

CITY/COUNTY ASSOCIATION OF GOVERNMENTS  
OF SAN MATEO COUNTY (C/CAG)

# STRATEGIC PLAN 2024-2029



SEPTEMBER 2024

# Letter from the C/CAG Board Chair & Immediate Past Chair

Dear C/CAG Members, Partners, and San Mateo County Stakeholders,

We are honored to present the City/County Association of Governments of San Mateo County (C/CAG) Strategic Plan for 2024-2029. This plan marks a significant milestone in our journey towards creating a more sustainable, equitable, and resilient future for all residents of San Mateo County.

C/CAG is San Mateo County's designated Congestion Management Agency and manages the Countywide Water Pollution Prevention Program and the Airport Land Use Commission; C/CAG also supports the Energy Watch and Regionally Integrated Climate Action Planning Support programs.

Throughout the last 12 months, our team has been working on this Strategic Plan, including engaging with numerous stakeholders — community members, local governments, and partner organizations — to develop an actionable roadmap that outlines the role C/CAG can play in addressing some of the challenges facing our county. This collaborative effort has been instrumental in shaping a plan that reflects the diverse needs and aspirations of our community.

In the years ahead, this Strategic Plan will inform the development of C/CAG staff work plans, C/CAG's annual budget, and our legislative priorities, ensuring that C/CAG's focus and resources remain directed at delivering on our highest priorities and objectives. This Strategic Plan will also help C/CAG remain accountable to you, our partners and community members.

This Strategic Plan is not just a document; it is a call to action. It represents our collective vision for a future where all communities in San Mateo County can thrive. It is a testament to our commitment to improving mobility, sustainability, equity, innovation, and collaboration.

We extend our deepest gratitude to everyone who contributed to this process. Your insights, feedback, and dedication have been invaluable. We invite all stakeholders across the County to learn more about C/CAG's initiatives and get involved. Together, we will work towards achieving the goals set forth in this plan and creating a brighter future for San Mateo County.

**Thank you for your continued support and partnership.**

Sincerely,



**Adam Rak**  
Board Chair, C/CAG  
City Councilmember, City of San Carlos



**Davina Hurt**  
Immediate Past Board Chair, C/CAG  
City Councilmember, City of Belmont



# Acknowledgements

Thank you to the many people who were involved in the creation of this strategic plan.

## C/CAG BOARD AND COMMITTEES

- Board of Directors
- Airport Land Use Committee
- Bicycle and Pedestrian Advisory Committee
- Congestion Management and Environmental Quality Committee
- Finance Committee
- Resource Management and Climate Protection Committee
- Stormwater Committee
- Technical Advisory Committee

## COMMUNITY PARTNERS

- Climate Resilient Communities
- Coastside on Bikes
- Housing Leadership Council
- Rise South City
- Samaritan House
- San Mateo County Economic Development Association (SAMCEDA)
- Silicon Valley Bike Coalition
- SPUR – San Francisco Bay Area Planning and Urban Research Association

- Sustainable San Mateo County
- Thrive Alliance
- TransForm
- Youth United for Community Action (YUCA)

## PARTICIPATING C/CAG STAFF

- Audrey Shiramizu
- Eva Gaye
- Jeff Lacap
- Kim Springer
- Kim Wever
- Mima Crume
- Reid Bogert
- Susy Kalkin
- Van Ocampo

## PROJECT TEAM

- Kaki Cheung, C/CAG
- Sean Charpentier, C/CAG
- Daniel Iacofano, MIG
- Rachel Bennett, MIG

## CONTENTS

Executive Summary .....	1
Introduction .....	3
Major Challenges and Opportunities	
Facing San Mateo County .....	5
Strategic Plan Framework .....	11
<b>Definitions</b> .....	11
<b>Mission, Vision, and Core Values</b> .....	12
Goals, Ongoing Responsibilities, and Specific Objectives ....	13
<b>Goal 1 – Transportation</b> .....	13
<b>Goal 2 – Stormwater Management</b> .....	17
<b>Goal 3 – Energy, Environment, and Climate</b> .....	19
<b>Goal 4 – Land Use and Airport Compatibility</b> .....	21
<b>Goal 5 – Finance and Administration</b> .....	22
Implementing the Strategic Plan .....	25
Appendix: Sample Staff Work Plan Template for Tracking Strategic Plan Implementation .....	26

# Executive Summary

City/County Association of Governments of San Mateo County (C/CAG) is proud to present its first-ever Strategic Plan. The 2024-2029 Strategic Plan sets a clear and actionable roadmap for C/CAG, focusing on critical areas that affect the quality of life in San Mateo County. Through targeted goals, strategic initiatives, and strong partnerships, C/CAG is committed to driving positive change, addressing current and future challenges, and ensuring a resilient and prosperous future for all communities within the County.

Created with the guidance and input of many stakeholders—including C/CAG members, staff, and community partners—the Strategic Plan highlights C/CAG’s commitment to collaborative, sustainable, and equitable solutions for countywide challenges. Through the planning process, C/CAG conceptualized, defined, and organized its purpose, charge, and priorities for the next five years. At the core of the process is the Strategic Plan Framework, which lays out the organization’s mission, core values, and vision statements.


## Mission, Vision, and Core Values

### MISSION



C/CAG provides a collaborative forum for all jurisdictions in San Mateo County to pursue our goals for a safe, equitable, and accessible multi-modal transportation network and an environmentally sustainable, 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 are committed to meeting the needs of today’s communities without compromising the ability of future generations to meet their own needs.

**Innovation** – We are driven by continuous improvement.

Building on these foundational elements, the Strategic Plan articulates five goals, as well as ongoing responsibilities, specific objectives, and performance measures.

## 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 an integrated watershed management approach
- 

### 3. Energy, Environment, and Climate

Support water and energy conservation efforts and improve environmental quality and 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.

The Strategic Plan will be reviewed biennially by the C/CAG Board to assess progress, identify challenges, and make necessary adjustments. A detailed work plan template will be used by C/CAG staff to monitor and report on the implementation of goals and objectives, ensuring accountability and alignment with long-term strategies.

C/CAG invites all San Mateo County stakeholders—including residents, community-based organizations, local governments, and funders—to actively engage with its initiatives. Participation in Board and committee meetings, advocacy, collaboration on local projects, and staying informed through the C/CAG website are encouraged. By working together, we can create a sustainable, thriving future for San Mateo County.

# Introduction

City/County Association of Governments of San Mateo County (C/CAG) was founded in 1990 as a Joint Powers Authority, tasked with working on issues that affect the quality of life in San Mateo County. As the Congestion Management Agency and County Transportation Agency for San Mateo County, C/CAG oversees State and Federal transportation funds and implements the Congestion Management Program to reduce auto-related congestion. Additionally, C/CAG manages the Countywide Water Pollution Prevention Program, ensuring compliance with the Municipal Regional Permit and oversees regional stormwater projects. C/CAG also acts as the Airport Land Use Commission for the County, implementing the three compatibility plans. Furthermore, C/CAG supports energy efficiency and climate initiatives through the Energy Watch and Regionally Integrated Climate Action Planning Support programs. **C/CAG member agencies include the County of San Mateo and each of its 20 cities:**

Atherton	East Palo Alto	Millbrae	San Mateo
Belmont	Foster City	Pacifica	San Mateo County
Brisbane	Half Moon Bay	Portola Valley	South San Francisco
Burlingame	Hillsborough	San Bruno	Woodside
Colma	Menlo Park	San Carlos	
Daly City			

**C/CAG currently has a staff of 12 full-time employees, a highly engaged Board of Directors, and nine standing committees with 123 seats:**

1. Administrator’s Advisory Committee
  2. Airport Land Use Committee
  3. Bicycle and Pedestrian Advisory Committee
  4. Congestion Management and Environmental Quality Committee
  5. Congestion Management Program Technical Advisory Committee
  6. Finance Committee
  7. Legislative Committee
  8. Stormwater Committee
  9. Resource Management and Climate Protection Committee
- Together, the C/CAG staff, Board, and committees serve a diverse, dynamic array of communities that call San Mateo County home.

## Purpose of the Strategic Plan

This is C/CAG’s first Strategic Plan, and it comes at an exciting time for the organization. The Strategic Plan will help C/CAG examine and refine its purpose, priorities, values, and commitments to member jurisdictions and the communities of San Mateo County. As the guiding document for the organization’s work over the next five years, this Strategic Plan will be a roadmap to help meet the association’s goals: maintaining a robust, safe, connected, equitable and accessible multimodal transportation system; promoting integrated green infrastructure and regional watershed management to help communities manage stormwater and climate risk; enhancing the quality of the local environment and boosting community resilience to climate change; meeting the County’s housing and economic development goals while addressing airport safety impacts; and ensuring adequate funding and effective systems to support the organization’s work and mission.

# Strategic Planning Process

From January through June 2024, the project team (led by C/CAG Executive Director and Deputy Director with consultant MIG) engaged the C/CAG staff, Board, committee members, and community partners in a series of meetings, one-on-one interviews, focus groups, and working sessions to build this Strategic Plan. Our planning process included four phases:

## Phase 1

### Assess the Current Landscape and Future Priorities

Defined shared outcomes for the process and identified the key issues and priorities that C/CAG should focus on in the future. Input was gathered through a comprehensive document and data review, community partner focus group, staff and Board survey, and Board member interviews.

## Phase 2

### Create the Plan Framework

Developed and refined the organization’s vision, mission, and core values, and developed goals for the next five years. Reviewed and refined these elements with staff and Board members through a series of workshops, as well as presentations to six C/CAG committees.

## Phase 3

### Develop Strategies

Developed strategies to meet these goals, and the accompanying performance measures that will serve as milestones along the way. Assessed and clarified the strategies and performance measures with staff and Board members through a series of workshops.

## Phase 4

### Prepare the Strategic Plan

Completed the draft and final plan. Reviewed and revised the draft Strategic Plan with staff, Board members, committees, and the public through an online commenting platform.

## Next Steps in the Strategic Plan Process

Once the Strategic Plan is adopted by C/CAG’s Board of Directors, it will continue to be refined in an ongoing review process. Every two years, the Board will revisit the Strategic Plan to review progress, make changes, and encourage alignment.

Going forward, the Strategic Plan will inform the work plans of C/CAG staff, as well as the organization’s budget and committee structure.

# Major Challenges and Opportunities Facing San Mateo County

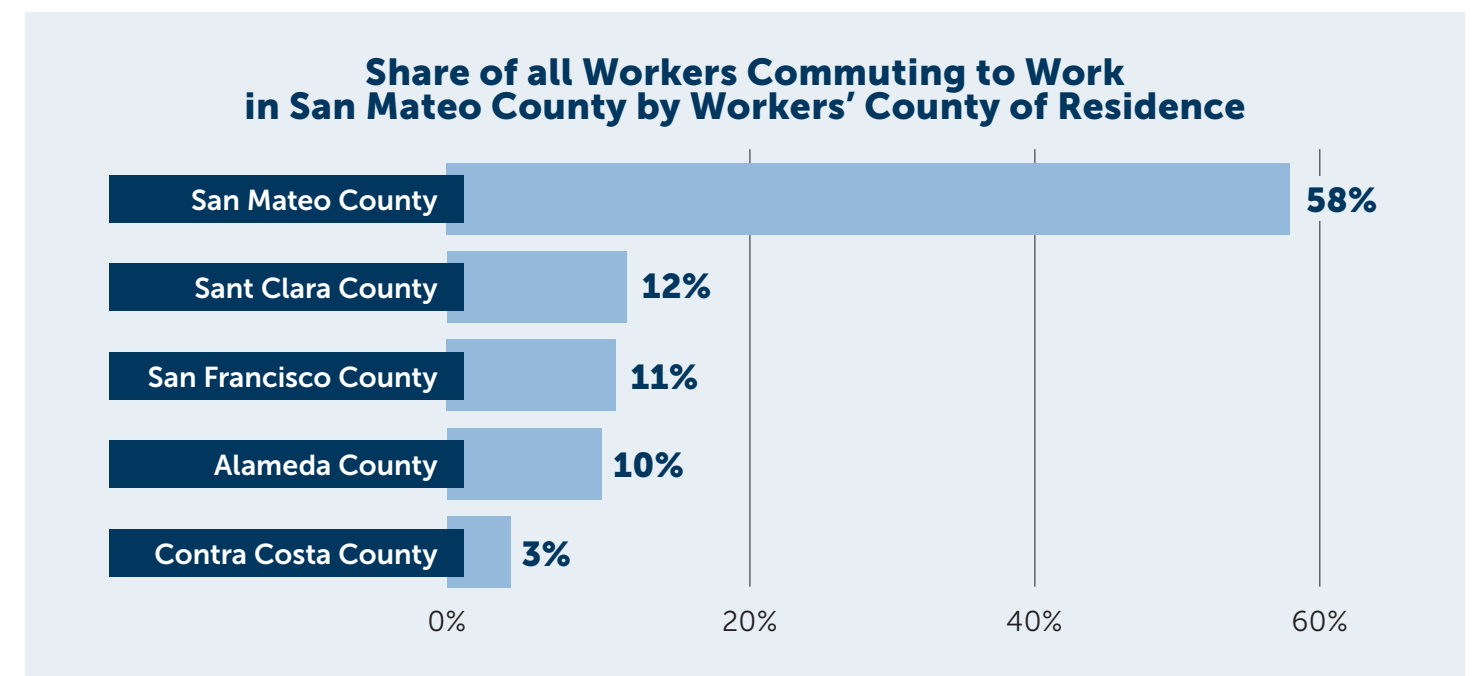
In Phase 1 of the strategic planning process, the Project Team assessed the current conditions of San Mateo County, projected trends, and future priorities of C/CAG stakeholders, including Board and committee members, staff, and partner organizations. Through a series of interviews, focus groups, surveys, workshops, and other conversations, stakeholders identified several critical issues affecting San Mateo County and the broader Bay Area region, many of which require a convening organization like C/CAG to help coordinate and address. Below is a brief look at these issues, challenges, and opportunities as they relate to C/CAG key work areas, including land use, transportation, stormwater management, and climate resilience.

**Over the coming decades, the number of residents and jobs in the County and broader Bay Area region is projected to grow substantially.** San Mateo County is home to many major employers in biotech, information technology, and professional and business services. Many of the industry sectors driving the current regional economy are expected to continue to grow, adding more jobs in San Mateo County communities and across the Bay Area region. The Metropolitan Transportation Commission (MTC)'s Plan Bay Area 2050 projects that San Mateo County communities will gain an additional 90,000 jobs by 2050—total employment in the County is projected to top 500,000 jobs by that time. MTC also projects that the number of households in San Mateo County could grow by half (49%) by 2050, due in large part to expected job growth.<sup>1</sup> This means additional pressures on an already strained housing market, roads, and infrastructure, and on commute times.

**Managing the growing commute will be vital to help current residents, and especially low-income residents of color, stay in their communities.** The pandemic slowed and temporarily reversed the levels of traffic congestion experienced by San Mateo County commuters, some of whom travel on roads with the greatest amounts of congestion in the entire Bay Area region. Recent U.S. Census estimates show that nearly one in five workers (19%) who live in San Mateo County may be working from home at least part of the workweek.<sup>2</sup> But equity analyses in recent C/CAG reports highlight the growing disparities in commute times—lower wage workers of color, who are more likely working in-person service positions and have fewer options outside of driving based upon their work schedules and home and job locations, are spending more time getting to work than white workers.

Longer commutes persist even for workers of color with higher incomes and educational backgrounds, likely due to the residential patterns of communities which require workers of color to commute longer distances from home to work than white workers.<sup>3</sup> C/CAG has been able to use its position as a Joint Powers Authority and Congestion Management Agency for San Mateo County to help improve the commute experience on

a regional scale and provide better access to transportation alternatives for low-income commuters. Recent improvements include creating smart transportation technology corridors to help manage traffic flows, improving equitable access to express lanes by funding passes for low-income drivers, expanding transportation alternatives, and enhancing the availability of connections between mobility options.



<sup>1</sup> The Final Blueprint: Growth Pattern, Plan Bay Area 2050, updated January 21, 2021  
<sup>2</sup> Commuting Characteristics by Sex, U.S. Census Bureau American Community Survey 5-year estimates Subject Tables, 2022  
<sup>3</sup> Segregation and Mobility: Why Commuting Times Differ According to Race, Philadelphia Fed, September 15, 2022

**Meeting State and regional climate goals will require convincing residents to shift their mode of travel from single occupancy vehicles to other forms of mobility.**

Nearly 40 percent of greenhouse gas (GHG) emissions in California come from transportation, according to the California Air Resources Board.<sup>4</sup> While GHG emissions are declining statewide, the 2030 statewide emissions reduction target set by the California state legislature is equivalent to eliminating all current transportation emissions. To meet regional and statewide GHG emissions reduction targets, San Mateo County residents must reduce single-occupancy vehicle use, switch to clean energy vehicles, and adopt alternative transportation methods. However, 68 percent of San Mateo County workers commute to their jobs by car, 59 percent as solo drivers.<sup>5</sup> Though this percentage is below pre-pandemic rates of car travel, when far fewer people worked from home, major county roads and highways are experiencing growing congestion as people begin to shift back to the office. Rates of transit use, declining for several years, remain low. Given that one in three San Mateo County residents say they work in the same community they live in (31%), and 66 percent say they work within San Mateo County,<sup>6</sup> there is a large pool of workers traveling locally who may be persuaded to use other methods of travel and get out of their cars.

**Key to this shift will be improving safety while traveling for pedestrians and bicyclists.** Post pandemic, communities are experiencing higher rates of collisions

and serious incidents between cars and pedestrians or bicyclists.<sup>7</sup> This may be especially true for pedestrians and bicyclists of color, who are more likely to be hit and/or killed during collisions than white pedestrians and bicyclists.<sup>8</sup> Convincing more residents to choose alternatives to driving means creating safe corridors for children, families, and workers to walk, bike, and use transit and multi-modal options to travel to destinations in their neighborhoods and farther away. Local Safe Routes to School plans suggest that there are several factors needed to improve the safety of pedestrians and bicyclists and expand access to and use of alternatives to driving. These include expanding infrastructure that supports safe walking and biking; local partnerships between schools, community organizations, and cities to understand the unique barriers students, families, and neighbors experience; and ongoing funding and support for education and “encouragement events” like Bike to School Day to build a culture around using active transportation.<sup>9</sup> Another opportunity is the forthcoming implementation of a micro-mobility (bikeshare/scooter share) pilot program in key areas of San Mateo County.

**Congestion may increase around San Mateo County airports as flight activity returns to pre-pandemic levels and demand for commercial and residential development continues near local airports.** As the Airport Land Use Commission for San Mateo County, C/CAG is charged with making sure that new development in neighborhoods in the vicinity of its three airports

does not risk the safety of community members. C/CAG must also ensure that it promotes the safety of aircraft passengers and employees by protecting the navigable airspace around the Half Moon Bay, San Carlos, and San Francisco International (SFO) airports. Currently, an average of 1,300 flights operate each day in and out of SFO airport, with peak travel times in the morning, early afternoon, and evening hours.<sup>10</sup> While flight volumes are projected to remain flat at Half Moon Bay and San Carlos airports in the coming years, the Federal Aviation Administration estimates that commercial flight operations at SFO will return to pre-pandemic levels by 2025, and by 2030 will grow by 15 percent, with projected flights at the airport totaling 540,000 for the year, or an average of 1,480 flights per day.<sup>11</sup>

**San Mateo County communities are already experiencing the impacts of climate change, with the most underserved communities at the greatest risk for flooding and extreme heat.**

San Mateo County is the most at-risk county in the state with respect to projected impacts of sea level rise. Under a mid-level scenario of 3.3 feet of sea level rise, the total assessed value of properties countywide that could experience flooding by 2100 is estimated at \$34 billion. Recent increases in the number and intensity of atmospheric river and bomb cyclone storm events in the Bay Area has resulted in catastrophic flooding in many communities, and residents are finding themselves underprepared to respond to and recover from these climate related hazards. During the “New Years Eve” storms of 2023, major roadways in San Mateo County were shut down due to severe flooding, including U.S. Route 101, and State Routes 1 and 92. Among San Mateo residents most at risk from sea level rise—those who live in communities three feet above the high tide line—half are people of color.<sup>12</sup> Many live in lower income and under-resourced communities where residents do not have extra savings or insurance to cover property losses to flooding or sea level rise. A recent Stanford study determined that many households in these communities are at risk of increased financial instability, homelessness, or bankruptcy if they needed to cover the costs of flood damage to their homes and property.<sup>13</sup>

Though the most obvious impacts of flooding occur above ground, new studies show that emergent groundwater is a growing concern in San Mateo County, where sea level rise forces saltwater intrusion into underlying aquifers. Emergent groundwater can damage critical below ground utilities, putting all communities at risk of more frequent service outages during flood events. Properties may also become more susceptible to liquefaction near the Bay, and contaminated sites will be a growing threat to water quality. Erosion along Highway 1 and on coastal community roadways is also an ongoing issue, as homes and roads have in some cases literally sluffed off into the sea.

On the other side of extremes, the increasing number of high heat days in the region is a pressing concern for many residents and community partners, especially those in highly developed areas with limited tree canopy. These areas may see as many as 62 high heat days (temperatures greater than 85 degrees Fahrenheit) by 2045, according to heat projection data from the Stanford Future Bay Initiative. Many of these communities will experience more frequent extreme heat days as well, where the daily high reaches above 100 degrees Fahrenheit.<sup>14</sup> Extreme heat also has disproportionate health impacts on under-resourced populations, including young people and seniors, people who have pre-existing health conditions, and those who don’t have access to climate-controlled conditions at home, work, or in personal automobiles.



4 Current California GHG Emission Inventory Data, California Air Resources Board, 2023 Edition  
5 Commuting Characteristics by Sex, U.S. Census Bureau American Community Survey 5-year estimates Subject Tables, 2022  
6 Commuting Characteristics by Sex, U.S. Census Bureau American Community Survey 5-year estimates Subject Tables, 2022  
7 More cyclists are being killed by cars. Advocates say U.S. streets are the problem, David Schaper, NPR, May 25, 2022  
8 American Road Deaths Show an Alarming Racial Gap, The New York Times, April 26, 2023

9 San Mateo County Safe Routes to School Annual Report, 2021-2022  
10 SFO Flight Patterns and Operations, FlySFO.com  
11 Federal Aviation Administration, Terminal Area Forecast, 2022  
12 Why Environmental Justice Is Crucial in Climate Resilience: Just Look at New Sea Level Rise Predictions, Ezra David Romero, KQED, February 23, 2022  
13 Stanford Researchers Show Sea Level Rise May Worsen Existing Bay Area Inequities, Stanford News, 2021  
14 California Heat Assessment Tool

62 High Heat Days  
Communities in San Mateo County experience up to 62 high heat days a year

**Complex and interrelated countywide and regional problems need to be addressed with regional, multi-benefit solutions.**

Community organizations argue that adapting for changing climate conditions will require both physical and social infrastructure changes to stabilize, adapt, and improve conditions for “frontline communities” to ensure that no one is left behind.<sup>15</sup> As identified by C/CAG’s Stormwater Program, there is a significant need to advance collaborative strategies to address these impacts in a coordinated and equitable fashion and that puts the needs of the most vulnerable communities front and center. Through multi-scale, multi-benefit stormwater infrastructure projects, as envisioned by C/CAG’s Sustainable Streets Master Plan, Regional Collaborative Program, and OneWatershed approach, green stormwater infrastructure solutions can help reduce risk, promote resilience in communities on the frontlines of climate change impacts, and achieve maximum benefit for infrastructure investments.

**Implementing organizational equity goals will require broad support and ongoing commitments from community members and leaders, organization staff and board members, countywide leadership, and beyond.**

There is a long and documented history of underinvestment in low-income, unincorporated, and majority people of color communities in San Mateo County. C/

CAG recently completed and adopted an ambitious equity planning framework, which includes prioritizing resources and activities in areas with the greatest need, to ensure these communities have resources to thrive. C/CAG is also assessing its work and future projects for equity implications, and focusing on building realistic and real partnerships with communities and organizations to ensure projects reflect community needs.

**An ongoing, sustainable funding source is needed to cover the costs of C/CAG’s coordination of these key regional issues.**

C/CAG convenes and coordinates many regional projects and work, and often serves as a pass-through funder for state and federal government grants and funding to local jurisdictions in the region. This often means that there is limited funding for the organization itself to cover its coordination, facilitation, and technical support for the projects and programs supported by C/CAG staff. The costs associated with C/CAG’s work have grown faster than the funding available to the organization, limiting what C/CAG staff are able to provide to develop and build many complex regional projects and to achieve countywide program goals. Continued legislative advocacy to support additional funding, consideration of increased dedicated revenue through countywide funding mechanisms, as well as changes to grant funding guidelines, is needed to fully fund C/CAG’s broad portfolio of work.



C/CAG celebrates funding from then-Assembly Member Mullin for bicycle planning along El Camino Real. (Image credit: C/CAG)



As a countywide agency working across transportation, land use and housing, stormwater pollution and water, energy, and climate change, C/CAG commits to help rectify historic harms, underinvestment, and existing disparities associated with these program areas. We will remove systemic barriers and improve outcomes for those in greatest need and center the voices of EFA demographics through all relevant aspects of our work.

If we are successful in advancing equity around topics and issues associated with our programs and responsibilities, C/CAG will optimize the community benefits of our work, create greater community inclusion, and trust, and bring San Mateo County closer to a more equitable future.



(C/CAG 2023 Equity Framework Report, pp55-56)



(Image credit: C/CAG)



# Strategic Plan Framework

The strategic planning process includes a set of elements designed to help an organization conceptualize, define, and organize its purpose, charge, and activities. At the core of the process is the Strategic Plan Framework, which is a structured and iterative approach to determining the vision, goals, and future work priorities of an organization, with each element building from what was determined before it. The Framework's foundational elements are the vision, values, and mission statements, which serve to clarify the

organization's purpose, desired future, and goals. The framework includes subsequent tiers for the objectives and actions needed to meet those goals and provides space to determine their implementation.

This section provides definitions for the key elements of the Strategic Plan Framework and lays out the mission, vision, and core values determined by C/CAG through this process, which serve as the foundation for the rest of the Strategic Plan.

## Definitions



### MISSION

is the purpose and associated responsibilities C/CAG's members and staff hold as an organization.



### VISION

is C/CAG's preferred future—where the organization strives to be.



### CORE VALUES

reflect what C/CAG members consider to be significant and important.



### GOALS

represent statements of direction toward the organization's desired future in its five key work areas.



### ONGOING RESPONSIBILITIES

reflect the "evergreen" objectives that



continue to be part of C/CAG's work.

### PRIORITY OBJECTIVES

are specific and measurable statements of action that reflect what C/CAG hopes to achieve.



### PERFORMANCE MEASURES

are specific measurements of progress toward the goals and objectives.



### ACTIONS

are a prioritized list of steps need to take to accomplish the goals and objectives.



### THE ACTION PLAN

identifies the timeframe needed to complete actions, as well as the responsible parties and required resources.

## Mission, Vision, and Core Values

### MISSION



C/CAG provides a collaborative forum for all jurisdictions in San Mateo County to pursue our goals for a safe, equitable, and accessible multi-modal transportation network and an environmentally sustainable, 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 are committed to meeting the needs of today's communities without compromising the ability of future generations to meet their own needs.

**Innovation** – We are driven by continuous improvement.



The C/CAG Board of Directors includes 21 members, with one representative from each city (20) and the County. (Image credit: C/CAG)

# Goals, Ongoing Responsibilities, and Specific Objectives

## Goal 1. Transportation

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



C/CAG works with local and regional partners to promote mode shift—encouraging people to use public transit and active transportation modes when possible. (Image credit: Silicon Valley Bicycle Coalition)

## Goal 1 Ongoing Responsibilities

### Planning

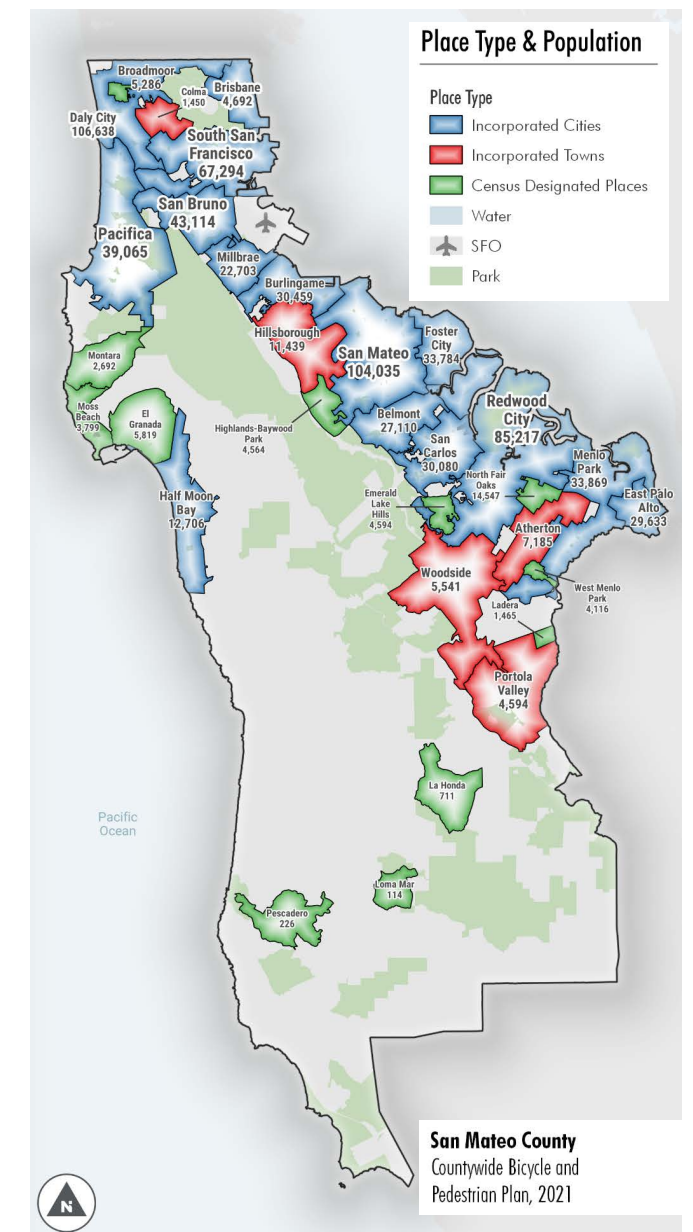
- Support regional transportation planning efforts while working in close collaboration with key partners such as the San Mateo County Transportation Authority, San Mateo County Transit District, and California Department of Transportation.
- Coordinate with the San Mateo County Office of Education on Safe Routes to Schools planning and activities.
- Coordinate with transit and shuttle providers to ensure the seamless integration and interoperability of new technologies during the project planning phase.
- Provide technical assistance to member jurisdictions on transportation modeling, vehicle miles traveled analysis, and programming of federal funds.
- Support regional data collection and analysis.

### 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 the lifespan of Smart Corridor and Express Lane program assets while minimizing 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.
- Support strategic planning and coordination to secure major regional investments.



San Mateo County jurisdictions and populations. (Image credit: Toole Design)

## Goal 1 Specific Objectives

### Short Term (0 - 2 years)

- 1.1 Facilitate the Transportation Development Act Article 3 FY24-25 Call for Projects (2024 and every two years thereafter).
- 1.2 Collaborate with the TA to craft an Automated Vehicle Strategic Plan (2024).
- 1.3 Conduct a call for projects for Cycle 7 of Lifeline Transportation Funds (2024 and every two years thereafter).
- 1.4 Implement a successful micro-mobility (bikeshare/scooter share) pilot program in the recommended geographic areas, leading to a countywide program (2025).
- 1.5 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).
- 1.6 Update the Congestion Management Plan (CMP) (2025 and every two years thereafter).
- 1.7 Conduct a call for projects for the Measure M Countywide Transportation Innovative Grant (2025 and every three years thereafter).
- 1.8 Complete San Mateo Countywide Local Roadway Safety Plan (2025 and every five years thereafter).
- 1.9 Support the MTC RTP Plan Bay Area 2050 Update (2026).
- 1.10 Complete County Transportation Plan Update, including setting targets to increase bicycle and pedestrian mode shares (2026).
- 1.11 Construct the 92/101 Area Improvements project (2026).
- 1.12 Complete biannual STIP Programming (2026 and every two years thereafter).
- 1.13 Update the San Bruno/South San Francisco Community Based Transportation Plan (2026).
- 1.14 Develop a feasibility study for automated vehicle pilot programs (2026).
- 1.15 Participate in guideline development for One Bay Area Grant Cycle 4 process (date TBD).

### Medium Term (2 - 5 years)

- 1.16 Update the Countywide Bicycle and Pedestrian plan (2027).
- 1.17 Develop a Measure M Implementation Plan that covers FY26/27 to FY30/31 (2027 and every five years thereafter).
- 1.18 Complete construction of a Smart Corridor system in SSF, Brisbane, Daly City, and Colma (2027).
- 1.19 Revise the Congestion Relief Program Strategic Plan (2027 and every four years thereafter).
- 1.20 Develop a Countywide Adaptive Traffic Signal Synchronization Plan (2027).
- 1.21 Continue planning and design of the US 101/SR92 Interchange Direct Connector Project and SM101 Managed Lanes North of I-380 project (2028).
- 1.22 Strengthen and update countywide CMP Transportation Demand Management policy, including supporting strategies for the Coastside (2029).
- 1.23 Plan and design 3.7 miles of buffered bike lanes along El Camino Real in San Bruno and Millbrae (2029).
- 1.24 Leverage Smart Corridor infrastructure to increase the utilization for Transit Signal Prioritization, Emergency Vehicle Preemption, adaptive traffic signal synchronization, and other technologies (2029).

### 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

- Completion of the County Transportation Plan update with mode shift targets (proportion of trips made by transit, shuttles, high occupancy vehicles, biking, and walking). Track targets in biannual CMP update.
- Completion of the update of a countywide Bike and Pedestrian Plan.
- Funding (design and/or construction) of 15 miles of new/upgraded bicycle and pedestrian facilities.
- Implementation of the countywide Congestion Management Plan Transportation Demand Management (TDM) policy. All jurisdictions have integrated TDM policy

requirements into the development review process, either through adopting the C/CAG TDM Policy or securing exemptions for their own local policies. Non-exempt jurisdictions are submitting TDM checklists to C/CAG, and exempt jurisdictions are notifying C/CAG of applicable projects.

- Implementation of the LRSP/Vision Zero plan to reduce traffic-related fatal and severe injuries by implementing the Transportation Safety Advisory Committee and strategies in Plan with a goal of at least 5% reduction in first five years.
- Percent of grant funds allocated to Equity Priority Communities/Equity Focus Areas.



Regional partners celebrate the opening of the San Mateo 101 Express Lanes enhancing travel for commuters and transit operators. (Image credit: Caltrans)

## 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

- Continue to lead countywide and regional collaboration on cost-effective stormwater permit compliance and innovative solutions for climate adaptation.
- Support efforts to adapt the street network to better address rainfall and heat related climate change impacts.
- Plan and help 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 five-year term contracts with consultants and coordinating annual compliance.

- Explore Risk-based Integrated Water Management.
- Leverage existing work force development programs to support ongoing operations and maintenance needs for green stormwater infrastructure.

#### Funding

- Secure dedicated stormwater funding for water quality compliance and infrastructure implementation.
- Secure dedicated stormwater funding for water quality compliance and infrastructure implementation.
- Seek funding for multi-benefit watershed-scale green infrastructure.



Bioretention/rain garden (Image credit: C/CAG)

### Goal 2 Specific Objectives

#### Short Term (0 - 2 years)

- 2.1 Clarify roles of C/CAG, One Shoreline, and the Resource Conservation District of San Mateo with respect to stormwater management (2025).
- 2.2 Explore options to provide operational support to Orange Memorial Park project in South San Francisco (2026).
- 2.3 Establish the Pilot Bulk Rain Barrel Rebate program as an ongoing program in conjunction with the Bay Area Water Supply & Conservation Agency (2026).
- 2.4 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).

#### 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 and identify opportunities to further advance OneWatershed integration with wastewater and water supply systems (2030).
- 2.13 Develop a fully operational OneWatershed Climate Resilience Infrastructure Program with funding and institutional structures (2030).

### Goal 2 Performance Measures

- Annual compliance for all 22 San Mateo County co-permittees with the Municipal Regional Stormwater Permit.
- Installation of 3,000 residential rain barrels/ cisterns by 2030 through the rain barrel rebate program.
- Support the completion of at least three sustainable streets projects in Equity Priority Communities.
- Fund completion (through construction) of at least five priority sustainable streets projects by 2030.
- Initiation of schoolyard greening/resilience investments in at least ten school districts, including at least five high-need districts, by 2035.
- Completion of Countywide OneWatershed Climate Resilience Strategic Plan by 2028.
- Support completion of next three priority regional multi-benefit OneWatershed projects by 2030 (San Bruno I-280-380, Redwood City Red Morton Park, and Belmont Twin Pines Park).
- Completion of the next three OneWatershed Community-Led Planning efforts in priority watersheds identified through OneWatershed Framework and Strategic Plan with conceptual designs completed by 2028.
- Capturing of 100 million gallons/year of stormwater for beneficial use or groundwater recharge through regional-scale OneWatershed infrastructure projects by 2035.

# Goal 3. Energy, Environment, and Climate

Support water and energy conservation efforts and improve environmental quality and 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 the Regionally Integrated Climate Action Planning Support (RICAPS) program resources and technical assistance.

- Initiate carbon neutrality planning.
- Integrate multiple mitigation and adaptation planning approaches where feasible.
- Support expansion of renewable alternative energy sources such as solar and green hydrogen.

### Operations

- Promote conservation and expansion of potable water resources through conservation and use of recycled water.
- Promote the installation of battery vehicle 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.



C/CAG invests in green infrastructure including at school sites throughout the County. (Image credit: C/CAG)

## Goal 3 Ongoing Responsibilities cont.

### 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 priority efforts.
- Secure ongoing funding.

## Goal 3 Specific Objectives

### Short Term (0 - 2 years)

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

### Medium Term (2 - 5 years)

- 3.5 Secure funding to implement the Laundry to Landscape Program (2027).

- 3.6 Assist local jurisdictions in developing and implementing Climate Action or Carbon Neutrality Plans through the Regional Climate Action Planning Suite program (2029).
- 3.7 Implement the Carbon Neutrality Plan (2029).
- 3.8 Support and track implementation of VMT/GHG-reducing projects or programs (2029)
- 3.9 Explore opportunities to increase tree canopy (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 in alignment with State carbon neutrality target year 2045.
- Referral of 90 building energy efficiency projects to third-party contractors through the San Mateo County Energy Watch, annually.

## 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 Committee meetings. ✖

- Manage Airport Land Use Committee/ 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 (2025). ✖
- 4.2 Support cities with Transit-Oriented Communities compliance (2026).
- 4.3 Support cities with securing HCD Pro Housing Designation (2026).

#### Medium Term (2 - 5 years)

- 4.4 Support cities with their Housing Elements (2029).
- 4.5 Update ALUCPs within three years of final Caltrans Aviation Handbook update (date TBD). ✖

### Goal 4 Performance Measures

- Certification of housing element for every jurisdiction.
- Number of member agencies that have secured HCD's Pro Housing determination.
- Completion of update San Carlos ALUCP to address childcare use in Safety Zone 6. ✖

✖ Objective is specific to airport-related land use compatibility rather than broader land use work.

## 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 and committees.
- Increase visibility of C/CAG's accomplishments and contributions.
- Enhance employee training and development.
- Maintain financial accountability and transparency, ensuring responsible stewardship of funds.

### Goal 5 Specific Objectives

#### Short Term (0 - 2 years)

- 5.1 Review C/CAG standing committee structure for efficiencies (2025).
- 5.2 Implement financial planning and forecasting processes to support long-term sustainability (2025).
- 5.3 Prepare a communication plan for keeping the public updated on C/CAG projects and programs (2026).
- 5.4 Create an online data dashboard to showcase C/CAG's accomplishments (2026).
- 5.5 Create and maintain committee guidebook that includes procedures, work plans, and key documents (2026).
- 5.6 Streamline internal processes, such as contract management and grant compliance (2026).

- 5.7 Create and implement a community outreach public awareness strategy (2026).
- 5.8 Update C/CAG website to make information more readily accessible to the public and local agencies and include new performance tracking capabilities (2026).

#### Medium Term (2 - 5 years)

- 5.9 Substantially complete implementation of Equity Action Plan and begin its next update (2027).

#### Long Term (5+ years)

- 5.10 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).
- Initiation of planning activities to renew and increase the Measure M vehicle registration fee to ensure ongoing funding for C/CAG program administration and project delivery.
- Implementation of the Equity Action Plan.

## ALIGNMENT OF C/CAG COMMITTEES AND STRATEGIC PLAN GOAL AREAS

C/CAG’s bylaws established standing committees that assist in accomplishing the organization’s goals. Each committee is comprised of relevant subject matter experts and includes local elected officials, public agency staff, and community members.

### 1. Airport Land Use Committee

C/CAG serves as the Airport Land Use Commission and delegates day-to-day operations and state-mandated planning processes to a 13-member committee. This committee—comprising representatives from ten cities, San Mateo County, and the aviation community—advises on updating Airport Land Use Compatibility Plans (ALUCPs) and addressing land use compatibility issues for the county’s three airports.

### 2. Bicycle and Pedestrian Advisory Committee (BPAC):

Provides advice and recommendations to the C/CAG Board of Directors on matters relating to bicycle and pedestrian improvement projects. The BPAC advises the C/CAG Board on priority projects for funding through the Transportation Development Act Article 3 grant program and the One Bay Area Grant program

### 3. Congestion Management and Environmental Quality Committee (CMEQ):

Advises the C/CAG Board on traffic congestion, travel demand, land use and transportation planning, air quality, energy conservation, and other environmental issues in San Mateo County. The committee includes nine elected officials and representatives from the business and environmental communities, transportation agencies, SamTrans, Caltrain, MTC, BART, and one general public member

### 4. Finance Committee

Oversees C/CAG’s investment portfolio, ensuring the safety of principal, liquidity, and optimal yield. As per the C/CAG Investment Policy adopted in 2013, the portfolio is reviewed at least quarterly and adjusted as needed

### 5. Legislative Committee

Advises the C/CAG Board on state legislation, ballot measures, and bill positions. It monitors relevant bills during the legislative year, recommends positions, liaises with C/CAG’s legislative lobbyist, and suggests bills for lobbying. For high-priority issues, the committee may seek legislative sponsors for beneficial bills. It also collaborates with staff and the Federal Legislative Advocate to track federal policies and funding opportunities for C/CAG projects

### 6. Stormwater Committee:

Provides policy and technical advice and recommendations to the C/CAG Board and direction to technical subcommittees on all matters relating to stormwater management and compliance with associated regulatory mandates from the State Water Resources Control Board and San Francisco Bay Regional Water Quality Control Board

### 7. Resource Management and Climate Protection Committee (RMCP):

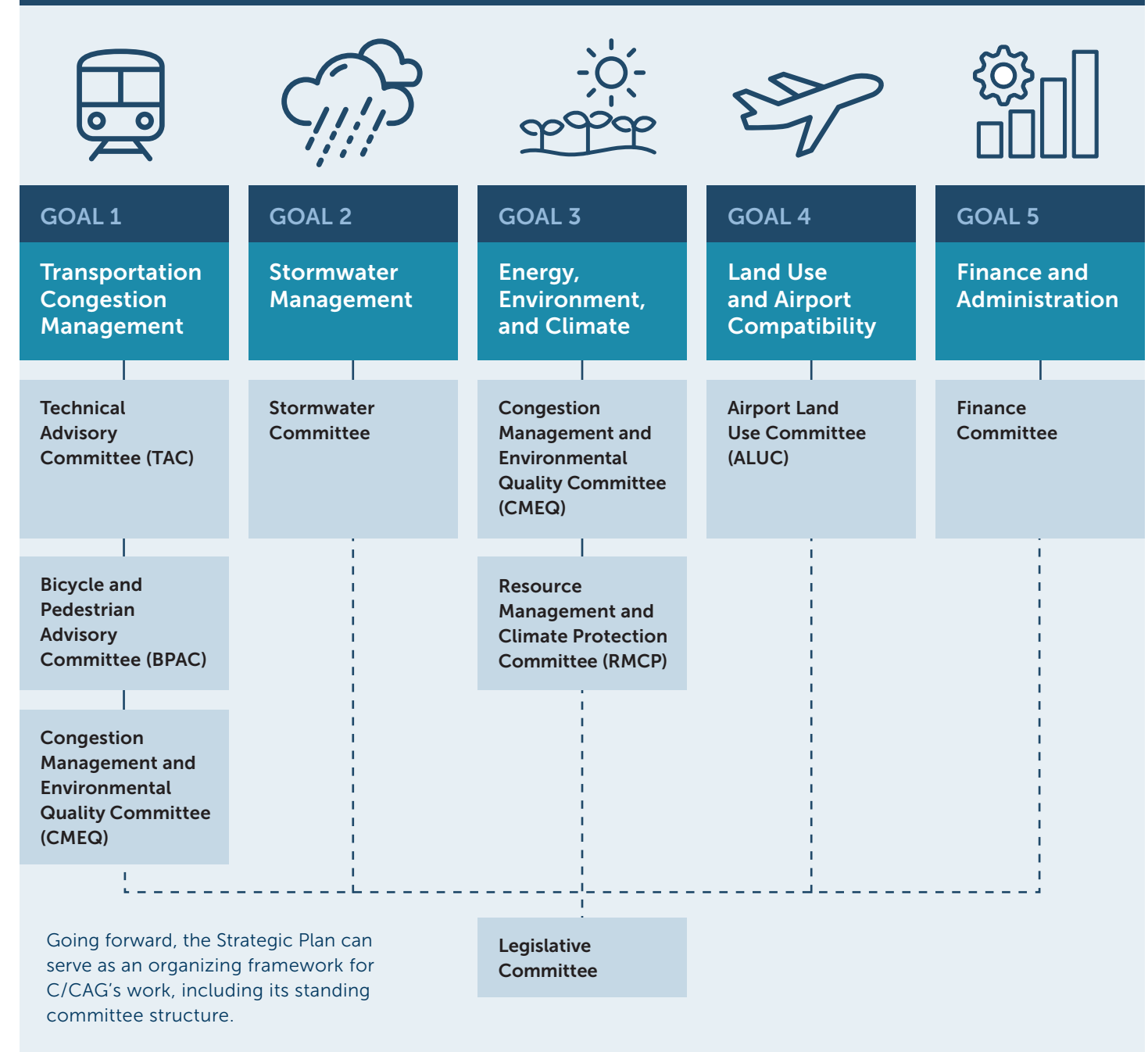
Consists of 13 members: seven elected officials and six representatives from energy, water utility, nonprofit, business, and environmental sectors. Initially the Utilities Sustainability Task Force, it developed the San Mateo County

Energy Strategy, adopted countywide in 2009. RMCP advises CMEQ and the C/CAG Board on resource conservation and climate action, monitors the San Mateo County Energy Watch and Regionally Integrated Climate Action Planning Suite, and integrates equity into resource conservation and climate actions, focusing on workforce development, accessibility, and community-based organization inclusion.

### 8. Technical Advisory Committee (TAC):

This is a Staff Committee composed of engineers and technical staff who provide professional recommendations to the CMEQ Committee and C/CAG Board regarding transportation and air quality issues, the Congestion Management Plan, and Countywide Transportation Plan.

At present, C/CAG committees align with the goals of the Strategic Plan in the following ways:



# Implementing the Strategic Plan

To effectively advance its mission, vision, and goals, C/CAG will establish a clear implementation process for the Strategic Plan.

A work plan template (see Appendix) is available for C/CAG staff to customize, helping them monitor the progress of each Strategic Plan goal, ongoing responsibility, and specific objective. Each action will have a "lead" staff member responsible for collecting and analyzing the necessary data to measure its effectiveness. The lead will also provide periodic progress reports to C/CAG's leadership and Board, ensuring overall implementation is overseen and accountability is maintained. This process should streamline existing efforts rather than add to staff workloads, addressing structural challenges as staff complete their regular work plans.

Staff will also be responsible for preparing biennial reports to the Board on Strategic Plan progress. This will give the Board regular opportunities to evaluate implementation progress, discuss lessons learned, and identify strategic priorities for the next five years. In this way, C/CAG will continue its commitment to collaboration, accountability, and innovation into the future.

Achieving the vision, goals, and objectives outlined in the Strategic Plan will require commitment and collaboration from partners across San Mateo County. C/CAG invites all San Mateo County stakeholders to:

- **Engage:** Learn more about C/CAG's initiatives and get involved.
- **Participate:** Attend C/CAG Board and committee meetings to voice your insights.
- **Advocate:** Spread the word about C/CAG's efforts within your community.
- **Collaborate:** Seek opportunities to partner with C/CAG on local projects.
- **Explore:** Visit <https://ccag.ca.gov/> for the latest updates and information.

C/CAG looks forward to partnering with its stakeholders to create a sustainable, thriving future for San Mateo County.



County leaders celebrate the groundbreaking of a segment of the MidCoast Trail. (Image credit: C/CAG)

## Appendix: Sample Staff Work Plan Template for Tracking Strategic Plan Implementation

For each of the specific objectives under the five goals, C/CAG staff can prepare a work plan using the format shown below or something similar. Recognizing that many of the goals and objectives are long-term in nature, the work planning template indicates the phasing of each task:

- **Short term actions** will be completed within 0-2 years
- **Medium term actions** will be completed within 2-5 years
- **Long term actions** will be completed within 5 or more years

As part of this detailed planning, staff can assign roles for each action, using position names for the lead responsible person and the individuals who will support implementation.

### Example

#### Goal 1: Transportation

**Objective 1.1:** Facilitate the Transportation Development Act Article 3 FY24-25 Call for Projects.

Actions/ Tactics	Timeframe			Lead Staff	Support Staff	Resources Allocated
	Short 0-2 yrs	Med 2-5 yrs	Long 5+ yrs			
1.1a						
1.1b						
1.1c						
1.1d						



CITY/COUNTY ASSOCIATION OF GOVERNMENTS  
OF SAN MATEO COUNTY (C/CAG)

# STRATEGIC PLAN 2024-2029