CAG Model

The current C/CAG model had its origin in the corridor model developed for the Grand Boulevard Initiative (GBI) Multi-model Corridor Study by the Santa Clara VTA in 2009. The GBI study evaluated the impacts of enhanced transit service (bus rapid transit) and enhanced developed strategies in the El Camino Real corridor to transform an existing auto-oriented commercial transportation corridor into a more transit-oriented, mixed-use transportation corridor. The GBI model was essentially the VTA Countywide model with added zone and network detail to improve upon what was network and zone detail based on the MTC regional models for San Mateo County. The basis for the network and zone refinements applied within San Mateo County was the C/CAG Countywide models originally developed in the mid-1990s.

For the updated C/CAG model development, the GBI model was revised to produce an updated base year 2005 calibration and validation with selected model enhancements. These enhancements included calibration of the auto ownership models to American Community Survey (ACS) 2005 county-level data, addition of bicycle network infrastructure (bike lanes and paths) in the networks, travel time skims, mode choice and bicycle assignments and development of a toll modeling procedure to estimate

express lane vehicle volumes. The model was validated to year 2005 screenline volumes for the AM and PM peak periods and to year 2005 observed transit boardings.

Consistency with MTC Model

As noted previously, the C/CAG model was designed to be consistent with the previous MTC Travel Demand Model forecasting system BAYCAST-90 model. This section provides a general overview of the C/CAG models and also describes several basic modeling characteristics that are shared between the models.

Transportation Analysis Zones (TAZ's) — The current CMP model has a more refined zone system in San Mateo County and Santa Clara County than the MTC regional models. Additional zones were added to more accurately reflect and support the added roadway network and to provide more detail in transit rich corridors and dense central business districts. In all, an additional 156 zones were added in San Mateo County and an additional 1,122 zones were added in Santa Clara County. The new model maintains the use of MTC's zone system in the remaining seven Bay Area counties, but enlarges the full model region and zones to include Santa Cruz, San Benito, Monterey, and San Joaquin Counties.

Highway Network and Transit Network — The roadway network used by the C/CAG model includes additional detail in both San Mateo and Santa Clara Counties. The current CMP model also includes detailed stop, station and route detail in the transit network for San Mateo and Santa Clara Counties, and maintains the MTC roadway and transit networks in the remaining Bay Area counties. The Association of Monterey Bay Area Governments (AMBAG) provided the basis for roadway networks in Monterey, San Benito, and Santa Cruz counties and the San Joaquin County COG provided roadways for San Joaquin County, however, the detailed networks was simplified to match the coarser zone structure in each of those four added counties. Express lane facilities, representing the MTC 'Backbone' express lanes system for 2035, were also coded in the network with a toll facility indicator based on the highway corridor segment and the direction of travel. Differential toll facility codes were required in order to apply specific toll rates to optimize utilization of the express lanes to preserve level-of-service for free carpool users. The C/CAG model also includes a representation of the bicycle network infrastructure in the base year and 2035 forecast year for San Mateo, Santa Clara, San Francisco and southern Alameda Counties, explicitly representing existing and future bike lanes and bike paths in travel time development, mode choice and bicycle assignments.

Capacities and Speed — The current C/CAG model incorporates the area type and assignment group classification system published by MTC in BAYCAST-90. Input free-flow speeds for expressways are slightly lower in the C/CAG models to more accurately match the travel time for the expressway segments during model validation and improve the assignment match of estimated to observed expressway volumes.

Trip Purposes — The current C/CAG model uses the same trip purposes used in the BAYCAST-90 model and also uses additional trip purposes not modeled by MTC. C/CAG model trip purposes include the following:

- Home-based work trips
- Home-based shop and other trips
- Home-based social/recreation trips
- Non-home-based trips
- Home-based school: grade school, high school, and college trips
- Light, medium and heavy duty internal to internal zone truck trips

The C/CAG model uses MTC BAYCAST-90 trip generation equations for trip production and trip attraction functions for all trip purposes listed above. In order to address special markets not included in the MTC trip purposes, the C/CAG model includes several additional trip purposes beyond those modeled by MTC, including:

- Air-passenger trips to San Francisco International (SFO) Airport and San Jose/Mineta International Airport (SJC) and
- Light, medium and heavy-duty external truck trips

Market Segments — The C/CAG model adopts the BAYCAST-90 disaggregate travel demand model four income group market segments for the home-based work trip purpose in trip generation, distribution and mode choice. In addition, the C/CAG model also maintains the three workers per household (0, 1 and 2+ workers) and three auto ownership markets (0, 1 and 2+ autos owned) used in the MTC worker/auto ownership models. Trips by peak and off-peak time period are also stratified in the trip distribution, mode choice and highway and transit assignment models.

External Trips — The C/CAG model uses a different approach for incorporating inter-regional commuting estimates than MTC. For external zones coincident with the MTC model, MTC interregional vehicle volumes were applied for base year 2000 and adjusted to the future by assuming a 1 percent growth rate per year. For external gateways from San Joaquin County and Santa Cruz, Monterey and San Benito Counties, the incorporation of those counties as internal modeled areas obviated the development of external vehicle volumes for those areas of the C/CAG models.

Pricing — The C/CAG model uses MTC pricing assumptions for transit fares, bridge tolls, parking charges, and auto operating costs as assumed in the current MTC Regional Transportation Plan (RTP) and Sustainable Community Strategies (SCS) update. All prices are expressed in year 1990 dollar values in the models. The C/CAG model also uses regional express lane toll charges for the AM and PM peak periods that are based on optimizing the level-of-service in the carpool lanes. Depending on the level of utilization, these toll charges would vary by direction, time of day and by specific corridor.

Auto Ownership — The current C/CAG model applies BAYCAST-90 for auto ownership models to estimate the number of households with 0, 1, and 2+ autos by four income groups in each traffic analysis zone. Walk to transit accessibility measures were incorporated in the auto ownership models consistent with MTC BAYCAST-90 to more logically associate low auto ownership households with transit services. The auto ownership models were recently calibrated to the 2005-2009 American Community Survey to match workers per household and auto ownership by county.

Mode Choice — The mode choice models for BAYCAST-90 include the use of nested structures for most trip purposes, however, explicit estimation of nested structures to consider transit submodes were not included in the model specification.¹ The C/CAG model adds a nesting structure for transit submodes of local bus, express bus, Bus Rapid Transit (BRT), light rail, heavy rail and commuter rail underneath the MTC BAYCAST-90 nested structures. Consistent with the BAYCAST-90, mode choice coefficients are preserved by constraining the model to the BAYCAST-90 parameters, except those in transit submode structure.² The C/CAG model includes a transit submode nest for Bus Rapid Transit (BRT), which is an emerging transit technology in the region. Submode constants for BRT were developed from a market analysis and state preference survey that compared the relative tradeoffs between bus, light rail and hypothetical BRT service. The resulting BRT constants were between the calibrated submode constants applied to local bus service and light rail service, implying that BRT service is perceived as more attractive than local bus service, but not as attractive as light rail service.

Peak Hour and Peak Periods for Highway Assignments —The highway assignments produce AM and PM peak hour volumes, AM and PM peak period volumes (5 AM to 9 AM and 3 PM to 7 PM, respectively – each coincident with the time periods of operation for carpool lanes), midday volumes (9 AM to 3 PM) and evening volumes (7 PM to 5 AM). The four time period volumes are then added together to develop daily vehicle volumes.

Vehicle and Transit Assignments — The current C/CAG model incorporates a methodology analogous to the MTC “layered,” equilibrium assignment process, which distinguishes standard mixed-flow lanes from high-occupancy-vehicle (HOV) lanes. The equilibrium assignment process used in the current CMP model is functionally equivalent to the MTC methodology. The C/CAG model includes additional vehicle classes in the highway assignments for park-and-ride vehicles and drive-alone and carpool toll vehicles.

Drive-alone and carpool toll vehicles for AM and PM peak periods are estimated using a toll model post-processor that estimates toll volumes based on a comparison of the non-toll and toll travel times and costs. This procedure assumes that toll choice occurs after the decision to choose auto versus transit has already been considered, and therefore does not influence transit mode choice. A toll choice constant for drive-alone and carpool modes was developed based on a calibration of toll volumes estimated by application of the toll model to the I-680 Express Lane facility and comparison of estimated to observed express lane volumes. It should be noted that by 2035, in order to maintain the operational feasibility of implementing regional express toll lanes, it was assumed that only 3+ occupant carpools

¹ A nested structure partitions the alternatives into groups (nests) of similarity. The groups can be further generalized into subgroups (subnests) and so on, which has the form of an inversed tree.

would be allowed to travel in the carpool lanes for free. This was assumed for all carpool facilities in the C/CAG model region.

In the current CMP model, transit passengers are assigned with a methodology analogous to that used by MTC, with separate assignments for each transit submode and access mode. Assignments are also performed separately for peak and off-peak conditions. A total of eighteen separate transit assignments are run to cover the full combination of transit submode and access modes as well as to estimate transit ridership for air-passengers and external home-based work transit trips from the San Joaquin (ACE, BART and San Joaquin SMART bus) and AMBAG (Caltrain and Monterey Express) model regions.

Model Validation with 2005 Traffic and Transit Volumes — The current C/CAG model is validated to year 2005 traffic volumes for county-level screenlines and specific major transportation facilities. Two time periods are validated for county screenlines: AM peak period (5 AM to 9 AM) and PM peak period (3 PM to 7 PM). Peak hour validation was performed for US 101 and SR 82 (El Camino Real) using traffic counts provided by Caltrans. Daily transit boardings were validated for the year 2005 at the system level for major regional transit operators (Caltrain, BART, MUNI, VTA and AC Transit) and at the route level for SamTrans express and local routes.

Product 2

Description of Demographic Forecasts

The C/CAG model uses the Association of Bay Area Governments (ABAG) Projections 2009 data series for the base year 2005 and the ABAG Current Regional Plans scenario as the basis for the 2035 long-range forecasts for San Mateo County, as provided by MTC at the MTC 1454 zone level. The MTC zone level allocations were sub-allocated to the smaller C/CAG zones (including finer zones for both San Mateo and Santa Clara Counties) based on local development information and parcel level data. As such, the C/CAG socioeconomic data inputs are consistent at both the MTC zone level and the ABAG census tract level, however, slight differences do exist in San Mateo and Santa Clara Counties due to rounding errors resulting from the allocation process. Key ABAG land use variables used in the San Mateo C/CAG models do not differ by more than one percent at the county level for any of the 9 MTC region counties. No differences exist at the census tract level outside of San Mateo and Santa Clara Counties for any of the remaining MTC counties.

Product 3

ABAG County-Level Estimates for Population, Households, Jobs, and Employed Residents Year 2005, Current Regional Plans (v 0.1)

ABAG Projections 2009

County	Population	Households	Jobs	Employed Residents
San Francisco	795,792	338,923	553,073	388,097
San Mateo	721,890	260,066	337,344	318,599
Santa Clara	1,762,986	595,720	872,820	733,989
Alameda	1,505,308	543,776	730,264	705,906
Contra Costa	1,023,390	368,323	379,021	459,606
Solano	421,600	142,039	150,513	194,903
Napa	133,695	49,256	70,690	64,102
Sonoma	479,203	181,786	220,442	237,700
Marin	252,605	103,188	135,473	122,204
Bay Area	7,096,469	2,583,077	3,449,640	3,225,106

San Mateo C/CAG Trip-based Models

County	Population	Households	Jobs	Employed Residents
San Francisco	795,792	338,923	553,073	388,097
San Mateo	721,900	260,072	337,313	319,235
Santa Clara	1,762,957	595,716	872,248	733,965
Alameda	1,505,308	543,776	730,264	705,906
Contra Costa	1,023,390	368,323	379,021	459,606
Solano	421,600	142,039	150,514	194,903
Napa	133,695	49,256	70,690	64,102
Sonoma	479,203	181,786	220,442	237,700
Marin	252,605	103,188	135,473	122,204
Bay Area	7,096,450	2,583,079	3,449,038	3,225,718

Percent Difference

County	Population	Households	Jobs	Employed Residents
San Francisco	0.00%	0.00%	0.00%	0.00%
San Mateo	0.00%	0.00%	-0.01%	0.20%
Santa Clara	0.00%	0.00%	-0.07%	0.00%
Alameda	0.00%	0.00%	0.00%	0.00%
Contra Costa	0.00%	0.00%	0.00%	0.00%
Solano	0.00%	0.00%	0.00%	0.00%
Napa	0.00%	0.00%	0.00%	0.00%
Sonoma	0.00%	0.00%	0.00%	0.00%
Marin	0.00%	0.00%	0.00%	0.00%
Bay Area	0.00%	0.00%	-0.02%	0.02%

Product 3, continued**ABAG County-Level Estimates for Population, Households, Jobs, and Employed Residents
Year 2035, Current Regional Plans (v 0.1)****MTC Tour-based Models**

County	Population	Households	Jobs	Employed Residents
San Francisco	980,071	417,997	698,793	472,195
San Mateo	893,067	322,624	442,850	392,101
Santa Clara	2,433,531	827,254	1,212,948	1,054,001
Alameda	1,958,248	705,343	906,300	963,499
Contra Costa	1,323,390	480,474	469,462	603,803
Solano	504,331	171,284	173,057	220,100
Napa	148,517	54,642	86,961	71,000
Sonoma	572,443	212,784	262,078	258,396
Marin	269,179	110,673	147,872	102,999
Bay Area	9,082,777	3,303,075	4,400,321	4,138,094

San Mateo C/CAG Trip-based Models

County	Population	Households	Jobs	Employed Residents
San Francisco	980,071	417,997	698,793	472,195
San Mateo	893,066	322,620	442,858	392,097
Santa Clara	2,433,551	827,261	1,212,959	1,054,016
Alameda	1,958,248	705,343	906,300	963,499
Contra Costa	1,323,390	480,474	469,462	603,803
Solano	504,331	171,284	173,057	220,100
Napa	148,517	54,642	86,961	71,000
Sonoma	572,443	212,784	262,078	258,396
Marin	269,179	110,673	147,872	102,999
Bay Area	9,082,796	3,303,078	4,400,340	4,138,105

Percent Difference

County	Population	Households	Jobs	Employed Residents
San Francisco	0.00%	0.00%	0.00%	0.00%
San Mateo	0.00%	0.00%	0.00%	0.00%
Santa Clara	0.00%	0.00%	0.00%	0.00%
Alameda	0.00%	0.00%	0.00%	0.00%
Contra Costa	0.00%	0.00%	0.00%	0.00%
Solano	0.00%	0.00%	0.00%	0.00%
Napa	0.00%	0.00%	0.00%	0.00%
Sonoma	0.00%	0.00%	0.00%	0.00%
Marin	0.00%	0.00%	0.00%	0.00%
Bay Area	0.00%	0.00%	0.00%	0.00%

Product 4

Identification of Differences between CMA and ABAG Census Tract Level

C/CAG socioeconomic data inputs are consistent at both the MTC zone level and the ABAG census tract level for the Current Regional Plans scenario for the year 2035. The MTC zone level data was provided by MTC subsequent to a meeting of the Regional Model Working Group³. Data at the MTC zone level in San Mateo and Santa Clara Counties was allocated to the smaller San Mateo C/CAG model zones using local land use development patterns, however, MTC zone level, and by default ABAG census-tract level, control totals were preserved in the allocation process.

³ Provided by email from MTC to the Regional Model Working Group members on March 25, 2011.

Product 5

Region-Level Auto Operating Cost, Key Transit Fares and Bridge Tolls Year 2035, Current Regional Plans (v 0.1)

MTC Tour-based Models

Pricing Assumption	2035 Value in 2000 dollars	2035 Value in 2010 dollars
Auto Operating Cost per Mile	\$0.222	\$0.280
Bridge Tolls	Toll schedule starting July 1, 2012	Toll schedule starting July 1, 2012
Transit Fares	---	---
Muni Local Bus	\$1.606	\$2.000
AC Transit Local Bus	\$1.606	\$2.000
VTA Local Bus	\$1.606	\$2.000
SamTrans Local Bus	\$1.606	\$2.000

San Mateo C/CAG Trip-based Models

Pricing Assumption	2035 Value in 2000 dollars ⁴	2035 Value in 2010 dollars ⁵
Auto Operating Cost per Mile ⁶	\$0.24	\$0.30
Bridge Tolls	Toll schedule starting July 1, 2010	Toll schedule starting July 1, 2010
Transit Fares	---	---
Muni Local Bus	\$1.55	\$1.97
AC Transit Local Bus	\$1.55	\$1.97
VTA Local Bus	\$1.55	\$1.97
SamTrans Local Bus	\$1.55	\$1.97

⁴ Source for Inflation Rates : http://www.bls.gov/data/inflation_calculator.htm

⁵ Source for Inflation Rates : http://www.bls.gov/data/inflation_calculator.htm

⁶ Source: *Plan/Bay Area: Technical Summary of Predicted Traveler Responses to First Round Scenarios, Technical Report*, Metropolitan Transportation Commission, March 22, 2011, p.14.

Product 6

Highway Network and Transit Network — The roadway network used by the San Mateo C/CAG model includes additional detail in both San Mateo and Santa Clara Counties. The current CMP model also includes detailed stop, station and route detail in the transit network for San Mateo and Santa Clara Counties, and maintains the MTC roadway and transit networks in the remaining Bay Area counties. The Association of Monterey Bay Area Governments (AMBAG) provided the basis for roadway networks in Monterey, San Benito, and Santa Cruz counties and the San Joaquin County COG provided roadways for San Joaquin County, however, the detailed networks was simplified to match the coarser zone structure in each of those four added counties. Express lane facilities, representing the MTC 'Backbone' express lanes system for 2035, were also coded in the network with a toll facility indicator based on the highway corridor segment and the direction of travel. Differential toll facility codes were required in order to apply specific toll rates to optimize utilization of the express lanes to preserve level-of-service for free carpool users.

For model consistency reporting purposes, the San Mateo C/CAG models assume committed project as defined in the MTC 2035 Regional Transportation Plan in San Mateo County and all other counties, with the exception that HOV lanes are assumed on US 101 from Whipple Road north the San Mateo/San Francisco County line by conversion of the auxiliary lanes. The 2035 forecasts produced by the San Mateo C/CAG models also assumes that only 3+ person carpools are allowed to travel in the carpool lanes without a charge for the entire model region. The C/CAG model includes a representation of the bicycle network infrastructure in the base year and 2035 forecast year for San Mateo, Santa Clara, San Francisco and southern Alameda Counties, explicitly representing existing and future bike lanes and bike paths in travel time development, mode choice and bicycle assignments.

Product 7

Households by Number of Automobiles, by County

Year 2035, Current Regional Plans (v 0.1)

MTC Tour-based Models

County	Zero	One	Two +	Total	Zero	One	Two +	Total
San Francisco	132,684	192,192	116,364	441,240	30.1%	43.6%	26.4%	100.0%
San Mateo	18,812	116,608	198,216	333,636	5.6%	35.0%	59.4%	100.0%
Santa Clara	62,264	268,396	528,788	859,448	7.2%	31.2%	61.5%	100.0%
Alameda	86,828	235,696	415,844	738,368	11.8%	31.9%	56.3%	100.0%
Contra Costa	19,860	153,448	317,904	491,212	4.0%	31.2%	64.7%	100.0%
Solano	10,868	50,216	121,300	182,384	6.0%	27.5%	66.5%	100.0%
Napa	4,044	19,240	37,200	60,484	6.7%	31.8%	61.5%	100.0%
Sonoma	14,996	68,860	146,316	230,172	6.5%	29.9%	63.6%	100.0%
Marin	6,992	43,332	72,116	122,440	5.7%	35.4%	58.9%	100.0%
ALL	357,348	1,147,988	1,954,048	3,459,384	10.3%	33.2%	56.5%	100.0%

San Mateo C/CAG Trip-based Models

County	Zero	One	Two +	Total	Zero	One	Two +	Total
San Francisco	130,076	170,563	117,323	417,962	31.1%	40.8%	28.1%	100.0%
San Mateo	25,297	113,422	183,777	322,496	7.8%	35.2%	57.0%	100.0%
Santa Clara	73,775	250,650	501,913	826,338	8.9%	30.3%	60.7%	100.0%
Alameda	116,722	257,910	330,664	705,296	16.5%	36.6%	46.9%	100.0%
Contra Costa	33,991	159,328	287,157	480,476	7.1%	33.2%	59.8%	100.0%
Solano	8,270	49,035	113,991	171,296	4.8%	28.6%	66.5%	100.0%
Napa	2,771	17,703	34,167	54,641	5.1%	32.4%	62.5%	100.0%
Sonoma	13,600	75,388	123,801	212,789	6.4%	35.4%	58.2%	100.0%
Marin	5,004	41,293	64,354	110,651	4.5%	37.3%	58.2%	100.0%
ALL	409,506	1,135,292	1,757,147	3,301,945	12.4%	34.4%	53.2%	100.0%

Product 8
Number of Trips by Tour Purpose
Year 2035, Current Regional Plans (v 0.1)

MTC Tour-based Models

Purpose	Tour-based	Share
Work	9,095,396	30.2%
University	674,228	2.2%
School	3,182,584	10.6%
At-Work	2,146,148	7.1%
Eat Out	1,269,852	4.2%
Escort	2,878,708	9.6%
Shopping	4,323,304	14.3%
Social	921,024	3.1%
Other	5,650,824	18.7%
ALL	30,142,068	100.0%

San Mateo C/CAG Trip-based Models

Purpose	Trip-based	Share
Home-based Work	6,257,144	23.3%
Home-based Shopping/Other	7,481,587	27.9%
Home-based Social-Recreational	3,211,923	12.0%
Non-home-based	7,417,766	27.7%
Home-based College	576,940	2.2%
Home-based High School	558,042	2.1%
Home-based Elementary School	1,316,026	4.9%
ALL	26,819,428	100.0%

Product 9

Average Trip Distance by Tour Purpose Year 2035, Current Regional Plans (v 0.1)

MTC Tour-based Models

Tour Purpose	Average Trip Distance, Miles
Work	10.40
University	6.84
School	3.96
At-Work	3.35
Eat Out	5.42
Escort	4.34
Shopping	4.20
Social	4.87
Other	5.00
All	6.25

San Mateo C/CAG Trip-based Models

Trip Purpose	Average Trip Distance, Miles
Home-based Work	12.80
Home-based Shopping/Other	6.91
Home-based Social-Recreational	7.45
Non-home-based	6.75
Home-based College	10.52
Home-based High School	4.85
Home-based Elementary School	4.06
ALL	8.20

Product 10
Journey to Work, County-to-County Usual Workplace
Year 2035, Current Regional Plans (v 0.1)

MTC Tour-based Models

Origin County	San Francisco	San Mateo	Santa Clara	Alameda	Contra Costa	Solano	Napa	Sonoma	Marin	All
San Francisco	358,844	55,696	5,884	31,312	7,080	708	312	1,112	12,428	473,376
San Mateo	82,972	206,644	63,104	29,564	4,416	324	156	516	5,152	392,848
Santa Clara	12,508	57,712	915,460	71,272	4,960	196	80	72	780	1,063,040
Alameda	119,536	70,684	130,732	558,332	68,668	3,272	1,240	1,068	12,576	966,108
Contra Costa	64,288	16,448	17,164	139,560	315,164	18,848	5,512	2,596	19,012	598,592
Solano	11,408	2,212	1,108	15,512	31,900	126,024	17,728	5,572	8,060	219,524
Napa	2,020	484	176	2,556	4,408	7,428	44,116	7,844	3,104	72,136
Sonoma	4,948	1,204	212	1,844	1,988	2,196	8,172	215,416	20,828	256,808
Marin	20,756	3,992	512	6,240	4,676	1,052	872	6,544	58,796	103,440
Bay Area	677,280	415,076	1,134,352	856,192	443,260	160,048	78,188	240,740	140,736	4,145,872

San Mateo C/CAG Trip-based Models

Origin County	San Francisco	San Mateo	Santa Clara	Alameda	Contra Costa	Solano	Napa	Sonoma	Marin	All
San Francisco	352,045	48,851	17,360	22,807	6,088	716	578	2,434	11,508	462,387
San Mateo	86,314	229,097	52,114	21,146	2,910	721	194	1,824	2,254	396,574
Santa Clara	18,879	61,803	934,384	58,247	6,404	2,571	580	4,993	2,925	1,090,785
Alameda	124,842	60,321	93,259	605,272	60,016	6,869	1,618	6,525	14,239	972,960
Contra Costa	63,679	9,479	14,024	110,362	354,358	16,113	4,175	3,790	20,254	596,234
Solano	10,779	2,117	1,626	11,086	24,916	134,855	13,836	5,871	7,383	212,470
Napa	1,202	333	249	929	1,827	5,091	55,957	4,167	1,279	71,035
Sonoma	5,443	738	745	1,210	1,368	1,676	2,897	220,959	20,267	255,302
Marin	20,699	1,661	552	2,765	2,208	587	389	4,570	68,789	102,220
Bay Area	683,882	414,400	1,114,313	833,823	460,095	169,199	80,225	255,133	148,897	4,159,967

Product 11
Region-Level Mode Share by Tour Purpose
Year 2035, Current Regional Plans (v 0.1)

MTC Tour-based Models

Tour Purpose	Automobile	Walk	Bicycle	Transit	All Modes
Work	81.8%	5.3%	1.5%	11.3%	100.0%
University	63.7%	13.8%	1.3%	21.2%	100.0%
School	69.6%	20.7%	1.6%	8.1%	100.0%
At-Work	69.4%	29.3%	0.7%	0.6%	100.0%
Eat Out	81.1%	15.4%	1.3%	2.3%	100.0%
Escort	93.8%	5.7%	0.3%	0.2%	100.0%
Shopping	87.0%	10.0%	1.1%	2.0%	100.0%
Social	78.7%	15.8%	1.7%	3.8%	100.0%
Other	85.6%	10.2%	1.5%	2.7%	100.0%
All Purposes	81.7%	11.2%	1.3%	5.8%	100.0%

San Mateo C/CAG Trip-based Models

Trip Purpose	Automobile	Walk	Bicycle	Transit	All Modes
Home-based Work	83.5%	3.4%	1.3%	11.8%	100.0%
Home-based Shopping/Other	84.1%	9.9%	0.7%	5.3%	100.0%
Home-based Social-Recreational	81.2%	10.7%	3.6%	4.5%	100.0%
Non-home-based	82.5%	12.9%	0.9%	3.7%	100.0%
Home-based College	66.6%	9.3%	5.3%	18.8%	100.0%
Home-based High School	55.5%	21.4%	4.4%	18.7%	100.0%
Home-based Grade School	52.9%	31.2%	6.3%	9.6%	100.0%
All Purposes	80.7%	12.5%	1.7%	5.1%	100.0%

Product 12

Region-Level VMT and VHT by Facility Type and Time Period Year 2035, Current Regional Plans (v 0.1)

MTC Tour-based Models

VMT

Time Period	Facility Type					All Facilities
	Freeways	Expressways	Major Arterials	Collectors	Other	
Early AM (3 a.m. - 6 a.m.)	5,504,092	544,464	1,158,156	381,730	354,247	7,942,689
AM Peak (6 a.m. - 10 a.m.)	26,675,579	2,918,973	9,919,154	3,048,868	3,437,135	45,999,709
Midday (10 a.m. - 3 p.m.)	26,067,097	3,063,934	10,925,935	3,047,571	4,407,032	47,511,570
PM Peak (3 p.m. - 7 p.m.)	28,630,722	3,380,237	12,261,677	3,558,105	4,461,626	52,292,367
Evening (7 p.m. - 3 a.m.)	17,572,988	1,820,157	5,900,622	1,744,592	2,237,126	29,275,485
Daily	104,450,478	11,727,765	40,165,545	11,780,866	14,897,167	183,021,820

VHT

Time Period	Facility Type					All Facilities
	Freeways	Expressways	Major Arterials	Collectors	Other	
Early AM (3 a.m. - 6 a.m.)	90,089	11,137	34,596	13,125	22,837	171,784
AM Peak (6 a.m. - 10 a.m.)	565,113	69,017	331,877	119,925	208,660	1,294,591
Midday (10 a.m. - 3 p.m.)	461,465	65,853	357,347	118,317	254,178	1,257,160
PM Peak (3 p.m. - 7 p.m.)	600,243	80,725	419,721	147,321	256,638	1,504,646
Evening (7 p.m. - 3 a.m.)	294,320	37,677	183,263	61,581	129,425	706,267
Daily	2,011,229	264,408	1,326,803	460,269	871,738	4,934,448

San Mateo C/CAG Trip-based Models

VMT

Time Period	Facility Type					All Facilities
	Freeways	Expressways	Major Arterials	Collectors	Other	
AM Peak (5 a.m. - 9 a.m.)	23,254,078	2,296,635	7,889,177	1,803,260	4,748,694	39,991,844
Midday (9 a.m. - 3 p.m.)	33,882,129	2,808,072	9,945,821	2,488,415	7,186,680	56,311,117
PM Peak (3 p.m. - 7 p.m.)	28,035,161	3,460,308	12,253,081	3,003,551	6,555,756	53,307,857
Evening (7 p.m. - 5 a.m.)	21,284,834	1,507,476	4,050,705	1,024,120	1,024,120	28,891,255
Daily	106,456,202	10,072,491	34,138,784	8,319,346	19,515,250	178,502,073

VHT

Time Period	Facility Type					All Facilities
	Freeways	Expressways	Major Arterials	Collectors	Other	
AM Peak (5 a.m. - 9 a.m.)	557,271	77,891	294,386	100,785	195,611	1,225,944
Midday (9 a.m. - 3 p.m.)	655,232	86,735	369,138	141,306	292,117	1,544,528
PM Peak (3 p.m. - 7 p.m.)	812,268	127,094	524,676	199,404	284,232	1,947,674
Evening (7 p.m. - 5 a.m.)	345,015	41,581	139,328	44,753	129,816	700,493
Daily	2,369,786	333,301	1,327,528	486,248	901,776	5,418,639

Product 13

Region-Level Average Speed (VMT/VHT) by Facility Type and Time Period Year 2035, Current Regional Plans (v 0.1)

MTC Tour-based Models

Time Period	Freeways	Facility Type	
		All Other Facilities	All Facilities
Early AM (3 a.m. - 6 a.m.)	61.1	29.9	46.2
AM Peak (6 a.m. - 10 a.m.)	47.2	26.5	35.5
Midday (10 a.m. - 3 p.m.)	56.5	27.0	37.8
PM Peak (3 p.m. - 7 p.m.)	47.7	26.2	34.8
Evening (7 p.m. - 3 a.m.)	59.7	28.4	41.5
Daily	51.9	26.9	37.1

San Mateo C/CAG Trip-based Models

Time Period	Freeways	Facility Type	
		All Other Facilities	All Facilities
AM Peak (5 a.m. - 9 a.m.)	41.7	25.0	32.6
Midday (9 a.m. - 3 p.m.)	51.7	25.2	36.5
PM Peak (3 p.m. - 7 p.m.)	34.5	22.3	27.4
Evening (7 p.m. - 5 a.m.)	61.7	21.4	41.2
Daily	44.9	23.6	32.9

APPENDIX L: TRAFFIC IMPACT ANALYSIS POLICY

C/CAG
CITY/COUNTY ASSOCIATION OF GOVERNMENTS
OF SAN MATEO COUNTY

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

**Policy on Traffic Impact Analysis (TIA)
To Determine Traffic Impacts on the Congestion
Management Program (CMP) Roadway Network
Resulting From Roadway Changes, General Plan
Updates, and Land Use Development Projects**

August 10, 2006

Section I

INTRODUCTION

As the Congestion Management Agency for San Mateo County, C/CAG is responsible for maintaining the performance and standards of the Congestion Management Program (CMP) roadway network. The CMP roadway network is of countywide significance, and their performance must be preserved.

Traffic Impact Analysis (TIA) is the term used in the study of the expected effects of projects and land use decisions on transportation facilities. The study's purpose is to determine whether the transportation system can accommodate the traffic generated by the projects or land use decisions. And to help decision makers to make improvements needed to the roadways, bike routes, sidewalks, and transit services affected by the project. This helps decision makers determine whether to approve the project and what conditions to impose on the project.

This document includes the following sections:

- Section I: Introduction
- Section II: Definition & Purpose
- Section III: Policy
 1. Roadway Modification Projects
 2. General Plan and Specific Plans
 3. Land Use Development Projects
- Section IV: Scope and Parameters of Traffic Impact Analysis
- Section V: Definition of CMP Impact

Section II

DEFINITION & PURPOSE

Definition

This document states policy and establishes procedures to determine cumulative capacity impacts on the CMP roadway network (impacts on the quality of traffic services) from the following three types of projects:

1. **Roadway modification projects:**
 - a. Projects that change the traffic capacity of CMP roadway.
 - b. Projects near the CMP roadway and impact the CMP roadway network.
2. **General Plan and Specific Plans.**
 - a. New General Plan or General Plan updates which include land use changes that would cause an impact on the CMP roadway network.
 - b. Specific Plans, Specific Area Plans, Precise Plans, which include land use changes that would cause an impact on the CMP roadway network.
3. **Land use development project.**

Purpose

The purpose of this policy is to ensure uniform procedures for performing Traffic Impact Analysis to evaluate impacts on the CMP roadway resulting from land use and project decisions in San Mateo County.

The intent of this policy is to preserve acceptable performance on the CMP roadway network, and to establish community standards for consistent system-wide transportation review. Preservation of CMP roadway and intersection performance will require an evaluation of the near and long term impacts of General Plan updates, land use development proposals, as well as proposed roadway modifications that will either reduce the capacity of the CMP network, or cause additional traffic on the CMP network.

It is not intended that the Traffic Impact Analysis guided by this document will provide all information required for California Environmental Quality Act (CEQA) purposes. Traffic impact analysis to determine traffic impacts on the CMP network may be conducted as part of the CEQA process.

This policy will be reviewed and integrated into the 2007 Congestion Management Program for San Mateo County. It will be reviewed subsequently in two years.

Section III **POLICY**

This policy provides an avenue to assess the cumulative traffic impacts on the Congestion Management (CMP) roadway network, of General Plan decisions made by local jurisdictions. It provides direction to local jurisdictions on how to analyze CMP traffic impacts resulting from roadway changes or land use decisions, determine feasible and appropriate mitigations.

Land use development proposals and proposed roadway modifications must be consistent with the jurisdiction's adopted General Plan, unless the proposal is to be amended into the General Plan before final approval by the jurisdiction. Local jurisdictions must evaluate traffic impacts of proposed revisions to their jurisdiction-wide General Plans and Specific Area Plans on the CMP network.

1. Roadway Modification Projects

Project sponsor, in consultation with C/CAG staff, shall determine if a roadway modification project on or near a CMP roadway will have potential near-term and long-term traffic impacts on the CMP roadway network. Section 4, *Scope and Parameters of Traffic Impact Analysis*, and more specifically the definition of impacts in Section 5, *Definition of CMP Impacts* should be used in developing initial thresholds (e.g. change in intersection or lane volumes) to determine significant traffic impacts on a CMP roadway.

If initial assessment indicates that significant traffic impact on the CMP network may result from the proposed project, its sponsor must conduct traffic impact analysis consistent with this policy to determine traffic impacts on the CMP roadway system. Moreover, a travel demand forecasting model must be used to determine long-term traffic impacts if the project is to modify the CMP roadway. See "Travel Demand Forecasting" requirements below. For near term analysis, if the travel demand forecasting model does not provide the level of detail desired, then the use of manual assignment models, micro-simulation models or other tools to provide a more detailed and informative analysis of a roadway project is acceptable.

Mitigation:

Proposed roadway changes to the CMP roadway that are determined to have a CMP traffic impacts for current or future years cannot be considered in conformity with the Congestion Management Program unless mitigated to no CMP impact. This mandatory mitigation requirement applies only to roadway projects on the CMP network. More latitude is provided for mitigating impacts to the CMP network that result from local land use decisions as described in sections 2 and 3 of this policy.

CMP traffic impacts could be mitigated through modifications of the proposed project. The level of service analysis or simulation can often be used to identify elements of the project that, if modified, will reduce the project impacts.

Mitigation measures may also include roadway improvements, operational changes, or a provision for alternate routes. For example, adding a turn lane at the intersection, modifying or eliminating on street parking may improve travel times. All mitigation measures shall first be discussed with and reviewed by C/CAG staff.

This policy does not prohibit a local jurisdiction from mitigating impacts on local streets that result from congestion on a CMP roadway.

2. General Plan and Specific Plans

Project sponsor, in consultation with C/CAG staff, shall determine if a General Plan change or a Specific Plan will have potential traffic impacts on the Congestion Management Program (CMP) roadway network. Jurisdictions must conduct travel demand forecasting and traffic impact analysis to determine long term cumulative traffic impacts on the CMP roadway system. See “Travel Demand Forecasting” requirements below. For scope and parameters of traffic impact analysis, see Section 4. For definition of traffic impacts on the CMP system, see Section 5. If a jurisdiction makes small and incremental amendments to its General Plan to include land use changes, and that each individual land use change would not have CMP traffic impact, then flexibility is provided that the travel demand forecasting model needs to be run every two years to account for the cumulative list of projects and site specific General Plan changes.

Mitigation:

General Plan updates or Specific Plans that are determined to have CMP traffic impacts must consult C/CAG staff to identify feasible mitigations.

Cumulative development traffic impacts identified in the evaluation of a jurisdiction may be mitigated in a variety of ways. Clearly, revising the allowable land use intensities is the most direct way to mitigate traffic impacts to the CMP network. However, it is recognized that this may not be consistent with the jurisdiction’s economic development plans. As alternatives, the jurisdiction may adopt a trip reduction policy that requires new development to make measurable reductions in their trip generation. These trip reduction requirements should be incorporated in the standard Conditions of Approval. The local jurisdiction should also implement a plan to monitor or sample actual trip generation to ensure that the trip reduction conditions are being met following project occupancy. Alternatively, jurisdictions may elect to provide capital improvements to reduce the traffic impact of cumulative development. To be viable, this type of mitigation must include a reliable funding mechanism such as a traffic mitigation fee program that includes, at a minimum, partial funding for the impacted CMP roadways. Where the impact is on the freeway system it will usually not be feasible to fully fund a needed improvement through a local fee. However, the fee program should provide a minimum of funding that would meet likely local share requirements, if approved by the jurisdiction.

All mitigation measures shall first be discussed with and reviewed by C/CAG staff before they are included in the report.

3. Land Use Development Projects

Project sponsor shall comply with the “Land Use Impact Analysis Program” guidelines in the latest Congestion Management Program (CMP) for San Mateo County. Project sponsors shall consult C/CAG staff regarding land use development projects that are determined to have traffic impacts on the CMP roadway network.

Mitigations:

Adopted General Plan trip reduction requirements should ultimately be implemented at the project level through Conditions of Approval. As with the General Plan mitigations, the trip reduction program should include a plan for monitoring trip generation and procedures to determine if established targets are met or exceeded. The option to reduce the intensity of a project to eliminate significant impacts to the CMP network should also be considered. If physical mitigation is desired, the jurisdiction should determine whether the project can and should be required to construct the mitigation project or whether funding the project’s pro rata share is appropriate, and paid to the jurisdiction.

Travel Demand Forecasting Requirements

It is the intent of this policy that the cumulative traffic impacts to the CMP roadway system be evaluated consistently throughout the County. Toward this end, the C/CAG Countywide Travel Demand Forecasting Model must be used to forecast traffic demand for the analysis of the long-term cumulative traffic impacts of CMP roadway modification projects, General Plan updates, and Specific Area Plans.

Long Term Cumulative Analysis

The long-term cumulative analysis must be based on C/CAG or C/CAG derivative model forecasts. C/CAG will periodically update the model to provide travel demand forecasts under a 15 to 20 year planning horizon. This does not, necessarily require individual cumulative model runs for each land use development project. For example, a project that is consistent with the City’s existing General Plan may not require a new model run. Previous General Plan consistent model results can be used. The alternative methods used for near term analysis or individual development projects as described in the next section may be used to modify the existing model results to illustrate conditions with and without the proposed project. If alternative methods are used to modify cumulative model forecasts, comparison must be made with long-range C/CAG model forecasts to ensure consistency. This type of minor adjustments to the C/CAG model results is permitted for individual land use development projects or minor changes to an existing General Plan. However new C/CAG model runs are required at least every two years¹, for

¹ The biennial update of the C/CAG model runs can be postponed until they are needed for the analysis of a

Specific Plans and for major General Plan updates. Updating the C/CAG model runs is necessary to ensure that the cumulative impacts both within each jurisdiction as well as from neighboring jurisdictions are represented in the model results.

A C/CAG derivative model that is consistent with the C/CAG model may also be used; however, it must be reviewed and approved by C/CAG staff in advance. Derivative models must be updated periodically to maintain a 15 to 20 year planning horizon. Approval of a C/CAG derivative model includes the demonstration to C/CAG staff that the model yields similar output as the C/CAG model given the same input assumptions. In addition, the land use assumptions and transportation network assumptions incorporated in a C/CAG derivative model must be consistent with the most recent C/CAG model in order to be eligible for consideration. The C/CAG Countywide Travel Demand Forecasting Model runs must be reviewed by C/CAG. C/CAG may hire its travel demand model consultant to conduct the review, and costs incurred will be borne by the project sponsor.

Near Term Analysis

The use of C/CAG Countywide Travel Forecasting Model or a C/CAG derivative model is not mandatory for near term analysis of projects. The use of methodologies that are widely accepted by the traffic engineering profession such as applying established growth factors to existing traffic volumes, manual assignment models (e.g. TRAFFIX) are also allowable for these analysis scenarios. However, alternative methods for near term impact or individual development project analysis do not replace the requirement for a long-term cumulative impact analysis consistent with this Traffic Impact Analysis Policy.

C/CAG Review for Conformance

For roadway modification projects, C/CAG staff shall review for consistency with this Traffic Impact Analysis (TIA) policy and determine conformity with the Congestion Management Program (CMP).

For General Plan updates, Specific Plans, and land use development projects, C/CAG staff shall review TIA reports for consistency with this TIA policy. This review shall not constitute approval or disapproval of the project that is the subject of the report. C/CAG does not have the authority to approve or reject projects. That decision rests with the lead agency. However, the CMP establishes community standards and guidelines for consistent system-wide transportation review and provides comments to the lead agency on the TIA report based on staff review. Compliance with the Congestion Management Program may be enforced through the withholding of apportionments under Section 2105 of the Streets & Highways Code as well as declaring a local agency ineligible for future transportation funds.

development, planning or CMP roadway project. Therefore, in communities with limited development activity, the two-year-old model runs need only be updated when there is a land use or roadway project to be analyzed.

Section IV

SCOPE AND PARAMETERS FOR TRAFFIC IMPACT ANALYSIS (TIA)

Project sponsors must initiate consultation between the lead agency, C/CAG, Caltrans (if applicable), and those preparing the Traffic Impact Analysis (TIA) before commencing work on the study to establish the appropriate traffic impact analysis scope. At a minimum, the TIA should include the following:

A. Boundaries of the TIA

The boundaries of a TIA must not only include the immediate project area but also areas outside of the project area that may be impacted by the project. For example, the boundaries of an arterial segment, for analysis purposes, may be defined as at least one signalized intersection beyond the project limits on either end. If modification to a segment between intersections will affect the up-stream or down-stream intersection, then average travel time or average travel speed for a segment covering the up- and down-stream intersections must be analyzed.

Boundaries of a TIA must be agreed upon by the lead agency and C/CAG before commencing work on the analysis. Consultation with Caltrans is recommended, if applicable. However, if the project proposes to change a State owned facility, then the boundaries of analysis must be agreed upon by Caltrans as well.

B. Traffic Analysis Scenarios

Consultation between the lead agency, C/CAG, Caltrans (if applicable), and those preparing the TIA is recommended to determine the appropriate scenarios for the analysis. The following scenarios should be addressed as a minimum:

- Existing background condition (includes already approved developments and roadway network changes)
- Existing condition plus Project
- Future (15² to 20 year horizon) background without Project (no-build)
- Future (20 year horizon) background condition plus project

C. Analysis Period

Consultation between the lead agency, C/CAG, Caltrans (if applicable), and those preparing the TIA is recommended to determine the appropriate analysis periods. The TIA shall include, at a minimum, an analysis of transportation conditions in the AM and PM peak hours.

2 20-year Model forecasts are assumed to be updated every 5 years so forecast horizon may be as short as 15 years.

D. Facilities To Be Included In the Analysis

1. A CMP intersection shall be included in a TIA if it is expected to be impacted by the proposed project.
2. A non-CMP intersection that is along a CMP segment shall be included in a TIA if it is expected to be impacted by the proposed project.
3. A freeway segment shall be included in a TIA if it is expected to be impacted by the proposed project.
4. A CMP arterial segment shall be included in a TIA if it is expected to be impacted by the proposed project.

E. Report Format

Traffic Impact Analysis reports must present findings for the various analysis scenarios and analysis periods as described above in the following units of measurement:

Intersections:	LOS and delay time
Freeway segments:	LOS and volume-to-capacity ratio
Arterial segments:	LOS and average travel speed

Section V

DEFINITION OF CMP IMPACT

A project is considered to have a CMP impact if it causes one or more of the following:

1. CMP Intersection currently in compliance with the adopted LOS standard:

- A. A project will be considered to have a CMP impact if the project will cause the CMP intersection to operate at a level of service that violates the standard adopted in the current Congestion Management Program (CMP).
- B. A project will be considered to have a CMP impact if the cumulative analysis indicates that the combination of the proposed project and future cumulative traffic demand will result in the CMP intersection to operate at a level of service that violates the standard adopted in the current Congestion Management Program (CMP) and the proposed project increases average control delay at the intersection by four (4) seconds or more.

2. CMP Intersection currently not in compliance with the adopted LOS standard:

A project is considered to have a CMP impact if the project will add any additional traffic to the CMP intersection that is currently not in compliance with its adopted level of service standard as established in the CMP.

3. Freeway segments³ currently in compliance with the adopted LOS standard:

- A. A project is considered to have a CMP impact if the project will cause the freeway segment to operate at a level of service that violates the standard adopted in the current Congestion Management Program (CMP).
- B. A project will be considered to have a CMP impact if the cumulative analysis indicates that the combination of the proposed project and future cumulative traffic demand will result in the freeway segment to operate at a level of service that violates the standard adopted in the current Congestion Management Program (CMP) and the proposed project increases traffic demand on the freeway segment by an amount equal to one (1) percent or more of the segment capacity, or causes the freeway segment volume-to-capacity (v/c) ratio to increase by one (1) percent.

4. Freeway segments currently not in compliance with the adopted LOS standard:

A project is considered to have a CMP impact if the project will add traffic demand equal to one (1) percent or more of the segment capacity or causes the freeway segment volume-to-capacity (v/c) ratio to increase by one (1) percent, if the freeway segment is

³ Freeway segments are as defined in the Congestion Management Program Monitoring Program and are directional.

currently not in compliance with the adopted LOS standard.

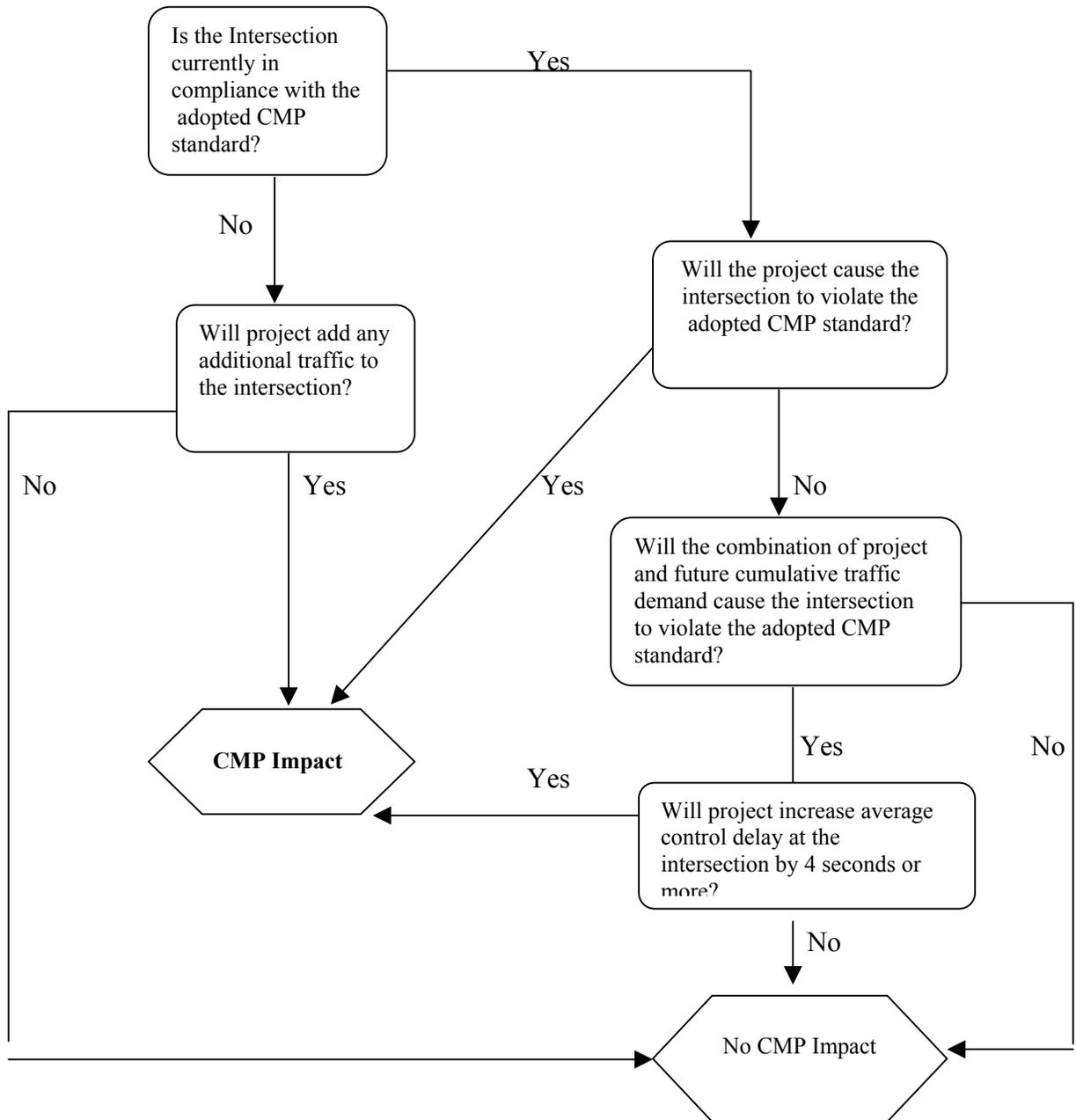
5 CMP Arterial Segments:

The analysis of arterial segments is only required when a jurisdiction proposes to reduce the capacity of a CMP designated arterial through reduction in the number of lanes, adding or modifying on-street parking, or other actions that will affect arterial segment performance.

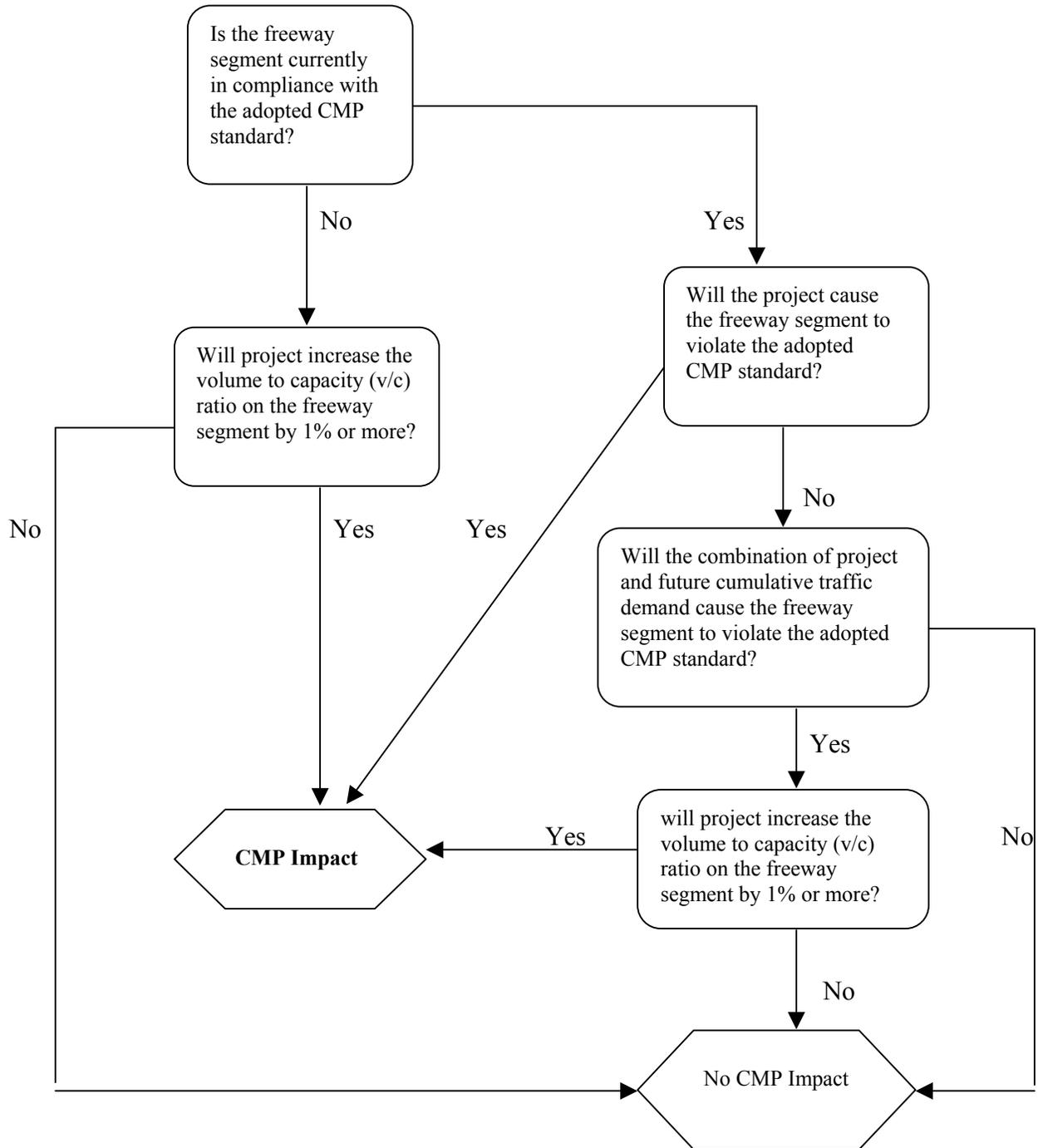
A project is considered to have a CMP impact if it causes mid-block queuing, parking maneuver resulting in delays or other impacts that result in any segment intersection to operate at a level of service that violates the adopted LOS standard set for the nearest CMP intersection.

Analysis of the segment using a calibrated micro-simulation model may be required by C/CAG staff to evaluate non-intersection impacts of the proposed project. CMP impact is determined if, based on the micro-simulation model, the average travel speed for the arterial segment is reduced by 4 miles per hour (mph) or more. Segments with average speeds that indicate LOS E or worse (based on Exhibit 15-2, HCM2000) cannot be modified by local jurisdictions if the proposed modifications would further reduce travel speeds on the segment.

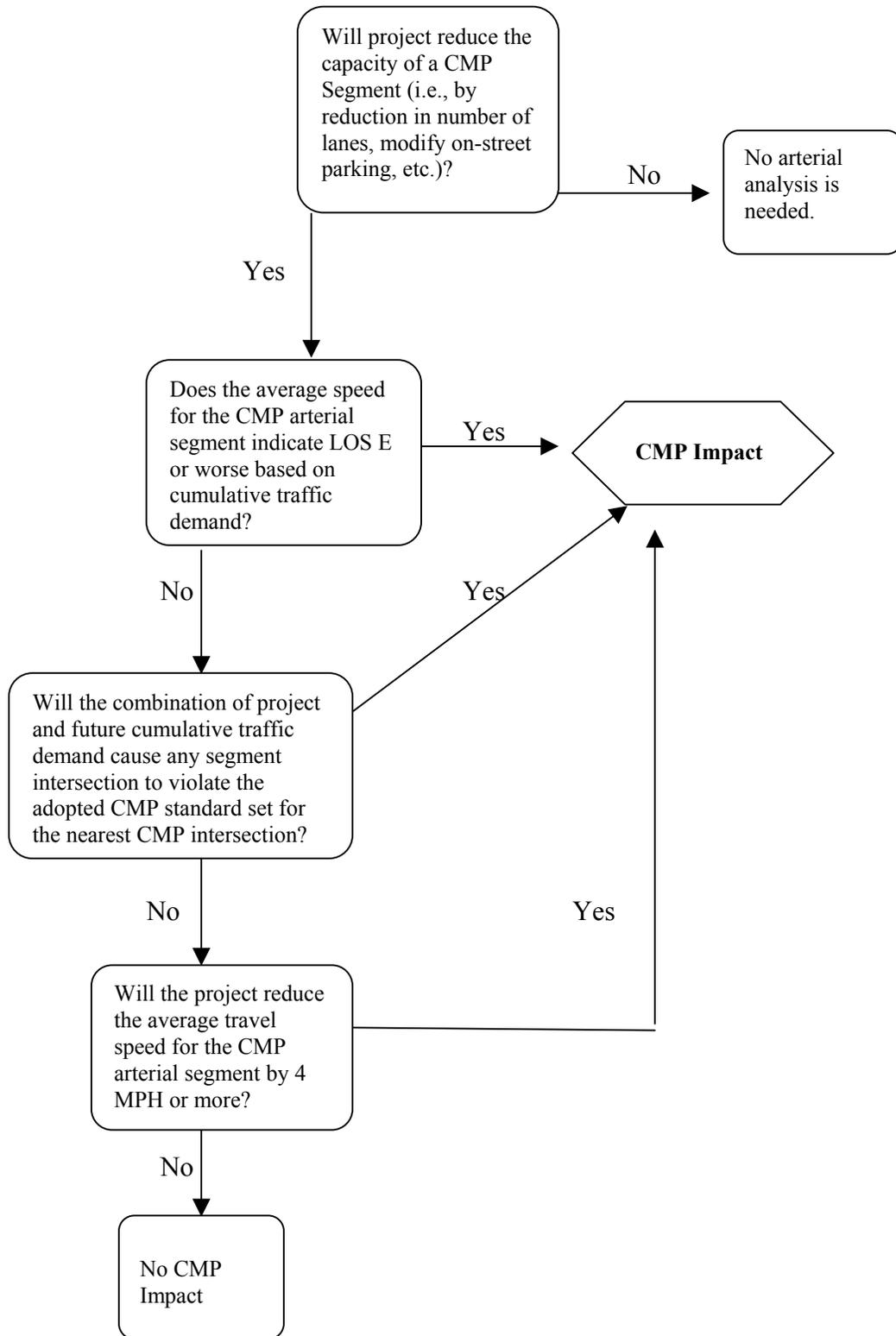
To determine CMP impact on a CMP Intersection



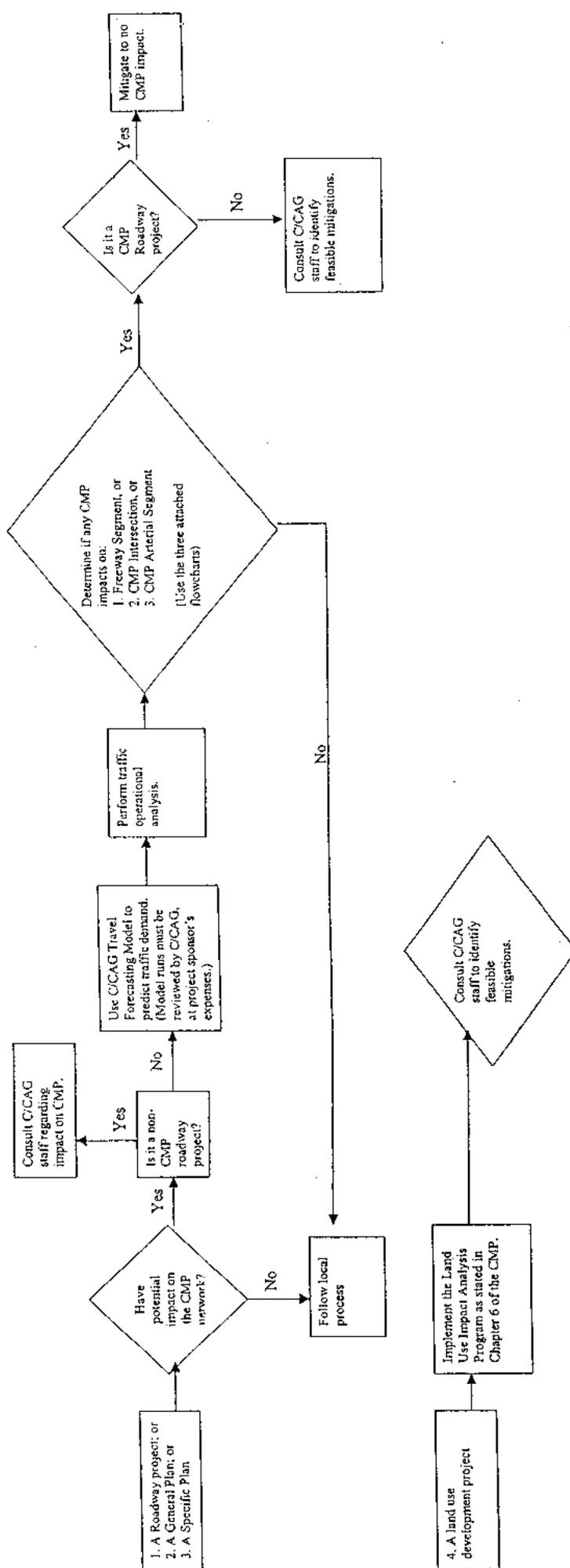
To determine CMP impact on a Freeway Segment



To determine CMP impact on Arterial Segment



Flow chart for traffic impacts on the congestion management program (CMP) roadway network



APPENDIX M: MEASURE M IMPLEMENTATION PLAN



Modernizing Measure M

**Implementation Plan and
Strategic Guidance**

Fiscal Years 2021/22 to 2025/26



Modernizing Measure M

Implementation Plan and Strategic Guidance

Fiscal Years 2021/22 to 2025/26

Cover photo © County of San Mateo

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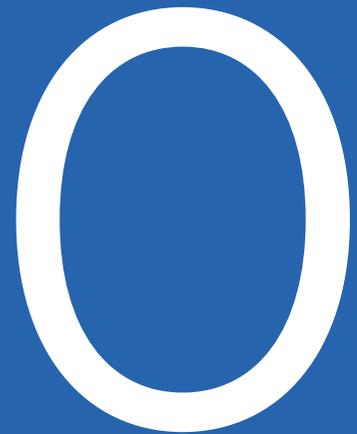
Appendices

A. Measure M Performance Assessment

B. Best Practice Review



Executive Summary



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.

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 and Implementation 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 concluded with a review of best practices nationwide. The Plan development process is described in more detail below:

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. The assessment also found that the program could benefit from standardized data collection practices to aid in future planning exercises and evaluation of program impacts.

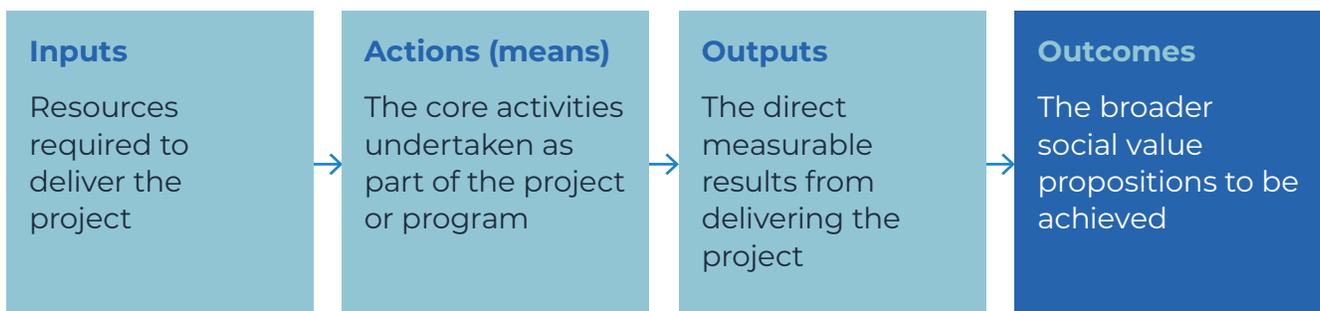
Goal and Objective Setting

Stakeholder discussions and a representative group of funding recipients helped to set goals and objectives 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.

Best Practices

The 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.

Figure 0-1. Logic Framework



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 discussions 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. Recommendations have been set for Measure M, targeting program administration, programming, evaluation, and funding allocation.

Guiding principles:



Flexible Planning

- Continued flexibility in approved funding uses
- Expand fund usage guidance for Local Streets and Roads recipients



Accountable Monitoring and Evaluation

- Require annual reporting through streamlined template
- Publish online dashboard to communicate program information



Innovative Programming

- Repurpose unused admin funds for innovative Countywide Program pilots
- Encourage innovation among Countywide Program operators
- Support knowledge sharing across funding recipients



Insight-driven Decision Making

- 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



Efficient Operation

- Transition to online reporting
- Streamline back-end budget systems

Allocation and Action Plans

The Modernizing Measure M Plan outlines a set of recommendations, actions and targets for each of the programs receiving Measure M funding. This set of actions is intended to guide planning, evaluation, and future decision making in support of an impactful and effective program.

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. The formula is modified to guarantee each jurisdiction a minimum amount of \$75,000.

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 to identify how valuable Measure M is within each program’s overall funding situations,

and a qualitative look at future risk and programmatic need. 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.

The recommended Countywide Program allocation distribution are outlined in **Table 0-1**.

Next Steps and Strategic Plan Use

C/CAG will use the recommended actions outlined in the Strategic and Implementation 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.

Table 0-1. Countywide Program Funding Allocation Recommendations

Countywide Program		FY 2010/11-2020/21 Allocation	FY 2021/22-2025/26 Allocation
	Transit Operations/ Senior Mobility	22%	18%
	Technology/ Smart Corridor	10%	11%
	Safe Routes to School	6%	6%
	Stormwater(NPDES/MRP)	12%	15%



Introduction



Strategic and Implementation Plan Purpose

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. Measure M imposes an annual fee of \$10 on motor vehicles registered in San Mateo County. It is estimated that over \$6.7 million in revenues would be collected annually and \$167 million total over the 25-year period between May 2011 and May 2036. Every five years, City/County Association of Governments of San Mateo County (hereafter referred to as 'C/CAG') develops a 5-Year Implementation Plan, to be approved by the C/CAG Board. The Implementation Plan designates approved projects and programs to receive Measure M funding throughout the next 5-year period. The most recent Implementation Plan was published in May 2016 for the Fiscal Years 2016/17-2020/21 period. C/CAG determined the need to develop a Strategic and Implementation Plan, covering Fiscal Years 2021/22-2025/26.

Steer has been commissioned by C/CAG to develop a current programs status report, identify program needs and priorities, make recommendations on resource needs and investment priorities, and outline performance measures that can indicate program progress, both on an annual basis and at the end of a five-year period. This Strategic and Implementation Plan is structured as follows:

Chapter 1

Introduction introduces Measure M and this Plan, in addition to describing the methodology and work completed to develop the Plan. This chapter further describes the concept of a Logic Framework and how it will be used to evaluate and support Measure M strategic planning moving forward.

Chapter 2

Strategy outlines strategies spanning five categories that are recommended for implementation over the next five years to improve the efficiency and impact of the Measure M Program. This chapter also discusses the process of reviewing the Countywide Transportation Program allocation distribution.

Chapter 3

Implementation Plan includes the Fiscal Years 2021/22-2025/26 five-Year Implementation Plan which outlines funding allocation and allowable uses for Measure M funds through the Local Streets and Roads program and Countywide Transportation Programs.

Chapter 4

Conclusion provides a high-level summary of key recommendations for the Measure M program over the next five years, through application of the Logic Framework.

Plan Development

Overview

The project team, consisting of representatives from C/CAG and Steer, began work on the Plan in summer 2020.

The process began with a comprehensive review of the current Measure M program through a Performance Assessment (using data available up until October 2020). The findings are documented at Appendix A, **Performance Assessment Memorandum**. This process involved analyzing financial data and performance data from each funding recipient. Additionally, the team conducted extensive stakeholder outreach to understand from funding recipients which elements of the Measure M program worked well, and which might need to be reviewed. This was done through a survey completed by all Local Streets and Roads funding recipients, follow up interviews with some jurisdictions, individual interviews with Countywide Transportation Program managers, and presentations and receipt of feedback from C/CAG's Congestion Management Program Technical Advisory Committee (TAC), Congestion Management and Environmental Quality Committee (CMEQ) and Board of Directors. There are a total of six key findings, with the first three indicating program strengths and the second three indicating gaps or challenges.

Figure 1-1. Measure M Strategic Plan Project Timeline



Main themes:

1. **Funding flexibility** allows program managers to adapt to changing circumstances and needs. It allows program managers to put Measure M funds toward their most effective use on a year by year basis.
2. Measure M funding **supports the intended outcomes/goals of each program**, while there are opportunities to expand impact over the next five years.
3. Measure M funding **creates opportunities** that can unlock or be combined with other funding sources to enable larger projects and programs.
4. **Standardizing performance indicators** would more comprehensively demonstrate value of the Measure M program to the public.
5. **Data management practices** could improve to better trace the impact of Measure M funding.
6. **Reporting and invoicing processes** could be augmented to support timely data collection and demonstration of impact.

These themes were used as the basis for the development of the Strategic and Implementation Plan.

Following the initial Performance Assessment, the project team and Measure M stakeholders set goals, objectives and key performance indicators (KPIs) to support program planning and future post implementation evaluation. The Vision and Goals Memorandum identified vision, goals and objectives for Measure M. The results of that memo are outlined in the chapters below.

The project team then undertook a case study review of county-level funding programs across North America to gain knowledge on their implementation and allocation strategies. The team applied a 'lessons learned' approach to provide relevant recommendations for the Measure M program. The Best Practices Memorandum is attached in Appendix B.

Vision and Guiding Principles

The Vision Statement was developed to guide the development of the Strategic and Implementation Plan. This vision was used to develop goals (described in the following narrative), and to structure the recommendations contained within this Plan. This statement has been developed throughout the course of the project and agreed between the project team and Measure M stakeholders.

Modernizing Measure M vision:

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

After multiple workshops with the project team and Measure M stakeholders, as well as presentations to C/CAG Board and Committees, the following emerged as guiding principles that have shaped the strategic recommendations. “Modernizing Measure M” means continued and expanded:

- Flexible planning
- Innovative programming
- Efficient operation
- Monitoring and evaluation, and
- Insight-driven decision making

Goals; Objectives; Performance Measures

In the context of Measure M, a goal is defined as the aspirational direction(s) for a project program or policy, which are set at the onset of a strategy to guide its development. The goals developed for the Measure M Strategic and Implementation Plan represent intangible and non-measurable intents of the Measure M program overall. Each goal is tied to one of its designated funds-receiving programs as outlined in **Table 1-1**.

Table 1-1. Goal for each Measure M Program

Measure M Program	Goal
	Administration Support vehicle registration fee program participants/payers through Measure M program operation.
	Local Streets and Roads Improve and maintain local streets and roads through activities related to congestion management and stormwater pollution prevention.
	Transit Operations/ Senior Mobility Increase access to mobility options, including for seniors and disabled populations.
	Safe Routes to School Diversify travel mode share and reduce private car travel among students and parents.
	Regional Traffic Congestion Management (Technology/ Smart Corridor) Reduce traffic congestion and improve network efficiency.
	Stormwater (NPDES/MRP) Reduce countywide stormwater pollution.

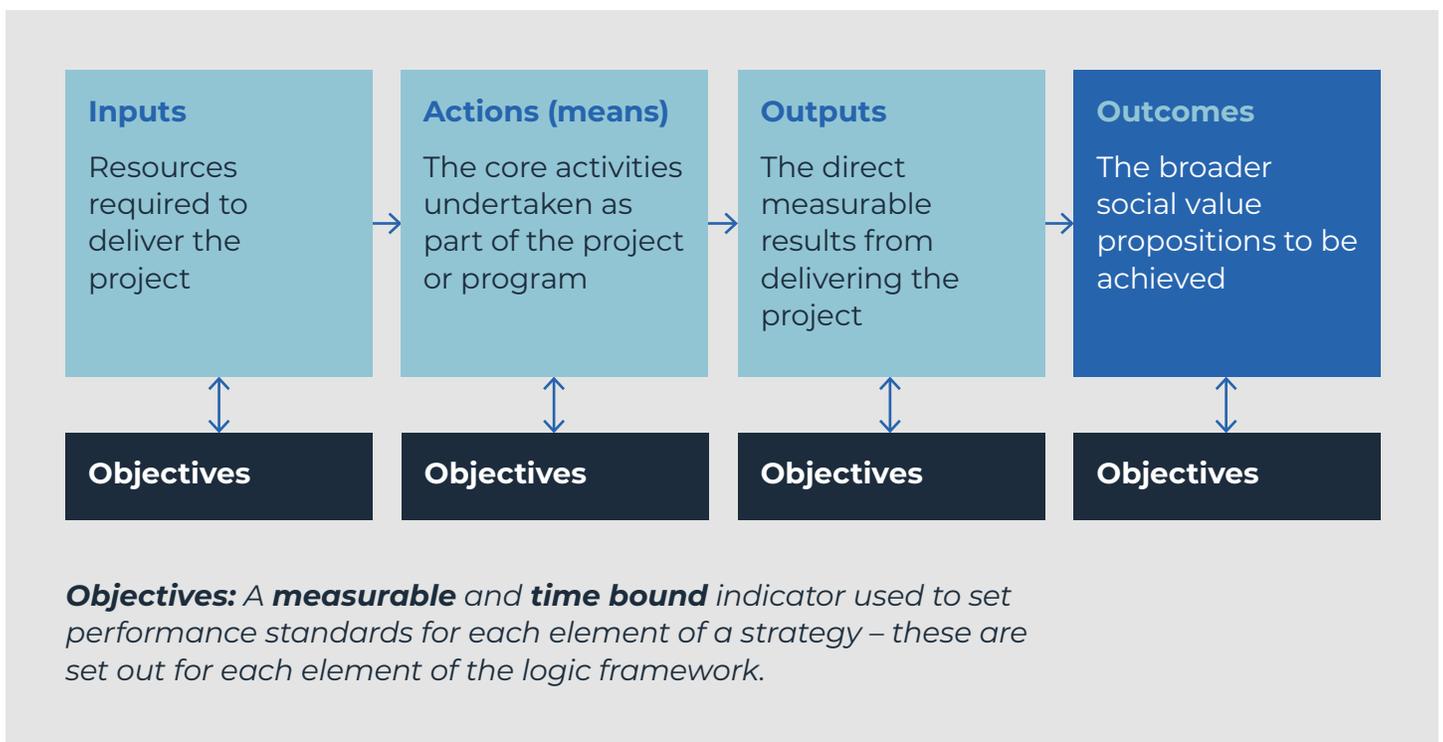
Logic Framework

The project team applied a **Logic Framework** to the Performance Assessment, by highlighting strengths and weaknesses in demonstrating the program's impact toward its intended goals and outcomes. The same tool was then applied to the development of the new **objectives** and **performance measures**, by helping to identify those that help best demonstrate that impact. The Logic Framework is utilized at this stage to articulate direction for the Strategy and Implementation Plan.

In applying the Logic Framework, we ask four questions of Measure M and the programs it funds:

- What **inputs** are required to implement those actions?
- What **actions** must be taken in order to be able to measure outputs/outcomes?
- What measurement **outputs** can be recorded in order to communicate overall success of the program?
- What are the project or program's desired goals and how can they be measured or estimated as program **outcomes**?

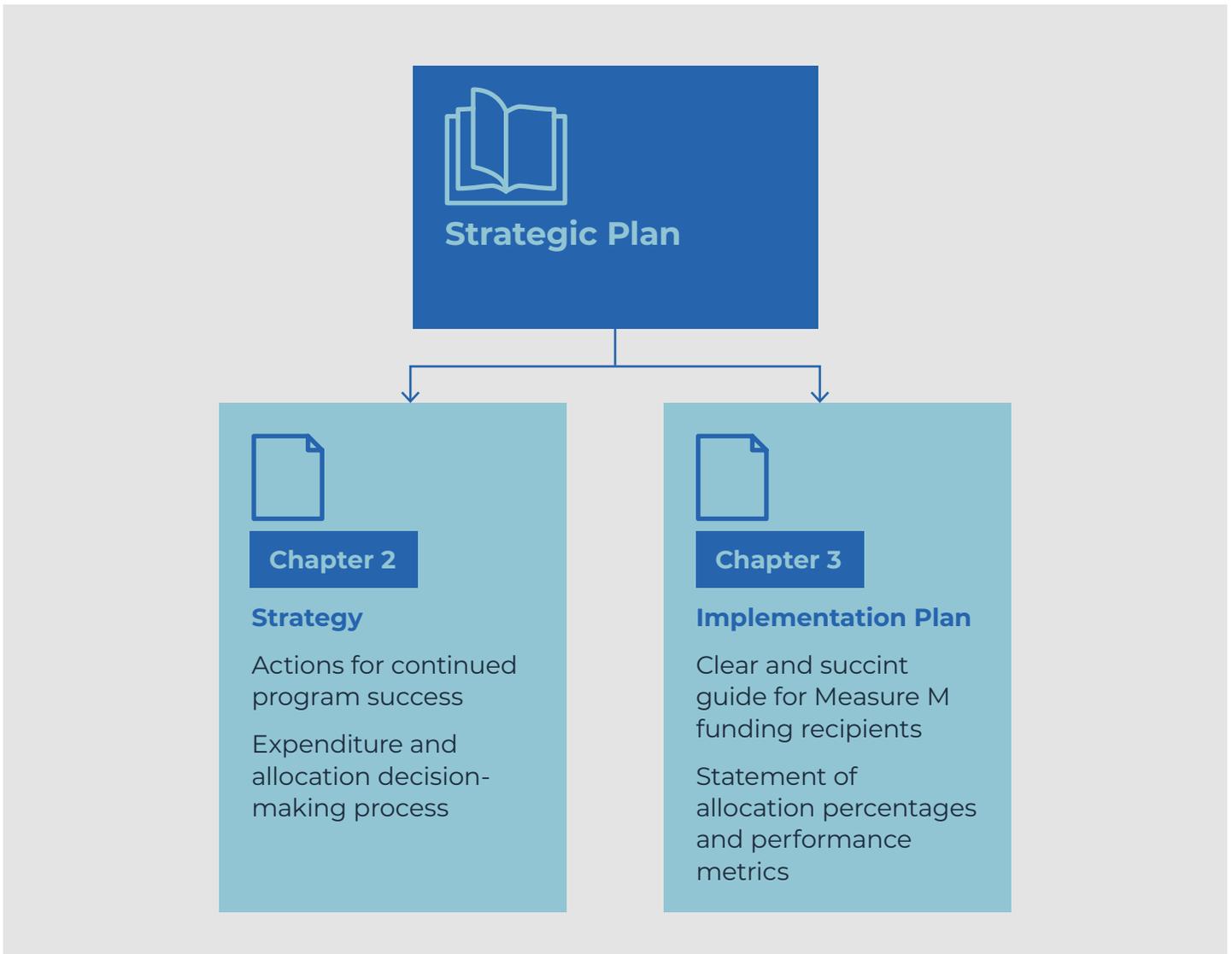
Figure 1-2. Logic Framework



Strategic Plan Elements

This document, the **Strategic and Implementation Plan**, consists of two major elements, as outlined in **Figure 1-3**. The Strategy identifies actions for C/CAG to take moving forward, and outlines the reasoning behind funding and allocation recommendations. The **Implementation Plan** guides funding recipients by outlining their allocation and defining their objectives for the next five years.

Figure 1-3. Strategic Plan Elements





Strategy

2

Overview

This chapter defines the range of actions C/CAG will take to augment the Measure M program over the next five years. These strategic actions respond to lessons learned and future opportunities identified by the consultant team, C/CAG staff, and strategic partners. Combined, these actions are intended to:

- Advance the “Modernizing Measure M” vision over the next five years;
- Update procedures, practices, and operations to respond to a changing external context;
- Leverage new approaches to program delivery; and
- Support the continued positive impact of the Measure M program.

Guiding Principles

These actions are categorized based on the vision’s Guiding Principles:



Flexible Planning All Measure M funding recipients are allowed to use funds for a wide range of uses; C/CAG wants to maintain that flexibility as they plan for the future of the program.



Innovative Programming Measure M funds can be spent on a variety of uses, therefore C/CAG wants to encourage and prioritize funding to be used toward innovative projects and programs (specifically focused on pilots and knowledge sharing opportunities).



Efficient Operation C/CAG wants to continue to maintain and administer the Measure M program efficiently, making the best use of administrative time and simplifying communication between C/CAG and partners.



Monitoring and Evaluation C/CAG wants to understand ongoing impact of the Measure M program.



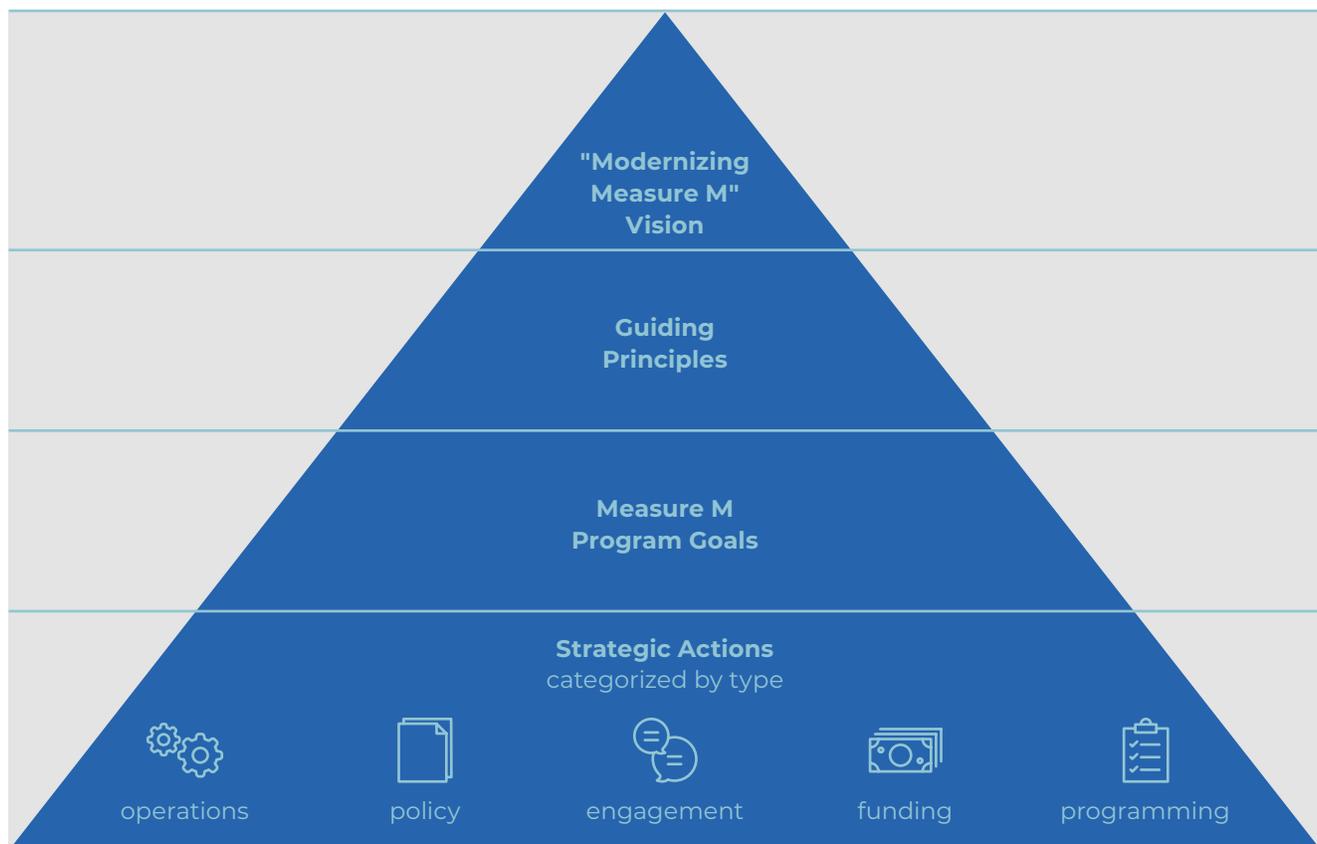
Insight Driven Decision Making C/CAG wants programming to respond to identified needs, opportunities, and expected impacts by rewarding programs that are most successful, and supporting growth and adjustment where needed.

Each Guiding Principle has been assigned key recommendations, or strategic actions. The strategic actions have also been categorized to demonstrate the type of strategy it entails, including:

- Operations: Implementing procedures across the Measure M program
- Policy: Enacting rules and directives for how programming is delivered
- Engagement: Sharing data, results, and progress
- Funding: Reallocating funding to align with emerging strategic needs
- Programming: Delivering types of programs to meet emergent needs

The relationship between the Vision, Guiding Principles, and Strategic Actions is outlined in **Figure 2-1**.

Figure 2-1. Strategy element relationship



Recommendations for C/CAG

Recommended actions for the Measure M program as a whole have been outlined below, with actions related to each guiding principle categorized in a unique subsection.



Flexible Planning

Measure M funds should continue to provide a level of flexibility within the existing wide variety of programs across San Mateo County. For example, funding both programs and capital projects, and basic services and more innovative interventions. At present, there are a few instances (e.g. use of SRTS funds to fund school site stormwater infrastructure projects) where the flexible nature of the Measure M funds established a unique project or program. However, this experience has been limited to date, and these unique projects/programs tend to be funded through overflow or unexpected leftover sources.

Strategic Action 1 Continue Allowance of Flexible Use of Funds

Measure M should continue to allow jurisdictions and Countywide Programs to apply funds to a variety of uses.

Strategic Action type	Policy
Implementation timeline	Year 1
Estimated budget	No budget required
Priority	High

Strategic Action 2 Expand Designated Eligible Projects and Programs for Local Streets and Roads

The upcoming Implementation Plan should expand upon the list of eligible project categories under the approved legislation for Local Streets and Roads funding. While the current Local Streets and Roads program allows for jurisdictions to utilize their funding flexibly, a more comprehensive list of approved uses will encourage a broader range of programming from funding recipients.

Strategic Action type	Policy
Implementation timeline	Year 1
Estimated budget	No budget required
Priority	High



Innovative Programming

Measure M funds should be allocated to projects or programs that exhibit innovative practices, namely ideas developed through C/CAG and other key stakeholders that are transformed into a practical reality with tangible impacts to meet Measure M's overarching goals. These can include competitive pilot programs, developing key partnerships with forward-thinking agencies, guidance encouraging innovation for the Countywide Transportation Programs and 'best practice' sharing sessions.

Strategic Action 3 Create Competitive Pilot Program

Per the Measure M legislation, unused Administrative funding is distributed back to the jurisdictions and Countywide Programs (each receiving 50%). While the legal understanding of the measure indicates that the 50% received by the jurisdictions should be allocated through the same calculation as dictated by the Local Streets and Roads program, it does not specify the allocation process for the half that is returned to the Countywide Programs. Additionally, accrued interest does not have a specified allocation path.

This recommendation encourages innovation through the development of a competitive process for Countywide Programs. The purpose is to initiate pilot programs. C/CAG should allow the four Countywide Programs to compete for the leftover Administration and accrued interest funds that are set aside for them. . Based on historical expenditure data, it is expected that these two sources will generate between \$95,000 to \$200,000 annually.

It is recommended that C/CAG undertake this process every two years, when the combined interest and half of unused administrative funds have accrued to

at least \$150,000. If, after two years, less than \$150,000 has accrued, C/CAG should postpone the process until that amount is available.

As C/CAG evaluates potential projects, they may want to consider a scoring mechanism that evaluates the following:

- **Innovation** How is it different from existing core programs and from programs undertaken elsewhere?
- **Planning** Does the project or program have a clear plan or proposal, including set objectives that articulate how it will contribute to Measure M goals?
- **Deliverability** Has this project been implemented in other jurisdictions – if so, have delivery lessons been carried forward?
- **Evaluation:** Does the applicant have sufficient resources to evaluate the success of the pilot and share lessons learned?
- **Opportunity for expansion** If the pilot is successful, can it be duplicated or implemented elsewhere within the county or Bay Area?
- **Countywide significance** Does the pilot support the full county, or does it disproportionately impact specific jurisdictions?
- **Equity** Does the pilot support historically marginalized communities in San Mateo County?
- **Program collaboration** Does the pilot involve more than one Countywide Program, providing multifaceted benefits to the San Mateo County community?

C/CAG staff will develop the final scoring criteria with input from Committees and the C/CAG Board.

Strategic Action type	Funding, Programming
Implementation timeline	Year 2
Estimated budget	165 hours of consultant time to support development, and 50 hours of C/CAG Admin staff time per year
Priority	High

Strategic Action 4 Encourage Program Innovation

Countywide Programs should work with C/CAG to focus on implementation of program-specific innovations. C/CAG should provide a list of “innovative focuses,” or key projects for each Countywide Program. These “innovative focuses” as outlined further in the Implementation Plan (Chapter 3 of this document), were compiled through best practice research related to similar transportation programs across the country. The full Best Practices review is included in Appendix B. The Countywide Programs should consider redirecting funds toward those projects when they have sufficient funding available.

Strategic Action type	Programming
Implementation timeline	Year 2
Estimated budget	No separate budgeting action is required for C/CAG. Countywide Program Managers may direct budget as deemed appropriate.
Priority	Medium

Strategic Action 5 Facilitate Knowledge Sharing

C/CAG should provide the opportunity for funding recipients to learn from each other, and from other jurisdictions and programs undertaking similar efforts nationally. This strategic action involves the development of workshops and other knowledge sharing opportunities to capture best practices and lessons learned on programs and projects related to those funded by Measure M. These knowledge sharing sessions can take place during regularly scheduled gatherings, such as Committee and Board meetings, to minimize administrative time needed from C/CAG staff.

Strategic Action type	Operations
Implementation timeline	Year 2-5
Estimated budget	30-40 hours of C/CAG Admin staff time per year
Priority	Medium





Efficient Operation

The Measure M program should continue to be implemented, managed, and maintained efficiently, to help maximize administrative time. Operational strategies should be encouraged to increase work productivity whilst incurring minimal additional costs. An example is transitioning to a centralized electronic database for reporting purposes.



Case Study

Alameda County’s Vehicle Registration

requires fund recipients to submit reporting forms. The template is available online, as well as instructions for submitting the form.

Strategic Action 6 Create and Utilize Online Reporting Form

Currently jurisdictions receiving Local Streets and Roads funding send reports to C/CAG through a PDF form. Bringing reporting processes into an online form will both facilitate standard responses from all funding recipients, and eliminate coordination and time on C/CAG’s Admin staff.

Strategic Action type	Operations
Implementation timeline	Year 1
Estimated budget	16-20 hours of C/CAG Admin staff time in Year 1, no additional budget needed over current baseline in subsequent years
Priority	High

Strategic Action 7 Shift Toward Streamlined Budget Tracking

The current spreadsheet used to track Measure M revenue and expenditure is overly complex, requiring extra reconciliation processes to be undertaken in order to provide a full overview of the Measure M budget. As this same tracking system was adopted from a previous group of Admin staff, C/CAG Admin staff should develop a new budget-tracking spreadsheet structure, simplifying the back-end processes and improving transparency.

Strategic Action type	Operations
Implementation timeline	Year 1-2
Estimated budget	20 hours of C/CAG Admin staff time in Year 1, no additional budget needed over current baseline, though regular maintenance at current level will be needed annually.
Priority	Medium



Monitoring and Evaluation

Although both of the previous Measure M 5-Year Implementation

Plans have outlined Performance Measures associated with each funding recipient, monitoring and reporting of progress and success toward outcomes remains inconsistent. Within both the Local Streets and Roads and Countywide Program allocations, Measure M funds are currently typically lumped in with funds from other sources, and sometimes only account for a small percentage of the program or project’s operating budget. While the Measure M funding may be contributing to an incredibly successful program, the program’s overall successes may not speak directly to the impact of the Measure M funding itself.

A more transparent reporting process is required with a focused set of readily measurable metrics in order to provide enough data to demonstrate change and long-term impact from specific Measure M projects and programs.

Strategic Action 8 Provide Program Reporting Template

In line with Strategic Action 6 (Online Reporting Form) above, it is crucial that reporting for jurisdictions and Countywide Programs utilize standardize metrics for improved program-wide and year over year data collection. Any forms developed should outline the metrics and scales to be used in order to ensure data received is comparable across jurisdictions and able to be combined to demonstrate Measure M’s impact.

Strategic Action type	Operations, Engagement
Implementation timeline	Year 1
Estimated budget	16 hours of C/CAG staff time to create database of program impacts, and ongoing effort to maintain the database.
Priority	High



Strategic Action 9 Require Annual Reporting

Currently, C/CAG only requires reports from jurisdictions through the Local Streets and Roads program if they are requesting a funding reimbursement. This makes it more difficult for C/CAG Admin staff to keep track of funds that have been allocated, but not spent. While C/CAG should not require jurisdictions to spend their allocated funding each year (allowing for funds to accrue may encourage spending on innovative projects), they should require an annual report from each funding recipient. This will enable the program administrators to assess progress throughout the five years during the implementation plan period, and identify lessons learned and areas for improvement.

The logic framework-based objectives identified for each of the funding recipients (outlined in the Implementation Plan, Chapter 3 of this document) outlines key metrics and performance indicators that C/CAG should collect from each program, allowing C/CAG administrators to more easily compile data across reports to detail impact based on each unique metric.

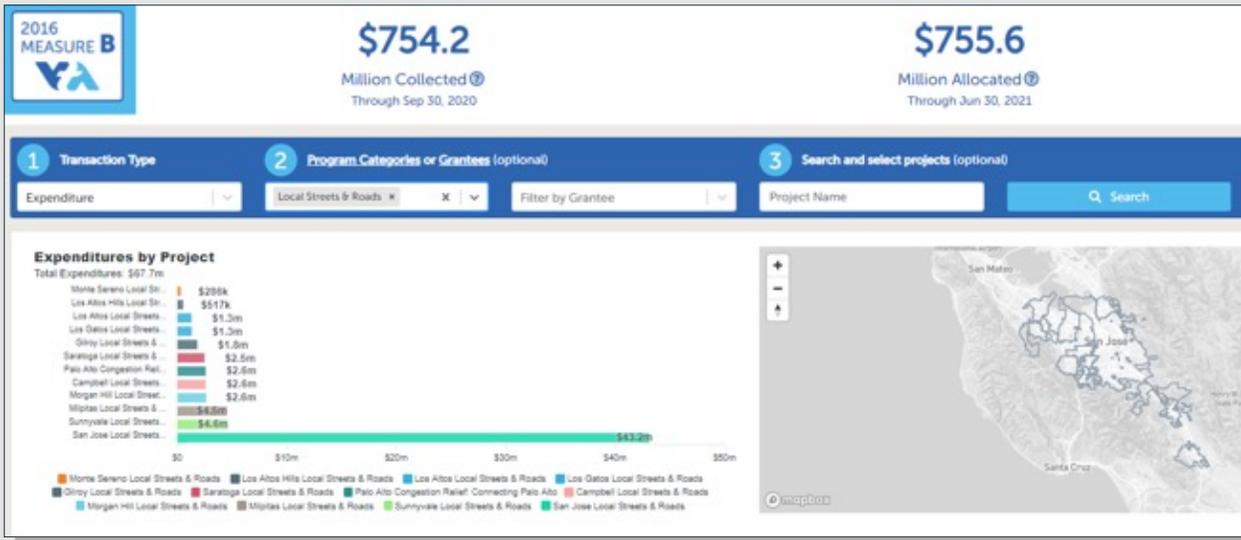
C/CAG will likely want to consider entering into a five-year funding agreement with each funding recipient that outlines reporting requirements necessary for fund reimbursement.

Strategic Action type	Policy
Implementation timeline	Year 1
Estimated budget	No budget required, time spent collecting Annual Reports will be offset by time saved in budget maintenance.
Priority	High

Strategic Action 10 Provide Transparent Reporting

The Measure M program was approved by voters until 2035, at which time it may be reconsidered through an additional ballot measure. Transparency and accountability focused reporting to the voting public are key elements of a successful program. This recommendation is focused on expanding program accountability and transparency with an emphasis on how funding is spent and what projects/programs have been accomplished. C/CAG should consider developing a forward-facing dashboard that demonstrates impact by Countywide Program and by jurisdiction, leveraging data from recommendations A-1 and A-2.

Strategic Action type	Engagement
Implementation timeline	Years 1-5 (timeline for development can be flexible, but dashboard should be launched by Year 5).
Estimated budget	\$50,000
Priority	Medium



SCVTA Measure B Transparency Website

Case Study

Santa Clara County’s Measure B has a public-facing website that tracks how much funding has been allocated to a certain project, the progress of the project. Users may also visualize funding in a chart or map and download project data as a PDF or CSV:

2016measureb.vta.org



Insight Driven Decision Making

This theme relates to ensuring allocation of funds matches programmatic needs, through collating and analyzing primary and secondary data. This is based on a review of historical data and reports, a series of interviews with C/CAG staff and Countywide Program managers, and the surveys with representatives from each of the jurisdictions eligible to receive funding.

It is important to continue reviewing and evaluating the current Measure M Program funding allocation structure every five years. This should include regular performance assessment of the program, using the latest data available for allocations and expenditures, to help evaluate the impact and success the Measure M program has had, all documented within a Strategic Plan.

Strategic Action 11 Standardize Evaluation Frameworks

As described in Chapter 1 (section 1.2.4) above, the Logic Framework model allows each program receiving Measure M funding to outline clear objectives and regularly evaluate success. Objectives for each program have been identified using the Logic Framework in the Implementation Plan. C/CAG should work with funding recipients to measure against those objectives and refine Logic Framework when necessary.

Strategic Action type	Operations
Implementation timeline	Years 1-5
Estimated budget	No budget required
Priority	High

Strategic Action 12 Implement Changes Based on Need-based Program Review

The initial Implementation Plan (March 2011) designated allocation of that net 50% based on anticipated need for each of the four programs¹. The second Implementation Plan (May 2016) did not make any changes to those allocations. As C/CAG finalizes the Implementation Plan for the period covering Fiscal Year 2021/22-2025/26, it is sensible review of the percentage allocations to each Countywide Program, as is outlined in the Measure M text, based on changing needs, priorities, and opportunities in the county throughout the past ten years.

C/CAG has evaluated each of the four Countywide Programs through a needs-based estimation process (outlined in full detail in Section 2.3.), which examines historical revenue and expenditure data and places it in the context of additional qualitative factors.

The recommended Countywide Program allocation is as follows:

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

Strategic Action type	Funding
Implementation timeline	Years 1
Estimated budget	No budget required
Priority	High

¹ Measure M Implementation Plan, 2011, Measure M Implementation Plan (ca.gov)

Strategic Action 13 Undertake Strategic Program Review

C/CAG should revisit Countywide Program funding allocation structure every five years based on programmatic needs, benefits, and progress. While there is currently insufficient data on programmatic impact to develop an allocation model based on programmatic impact or success (hence the inclusion of recommendation P-2 for a more immediate needs-based allocation for this implementation plan period), this may be something C/CAG wants to consider in the future in order to encourage effective programming. It is recommended that C/CAG reviews the data collected through years 1-4 of this current Plan period, and develop an impact-based funding model that rewards programs that can demonstrate the most progress toward the objectives set out in their Evaluation Frameworks.

Strategic Action type	Funding
Implementation timeline	Years 4-5
Estimated budget	Staff time or consultant support will vary depending on whether new processes are desired; no additional budget required to implement
Priority	High



Recommendations for Funding Recipients

While the actions outlined above demonstrate a recommended path to be taken by C/CAG in relation to their interaction with funding recipients, the project team has also identified specific recommendations for funding recipients themselves.

Recommend actions for the **Local Streets and Roads** program will result in changes in reporting structure for jurisdictions, but the actions themselves are largely to be covered by C/CAG. These actions have been described in more detail in Section 2.2 and include:

- **Strategic Action 2** Expand Designated Programming Options for Local Streets and Roads
- **Strategic Action 6** Create and Utilize Online Reporting Form
- **Strategic Action 8** Provide Program Reporting Template
- **Strategic Action 9** Require Annual Reporting
- **Strategic Action 11** Standardize Evaluation Frameworks

The project team acknowledges that the Countywide Programs rely on Measure M funding for at least some of the daily operation costs, and while C/CAG wants to encourage innovation within the programs, Measure M funding does not provide enough coverage to influence significant changes in regular programming. Thus, Countywide Program recommendations fall under two categories:

Operational Recommendations are focused around how Measure M funds should be operated or spent by Countywide Program managers, and how reporting processes, etc. should be adjusted.

Innovative Focuses are focused around suggestions / recommendations for innovations within program areas, based on best practice review nationally.

Transit Operations / Senior Mobility

Measure M funds are provided to SamTrans to support the Senior Mobility programs in the county as well as the Redi-Wheels program. The Redi-Wheels program provides 300,000 trips per year (pre-COVID-19 Pandemic) to seniors and mobility impaired individuals. Trips are scheduled by phone, with about 35% of calls as regularly scheduled 'subscription' calls. Redi-wheels provides transportation for those who qualify for any reason, not just 'essential' trips.

Additional "Senior Mobility" programs include initiatives like training, and events for seniors on how to ride transit. These have decreased recently due to the COVID-19 pandemic and staff turnover.



Case Study

Peninsula Volunteers in San Mateo County provides subsidized Lyft rides to preregistered seniors. Users may call ahead to the Little House Activity Center and volunteers will schedule rides between home, the Little House, and medical services. Users pay between \$5 and \$9 per ride, and the rest is covered through the program.

Operational Recommendations:

In addition to Measure M funding that is set aside specifically for the Redi-Wheels program annually, senior mobility funding must be spent on other programs for senior and disabled populations. Once additional allocation over that amount is identified for the year, C/CAG and SamTrans will work together to determine how funds will be spent.

Expand understanding of vehicle miles travelled (VMT) and trips reduced through Redi-Wheels service:

Understand what percentage of SamTrans (non-paratransit) riders are seniors through onboard surveys with the goal of understanding trends related to seniors who are able to take transit doing so rather than driving or using paratransit programs.

Identify the percentage of rides that are shared versus deadheading or moving a single customer to understand which trips might otherwise be taken in a taxi or single-occupancy vehicle.

Innovative Focuses:

Improve reservation system, allowing for online reservations.

Explore pilot program on with on-demand service using Transportation Network Companies (TNCs).

Focus on transit education for seniors who are able to ride transit to encourage shared rides that ultimately require less investment from SamTrans.

Technology/Smart Corridor

One large component of the Intelligent Transportation System (ITS) or Technology program is focusing on the delivery of the San Mateo County Smart Corridor project. This project maximizes efficiencies of the existing transportation network using technology devices, including cameras, detection systems, fiber communications and changeable messaging displays on roadsides. The project also minimizes the impact of freeway incident traffic on local streets through proactive traffic management.

C/CAG has been working with the cities in the southern part of the county, and has now moved on to work on two additional segments:

- City of South San Francisco – Completed 100% project design, and construction will begin in summer 2021.
- Cities of Daly City, Brisbane and Colma – Finished project approval and received environmental clearance. Will begin project design in the Summer 2021.

Case Study

The 33 Smart Mobility Corridor in Columbus, OH is a 35-mile highway corridor that connects multiple employment hubs, including Honda's North American campus, R&D firms, manufacturers and logistics companies. These institutions work together to test smart and AV technologies.

Operational Recommendations:

Develop standard reporting processes documenting time-savings from each deployment of the Smart Corridor system.

Measure M funding is a valuable source of local match for Smart Corridor grant-funded projects. In years where C/CAG does not anticipate the need for upcoming local match funding and all operational needs have been covered, funding should be dedicated to innovation and improved communication/engagement with drivers.

Innovative Focuses:

Improve public information-sharing about route detours through partnerships with private providers, such as Waze and Google, instead of/in addition to physical signage infrastructure.

Explore opportunities to pilot concepts such as Centralized Emergency Vehicle Preemption (CEVP), which offers a software-based solution to smoothly moving emergency vehicles through intersections and along corridors.

Develop supportive policy guidance for San Mateo County jurisdictions, particularly permit departments, to identify locations of Smart Corridor fiber infrastructure and protect against damage due to third-party activities. Work with jurisdictions to determine long-term maintenance solutions, including funding partnerships that support the program beyond what is accessible through Measure M. Explore public-private partnership opportunities to expand the Smart Corridor communications network and its uses (public buildings, libraries, etc.), in addition to generate revenues to support the system over the long-term.

Safe Routes to School (SRTS)

The SRTS Program is a grant-based program. C/CAG, as the Congestion Management Agency, is the designated agency for San Mateo County that receives federal Congestion Management and Air Quality (CMAQ) funds, including funds designated for the SRTS Program. C/CAG administers the program funds, serving as fiscal agent for the Program. The San Mateo County Superintendent of Schools, also referred to as San Mateo County Office of Education (SMCOE), serves as the lead agency managing the day-to-day operations and project implementation activities. Measure M funds go toward the 11.5% local match required by Caltrans to receive CMAQ funds.

The program currently supports 20 grantees across 15 school districts. Support is almost exclusively programmatic rather than infrastructure based (though when there was more funding previously there had been some infrastructure projects). In addition to typical programming, COE has undertaken other efforts, such as an equity analysis to determine schools with a great deal of needs, and engage with cities directly.



Operational Recommendations:

Beyond the funding utilized for CMAQ grants, COE and C/CAG will identify uses for any leftover funds in partnership with SRTS sponsors.

Improve upon modal travel survey by ensuring survey is conducted at the same time each year, utilizing the same modal categories, to better demonstrate year over year impact of SRTS on mode shift.

Innovative Focuses:

Continue to collaborate with C/CAG and outside partners (including other Countywide Program managers and local non-profit organizations) to implement SRTS infrastructure projects, such as those in partnership with C/CAG's stormwater team or those identified in the High Injury Network Plan currently being developed.

Continue to focus efforts on schools in low-income areas.

Work with jurisdictions to support formal Safe Routes to School policy development.

Case Study

Metro Oregon has released a **Safe Routes to School Back to School Toolkit** that suggests strategies in low-income neighborhoods, such as establishing a Memorandum of Understanding between the property owner of Park & Walk locations and the school/city to limit parking enforcement or towing that may disproportionately affect BIPOC (Black, Indigenous, and people of color) and low-income families.

Stormwater (NPDES/MRP)

C/CAG supports jurisdictions at multiple scales assist its member agencies comply with mandatory requirement under the Municipal Regional Stormwater Permit (MRP). The countywide stormwater program provides direct consultant support to the cities/towns and county, and undertakes efforts on their behalf, such as water quality monitoring, public outreach and education, on-land visual assessments for trash, staff training, and the development of green stormwater infrastructure planning documents and resources. The countywide program also leads countywide planning efforts in support of permit compliance objectives and collaborates on a regional level with other countywide programs (such as via the Bay Area Stormwater Management Agencies Association (BASMAA) and other regional partners).

Operational Recommendations:

Specify workstreams for Measure M funding to do more with available funds other than general stormwater program support (e.g., focus more on project design and implementation).

Support knowledge sharing amongst jurisdictions to create consistent definition of and progress towards advancing 'innovative practices' across the county.

Innovative Focuses:

Continue to partner with schools on green infrastructure in conjunction with SRTS or schoolyard greening/educational curricula.

Continue advancing sustainable street project planning and implementation.

Continue advancing planning, design and implementation of regional scale stormwater facilities.



Case Study

Prince George's County currently utilizes a Community Based Public Private Partnership (CBP3) model as a solution to improve stormwater infrastructure and make a commitment to impact the local economy through partnering with disadvantaged subcontractors. This includes planning, designing, and constructing green infrastructure retrofits across 4000 acres of impervious surfaces in Prince Georges County (including a diverse mix of sites and land uses).

Needs-based Allocation Overview

Overview and allocation requirements

The Measure M program collects revenue from a Countywide vehicle registration fee, which is then allocated to jurisdictions and Countywide Transportation Programs. As described in the Measure M legislation text, the projects and programs funded by Measure M must be consistent with the regional transportation plan, and must have a relationship or benefit those paying the vehicle registration fee.

After a 5% allocation to administration of the program, 50% of the Measure M net revenue is allocated to the four Countywide Transportation Programs identified in the original measure. The Measure indicates that the Implementation Plan (updated every five years) should specify the percentages of funds allocated to each program or project.

The initial Implementation Plan (March 2011) designated allocation of that net 50% based on anticipated need for each of the four programs :

- Transit Operations/Senior Mobility: 22%
- Technology/Smart Corridor: 10%
- Safe Routes to School: 6%
- Stormwater (NPDES/MRP): 12%

The second Implementation Plan (May 2016) did not make any changes to those allocations.

The next Implementation Plan for Measure M (covering fiscal years 2021/22-2025/26) includes a review of the percentage allocations to each Countywide Program, as is outlined in the Measure M legislation text, based on changing needs, priorities, and opportunities in the county.

This section presents an initial analysis to support the process of finalizing allocation percentages based on a combined quantitative and qualitative assessment. This framework and the resulting potential allocations helped guide C/CAG on the final funding decision.



Estimating programmatic need

The Fiscal Year 2021/22-2025/26 Implementation Plan includes consideration of programmatic need based on a consistent data driven approach applied to each program. The project team has recommended that future implementation plans make use of both a needs based and impact based assessment model identified in the proposed program evaluation framework of the Fiscal Year 2021/22-2025/26 Implementation Plan.

However, as this framework has not been implemented, the application framework applied within the Fiscal Year 2021/22-2025/26 Implementation Plan is primarily needs focused.

The needs-based focus contains two approaches to capture a data-driven perspective on how Measure M funding supports the overall finances of each program. It is based on historic funding and utilization, as well as a qualitative assessment to explore the future outlook of each program from a risk and potential funding perspective. Further details on these approaches are provided.



Quantitative funding score (weighted at 100% total) was developed based on historical funding data from the inception of the Measure M program through fiscal year 2019/20. The quantitative score includes four weighted factors as listed below:

- Amount of Measure M allocation spent: Does the program spend its funding allocation? (weighted at 67%)
- Share of program budget from Measure M: How critical is Measure M to the program's overall budget? (weighted at 11%)
- Ability to unlock additional budget: Based on historical local match data, what level of outside funding can we anticipate is conditional on Measure M funding? (weighted at 11%)
- Change in other available funding sources: Does the program have other funding sources that could be used instead of Measure M? (weighted at 11%)



Qualitative funding score (weighted at 100% total) was developed based on non-quantifiable factors:

- Risk of sizeable allocation decrease: Is the program at-risk of losing a significant portion of their funds if their Measure M allocation decreases? Are there other funding sources that we anticipate will be diminished or eliminated in future years? (weighted at 50%)
- Programmatic requirements outside of C/CAG's purview: Does the program need to provide specific services based on legal requirement? If the program were eliminated or underfunded, would costs be expected to fall on other agencies or jurisdictions within the county? (weighted at 50%)

Methodology and scoring

The following scoring methodology was developed by the project team, in coordination with Measure M stakeholders. The process was presented to stakeholders through C/CAG's TAC and CMEQ Committees, and Board of Directors at multiple stages throughout the development of the methodology and after the final recommended allocations had been determined. Both the TAC and CMEQ Committees recommended approval of the allocation.

Additionally, the project team met with each Countywide Transportation Program team to discuss the methodology, receive feedback, and provide information about expected changes to their program allocation.

Quantitative funding scores

Each Countywide Program is assigned an overall score based on its performance against the four quantitative factors described above. Scores are calculated by identifying the 'highest scoring' program and assigning it a score of 5.0. The other three programs are then assigned scores accordingly based on how well they compare with the highest scoring program. Scores are then rounded to the nearest 0.5 for ease of interpretation. Data from inception to Fiscal Year 2019/20 was used to determine quantitative scores, which was provided and reviewed by each Countywide Program manager.

Quantitative scores and the methodology behind them are described on the following pages.



Amount of Measure M allocation spent

This factor is determined by calculating the percentage of allocated funds that have been spent or reported as earmarked for specific projects since the inception of the Measure M program.

Since significant amounts of unspent funds may signify that additional funding may not be required, this factor is considered a crucial component of the analysis and has been assigned a higher weight (67%) than the other three quantitative factors.

Calculation and scores for this factor are outlined in **Table 2-1**. The highest score is awarded to the program that has spent or reported as earmarked for specific projects the largest percentage of its Measure M allocation.



Table 2-1. Allocation spent

	Transit Operations/ Senior Mobility	Technology/ Smart Corridor	Safe Routes to School	Stormwater (NPDES/MRP)
Unspent funds	153,030	–	1,330,076	350,579
% used	99%	100%	64%	95%
Score	5.0	5.0	3.0	5.0

Source: C/CAG Measure M budgets

Share of program budget from Measure M

This factor communicates the relative importance of Measure M within each program. As demonstrated in **Table 2-2**, it is calculated by comparing the percentage of a Countywide Program budget that comes from Measure M to the percentage of Measure M’s allocation that program receives. The highest score is awarded to the program on which Measure M is having the highest proportionate impact.



Table 2-2. Share of Measure M budget

	Transit Operations/ Senior Mobility	Technology/ Smart Corridor	Safe Routes to School	Stormwater (NPDES/MRP)
% of Program from Measure M	11%	24%	66%	49%
% of Measure M Allocation	22%	10%	6%	12%
A/B	49%	244%	1,103%	410%
Score	0.0	1.0	5.0	2.0

Source: C/CAG Measure M budgets; Program budgets provided by each Countywide Program Manager

Ability to unlock additional budget

This factor demonstrates how much competitive grant funding can be unlocked as a result of Measure M, and how much funding may be at risk if Measure M funds decrease. It is calculated by comparing each program's allocated Measure M funds to the grant funding it has received, as shown in **Table 2-3**. Programs that receive a match funding that is equal to or greater than Measure M contributions receive a score of 5 (with funding received capped at the amount of total Measure M allocation to avoid unfair advantage for different match requirements). When Measure M funds unlock funds lower than the total value of Measure M funding provided, they receive a score from 0-5 (rounded to nearest 0.5) based on value of unlocked funds in proportion to Measure M funds provided.



Table 2-3. Ability to unlock additional budget

	Transit Operations/ Senior Mobility	Technology/ Smart Corridor	Safe Routes to School	Stormwater (NPDES/MRP)
Allocated	13,619,905	6,223,593	3,734,156	7,468,312
Grant Funding Received	13,569,438	6,223,593	3,734,156	1,162,143
Percent of allocation achieved in grant funding	99%	100%	100%	16%
Score	5.0	5.0	5.0	1.0

Source: C/CAG Measure M budgets; Program budgets provided by each Countywide Program Manager

Change in other available funding sources

This factor examines how dependent each program is on Measure M funding specifically. Funding sources for each of the Countywide Programs vary and it is difficult to make assumptions surrounding future availability of funding sources. Thus, the calculation for this factor assumes that the initial determination of ‘need’ at the inception of the Measure M program was appropriate for that Implementation Plan period (fiscal years 2010/11-2014/15). It compares revenue (excluding Measure M) for each program from that period with revenue from the most recent Implementation Plan period (fiscal years 2015/16-2020/21) to identify a percentage change. The highest score is awarded to the program that demonstrated the smallest positive or largest negative change in revenue.



Table 2-4. Change in other available funding sources

	Transit Operations/ Senior Mobility	Technology/ Smart Corridor	Safe Routes to School	Stormwater (NPDES/MRP)
Revenue FY 2011-2015	63,764,675	24,492,196	2,964,552	7,878,246
Revenue FY 2016-2021	80,611,792	7,685,322	3,128,984	9,256,229
% Change	126%	-31%	82%	117.5%
Score	1.0	5.0	1.5	1.5

Source: C/CAG Measure M budgets; Program budgets provided by each Countywide Program Manager

Overall quantitative scores

Quantitative scores for all four programs are collated below, and a final quantitative score has been compiled in **Table 2-5**. As described above, the “Use of previous budget” factor has been assigned a high weight to demonstrate the importance of spending or earmarking all funds coming from Measure M. The other three factors have all been assigned the same weight.



Table 2-5. Quantitative scores

	Weight	Transit Operations/ Senior Mobility	Technology/ Smart Corridor	Safe Routes to School	Stormwater (NPDES/ MRP)
Use of Previous Budget	0.67	5.0	5.0	3.0	5.0
Share of Program Budget vs. Measure M Budget	0.11	0.0	1.0	5.0	2.0
Ability to Unlock Additional Budget	0.11	5.0	5.0	5.0	1.0
Growth in Other Funding Sources	0.11	1.0	5.0	1.5	1.5
Quantitative Score		4.0	4.6	3.3	3.8

Qualitative funding scores

In addition to the quantitative evaluation, the qualitative analysis allows decision makers to consider additional context related to programmatic requirements and risk associated with large changes in funding.

The following qualitative scores have been informed through working meetings with Countywide Program Managers and feedback provided by members of C/CAG’s TAC and CMEQ Committees and Board. Both qualitative factors have been assigned equal weight.

- Risk of decrease to current allocation** estimates the risk to each project related to a percentage decrease in allocation, and includes consideration around program funding sources that are known or expected to be decreasing moving forward. Programs with higher Measure M allocations currently face more risk of a larger decrease in funding allocation.
- Programmatic requirements outside of C/CAG’s purview** accounts for outside program commitments and mandates. This is most clearly demonstrated in

the Transit Operations/Senior Mobility program (which supports the federally mandated paratransit program) and the Stormwater program where the municipal permit requirements have expanded and are likely to continue to grow in cost. The Technology/Smart Corridor project has also been assigned a positive score because of its project commitment to jurisdictions within the county, such as device maintenance and replacement. This maintenance responsibility would fall onto the jurisdictions if C/CAG is unable to fund it.

The recommended allocation breakdown is presented in **Table 2-6**.

Combined quantitative and qualitative scores

Table 2-7 presents a combined quantitative and qualitative score for each program, leading to a recommended program allocation percentage. These allocation levels, recommended by C/CAG staff and consultant team, have been reviewed by the TAC and CMEQ. Both Committees recommended the percentages for C/CAG Board approval.

Table 2-6. Qualitative scores

	Weight	Transit Operations/ Senior Mobility	Technology/ Smart Corridor	Safe Routes to School	Stormwater (NPDES/ MRP)
Risk of decrease to current allocation	0.5	5.0	–	–	3.0
Future programming commitments	0.5	5.0	2.0	–	5.0
Qualitative Score		5.0	1.0	–	4.0

Table 2-7. Final scores and allocation guidance

	Weight	Transit Operations/ Senior Mobility	Technology/ Smart Corridor	Safe Routes to School	Stormwater (NPDES/ MRP)
Use of Previous Budget	0.67	5.0	5.0	3.0	5.0
Share of Program Budget vs. Measure M Budget	0.11	0.0	1.0	5.0	2.0
Ability to Unlock Additional Budget	0.11	5.0	5.0	5.0	1.0
Growth in Other Funding Sources	0.11	1.0	5.0	1.5	1.5
Quantitative Score		4.0	4.6	3.3	3.8
Risk of decrease to current allocation	0.5	5.0	–	–	3.0
Future programming commitments	0.5	5.0	2.0	–	5.0
Qualitative Score		5.0	1.0	–	4.0
Total Score		9.0	5.6	3.3	7.6
Overall Allocation		18%	11%	6%	15%



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"> Achieve 80% or more of intended outcomes across all funding recipients 	<ul style="list-style-type: none"> 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)
Outputs	<ul style="list-style-type: none"> Allocate full Measure M budget annually Accurately track funding spent and/or rolled over annually 	<ul style="list-style-type: none"> Percentage of Measure M budget allocated Accurate depiction of funding status for each recipient (Y/N)
Actions	<ul style="list-style-type: none"> Receive VRF funds from DMV Receive expenditure reports or confirmation of rollover from all funding recipients at least once a year Receive performance measure reports from all funding recipients annually 	<ul style="list-style-type: none"> Receipt of DMV funds (Y/N) Number of recipient reports received annually Number of performance measure reports received annually
Inputs	<ul style="list-style-type: none"> Spend, reallocate, or reserve all of allocated budget 	<ul style="list-style-type: none"> Percentage of Admin budget spent Percentage of Admin budget re-allocated to other programs Percentage of Admin budget reserved for future years



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"> • Local shuttles/transportation • Road improvement/repaving • Installation/deployment of ITS components • Roadway operations, such as: restriping, signal timing/coordination, signage • Upgrade or replacement of traffic signals • 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 	<ul style="list-style-type: none"> • Street sweeping • Storm inlet cleaning • Street side runoff treatment • Auto repair shop inspections • Small capital projects • Capital purchases for stormwater control measures (GSI/trash controls) • Oil dropoff locations • Fluid recycling programs • Pervious surface median strip installation • All other MRP compliance provisions/ activities, such as: trash pickup, operations and maintenance for green infrastructure facilities, other stormwater control measures in the ROW

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

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

*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

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

*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**

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

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

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

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
Total	100.00%	\$3,407,000	\$17,035,000

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
Total	50%	\$3,407,000	\$17,035,000



Conclusion

4

Conclusion



This strategic and implementation plan has been developed to capture lessons learned from the last ten years, and leverage opportunities to make improvements and enhancements as Measure M commences its second decade. Over the previous decade, Measure M has had a measurable impact on the county by funding a wide variety of programs directly linked to the legislative mandate, and supporting partners to deliver programs aligned with both local and countywide programming needs. Over the next five years C/CAG will build upon the strong foundation of the Measure M program, and modernize it to ensure that it aligns with emerging needs and opportunities.

C/CAG and funding recipients will do this by implementing a set of strategic actions to advance the goals of the Measure M program, encourage innovation, and introduce streamlined data collection and evaluation that supports long-term demonstration of program impacts. In the coming months, the C/CAG team will take steps toward achieving the recommendations in this plan by:

- **Developing the program guidelines for the Countywide Transportation Program pilot program;**
- **Creating a set of reporting forms to collect standardized data from funding recipients;**
- **Beginning the process of outlining a future model for impact-based funding distribution among Countywide Programs; and**
- **Outlining the content and data needs for an online dashboard that will provide the public with information on the Measure M program's impact.**

The Modernizing Measure M Strategic and Implementation Plan will be evaluated in five years to inform the next five year implementation plan. In the meantime, C/CAG will work with their partners through regular engagement and collaboration to ensure the Vision of Modernizing Measure M is realized.

APPENDIX N: MTC GUIDANCE FOR CONSISTENCY OF CMPS WITH THE RTP

**Metropolitan Transportation Commission
Planning Committee**

December 11, 2020

Agenda Item 4b

MTC Resolution No. 3000, Revised – Congestion Management Program Policy

Subject: Approval of MTC’s Congestion Management Program Policy to inform the Bay Area’s County Transportation Agencies (CTAs) (also known as “Congestion Management Agencies” or “CMAs”) on how MTC intends to make a finding of consistency between each prepared 2021 Congestion Management Program (CMP) and *Plan Bay Area 2040*, the Regional Transportation Plan and Sustainable Communities Strategy (RTP/SCS).

Background: CMPs were established by State law in 1990 with the intention of creating a cooperative context for transportation planning by cities and their respective CTAs. A primary intent of CMPs is to monitor county multi-modal transportation networks and identify improvements to the performance of these multi-modal systems. The CMPs primary performance measure is vehicle delay presented as Level of Service (LOS) A through F.

The CMPs are prepared biennially (odd years). However, CMPs are not required in a county if a majority of local governments representing a majority of the population adopt resolutions electing to be exempt from this requirement (AB 2419 (Bowler) Chapter 293, Statutes of 1996). Jurisdictions throughout the state have chosen to opt out of the CMP process as provided for in the law, including Los Angeles, San Diego, Sacramento, Fresno, Santa Cruz, and San Luis Obispo counties. Two Bay Area counties—Napa and Sonoma counties—have opted out of the CMP process. MTC has encouraged local consideration of the opt out process, noting that the CMP legislation is outdated and the CMP’s primary measure –“LOS” – has largely been superseded by other statewide priorities to reduce vehicle miles travelled (“VMT”) and reduce greenhouse gas emissions, such as SB 743 (Steinberg). Instead, MTC has encouraged CTAs to focus limited planning resources on Countywide Transportation Plans (CTP) as a more flexible, comprehensive, and inclusive planning process to identify and reflect local funding priorities, and to focus on coordination with MTC staff on the Regional Transportation Plan and Sustainable Communities Strategy (RTP/SCS).

MTC’s Responsibility

For each prepared CMP, MTC’s responsibilities include making a finding of consistency between the CMP and the RTP/SCS (currently *Plan Bay Area 2040*), evaluating the consistency and compatibility of the CMPs in the Bay Area, and including CMP projects into the Regional Transportation Improvement Program (RTIP). For counties that do not prepare a CMP, MTC will work directly with the respective CTA to reflect project priorities from an adopted Capital Improvement Program (CIP) and ensure they are consistent with the adopted RTP/SCS for RTIP funding.

Guidance for 2021 CMPs

MTC staff does not propose changes to Attachments A and B of MTC Resolution No. 3000, Revised, last updated in June 2019. Instead, staff encourages CMA's to prepare "limited and focused" updates of their prepared 2019 CMPs in the manner of an addendum highlighting changes since the preparation of the 2019 CMPs. Staff proposes this approach due to situational challenges related to the implementation of SB 743 (Steinberg), impacts of COVID-19, and because Plan Bay Area 2050 (the next RTP/SCS) is yet to be adopted.

Next Steps

In fall 2021, CTAs will submit their 2021 CMP and their respective project priorities for consideration into the 2020 RTIP. MTC will then begin its consistency review before submitting the final 2020 RTIP priorities to the California Transportation Commission by December 15, 2021. See Table 1 for a summary of the 2021 CMP review process.

Issues:

- 1) The CMP legislation and ensuing process is outdated and its primary measure – "LOS" – is out of step with current statewide climate goals and the recently amended CEQA guidelines switch to VMT as the primary metric for traffic impacts based on SB 743 (Steinberg). Following the 2021 CMP and the adoption of Plan Bay Area 2050, staff will review the Guidelines for Consistency contained in Resolution 3000 and propose updates, as appropriate, for subsequent CMPs.
- 2) There are two primary ways in which CTAs develop short and long-range transportation project priorities to support regional planning and programming efforts, the CMP and multi-modal long-range countywide transportation plans (CTP), which are both established under state statute. Currently, six of the nine Bay Area counties prepare both a CMP and CTP. Two counties, Napa and Sonoma, prepare CTPs, but have opted out of preparing CMPs, whereas Marin County does not prepare a CTP. Given this redundancy, MTC staff encourages local consideration of the opt out process in favor of a single comprehensive planning process.

Recommendation:

MTC Resolution No. 3000, Revised, delegates to this Committee the responsibility for approving revisions to the CMP Guidance (MTC Resolution No. 3000, Revised). Staff recommends that the Committee re-approve Attachments A and B of MTC Resolution No. 3000, Revised, for the purpose of providing guidance for the development of the 2021 CMPs consistent with *Plan Bay Area 2040*, the Bay Area's currently adopted RTP/SCS.

Attachments:

Attachment A: Table 1. 2021 CMP Review Process and Schedule
Attachment B: MTC Resolution No. 3000, Revised

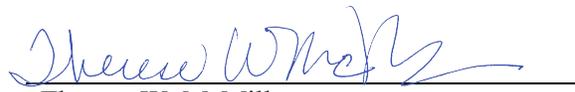

Therese W. McMillan

Table 1. 2021 CMP Review Process and Schedule

Date	Activity	Responsible Party
December 11, 2020	Approval of updates to CMP Policy – no changes proposed	MTC’s Planning Committee
October 2021	CMAs submit 2021 CMP, RTIP projects summary listings, and identification of projects requiring project-level performance measure analysis to MTC. Deadline to submit Complete Streets Checklist for new projects.	CTAs
October 2021	<ul style="list-style-type: none"> • Submittal of CMPs for counties that prepare CMPs • Review of consistency of CMPs with Plan Bay Area 2040 (RTP/SCS) 	MTC staff
November 2021	Final Project Programming Request (PPR) forms due to MTC. Final RTIP project listing and performance measure analysis due to MTC. Final Project Study Report (or PSR equivalent), Resolution of Local Support, and Certification of Assurances due to MTC (final complete applications due)	CTAs
December 8, 2021	Programming & Allocations scheduled review of RTIP and referral to Commission for approval	MTC’s Programming & Allocations Committee
December 15, 2021	2020 RTIP due to the California Transportation Commission (CTC) (PAC approved project list will be submitted)	MTC staff
December 15, 2021	MTC’s scheduled Consistency Findings on 2021 CMPs and scheduled approval of the 2020 RTIP	MTC Commission

Date: June 25, 1997
W.I.: 30.5.10
Referred By: WPC
Revised: 06/11/99-W 05/11/01-POC
06/13/03-POC 06/10/05-POC
05/11/07-PC 05/08/09-PC
06/10/11-PC 07/12/13-PC
10/09/15-PC 06/14/19-PC
12/11/20-PC

ABSTRACT

Resolution No. 3000, Revised

This resolution revises MTC's Guidance for Consistency of Congestion Management Programs with the Regional Transportation Plan (RTP).

This resolution supersedes Resolution No. 2537

Attachments A and B of this resolution were revised on June 11, 1999, to reflect federal and state legislative changes established through the passage of the Transportation Equity Act of the 21st Century and SB 45, respectively. In addition, the Modeling Checklist has been updated.

Attachments A and B of this resolution were revised on May 11, 2001, to reflect state legislative changes and to reference updated demographic and forecast data.

Attachments A and B of this resolution were revised on June 13, 2003, to reflect state legislative changes, 2001 RTP goals and policies, and to reference updated demographic and forecast data.

Attachments A and B of this resolution were revised on June 10, 2005, to reflect the updated RTP goals, as per Transportation 2030, and to reference updated demographic and forecast data.

Attachments A and B of this resolution were revised on May 11, 2007, to reflect federal legislative changes established through the passage of the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA), and to reference new State Transportation Control Measures and updated demographic and forecast data.

Attachments A and B of this resolution were revised on May 8, 2009, to reflect MTC's new RTP (Transportation 2035 Plan), an updated Travel Demand Modeling Checklist, and revised Resolution 3434 and TOD policy.

ABSTRACT

MTC Resolution No. 3000, Revised

Page 2

Attachments A and B of this resolution were revised on June 10, 2011, to reflect the new regional coordinated land use and transportation planning process as directed through SB 375, an updated Travel Demand Modeling Checklist, the newly released Highway Capacity Manual 2010, the Bay Area 2010 Ozone Strategy, and updates to the table noting achievement of the Transit Oriented Development requirements by Resolution No. 3434 transit extension project.

Attachments A and B of this resolution were revised on July 12, 2013, to reflect the new RTP (Plan Bay Area) and the statutory requirements in MAP-21 for RTP and air quality conformity requirements.

Attachments A and B of this resolution were revised on October 9, 2015, to reflect the final Plan Bay Area document, revisions to the Modeling Consistency Requirements and Transportation Control Measures, and to include minor updates to descriptive language.

Attachments A and B of this resolution were revised on June 14, 2019, to reflect updated federal and state regulatory settings and the Bay Area's new RTP/SCS (Plan Bay Area 2040), clarifications to the manner in which MTC will make a finding of consistency with PBA 2040, revisions to the Travel Demand Modeling Checklist, the newly released Highway Capacity Manual 2016, and to include minor updates to descriptive language.

Attachments A and B of this resolution were reapproved on December 11, 2020, to provide guidance for the development of the 2021 Congestion Management Programs (CMPs) consistent with Plan Bay Area 2040, the Bay Area's currently adopted Regional Transportation Plan and Sustainable Communities Strategy (RTP/SCS).

Date: June 25, 1997
W.I.: 30.5.10
Referred By: WPC

Re: Congestion Management Program Policy.

METROPOLITAN TRANSPORTATION COMMISSION
RESOLUTION NO. 3000

WHEREAS, the Metropolitan Transportation Commission (MTC) is the regional transportation planning agency for the San Francisco Bay Area pursuant to Government Code Sections 66500 et seq; and

WHEREAS, Government Code § 65080 requires each transportation planning agency to prepare a regional transportation plan and a regional transportation improvement program directed at the achievement of a coordinated and balanced regional transportation system; and

WHEREAS, Government Code § 65089 requires a designated local agency in each urbanized county to develop, adopt, and periodically update a congestion management program for the county and its included cities unless a majority of local governments in a county and the county board of supervisors elect to be exempt; and requires that this congestion management program be developed in consultation, among others, with the regional transportation planning agency; and

WHEREAS, Government Code § 65089.2 requires that, for each congestion management program prepared, the regional transportation planning agency must make a finding that each congestion management program is consistent with the regional transportation plan, and upon making that finding shall incorporate the congestion management program into the regional transportation improvement program; and

WHEREAS, Government Code § 65082 requires that adopted congestion management programs be incorporated into the regional transportation improvement program approved by MTC; and

WHEREAS, MTC has adopted a Congestion Management Program Policy (MTC Resolution 2537, Revised) to provide guidance for all the counties and cities within the region in preparing their congestion management programs; and,

WHEREAS, MTC's Congestion Management Program Policy needs to be updated from time to time to provide further guidance, now, therefore, be it

RESOLVED, that MTC adopts the Congestion Management Program Policy, as set forth in Attachments A and B to this resolution, which are incorporated herein by reference; and, be it further

RESOLVED, that the MTC Work Program Committee is delegated the responsibility for approving amendments to Attachments A and B; and, be it further

RESOLVED, that this resolution shall be transmitted to the nine Bay Area Congestion Management Agencies for use in preparing their congestion management programs; and, be it further

RESOLVED, that MTC Resolution No. 2537, Revised is hereby superseded.

METROPOLITAN TRANSPORTATION COMMISSION

Jane Baker, Chairwoman

The above resolution was entered into by the Metropolitan Transportation Commission at a regular meeting of the Commission held in Oakland, California, on June 25, 1997.

Date: June 25, 1997
W.I.: 30.5.10
Referred By: WPC
Revised: 06/11/99-W 05/11/01-POC
06/13/03-POC 06/10/05-POC
05/11/07-PC 05/08/09-PC
06/10/11-PC 07/12/13-PC
10/09/15-PC 06/14/19-PC
12/11/20-PC

Attachment A
Resolution No. 3000
Page 1 of 13

**GUIDANCE FOR CONSISTENCY OF
CONGESTION MANAGEMENT PROGRAMS
WITH THE REGIONAL TRANSPORTATION PLAN**

Metropolitan Transportation Commission

June 2019

**GUIDANCE FOR CONSISTENCY OF
CONGESTION MANAGEMENT PROGRAMS
WITH THE REGIONAL TRANSPORTATION PLAN**

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Abbreviations

AB.....	Assembly Bill
ABAG.....	Association of Bay Area Governments
BAAQMD.....	Bay Area Air Quality Management District
BCDC.....	Bay Conservation and Development Commission
CFR.....	Code of Federal Regulations
CIP.....	Capital Improvement Program
CMA.....	Congestion Management Agency
CMP.....	Congestion Management Program
CTC.....	California Transportation Commission
FAST.....	Fixing America’s Surface Transportation Act
GHG.....	Greenhouse Gas (CO ₂)
HCM.....	Highway Capacity Manual
ITIP.....	Interregional Transportation Improvement Program
LOS.....	Level of Service
MPO.....	Metropolitan Planning Organization
MTC.....	Metropolitan Transportation Commission
MTP.....	Metropolitan Transportation Plan
PCA.....	Priority Conservation Area
PDA.....	Priority Development Area
RMWG.....	Regional Model Working Group
RTIP.....	Regional Transportation Improvement Program
RTP/SCS.....	Regional Transportation Plan/Sustainable Communities Strategy
RTPA.....	Regional Transportation Planning Agency
SB.....	Senate Bill
TCM.....	Transportation Control Measures
TOD.....	Transit Oriented Development
TPA.....	Transit Priority Area
UGB.....	Urban Growth Boundary

I. INTRODUCTION

A. Purpose of This Guidance

The Congestion Management Program (CMP) statutes establish specific requirements for the content and development process for CMPs; the relationship between CMPs and the regional transportation planning process; Congestion Management Agency (CMA) monitoring and other responsibilities; and, the responsibilities of MTC as the Bay Area's Regional Transportation Planning Agency (RTPA) and Metropolitan Planning Organization (MPO). CMPs are not required to be prepared in counties where a majority of local governments representing a majority of the county's population and the Board of Supervisors adopt resolutions requesting to be exempt from this requirement (AB 2419 (Bowler) Chapter 293, Statutes of 1996). The following Guidance is for those counties that prepare a CMP following state statutes. For counties that opt out of preparing a CMP, MTC will work directly with the appropriate county transportation agencies to establish project priorities for funding.

CMP statutes specify responsibilities for MTC as the Bay Area's RTPA/MPO. These responsibilities include: reviewing the consistency between each CMP and the Regional Transportation Plan (RTP) – which encompasses the Bay Area's Sustainable Communities Strategy (SCS) demonstrating how the region could achieve state greenhouse gas (GHG) emission reduction targets; evaluating the consistency and compatibility of the CMPs in the Bay Area; and, including CMP projects into the Regional Transportation Improvement Program (RTIP).

The purpose of this Guidance is to focus on MTC's role in determining consistency between the CMPs and the region's RTP/SCS (herein also referred to as "Plan Bay Area 2040").

B. Legislative Requirement for Congestion Management Programs

CMPs were established as part of a bi-partisan legislative package in 1989 and approved by the voters in 1990. This legislation also increased transportation revenues and changed state transportation planning and programming processes. The specific CMP provisions were originally chartered by the Katz-Kopp-Baker-Campbell Transportation Blueprint for the Twenty-First Century by AB 471 (Katz); (Chapter 106, Statutes 1989). They were revised by AB 1791 (Katz) (Chapter 16, Statutes of 1990), AB 3093 (Katz) (Chapter 2.6, Statutes of 1992), AB 1963 (Katz) (Chapter 1146, Statutes of 1994), AB 2419 (Bowler) (Chapter 293, Statutes of 1996), AB 1706 (Chapter 597, Statutes of 2001), and SB 1636 (Figueroa) (Chapter 505, Section 4, Statutes of 2002), which defines and incorporates "infill opportunity zones." The provisions regarding establishing new "infill opportunity zones" have now expired, but established infill opportunities zones are still subject to the statutes.

CMP statutes establish requirements for local jurisdictions to receive certain gas tax subvention funds. Additionally, CMPs play a role in the development of specific project proposals for the RTIP.

C. The Role of CMPs in the Regional Transportation Planning Process

CMPs can play a role in the countywide and regional transportation planning processes (although these functions can be achieved without an official CMP as well):

- CMPs can be used to identify near-term projects to implement the long-range vision established in a countywide transportation plan.
- Through CMPs, the transportation investment priorities of the multiple jurisdictions in each county can be addressed in a countywide context.
- CMPs can be used to establish a link between local land use decision making and the transportation planning process.
- CMPs can be used as a building block for the federally required Congestion Management Process¹.

11. MTC's ROLE & RESPONSIBILITIES

A. MTC's Responsibilities Regarding CMPs

MTC's direct responsibilities under CMP statutes are concentrated in the following provisions:

“The regional agency shall evaluate the consistency between the program (i.e., the CMP) and the regional transportation plans required pursuant to Section 65080. In the case of a multicounty regional transportation planning agency, that agency shall evaluate the consistency and compatibility of the programs within the region. (Section 65089.2 (a))

The regional agency, upon finding that the program is consistent, shall incorporate the program into the regional transportation improvement program as provided for in Section 65082. If the regional agency finds the program is inconsistent, it may exclude any project in the congestion management program from inclusion in the regional transportation improvement program. (Section 65089.2(b))

It is the intent of the Legislature that the regional agency, when its boundaries include areas in more than one county, should resolve inconsistencies and mediate disputes which arise between agencies related to congestion management programs adopted for those areas.” Section 65089.2.(d)(1))

B. The RTP Regulatory Setting

Federal Requirements

The primary federal requirements regarding RTPs are addressed in the metropolitan transportation planning rules in Title 23 of the Code of Federal Regulations (CFR) Part 450 and 500 and Title 49 CFR Part 613. These federal regulations have been updated to reflect the metropolitan transportation planning regulations called out in 2015's federal transportation bill, Fixing America's Surface Transportation Act (FAST). Under FAST, the U.S. Department of

¹See the following link for more information on the federal Congestion Management Process, https://ops.fhwa.dot.gov/plan4ops/focus_areas/cmp.htm

Transportation requires that MPOs, such as MTC, prepare long-range Metropolitan Transportation Plans (MTPs) and update them every four years if they are in designated “nonattainment” or “maintenance” areas for federal air quality standards.

State Requirements

California Government Code Section 65080 sets forth the state’s requirements for RTPs. Section 65080 requires MPOs located in air quality nonattainment regions update their RTPs at least every four years.

The regional agencies, the Association of Bay Area Governments (ABAG), the Bay Area Air Quality Management District (BAAQMD), and the Bay Conservation and Development Commission (BCDC), assist MTC in addressing the requirements flowing from California’s Sustainable Communities and Climate Protection Act (Sustainable Communities Act, SB 375, Chapter 728, Statutes of 2008), which requires each of the state’s 18 metropolitan areas, including the Bay Area, to reduce GHG emissions from cars and light-duty trucks. The mechanism for achieving these reductions is the preparation of an SCS.

State RTP Guidelines

The California Transportation Commission (CTC)’s RTP Guidelines, last updated in 2017, tie together federal and state regulations and CTC policy direction to guide the development of RTPs. CTC programming policy prohibits the allocation of funds to projects that are not consistent with an adopted RTP.

Section 65080 of the Government Code, as amended by SB 375, states that the RTP shall contain four distinct elements:

- A Policy Element that reflects the mobility goals, policies and objectives of the region;
- A Sustainable Communities Strategy (SCS), as established through SB 375;
- An Action Element that identifies programs and actions to implement the RTP; and
- A Financial Element that summarizes the cost of implementing the projects in the RTP in a financially constrained environment.

C. Consistency Findings with the RTP/SCS

MTC’s findings for the consistency between CMPs and the RTP/SCS focus on four areas:

- Consistency with the RTP/SCS goals, growth pattern, and supporting transportation investment strategy;
- Consistency with the MTC travel demand modeling database and methodologies; and,
- Consistency with federal and state air quality plans.

1) The RTP/SCS (“Plan Bay Area 2040”)

Plan Bay Area 2040, adopted in 2017, along with its predecessor – Plan Bay Area – grew out of SB 375 and serves as the Bay Area’s MTP and RTP/SCS. Plan Bay Area 2040 integrates the region’s SCS into the RTP. Plan Bay Area 2040 was prepared by MTC in partnership with

ABAG, BAAQMD, and BCDC and in collaboration with Caltrans, the nine county-level CMAs or substitute agencies, over two dozen Bay Area transit operators, and numerous transportation stakeholders and the public. Plan Bay Area 2040 achieves and exceeds the Bay Area’s regional GHG reduction targets set forth by CARB and was prepared in compliance with the CTC’s RTP Guidelines.

Goals and Targets

Plan Bay Area 2040 incorporates a set of seven goals and thirteen performance targets – one of those being CARB’s GHG emissions reduction target – as quantifiable measures against which progress may be evaluated in addressing the major challenges facing the region, as shown in Table 1. CMAs should consider these goals and targets when preparing their CMPs.

To determine whether a CMP is consistent with Plan Bay Area 2040, MTC *will* first qualitatively evaluate whether the CMP is supportive or in conflict with the Plan Bay Area 2040’s goals and targets shown in Table 1, below. MTC *will not* evaluate whether each CMP achieves Plan Bay Area 2040’s adopted targets.

Table 1. Plan Bay Area 2040 Performance Targets

Goal	#	Target
Climate Protection	1	Reduce per-capita GHG (CO ₂) emissions from cars and light duty trucks by 15% <i>Statutory - Source: California Air Resources Board, as required by SB 375</i>
Adequate Housing	2	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
Healthy & Safe Communities	3	Reduce adverse health impacts associated with air quality, road safety, and physical inactivity by 10%
Open Space & Agricultural Preservation	4	Direct all non-agricultural development within the urban footprint (existing urban development and urban growth boundaries (UGBs))
Equitable Access	5	Decrease the share of lower-income residents’ household income consumed by transportation and housing by 10%
	6	Increase the share of affordable housing in PDAs, transit priority areas (TPAs), or high-opportunity areas by 15%
	7	Do not increase the share of low- and moderate-income renter households in PDAs, TPAs, or high-opportunity areas that are at risk of displacement

Economic Vitality	8	Increase by 20% the share of jobs accessible within 30 minutes by auto or within 45 minutes by transit in congested conditions
	9	Increase by 38% the number of jobs in predominantly middle-wage industries
	10	Reduce per-capita delay on the Regional Freight Network by 20%
Transportation System Effectiveness	11	Increase non-auto mode share by 10%
	12	Reduce vehicle operating and maintenance costs due to pavement conditions by 100%
	13	Reduce per-rider transit delay due to aged infrastructure by 100%

Unless noted, the Performance Target increases or reductions are for 2040 compared to a year 2005 baseline.

Growth Pattern

In addition to reducing GHG emissions, SB 375 requires that the SCS promote compact, mixed-use commercial and residential development, and identify how the region could house its current and projected population. To meet the goals of SB 375, and the GHG reduction targets, Plan Bay Area 2040 largely reflects the foundation and regional growth pattern established in the original Plan Bay Area. Plan Bay Area 2040’s core strategy is “focused growth” in existing communities along the existing transportation network. This strategy builds upon existing community characteristics and leverages existing infrastructure. Key to implementing the focused growth strategy are Priority Development Areas (PDAs) and Priority Conservation Areas (PCAs) identified, recommended, and approved by local governments.

- **Priority Development Areas (PDAs) -**
 These existing neighborhoods are nominated locally, served by public transit, and include areas that are or will be walkable and bikeable and close to public transit, jobs, schools, shopping, parks, recreation and other amenities.
- **Priority Conservation Areas (PCAs) -**
 These regionally significant open spaces which have a broad consensus for long-term protection but which face nearer-term development pressures.

In addition, MTC has adopted a Transportation and Land Use Platform that calls for supportive land use plans and policies to support transit extensions in Res. 3434. Further, MTC has adopted a Transit Oriented Development (TOD) Policy, as part of Res. 3434, that establishes specific housing thresholds for these extensions, requires station area plans and establishes corridor working groups. These regional policies and specific projects within the county should be recognized in the CMP (attached as Attachment B, Appendix C).

As a second check to determine whether a CMP is consistent with Plan Bay Area 2040, MTC will qualitatively evaluate whether the CMP is supportive versus in conflict with the Plan Bay Area 2040’s growth strategy.

Investment Strategy

Plan Bay Area 2040's focused growth strategy is supported by a robust, multi-modal transportation investment strategy that enables the Bay Area to exceed its regional GHG reduction targets. The Plan develops a blueprint for short- term and long-term transportation investments to support the plan's focused growth strategy. Investment priorities reflect a primary commitment to "Fix It First," a key emphasis area in the original Plan Bay Area as well.

Approximately 90 percent of Plan Bay Area 2040's investments focus on operating, maintaining and modernizing the existing transportation system. Plan Bay Area 2040 also directs almost two-thirds of future funding to investments in public transit, mostly to ensure that transit operators can sustain existing service levels through 2040.

- **Operate + Maintain:** This strategy includes projects that replace transit assets, pave local streets and state highways, and operate the transit system.
- **Modernize:** This strategy includes projects that improve the existing system without significantly increasing the geographical extent of the infrastructure. Electrifying Caltrain and portions of the express lane network are two major investments in this category.
- **Expand:** This strategy includes projects that extend fixed-guideway rail service or add lanes to roadways. Extending Caltrain to downtown San Francisco and BART into Silicon Valley, as well as implementing express lanes on U.S.101 in San Mateo and Santa Clara counties, are major investments in this category.

Regional Transit Expansion Program

The Regional Transit Expansion Program –adopted by the Commission as Resolution 3434– calls for a nearly \$18 billion investment in new rail and bus projects that will improve mobility and enhance connectivity for residents throughout the Bay Area. Further, Plan Bay Area 2040 identifies modernization and expansion projects to increase transit capacity in core locations of the Bay Area, including the transbay corridor, peninsula corridor, within San Francisco, and within Santa Clara County. This includes projects such as extending BART to San Jose and Santa Clara, extending Caltrain to downtown San Francisco, extending VTA's light rail on the Capitol Expressway and Vasona lines, and extending SMART to Larkspur and Windsor.

RTP Financial Requirements and Projections

Under the federal transportation authorization (FAST), the actions, programs and projects in the RTP must be fiscally constrained, meaning their costs cannot exceed the forecast of public and private revenues that are reasonably expected to be available. While CMPs are not required by legislation to be fiscally constrained, recognition of financial constraints, including the costs for maintaining, rehabilitating, and operating the existing multi-modal system and the status of specific major projects, will strengthen the consistency and linkage between the regional planning process and the CMP. The CMA may submit project proposals for consideration by MTC in developing future fiscally constrained RTPs.

As a final check to determine whether a CMP is consistent with Plan Bay Area 2040, MTC will verify whether the CMP's CIP is consistent with the Plan Bay Area 2040's adopted investment strategy. The scope, schedule, and cost estimates of regionally-significant projects must be consistent with Plan Bay Area 2040's adopted project list, and non-regionally significant projects must align with a programmatic category in Plan Bay Area 2040's adopted project list.

2) Consistency with the MTC Travel Demand Modeling Databases and Methodologies

MTC's statutory requirements regarding consistent databases are as follows:

The agency, (i.e., the CMA) in consultation with the regional agency, cities, and the county, shall develop a uniform data base on traffic impacts for use in a countywide transportation computer model . . . The computer models shall be consistent with the modeling methodology adopted by the regional planning agency. The data bases used in the models shall be consistent with the data bases used by the regional planning agency. Where the regional agency has jurisdiction over two or more counties, the data bases used by the agency shall be consistent with the data bases used by the regional agency. (Section 65089 (c))

MTC desires the development and implementation of consistent travel demand models, with shared input databases, to provide a common foundation for transportation policy and investment analysis.

The Bay Area Partnership's Regional Model Working Group (RMWG) serves as a forum for sharing data and expertise and providing peer review for issues involving the models developed by or for the CMAs, MTC, and other parties. The MTC Checklist for Modeling will be used to guide the consistency assessment of CMA models with the MTC model.

The Checklist is included in Attachment B, and addresses:

- Demographic/econometric forecasts;
- Pricing assumptions;
- Network assumptions;
- Travel demand methodologies; and,
- Traffic assignment methodologies.

Level of Service Methodology

CMP statutory requirements regarding level of service are as follows

“Level of service (LOS) shall be measured by Circular 212, by the most recent version of the Highway Capacity Manual, or by a uniform methodology adopted by the agency that is consistent with the Highway Capacity Manual.” (Section 65089 (b))

The most recently adopted highway capacity manual is Highway Capacity Manual, Sixth Edition: A Guide for Multimodal Mobility Analysis, or HCM 2016, or HCM6, was released in 2016. This edition incorporates the latest research on highway capacity, quality of service, *Active Traffic and Demand Management*, and travel time reliability.

Over the last several years, the State of California Office of Planning and Research (OPR) has been in the process of developing an alternative to the LOS approach as it relates to the California Environmental Quality Act (CEQA) in response to SB 743 (Steinberg, 2013). OPR's proposed alternative is an assessment of vehicle miles traveled (VMT). In December 2018, the California Natural Resources Agency certified and adopted the CEQA Guidelines update package, including the Guidelines section implementing SB 743 (§ 15064.3).

3) Consistency with pertinent Air Quality Plans

Transportation Control Measures (TCMs) are identified in the federal and state air quality plans to achieve and maintain the respective standards for ozone and carbon monoxide. The statutes require that the Capital Improvement Program (CIP) of the CMP conform to transportation related vehicle emission air quality mitigation measures. CMPs should promote the region's adopted TCMs for federal and state air quality plans. In addition, CMPs are encouraged to consider the benefits of GHG reductions in developing the CIP, although GHG emission reductions are not currently required in federal and state air quality plans.

A reference to the lists of federal and state TCMs is provided in Attachment B. The lists may be updated from time to time to reflect changes in the federal and state air quality plans.

In particular, TCMs that require local implementation should be identified in the CMP, specifically in the CIP.

CMPs are also required to contain provisions pertaining to parking cash-out.

The city or county in which a commercial development will implement a parking cash-out program that is included in a congestion management program pursuant to subdivision (b), or in a deficiency plan pursuant to Section 65089.4, shall grant to that development an appropriate reduction in the parking requirements otherwise in effect for new commercial development. (2) At the request of an existing commercial development that has implemented a parking cashout program, the city of county shall grant an appropriate reduction in the parking requirements otherwise applicable based on the demonstrated reduced need for parking, and the space no longer needed for parking purposes may be used for other appropriate purposes. (Section 65089 (d)

As of January 1, 2010, cities, counties and air districts were given the option to enforce the State Parking Cash-Out statutes (Section 43845 of the Health and Safety Code), as per SB 728 (Lowenthal). This provided local jurisdictions with another tool to craft their own approaches to support multi-modal transportation systems, address congestion and greenhouse gases.

D. Consistency and Compatibility of the Programs within the Region

The CMP statutes require that, in the case of a multi-county regional transportation agency, that agency shall evaluate the consistency and compatibility of the CMPs within the region. Further, it is the Legislature's stated intention that the regional agency (i.e., MTC in the San Francisco Bay Area) resolve inconsistencies and mediate disputes between or among CMPs within a region.

To the extent useful and necessary, MTC will identify differences in methodologies and approaches between the CMPs on such issues as performance measures and land use impacts.

The CMP statutes also require that the CMA designate a system of highways and roadways which shall be subject to the CMP requirements. Consistency requires the regional continuity of the CMP designated system for facilities that cross county borders.

To determine whether a CMP is consistent with the system definition of adjoining counties, MTC will review the draft CMPs to determine whether adjacent counties have the same designations of cross border facilities.

E. Incorporation of the CMP Projects into the RTIP

State transportation statutes require that the MTC, in partnership with the state and local agencies, develop the RTIP on a biennial cycle. The RTIP is the regional program for state and federal funding, adopted by MTC and provided to CTC for the development of the State Transportation Improvement Program (STIP). In 1997, SB 45 (Statutes 1997, Chapter 622) significantly revised State transportation funding policies, delegating project selection and delivery responsibilities for a major portion of funding to regions and counties. Subsequent changes to state law (AB 2928 – Statutes 2000, Chapter 91) made the RTIP a five-year proposal of specific projects, developed for specific fund sources and programs. The RTIP is required to be consistent with the most recently adopted RTP (Plan Bay Area 2040).

The CMP statutes establish a direct linkage between CMPs that have been found to be consistent with the RTP, and the RTIP. MTC will review the projects in the CIP of the CMP for consistency with the RTP. MTC's consistency findings for projects in the CMPs will be limited to those projects that are included in the RTP, and do not extend to other projects that may be included in the CMP. Some projects may be found consistent with a program or programmatic category in the RTP. MTC, upon finding that the CMP is consistent with the RTP, shall incorporate the CMP's program of projects into the RTIP, subject to specific programming and funding requirements. If MTC finds the CMP inconsistent, it may exclude any project in the program from inclusion in the RTIP. Since the RTIP must be consistent with the RTP, projects that are not consistent with the RTP will not be included in the RTIP. MTC may include certain projects or programs in the RTIP which are not in a CIP, but which are in the RTP. In addition, SB 45 requires projects included in the Interregional Transportation Improvement Program (ITIP) to be consistent with the RTP.

MTC will establish funding bid targets for specific funds, based upon the fund estimate as adopted by the CTC. Project proposals can only be included in the RTIP within these funding bid targets. MTC will also provide information on other relevant RTIP processes and requirements, including coordination between city, county, and transit districts for project applications, schedule, evaluations and recommendations of project submittals, as appropriate for the RTIP.

As per CTC's Guidelines, MTC will evaluate the projects in the RTIP based on specific performance indicators and measures as established in the RTP and provide this evaluation to the CTC along with the RTIP. CMAs are encouraged to consider the performance measures in Plan

Bay Area when developing specific project proposals for the RTIP; more details will be provided in the RTIP Policies and Procedures document, adopted by MTC for the development of the RTIP.

II. CMP PREPARATION & SUBMITTAL TO MTC

A. CMP Preparation

If prepared, the CMP shall be developed by the CMA in consultation with, and with the cooperation of, MTC, transportation providers, local governments, Caltrans, and the BAAQMD, and adopted at a noticed public hearing of the CMA. As established in SB 45, the RTIP is scheduled to be adopted by December 15 of each odd numbered year. If circumstances arise that change this schedule, MTC will work with the CMAs and substitute agencies in determining an appropriate schedule and mechanism to provide input to the RTIP.

B. Regional Coordination

In addition to program development and coordination at the county level, and consistency with the RTP, the compatibility of the CMPs with other Bay Area CMPs would be enhanced through identification of cross county issues in an appropriate forum, such as Partnership and other appropriate policy and technical committees. Discussions would be most beneficial if done prior to final CMA actions on the CMP

C. Submittal to MTC

To provide adequate review time, draft CMPs should be submitted to MTC in accordance to a schedule MTC will develop to allow sufficient time for incorporation into the RTIP for submittal to the California Transportation Commission. Final CMPs must be adopted prior to final MTC consistency findings.

D. MTC Consistency Findings for CMPs

MTC will evaluate consistency of the CMP every two years with the RTP that is in effect when the CMP is submitted; for the 2019 CMP the RTP in effect will be Plan Bay Area 2040. MTC will evaluate the consistency of draft CMPs when received, based upon the areas specified in this guidance, and will provide staff comments of any significant concerns. MTC can only make final consistency findings on CMPs that have been officially adopted.

Date: June 25, 1997
W.I.: 30.5.10
Referred By: WPC
Revised: 06/11/99-W 05/11/01-POC
06/13/03-POC 06/10/05-POC
05/11/07-PC 05/08/09-PC
06/10/11-PC 07/12/13-PC
10/09/15-PC 06/14/19-PC
12/11/20-PC

Attachment B
Resolution No. 3000
Page 1 of 16

Attachment B to MTC Resolution No. 3000 consists of:

- Appendix A Federal and State Transportation Control Measures
- Appendix B Checklist for Modeling Consistency for CMPs
- Appendix C MTC's Regional Transit Expansion Program of Projects
(MTC Resolution No. 3434, revised 09/24/08)
- Appendix D MTC's Resolution No. 3434 Transit Oriented Development
(TOD) Policy, revised 10/24/07

Appendix A: Federal and State Transportation Control Measures (TCMs)

Federal TCMs:

For a list and description of current Federal TCMs, see the “Federal Ozone Attainment Plan for the 1-Hour National Ozone Standard” adopted Oct. 24, 2001, and “2004 Revision to the California State Implementation Plan for Carbon Monoxide, Updated Maintenance Plan for Ten Federal Planning Areas,” approved January 30, 2006.

The current Federal TCMs have been fully implemented. Refer to the "Final Transportation Air Quality Conformity Analysis for the Plan and the Proposed Final 2015 Transportation Improvement Program" at

http://files.mtc.ca.gov/pdf/final_pba_and_2015_tip_air_quality_conformity_analysis.pdf (page 19) for the specific implementation steps in the advancement of these Federal TCMs.

State TCMs:

For a list and description of current State TCMs, see “Bay Area 2010 Ozone Strategy,” or subsequent revisions as adopted by the Bay Area Air Quality Management.

CMAQ Evaluation and Assessment Report:

MTC participated in a federal evaluation and assessment of the direct and indirect impacts of a representative sample of Congestion Mitigation and Air Quality (CMAQ) – funded projects on air quality and congestion levels. The study estimated the impact of these projects on emissions of transportation related pollutants, including carbon monoxide (CO), ozone precursors – oxides of nitrogen (NO_x), volatile organic compounds (VOCs), particulate matter (PM₁₀ and PM_{2.5}), and carbon dioxide (CO₂) for information purposes, as well as on traffic congestion and mobility. There is also additional analysis of the selected set of CMAQ-funded projects to estimate of the cost effectiveness at reducing emissions of each pollutant. This report may be of interest to CMAs; it is available on line at:

<http://www.fhwa.dot.gov/environment/cmaqpgs/safetealu1808/index.htm>

or from the MTC/ABAG Library.

Appendix B: MTC Checklist for Modeling Consistency for CMPs

Overall approach

MTC's goal is to establish regionally consistent model "sets" for application by MTC and the CMAs. In the winter of 2010/2011, MTC implemented *Travel Model One* – an "activity-based" model – to replace the previous trip-based modeling tool – *BAYCAST-90* – that had been in place for the past two decades. *Travel Model One* has seen incremental updates since its implementation. Additionally, MTC has been developing the next generation of its activity-based model, called *Travel Model Two*, although it is not yet ready for application. Because the CMAs use a variety of modeling tools, these guidelines must accommodate a framework in which trip-based and activity-based models can be aligned. The approach therefore consists of a checklist to adjudge consistency across model components.

Checklist

This checklist guides the CMAs through their model development and consistency review process by providing an inventory of specific products to be developed and submitted to MTC, and by describing standard practices and assumptions.

Because of the complexity of the topic, the checklist may need additional detailed information to explain differences in methodologies or data. Significant differences will be resolved between MTC and the CMAs, taking advantage of the Regional Model Working Group (RMWG). Standard formats for model comparisons will be developed by MTC for use in future guidelines.

Incremental updates

The CMA forecasts must be updated every two years to be consistent with MTC's forecasts. Alternative approaches to fully re-running the entire model are available, including incremental approaches through the application of factors to demographic inputs and/or trip tables. Similarly, the horizon year must be the same as the TIP horizon year. However, interpolation and extrapolation approaches are acceptable, with appropriate attention to network changes. These alternatives to re-running the entire model should be discussed with MTC before the CMP is adopted by the CMA.

Defining the MTC model sets

The MTC model sets referred to below are defined as those in use on December 31st of the year preceding the CMP update.

Key Assumptions

Please report the following information.

A. General approach:

Discuss the general approach to travel demand modeling by the CMA and the CMA model's relationship to *BAYCAST-90*, *Travel Model One* or *Travel Model Two*.

Product: 1) Description of the above.

B. Demographic/economic/land use forecasts:

Both base and forecast year demographic/economic/land use ("land use") inputs must be consistent – though not identical – to *Plan Bay Area 2040's* traffic analysis zone (TAZ)

level land use data provided by MTC/ABAG. Specifically, if CMAs wish to reallocate land use within their own county (or counties), they must consult with the affected city (or cities) as well as with MTC/ABAG. Further, the resulting deviation in the subject county (or counties) should be within the ranges specified by MTC/ABAG for the following variables: population, households, jobs, and employed residents. Outside the subject county (or counties), the land use variables in the travel analysis zones used by the county must match either MTC/ABAG's estimates exactly when aggregated/disaggregated to census tracts or the county-in-question's estimates per the revision process noted above (e.g. Santa Clara county could use the revised estimates San Mateo developed through consultation with local cities and MTC/ABAG). Forecast year demand estimates should use the *Plan Bay Area 2040* land use data. CMAs may also analyze additional, alternative land use scenarios that will not be subject to consistency review.

Products: 2) A statement establishing that the differences between key ABAG land use variables (i.e., population, households, jobs, and employed residents), and those of the CMA do not differ by more than one percent at the county level for the subject county. A statement establishing that no differences exist at the TAZ-level outside the county between the MTC/ABAG forecast or the MTC/ABAG/CMA revised forecast.

3) A table comparing the MTC/ABAG land use estimates with the CMA land use estimates by county for population, households, jobs, and employed residents for both the base year and the horizon year.

4) If land use estimates within the CMA's county are modified from MTC/ABAG's projections, agendas, discussion summaries, and action items from each meeting held with cities, MTC, and/or ABAG at which the redistribution was discussed, as well as before/after census-tract-level data summaries and maps.

C. Pricing assumptions:

Use MTC's automobile operating costs, transit fares, and bridge tolls or provide an explanation for the reason such values are not used.

Product: 5) Table comparing the assumed automobile operating cost, key transit fares, and bridge tolls to MTC's values for the horizon year.

D. Network assumptions:

Use MTC's regional highway and transit network assumptions for the other Bay Area counties. CMAs should include more detailed network definition relevant to their own county in addition to the regional highway and transit networks. For the CMP horizon year, to be compared with the TIP interim year, regionally significant network changes in the base case scenario shall be limited to the current Transportation Improvement Program (TIP) for projects subject to inclusion in the TIP.

Product: 6) Statement establishing satisfaction of the above.

E. Automobile ownership:

Use *Travel Model One* automobile ownership models or forecasts or submit alternative models to MTC for review and comment.

Product: 7) County-level table comparing estimates of households by automobile ownership level (zero, one, two or more automobiles) to MTC's estimates for the horizon year.

F. Tour/trip generation:

Use *Travel Model One* tour generation models or forecasts or submit alternative models to MTC for review and comment.

Product: 8) Region-level tables comparing estimates of trip and/or tour frequency by purpose to MTC's estimates for the horizon year.

G. Activity/trip location:

Use *Travel Model One* activity location models or forecasts or submit alternative models to MTC for review and comment.

Products: 9) Region-level tables comparing estimates of average trip distance by tour/trip purpose to MTC's estimates for the horizon year.

10) County-to-county comparison of journey-to-work or home-based work flow estimates to MTC's estimates for the horizon year.

H. Travel mode choice:

Use *Travel Model One* models or forecasts or submit alternative models to MTC for review and comment.

Product: 11) Region-level tables comparing travel mode share estimates by tour/trip purpose to MTC's estimates for the horizon year.

I. Traffic assignment:

Use *Travel Model One* models or submit alternative models to MTC for review and comment.

Products: 12) Region-level, time-period-specific comparison of vehicle miles traveled and vehicle hours traveled estimates by facility type to MTC's estimates for the horizon year.

13) Region-level, time-period-specific comparison of estimated average speed on freeways and all other facilities, separately, to MTC's estimates for the horizon year.

Alternatively, CMAs may elect to utilize MTC zone-to-zone vehicle trip tables, adding network and zonal details within the county as appropriate, and then re-run the assignment. In this case, only Products 12 and 13 are applicable.

Appendix C: MTC's Regional Transit Expansion Program of Projects

Note that Resolution No. 3434, Revised, is reproduced below with the TOD Policy attached as Appendix D to Resolution No. 3000; other associated appendices are not attached here – the other appendices are available upon request from the MTC library.

Date: December 19, 2001
W.I.: 12110
Referred by: POC
Revised: 01/30/02-C 07/27/05-C
 04/26/06-C 10/24/07-C
 09/24/08-C

ABSTRACT

Resolution No. 3434, Revised

This resolution sets forth MTC's Regional Transit Expansion Program of Projects.

This resolution was amended on January 30, 2002 to include the San Francisco Geary Corridor Major Investment Study to Attachment B, as requested by the Planning and Operations Committee on December 14, 2001.

This resolution was amended on July 27, 2005 to include a Transit-Oriented Development (TOD) Policy to condition transit expansion projects funded under Resolution 3434 on supportive land use policies, as detailed in Attachment D-2.

This resolution was amended on April 26, 2006 to reflect changes in project cost, funding, and scope since the 2001 adoption.

This resolution was amended on October 24, 2007 to reflect changes in the Transit-Oriented Development (TOD) Policy in Attachment D-2.

This resolution was amended on September 24, 2008 to reflect changes associated with the 2008 Strategic Plan effort (Attachments B, C and D).

Further discussion of these actions are contained in the MTC Executive Director's Memorandum dated December 14, 2001, July 8, 2005, April 14, 2006, October 12, 2007 and September 10, 2008.

Date: December 19, 2001
W.I.: 12110
Referred by: POC

RE: Regional Transit Expansion Program of Projects

METROPOLITAN TRANSPORTATION COMMISSION
RESOLUTION NO. 3434, Revised

WHEREAS, the Metropolitan Transportation Commission (MTC) is the regional transportation planning agency for the San Francisco Bay Area pursuant to Government Code Section 66500 et seq.; and

WHEREAS, MTC adopted Resolution No. 1876 in 1988 which set forth a new rail transit starts and extension program for the region; and

WHEREAS, significant progress has been made in implementing Resolution No. 1876, with new light rail service in operation in San Francisco and Silicon Valley, new BART service extended to Bay Point and Dublin/Pleasanton in the East Bay, and the BART extension to San Francisco International Airport scheduled to open in 2002; and

WHEREAS, MTC's long range planning process, including the Regional Transportation Plan and its *Transportation Blueprint for the 21st Century*, provides a framework for comprehensively evaluating the next generation of major regional transit expansion projects to meet the challenge of congestion in major corridors throughout the nine-county Bay Area; and

WHEREAS, the Commission adopted Resolution No. 3357 as the basis for assisting in the evaluations of rail and express/rapid bus projects to serve as the companion follow-up program to Resolution No. 1876; and

WHEREAS, local, regional, state and federal discretionary funds will continue to be required to finance an integrated program of new rail transit starts and extensions including those funds which are reasonably expected to be available under current conditions, and new funds which need to be secured in the future through advocacy with state and federal legislatures and the electorate; and

WHEREAS, the Regional Transit Expansion program of projects will enhance the Bay Area's transit network with an additional 140 miles of rail, 600 miles of new express bus routes,

and a 58% increase in service levels in several existing corridors, primarily funded with regional and local sources of funds; and

WHEREAS, MTC recognizes that coordinated regional priorities for transit investment will best position the Bay Area to compete for limited discretionary funding sources now and in the future; now, therefore, be it

RESOLVED, that MTC adopts a Regional Transit Expansion Program of Projects, consistent with the Policy and Criteria established in Resolution No. 3357, as outlined in Attachment A, attached hereto and incorporated herein as though set forth at length; and be it further

RESOLVED, that this program of projects, as set forth in Attachment B is accompanied by a comprehensive funding strategy of local, regional, state and federal funding sources as outlined in Attachment C, attached hereto and incorporated herein as though set forth at length; and, be it further

RESOLVED, that the regional discretionary funding commitments included in this financial strategy are subject to the terms and conditions outlined in Attachment D, attached hereto and incorporated herein as though set forth at length; and, be it further

METROPOLITAN TRANSPORTATION COMMISSION

Sharon J. Brown, Chair

The above resolution was entered into by the Metropolitan Transportation Commission at a regular meeting of the Commission held in Oakland, California, on December 19, 2001.

Appendix D: MTC's Regional Transit Expansion Program of Projects - TOD Policy

*Res. No. 3434, TOD Policy (Attachment D-2), revised October 24, 2007, is shown below;
other associated Res. 3434 appendices are available upon request from the MTC library.*

Date: July 27, 2005
W.I.: 12110
Referred by: POC
Revised: 10/24/07-C

Attachment D-2
Resolution No. 3434
Page 1 of 7

MTC RESOLUTION 3434 TOD POLICY FOR REGIONAL TRANSIT EXPANSION PROJECTS

1. Purpose

The San Francisco Bay Area—widely recognized for its beauty and innovation—is projected to grow by almost two million people and one and a half million jobs by 2030. This presents a daunting challenge to the sustainability and the quality of life in the region. Where and how we accommodate this future growth, in particular where people live and work, will help determine how effectively the transportation system can handle this growth.

The more people who live, work and study in close proximity to public transit stations and corridors, the more likely they are to use the transit systems, and more transit riders means fewer vehicles competing for valuable road space. The policy also provides support for a growing market demand for more vibrant, walkable and transit convenient lifestyles by stimulating the construction of at least 42,000 new housing units along the region's major new transit corridors and will help to contribute to a forecasted 59% increase in transit ridership by the year 2030.

This TOD policy addresses multiple goals: improving the cost-effectiveness of regional investments in new transit expansions, easing the Bay Area's chronic housing shortage, creating vibrant new communities, and helping preserve regional open space. The policy ensures that transportation agencies, local jurisdictions, members of the public and the private sector work together to create development patterns that are more supportive of transit.

There are three key elements of the regional TOD policy:

- (a) Corridor-level thresholds to quantify appropriate minimum levels of development around transit stations along new corridors;

- (b) Local station area plans that address future land use changes, station access needs, circulation improvements, pedestrian-friendly design, and other key features in a transit-oriented development; and
- (c) Corridor working groups that bring together CMAs, city and county planning staff, transit agencies, and other key stakeholders to define expectations, timelines, roles and responsibilities for key stages of the transit project development process.

2. TOD Policy Application

The TOD policy only applies to physical transit extensions funded in Resolution 3434 (see Table 1). The policy applies to any physical transit extension project with regional discretionary funds, regardless of level of funding. Resolution 3434 investments that only entail level of service improvements or other enhancements without physically extending the system are not subject to the TOD policy requirements. Single station extensions to international airports are not subject to the TOD policy due to the infeasibility of housing development.

**TABLE 1:
 RESOLUTION 3434 TRANSIT EXTENSION PROJECTS SUBJECT TO CORRIDOR THRESHOLDS**

Project	Sponsor	Type	Threshold met with current development?	Meets TOD Policy (with current + new development as planned)?
BART East Contra Costa Rail Extension (eBART) (a) Phase 1 Pittsburg to Antioch (b) Future phases	BART/ CCTA	Commuter Rail	No No	Yes No
BART – Downtown Fremont to San Jose/ Santa Clara (a) Fremont to Berryessa (b) Berryessa to San Jose/ Santa Clara	(a) BART (b) VTA	BART Extension	No No	Not yet determined; planning is underway Not yet determined
AC Transit Berkeley/Oakland/San Leandro Bus Rapid Transit: Phase 1	AC Transit	Bus Rapid Transit	Yes	Yes
Caltrain Downtown Extension/Rebuilt Transbay Terminal	TJPA	Commuter Rail	Yes	Yes
MUNI Third Street LRT Project Phase 2 – New Central Subway	MUNI	Light Rail	Yes	Yes
Sonoma-Marin Rail (a) Phase 1 downtown San Rafael to downtown Santa Rosa (b) Futures phases tbd	SMART	Commuter Rail	No	Not yet determined; planning is underway Not yet being planned
Dumbarton Rail	SMTA, ACCMA, VTA, ACTIA, Capitol Corridor	Commuter Rail	No	Not yet determined; planning is underway
Expanded Ferry Service to Berkeley, Alameda/Oakland/Harbor Bay, Hercules, Richmond, and South San Francisco; and other improvements*	WTA	Ferry	No	Line specific

** Ferry terminals where development is feasible shall meet a housing threshold of 2500 units. MTC staff will make the determination of development feasibility on a case by case basis.*

3. Definitions and Conditions of Funding

For purposes of this policy “regional discretionary funding” consists of the following sources identified in the Resolution 3434 funding plan:

- FTA Section 5309- New Starts
- FTA Section 5309- Bus and Bus Facilities Discretionary
- FTA Section 5309- Rail Modernization
- Regional Measure 1- Rail (bridge tolls)
- Regional Measure 2 (bridge tolls)
- Interregional Transportation Improvement Program
- Interregional Transportation Improvement Program-Intercity rail
- Federal Ferryboat Discretionary
- AB 1171 (bridge tolls)
- CARB-Carl Moyer/AB434 (Bay Area Air Quality Management District) ²

These regional funds may be programmed and allocated for environmental and design related work, in preparation for addressing the requirements of the TOD policy. Regional funds may be programmed and allocated for right-of-way acquisition in advance of meeting all requirements in the policy, if land preservation for TOD or project delivery purposes is essential. No regional funds will be programmed and allocated for construction until the requirements of this policy have been satisfied. See Table 2 for a more detailed overview of the planning process.

4. Corridor-Level Thresholds

Each transit extension project funded in Resolution 3434 must plan for a minimum number of housing units along the corridor. These corridor-level thresholds vary by mode of transit, with more capital-intensive modes requiring higher numbers of housing units (see Table 3). The corridor thresholds have been developed based on potential for increased transit ridership, exemplary existing station sites in the Bay Area, local general plan data, predicted market demand for TOD-oriented housing in each county, and an independent analysis of feasible development potential in each transit corridor.

² The Carl Moyer funds and AB 434 funds are controlled directly by the California Air Resources Board and Bay Area Air Management District. Res. 3434 identifies these funds for the Caltrain electrification project, which is not subject to the TOD policy.

TABLE 2: REGIONAL TOD POLICY IMPLEMENTATION PROCESS FOR TRANSIT EXTENSION PROJECTS		
Transit Agency Action	City Action	MTC/CMA/ABAG Action
<p><i>All parties in corridors that do not currently meet thresholds (see Table 1) establish Corridor Working Group to address corridor threshold. Conduct initial corridor performance evaluation, initiate station area planning.</i></p> <p style="text-align: center;"></p>		
Environmental Review/ Preliminary Engineering/ Right-of-Way	Conduct Station Area Plans	Coordination of corridor working group, funding of station area plans
<p><i>Step 1 Threshold Check: the combination of new Station Area Plans and existing development patterns exceeds corridor</i></p>		
Final Design	Adopt Station Area Plans. Revise general plan policies and zoning, environmental reviews	Regional and county agencies assist local jurisdictions in implementing station area plans
<p><i>Step 2 Threshold Check: (a) local policies adopted for station areas; (b) implementation mechanisms in place per adopted Station Area Plan by the time Final Design is completed.</i></p> <p style="text-align: center;"></p>		
Construction	Implementation (financing, MOUs) Solicit development	TLC planning and capital funding, HIP funding

TABLE 3: CORRIDOR THRESHOLDS HOUSING UNITS – AVERAGE PER STATION AREA					
Project Type	BART	Light Rail	Bus Rapid Transit	Commuter Rail	Ferry
Housing Threshold	3,850	3,300	2,750	2,200	2,500
<p><i>Each corridor is evaluated for the Housing Threshold. For example, a four station commuter rail extension (including the existing end-of-the—line station) would be required to meet a corridor-level threshold of 8,800 housing units.</i></p> <p><i>Threshold figures above are an average per station area for all modes except ferries based on both existing land uses and planned development within a half mile of all stations. New below market rate housing is provided a 50% bonus towards meeting housing unit threshold.</i></p> <p><i>* Ferry terminals where development is feasible shall meet a housing threshold of 2500 units.</i></p> <p><i>MTC staff will make the determination of development feasibility on a case by case basis.</i></p>					

- Meeting the corridor level thresholds requires that within a half mile of all stations, a combination of existing land uses and planned land uses meets or exceeds the overall corridor threshold for housing (listed in Table 3);
- Physical transit extension projects that do not currently meet the corridor thresholds with development that is already built will receive the highest priority for the award of MTC's Station Area Planning Grants.
- To be counted toward the threshold, planned land uses must be adopted through general plans, and the appropriate implementation processes must be put in place, such as zoning codes. General plan language alone without supportive implementation policies, such as zoning, is not sufficient for the purposes of this policy. Ideally, planned land uses will be formally adopted through a specific plan (or equivalent), zoning codes and general plan amendments along with an accompanying programmatic Environmental Impact Report (EIR) as part of the overall station area planning process. Minimum densities will be used in the calculations to assess achievement of the thresholds.
- An existing end station is included as part of the transit corridor for the purposes of calculating the corridor thresholds; optional stations will not be included in calculating the corridor thresholds.
- New below-market housing units will receive a 50 percent bonus toward meeting the corridor threshold (i.e. one planned below-market housing unit counts for 1.5 housing units for the purposes of meeting the corridor threshold. Below market for the purposes of the Resolution 3434 TOD policy is affordable to 60% of area median income for rental units and 100% of area median income for owner-occupied units);
- The local jurisdictions in each corridor will determine job and housing placement, type, density, and design.
- The Corridor Working Groups are encouraged to plan for a level of housing that will significantly exceed the housing unit thresholds stated here during the planning process. This will ensure that the Housing Unit Threshold is exceeded corridor-wide and that the ridership potential from TOD is maximized.

5. Station Area Plans

Each proposed physical transit extension project seeking funding through Resolution 3434 must demonstrate that the thresholds for the corridor are met through existing development and adopted station area plans that commit local jurisdictions to a level of housing that meets the threshold. This requirement may be met by existing station area plans accompanied by appropriate zoning and implementation mechanisms. If new station area plans are needed to meet the corridor threshold, MTC will assist in funding the plans. The Station Area Plans shall be conducted by local governments in coordination with transit agencies, Association of Bay Area Governments (ABAG), MTC and the Congestion Management Agencies (CMAs).

Station Area Plans are opportunities to define vibrant mixed use, accessible transit villages and quality transit-oriented development – places where people will want to live, work, shop and spend time. These plans should incorporate mixed-use developments, including new housing, neighborhood serving retail, employment, schools, day care centers, parks and other amenities to serve the local community.

At a minimum, Station Area Plans will define both the land use plan for the area as well as the policies—zoning, design standards, parking policies, etc.—for implementation. The plans shall at a minimum include the following elements:

- Current and proposed land use by type of use and density within the ½ mile radius, with a clear identification of the number of existing and planned housing units and jobs;
- Station access and circulation plans for motorized, non-motorized and transit access. The station area plan should clearly identify any barriers for pedestrian, bicycle and wheelchair access to the station from surrounding neighborhoods (e.g., freeways, railroad tracks, arterials with inadequate pedestrian crossings), and should propose strategies that will remove these barriers and maximize the number of residents and employees that can access the station by these means. The station area and transit village public spaces shall be made accessible to persons with disabilities.
- Estimates of transit riders walking from the half mile station area to the transit station to use transit;
- Transit village design policies and standards, including mixed use developments and pedestrian-scaled block size, to promote the livability and walkability of the station area;
- TOD-oriented parking demand and parking requirements for station area land uses, including consideration of pricing and provisions for shared parking;
- Implementation plan for the station area plan, including local policies required for development per the plan, market demand for the proposed development, potential phasing of development and demand analysis for proposed development.

The Station Area Plans shall be conducted according to the guidelines established in MTC's Station Area Planning Manual.

6. Corridor Working Groups

The goal of the Corridor Working Groups is to create a more coordinated approach to planning for transit-oriented development along Resolution 3434 transit corridors. Each of the transit extensions subject to the corridor threshold process, as identified in Table 1, will need a Corridor Working Group, unless the current level of development already meets the corridor threshold. Many of the corridors already have a transit project working group that may be adjusted to take on this role. The Corridor Working Group shall be coordinated by the relevant CMAs, and will include the sponsoring transit agency, the local jurisdictions in the corridor, and representatives from ABAG, MTC, and other parties as appropriate.

The Corridor Working Group will assess whether the planned level of development satisfies the corridor threshold as defined for the mode, and assist in addressing any deficit in meeting the threshold by working to identify opportunities and strategies at the local level. This will include the key task of distributing the required housing units to each of the affected station sites within the defined corridor. The Corridor Working Group will continue with corridor evaluation, station area planning, and any necessary refinements to station locations until the corridor threshold is met and supporting Station Area Plans are adopted by the local jurisdictions.

MTC will confirm that each corridor meets the housing threshold prior to the release of regional discretionary funds for construction of the transit project.

7. Review of the TOD Policy

MTC staff will conduct a review of the TOD policy and its application to each of the affected Resolution 3434 corridors, and present findings to the Commission, within 12 months of the adoption of the TOD policy.