



# Strategic Plan Development

RMCP Review and Discussion – May 15, 2024

# C/CAG RMCP Committee

I. Strategic Plan Process Overview

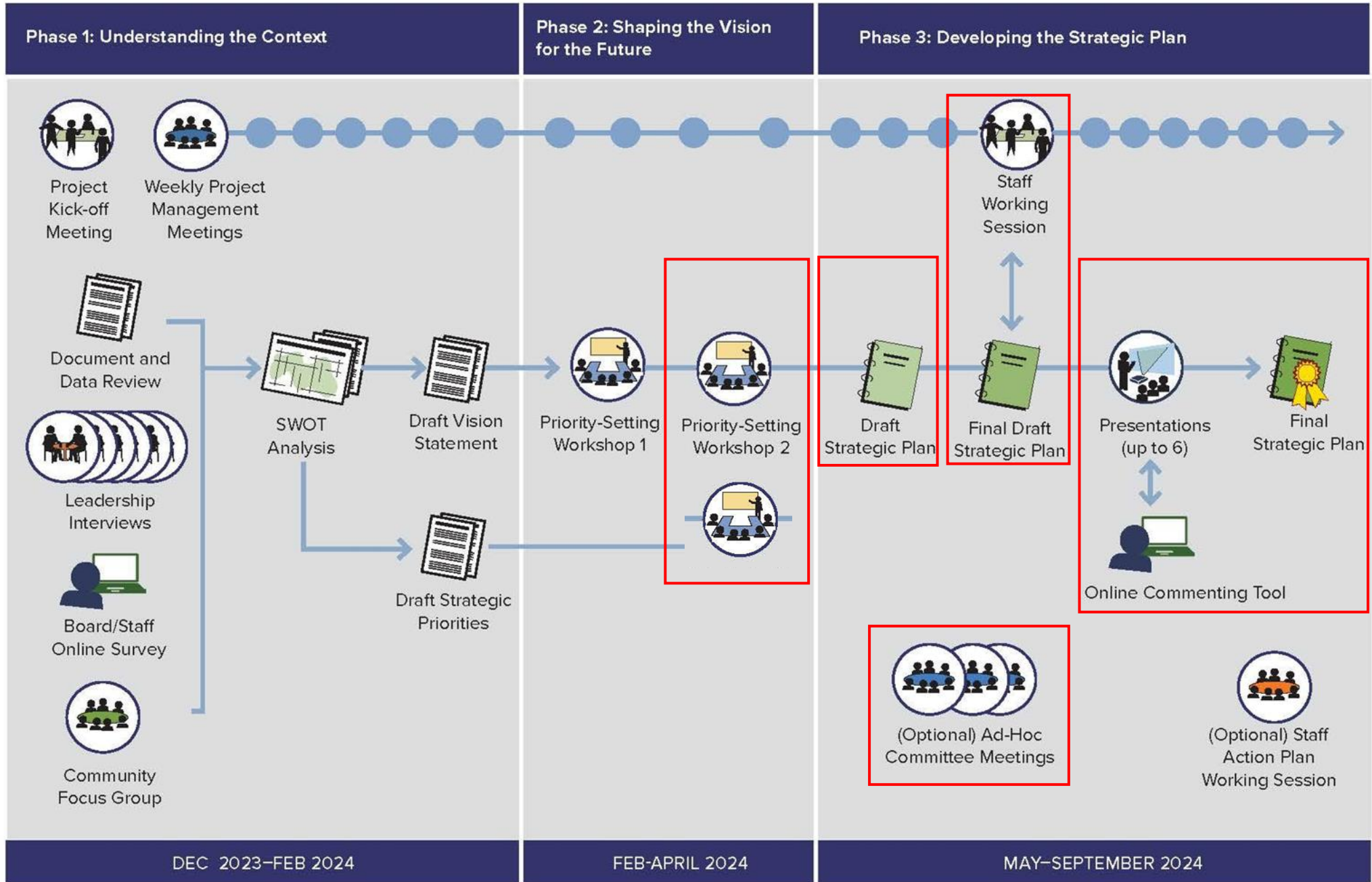
II. Review and Discussion of Strategic Plan Framework

III. Next Steps in the Strategic Plan Process

IV. Public Comment



# STRATEGIC PLANNING PROCESS . . .





# STRATEGIC PLAN FRAMEWORK

Mission

Vision

Core Values

Goals

Objectives

Performance Measures

# Elements of the Strategic Plan



## MISSION

The purpose and associated responsibilities of C/CAG.



## VISION

C/CAG's preferred future—where we strive to be.



## VALUES

Shared beliefs that reflect what C/CAG considers significant and important.



## GOALS

Statements of direction toward C/CAG's desired future.



## ONGOING RESPONSIBILITIES

Work being performed by C/CAG staff on a regular, ongoing basis.



## OBJECTIVES

Specific and measurable statements of action that C/CAG wants to achieve.



## PERFORMANCE MEASURES

Specific measurements of progress toward goals and objectives.



## ACTION PLAN

Identifies a timeframe for completing actions, responsible parties, and required resources.

# Mission *Draft*

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 *Draft*

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 *Draft*



## **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.

# Goal Areas *Draft*



## 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

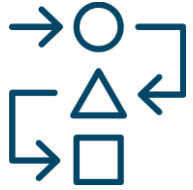
Secure adequate funding and maintain effective organizational systems to support C/CAG's mission.



# 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.

# Goal 1 - Ongoing Responsibilities



## 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.

# Goal 1 - Ongoing Responsibilities



## 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. Support the MTC RTP **Plan Bay Area 2050 Update** (date TBD).
2. Collaborate with the TA to craft an **Automated Vehicle Strategic Plan** (2024).
3. Facilitate the Transportation Development Act Article 3 FY24-25 **Call for Projects** (date TBD).
4. Complete **Congestion Management Plan Update** (2025 and biannually thereafter).
5. Complete **County Transportation Plan Update**, including setting targets to increase bicycle and pedestrian mode shares (by 2026).

# Goal 1 – Specific Objectives

## Short Term (0 - 2 years)

6. Construct **92/101 Area Improvements** project (2026).
7. Complete construction of a **Smart Corridor system** in SSF, Brisbane, Daly City, and Colma (by 2027).
8. Complete biannual **STIP Programing** (2026 and biannually thereafter).
9. Conduct a call for projects for Cycle 7 of **Lifeline Transportation Funds** (2024 and biannually thereafter).
10. Conduct a call for projects for the **Measure M Countywide Transportation Innovative Grant** (2025 and every 3 years thereafter).



# Goal 1 – Specific Objectives

## Short Term (0 - 2 years)

11. Participate in guideline development for **One Bay Area Grant Cycle 4** process (date TBD).
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).
13. Complete San Mateo **Countywide Local Roadway Safety Plan** (2025 and every 5 years thereafter).
14. Update the **San Bruno/South San Francisco Community Based Transportation Plan** (by 2026).

# Goal 1 – Specific Objectives

## Medium Term (2 - 5 years)

15. Update the **Countywide Bicycle and Pedestrian plan** (complete by 2027).
16. Develop a **Measure M Implementation Plan** that covers FY26/27 to FY30/31 (complete by 2027).
17. Revise the **Congestion Relief Program Strategic Plan** (complete by 2027).
18. Develop a **Countywide Adaptive Traffic Signal Synchronization Plan** (2027).
19. Implement a successful **micro-mobility (bikeshare/scooter share) pilot program** in the recommended geographic areas, leading to a countywide program (2025).

# Goal 1 – Specific Objectives

## Medium Term (2 - 5 years)

20. Strengthen and update **County Transportation Demand Management policy**, including supporting strategies for the Coastside (date TBD).
21. Plan and design 3.7 miles of **buffered bike lanes** along El Camino Real in San Bruno and Millbrae (date TBD).
22. Continue planning and design of the **US 101/SR92 Interchange Direct Connector Project** and **SM101 Managed Lanes** North of I-380 project (2028).
23. Leverage **Smart Corridor infrastructure** to increase the utilization for Transit Signal Prioritization, Emergency Vehicle Preemption, adaptive traffic signal synchronization technologies (date TBD).

# Goal 1 – Specific Objectives

## Long Term (5+ years)

24. 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

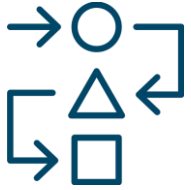


## Goal 2

# 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.

# Goal 2 – Ongoing Responsibilities



## 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**.



# Goal 2 – Ongoing Responsibilities



## 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)

1. Explore options to provide operational support to **Orange Memorial Park** project in South San Francisco (2026).
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).
3. **Clarify roles** of C/CAG, One Shoreline, and the Resource Conservation District of San Mateo with respect to stormwater management (2025).
4. Establish Pilot **Bulk Rain Barrel Rebate program** as ongoing program in conjunction with BAWSCA (2026).

# Goal 2 – Specific Objectives

## Medium Term (2 - 5 years)

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

# Goal 2 – Specific Objectives

## Long Term (5+ years)

10. Implement 5-10 high priority opportunities in **Sustainable Streets Master Plan** (2030).
11. Establish goals for **increasing groundwater recharge** through green infrastructure projects (2030).
12. Explore opportunities to further advance OneWatershed **integration with wastewater and water supply systems** (date TBD).
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

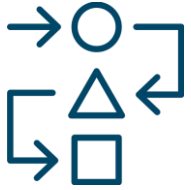


# Goal 3

## Energy, Environment, and Climate

Enhance community resilience to climate change throughout San Mateo County.

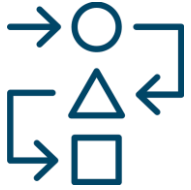
# Goal 3 – Ongoing Responsibilities



## 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**.

# Goal 3 – Ongoing Responsibilities



## Planning

- 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**.



# Goal 3 – Ongoing Responsibilities



## 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**.

# Goal 3 – Ongoing Responsibilities



## 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)

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

# Goal 3 – Specific Objectives

## Medium Term (2 - 5 years)

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

# Goal 3 – Specific Objectives

## Long Term (5+ years)

10. Support cities to meet **State Carbon Neutrality goals** (date TBD).
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

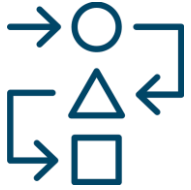
**Level** of carbon sequestration.



# 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**.



# Goal 4 – Ongoing Responsibilities



## Funding

- Continue to support the **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)

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).
2. Support cities with **Transit-Oriented Communities compliance** (date TBD).
3. Support cities with securing **HCD Pro Housing Designation** (date TBD).

# Goal 4 – Specific Objectives

## Medium Term (2 - 5 years)

4. **Update ALUCPs** within three years of final Caltrans Aviation Handbook update (date TBD).
5. Support cities with their **Housing Elements** (date TBD).

## Long Term (5+ years)

None identified.

# 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)

1. Implement **financial planning** and forecasting processes to support long-term sustainability (2025).
2. Create an **online data dashboard** to showcase C/CAG's accomplishments (2025).
3. Develop and implement an **onboarding process** for new staff and Board members (by 2025)
4. Create and maintain **committee guidebook** that includes procedures, work plans, and key documents (date TBD).

# Goal 5 – Specific Objectives

## Short Term (0 - 2 years)

5. Create and implement a **community outreach public awareness strategy** (2026).
6. **Update C/CAG website** and include new performance tracking capabilities (2026).



# Goal 5 – Specific Objectives

## Medium Term (2 - 5 years)

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

## Long Term (5+ years)

8. 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

# NEXT STEPS...

# Next Steps

- ✓ Review the Working Draft Plan with Board Committees and staff
- ✓ Revise the document as necessary
- ✓ Prepare the Administrative Draft Plan
- ✓ Provide an online commenting opportunity
- ✓ Revise the Draft Plan document as necessary
- ✓ Present Final Draft Plan to the C/CAG Board for final review and approval



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