

C/CAG STRATEGIC PLAN FRAMEWORK

What is our reason for being?

MISSION



What is our vision of the future?

VISION



What is most important to us?

CORE VALUES



What do we want to achieve?

GOALS



What specifically do we want to achieve, by when?

OBJECTIVES



Are we achieving what we set out to accomplish?

PERFORMANCE MEASURES



MISSION

C/CAG provides a collaborative forum for all jurisdictions in San Mateo County to pursue our shared goals for an equitable, accessible, and robust multi-modal transportation network and a climate resilient future.

VISION

C/CAG is a leader in innovative and sustainable mobility, climate-resilient infrastructure, clean energy, and balanced land use, while achieving equitable outcomes and improved quality of life for San Mateo County's diverse communities.

CORE VALUES

- **Collaboration** – We work together to improve quality of life in San Mateo County.
- **Transparency** – We are open and accessible in all our communications and actions.
- **Equity** – We take concrete steps to address the needs of underserved communities.
- **Sustainability** – We commit to meeting the needs of the present without compromising the ability of future generations to meet their own needs.
- **Innovation** – We are driven by continuous improvement.

GOALS

1. **Transportation** – Plan, fund, implement, and maintain a robust multimodal transportation system that is safe, connected, equitable, accessible, and environmentally sustainable.
2. **Stormwater Management** – Manage stormwater as a resource, meet Regional Stormwater Permit requirements, and reduce climate risk through promotion of green infrastructure and a watershed management approach.
3. **Energy, Environment, and Climate** – Enhance community resilience to climate change throughout San Mateo County.
4. **Land Use and Airport Compatibility** – Meet the County's housing and economic development goals while addressing airport safety impacts.
5. **Finance and Administration** – Secure adequate funding and maintain effective organizational systems to support C/CAG's mission.

GOAL 1 – TRANSPORTATION

Plan, fund, implement, and maintain a robust multimodal transportation system that is safe, connected, equitable, accessible, and environmentally sustainable.

GOAL 1 ONGOING RESPONSIBILITIES

- **Planning**

- Support regional transportation planning efforts.
- Coordinate with the San Mateo County Office of Education on Safe Routes to Schools planning and activities.

- **Operations**

- Manage countywide Transportation Demand Management policy.
- Oversee the Smart Corridor program and its ongoing maintenance activities.
- Manage the San Mateo County Express Lane Program in partnership with the San Mateo County Transportation Authority.
- Implement asset management tools and practices to extend asset lifespan and minimize lifecycle costs.
- Support implementation of Local Roadway Safety Plan (LRSP) priority countermeasures for every jurisdiction.

- **Funding**

- Obtain and distribute regional, state, and federal funding for C/CAG priority programs and projects.
- Assist local jurisdictions with the delivery and administration of regional, state, and federally funded projects.
- Provide planning and capital funding for active transportation and sustainable streets projects.

GOAL 1 – SPECIFIC OBJECTIVES

Short Term (0 - 2 years)

- 1.1 Support the MTC RTP Plan Bay Area 2050 Update (date TBD).
- 1.2 Collaborate with the TA to craft an Automated Vehicle Strategic Plan (2024).
- 1.3 Facilitate the Transportation Development Act Article 3 FY24-25 Call for Projects (date TBD).
- 1.4 Complete Congestion Management Plan Update (2025 and biannually thereafter).
- 1.5 Complete County Transportation Plan Update, including setting targets to increase bicycle and pedestrian mode shares (by 2026).
- 1.6 Construct 92/101 Area Improvements project (2026).
- 1.7 Complete construction of a Smart Corridor system in SSF, Brisbane, Daly City, and Colma (by 2027).
- 1.8 Complete biannual STIP Programming (2026 and biannually thereafter).
- 1.9 Conduct a call for project for Cycle 7 of Lifeline Transportation Funds (2024 and biannually thereafter).
- 1.10 Conduct a call for project for the Measure M Countywide Transportation Innovative Grant (2025 and every 3 years thereafter).
- 1.11 Participate in guideline development for One Bay Area Grant Cycle 4 process (date TBD).
- 1.12 Complete the preliminary design and receive environmental clearance for a managed lane on US 101 from I-380 to County Line with San Francisco (2025).
- 1.13 Complete San Mateo Countywide Local Roadway Safety Plan (2025 and every 5 years thereafter).
- 1.14 Update the San Bruno/South San Francisco Community Based Transportation Plan (by 2026).

Medium Term (2 - 5 years)

- 1.15 Update the Countywide Bicycle and Pedestrian plan (complete by 2027).
- 1.16 Develop a Measure M Implementation Plan that covers FY26/27 to FY30/31 (complete by 2027).
- 1.17 Revise the Congestion Relief Program Strategic Plan (complete by 2027).
- 1.18 Develop a Countywide Adaptive Traffic Signal Synchronization Plan (2027).
- 1.19 Implement a successful micro-mobility (bikeshare/scooter share) pilot program in the recommended geographic areas, leading to a countywide program (2025).
- 1.20 Strengthen and update County Transportation Demand Management policy, including supporting strategies for the Coastsides (date TBD).
- 1.21 Plan and design 3.7 miles of buffered bike lanes along El Camino Real in San Bruno and Millbrae (date TBD).
- 1.22 Continue planning and design of the US 101/SR92 Interchange Direct Connector Project and SM101 Managed Lanes North of I-380 project (2028).
- 1.23 Leverage Smart Corridor infrastructure to increase the utilization for Transit Signal Prioritization, Emergency Vehicle Preemption, adaptive traffic signal synchronization technologies (date TBD).
- 1.24 Continue planning and design of the US 101/SR92 Interchange Direct Connector Project and SM101 Managed Lanes North of I-380 project (2028).

Long Term (5+ years)

- 1.25 Construct the selected project alternative for US 101/SR92 Interchange Direct Connector Project and SM101 Managed Lanes North of I-380 project (date TBD).

GOAL 1 – PERFORMANCE MEASURES

- Mode shift (proportion of trips made by transit, shuttles, high occupancy vehicles, biking, and walking).
- Miles of new/upgraded bicycle and pedestrian facilities.
- Implementation of the countywide CMP TDM policy.
- Reduction of traffic-related injuries and fatalities.
- Percent of grant funds allocated to Equity Priority Communities/Equity Focus Areas.

DRAFT

GOAL 2 – STORMWATER MANAGEMENT

Manage stormwater as a resource, meet Regional Stormwater Permit requirements, and reduce climate risk through promotion of green infrastructure and an integrated watershed management approach.

GOAL 2 – ONGOING RESPONSIBILITIES

- **Planning**
 - Adapt our street network to better address rainfall and heat related climate change impacts.
 - Plan and implement multi-benefit green infrastructure at the parcel, street, and regional scales under a “OneWatershed” framework.
- **Operations**
 - Manage Regional Stormwater Permit for all permittees (22) in San Mateo County, including 5-year term contracts with consultants and coordinating annual compliance.
 - Explore Risk-based Integrated Water Management.
- **Funding**
 - Secure dedicated stormwater funding for water quality compliance and infrastructure implementation.
 - Fund multi-benefit watershed-scale green infrastructure.

GOAL 2 – SPECIFIC OBJECTIVES

Short Term (0 - 2 years)

- 2.1 Explore options to provide operational support to Orange Memorial Park project in South San Francisco (2026).
- 2.2 Implement the recent \$2.4M Federal Earmark for a regional stormwater capture project in San Bruno and seek additional funding for regional multi-benefit projects at Red Morton Park in Redwood City, and Twin Pines project in Belmont (2026 and ongoing).
- 2.3 Clarify roles of C/CAG, One Shoreline, and the Resource Conservation District of San Mateo with respect to stormwater management (2025).
- 2.4 Establish Pilot Bulk Rain Barrel Rebate program as ongoing program in conjunction with BAWSCA (2026).

Medium Term (2 - 5 years)

- 2.5 Complete institutional framework and program components for OneWatershed Climate Resilience Infrastructure Program (2029).
- 2.6 Identify and initiate design on 3-5 new regional multi benefit OneWatershed projects (2029).
- 2.7 Implement the Phase II Green Infrastructure Tracking & Mapping Tool (2029).
- 2.8 Invest in green infrastructure at 12 school sites (2029).
- 2.9 Obtain sustainable funding for stormwater management at countywide scale (2029).

Long Term (5+ years)

- 2.10 Implement 5-10 high priority opportunities in Sustainable Streets Master Plan (2030).
- 2.11 Establish goals for increasing groundwater recharge through green infrastructure projects (2030).
- 2.12 Explore opportunities to further advance OneWatershed integration with wastewater and water supply systems (date TBD).
- 2.13 Develop a fully operational OneWatershed Climate Resilience Infrastructure Program with funding and institutional structures (date TBD).

GOAL 2 – PERFORMANCE MEASURES

- Municipal Regional Stormwater Permit Compliance.
- Volume of stormwater captured for beneficial use.
- Completion of regional multi benefit OneWatershed projects.
- Initiation of new OneWatershed projects.
- Percentage of San Mateo County jurisdictions with completed stormwater plans.

GOAL 3 – ENERGY, ENVIRONMENT, AND CLIMATE

Enhance community resilience to climate change throughout San Mateo County.

GOAL 3 – ONGOING RESPONSIBILITIES

- **Planning**

- Support partner organization efforts to improve climate resiliency and climate change impacts.
- Modernize and best utilize the energy grid in the building and transportation electrification transition.
- Support streamlining of permitting and site upgrade processes at agencies, including utilities.
- Support State-level efforts to transition away from fossil fuels.
- Support Bay Area Water Supply and Conservation Agency planning efforts to conserve sources of potable water.
- Support cities' use of Regionally Integrated Climate Action Planning Suite (RICAPS) program resources and technical assistance.
- Initiate carbon neutrality planning.
- Integrate multiple mitigation and adaptation planning approaches where feasible.
- Explore alternative energy sources such as green hydrogen.

- **Operations**

- Promote conservation and expansion of potable water resources through conservation and use of recycled water.
- Promote the installation of battery charging infrastructure.
- Provide access to energy efficiency and building and transportation electrification programs for government, residents, and businesses.
- Assist with local efforts to convert the public fleet to zero emission vehicles.

- **Funding**

- Maintain, extend, or expand funding of the C/CAG - PG&E Local Government Partnership.
- Seek additional funding for RICAPS and Countywide Carbon Neutrality interim goal planning and implementation.
- Partner with organizations with available funding for efforts.
- Secure ongoing funding.

GOAL 3 – SPECIFIC OBJECTIVES

Short Term (0 - 2 years)

- 3.1 Collaborate with and clarify roles of C/CAG with respect to the roles performed by other agencies (2026 and ongoing).
- 3.2 Implement the San Mateo County Energy Watch program and secure funding for next program cycle (January 2026).
- 3.3 Continue development for Carbon Neutrality Planning (2026).
- 3.4 Complete VMT/GHG Model Mitigation Program project (2025).

Medium Term (2 - 5 years)

- 3.5 Assist local jurisdictions in developing and implementing Climate Action or Carbon Neutrality Plans through the Regional Climate Action Planning Suite program (date TBD).
- 3.6 Secure funding to implement the Laundry to Landscape Program (date TBD).
- 3.7 Implement the Carbon Neutrality Plan (date TBD).
- 3.8 Explore opportunities to increase tree canopy (date TBD).
- 3.9 Support and track implementation of VMT/GHG-reducing projects or programs (date TBD).

Long Term (5+ years)

- 3.10 Support cities to meet State Carbon Neutrality goals (date TBD).
- 3.11 Explore opportunities to promote microgrids to build readiness for the future (date TBD).

GOAL 3 – PERFORMANCE MEASURES

- Completion and implementation of a Countywide Carbon Neutrality Plan.
- Reduction of greenhouse emissions and/or vehicle miles traveled.
- Number of building energy efficiency projects referred to and completed by third-party contractors.
- Level of carbon sequestration.

GOAL 4 – LAND USE AND AIRPORT COMPATIBILITY

Meet the County’s housing and economic development goals while addressing airport safety impacts.

GOAL 4 – ONGOING RESPONSIBILITIES

- **Planning**
 - Assist member jurisdictions with meeting their Regional Housing Needs Allocation requirements.
 - Facilitate compliance with MTC’s Transit Oriented Communities requirements.
 - Manage Airport Land Use Compatibility Plans.
- **Operations**
 - Facilitate Airport Land Use Commission meetings.
 - Manage Airport Land Use Commission project review.
- **Funding**
 - Continue to support 21-Elements effort.
 - Advocate and secure funding for updating Airport Land Use Compatibility Plans.
 - Advocate for State and Regional funding to assist local jurisdictions with Regional Housing Needs Allocations and meeting the MTC’s Transit Oriented Communities requirements.

GOAL 4 – SPECIFIC OBJECTIVES

Short Term (0 - 2 years)

- 4.1 Address minor amendments in the San Carlos the Airport Land Use Compatibility Plan (ALUCP) with respect to childcare facilities in Zone 6 (date TBD).
- 4.2 Support cities with Transit-Oriented Communities compliance (date TBD).
- 4.3 Support cities with securing HCD Pro Housing Designation (date TBD).

Medium Term (2 - 5 years)

- 4.4 Update ALUCPs within three years of final Caltrans Aviation Handbook update (date TBD).
- 4.5 Support cities with their Housing Elements (date TBD).

Long Term (5+ years)

GOAL 4 – PERFORMANCE MEASURES

- Housing element certification.
- Number of member agencies that have secured HCD’s Pro Housing determination.

GOAL 5 – FINANCE AND ADMINISTRATION

Secure adequate funding and maintain effective organizational systems to support C/CAG’s mission.

GOAL 5 – ONGOING RESPONSIBILITIES

- Secure administrative and finance staff support.
- Advocate for federal, state, and regional funding for San Mateo County.
- Track and influence State and Regional legislation that may impact C/CAG goals.
- Facilitate Board committees.
- Increase visibility of C/CAG’s accomplishments and contributions.
- Enhance employee training and development.

GOAL 5 – SPECIFIC OBJECTIVES

Short Term (0 - 2 years)

- 5.1 Implement financial planning and forecasting processes to support long-term sustainability (2025).
- 5.2 Create an online data dashboard to showcase C/CAG’s accomplishments (2025).
- 5.3 Develop and implement an onboarding process for new staff and Board members (by 2025).
- 5.4 Create and maintain committee guidebook that includes procedures, work plans, and key documents (date TBD).
- 5.5 Create and implement a community outreach public awareness strategy (2026).
- 5.6 Update C/CAG website and include new performance tracking capabilities (2026).

Medium Term (2 - 5 years)

- 5.1 Substantially complete implementation of Equity Action Plan and begin update of it (2027).
- 5.2 Streamline internal processes, such as contract management and grant compliance (date TBD).

Long Term (5+ years)

- 5.3 Secure a sustaining, dedicated funding source for C/CAG (date TBD).

GOAL 5 – PERFORMANCE MEASURES

- Achievement of one or more C/CAG dedicated funding source(s).
- Completion and implementation of the Equity Action Plan.
- Receipt of federal funding.