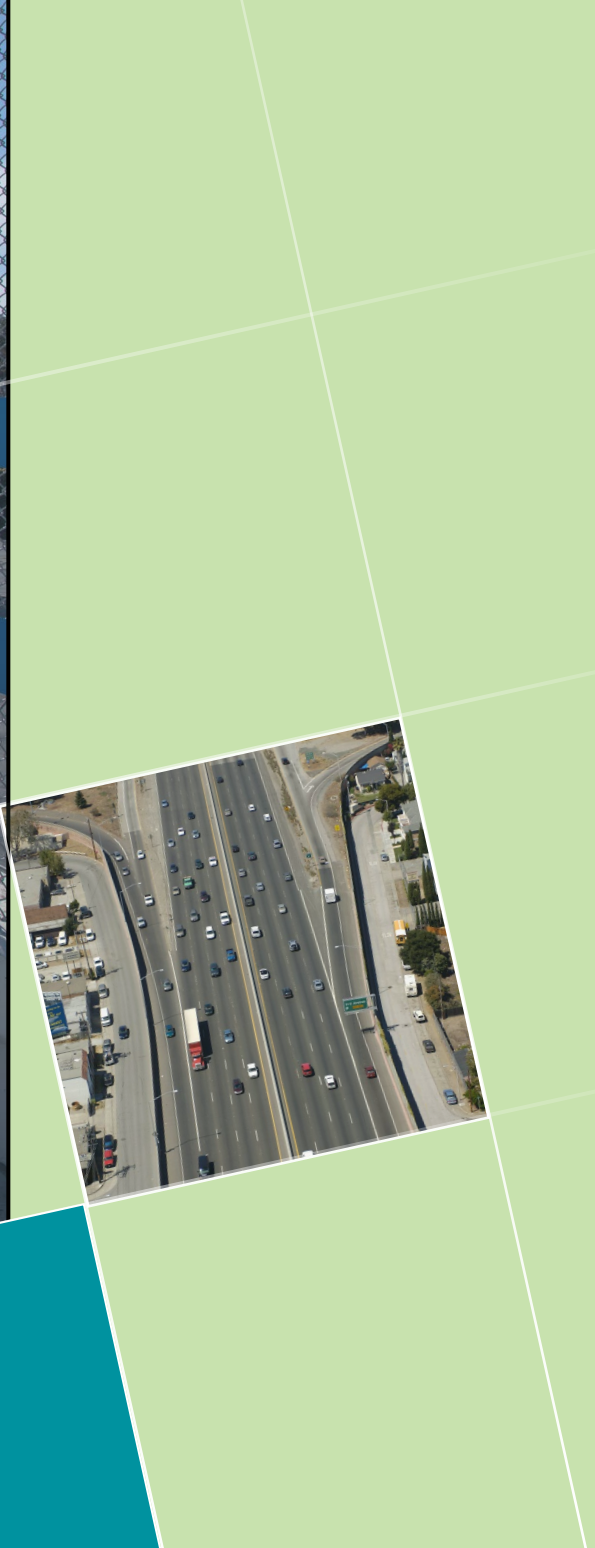




SAN MATEO COUNTY
**Transportation
Authority**

Strategic Plan 2014-2019



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From the Executive Director



This report, as is the case with any activity of the San Mateo County Transportation Authority (TA), is a testament to the farsightedness and civic-mindedness of the people of San Mateo County. Since 1988, this community has been willing to pay for transit and transportation programs – everything from freeway lanes to bicycle paths – that will maintain and improve the quality of life we hold so dear.

The TA and its supporting legislation have enjoyed overwhelming support at the ballot in 1988 and again in 2004. This support is, in reality, a remarkable show of understanding that as we all contribute, we all benefit. If the TA helps to fund metering lights or auxiliary lanes on US 101, it helps traffic on the freeway and on side streets, and improving traffic on a major roadway helps drivers everywhere. If the TA funds alternative projects, such as bicycle and pedestrian paths or ferries, it takes cars off the road and reduces pollution, to the benefit of someone who may never ride a bicycle, take a hike or ride a ferry.

The eagerness with which the public has supported the TA is reflected in the enthusiasm of the cities and the county in their pursuit of funding from the Measure A programs. If the projects and programs are the outcome of the TA's activities, the competition for funding for those projects and programs is the centerpiece of the TA's activities. And it is, to a significant degree, at the heart of this Strategic Plan, intended to direct the TA through 2019. We have gone through a detailed and critical analysis of how the TA delivers to our community – reaching out in an unprecedented manner to stakeholders, cities, transportation agencies, would-be sponsors and our ultimate constituency, the public we serve.

The result is the meticulously thoughtful raising of issues facing the TA and its delivery of the funds with which it is charged as steward. In an equally detailed and thoughtful manner, the Strategic Plan offers a series of recommendations to improve the interaction between the agency and those seeking funds for projects and programs.

We hope you find this Strategic Plan helpful in understanding the TA and its role in our community, and a useful guide to how best to make the fullest use of the resources available from the Measure A revenues.

A handwritten signature in black ink that reads "MJ Scanlon". The signature is written in a cursive, flowing style.

Michael J. Scanlon
Executive Director

Section 1: Introduction and Background



Section 1: Introduction and Background

In 1988, San Mateo County voters approved Measure A, a 20 year half-cent sales tax to fund and leverage additional funding for transportation projects and programs in San Mateo County. The approval of Measure A created the San Mateo County Transportation Authority (TA) to manage and administer the sales tax revenues generated. The TA is governed by a seven-member Board of Directors on the administration of the Transportation Expenditure Plan (TEP). The Board of Directors sets the overall policy direction for the TA and is comprised of: two Board members appointed by the Board of Supervisors; four Board members representing the North County, Central County, South County and cities at-large, as appointed by the Cities Selection Committee; and one Board member appointed by the San Mateo County Transit District. The 15-member Citizens Advisory Committee, appointed by the Board, serves as a liaison between the public and the Board of Directors.

San Mateo County is one of 20 “self-help” counties in California that chose to tax itself in order to help address the county’s transportation needs. As a self-help county, the TA has been able to accelerate the completion of major projects by bridging funding gaps, leveraging other fund sources, and providing 100 percent of project funding, where necessary. The 1988 Sales Tax Measure expired on December 31, 2008.

In 2004, 75.3 percent of San Mateo County voters reauthorized the Measure A half-cent sales tax and a new TEP for an additional 25 years (2009 – 2033). The TEP describes programs and projects, as identified by the cities, local agencies and citizens of San Mateo County, and includes funding for multiple modes to help meet the county’s transportation needs.

The TEP requires the TA to develop a Strategic Plan and to update the Strategic Plan every five years.

This current plan is developed for 2014-2019.

The purpose of this planning update is to review and modify the policy framework, where appropriate, to help guide programming and allocation decisions for Measure A funds.

This update provides:

- Funding prioritization and evaluation criteria for the selection of candidate projects; and
- Procedures for sponsors to initiate and implement projects

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

Section 2: Measure A Program 2009-2033



Section 2: Measure A Program 2009-2033

The 2009 – 2033 Measure A Program began on January 1, 2009, continuing to generate sales tax revenues in San Mateo County for transportation facilities, services and programs. The voter-approved TEP sets the program categories and percentage split of the sales tax revenues to each of the program categories described below.

Funding is identified for six primary program categories: Transit, Highways, Local Streets/ Transportation, Grade Separations, Pedestrian and Bicycle, and Alternative Congestion Relief Programs. Each category is designated for a percentage share of the total projected revenues, as illustrated in **Figure 1** below.

2.1 2004 Expenditure Plan Goals

The goals of the 2004 Expenditure Plan are to:

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

2.2 Program Category Details

A description and purpose of each program category is described in **Table 1** on the next page. The Measure A program is estimated to generate \$1.5 billion (in 2004 dollars) over the life of the program.

Figure 1: 2004 Measure A Expenditure Plan

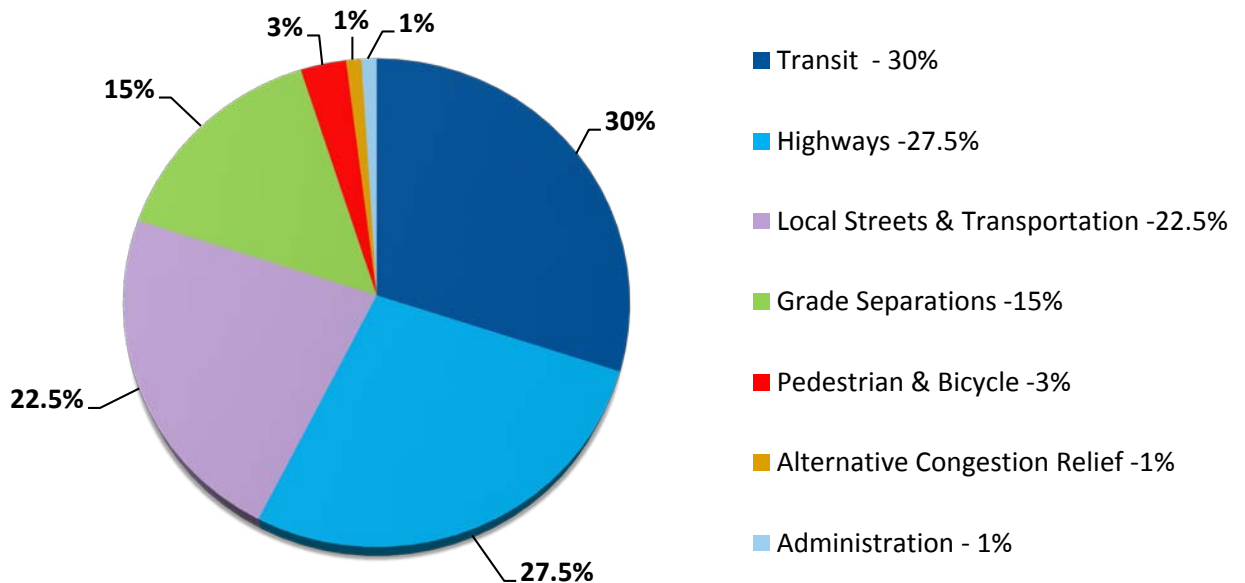


Table 1: Program Category Details

Program Category	Description	Purpose	Estimated Sales Tax (in 2004 dollars)
Transit			
<i>Caltrain (16%)</i>	Existing commuter rail system providing train service in San Francisco, San Mateo and Santa Clara counties	Upgrade and expand Caltrain systemwide services/San Mateo County specific improvements; up to one-half of funds may be used to support operations	\$240.0 million
<i>Local Shuttles (4%)</i>	Transit services provided with vehicles that are typically larger than vans and smaller than buses	Meet local mobility needs and provide access to regional transit	\$60.0 million
<i>Accessible Services (4%)</i>	Targeted transportation services for people that have special mobility needs	Provide paratransit and other transportation services to eligible seniors and people with disabilities	\$60.0 million
<i>Ferry (2%)</i>	Transit service provided by vessels on waterways	Establish ferry services in San Mateo County	\$30.0 million
<i>Dumbarton Corridor (2%)</i>	A key corridor connecting the East Bay with the Peninsula identified for future commuter rail service	Construct stations and rail enhancements in East Palo Alto, Menlo Park and Redwood City	\$30.0 million
<i>BART (2%)</i>	Existing heavy rail system providing train services in San Francisco, San Mateo, Alameda and Contra Costa counties	Maintain and operate BART extension in San Mateo County	\$30.0 million
Highways			
<i>Key Congested Areas (17.3%)</i>	Highways in San Mateo County	Reduce congestion and improve safety on highways	\$260.0 million
<i>Supplemental Roadways (10.2%)</i>	Local, collector, arterial, state route roadways in San Mateo County	Reduce congestion and improve safety on roadways	\$153.0 million
Local Streets / Transportation (22.5%)	Transportation services, roadways owned and maintained by the cities and County of San Mateo	Improve and maintain local transportation facilities and services	\$337.5 million
Grade Separations (15%)	Eliminate at-grade railroad crossings/ upgrade existing grade separation	Improve safety and relieve local traffic congestion	\$225.0 million
Pedestrian and Bicycle (3%)	Pedestrians and bicycle facilities	Encourage walking and bicycling	\$45.0 million
Alternative Congestion Relief Programs (1%)	Commuter alternatives and Intelligent Transportation Systems	Efficient use of transportation network and reduce reliance on automobiles	\$15.0 million

Note: Up to 1% of funds used for administration

The TEP outlines restrictions in the use of Measure A funds to target funding to transportation projects in San Mateo County and maximize the leveraging of other funding. The restrictions include:

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

The TEP further provides that “listed” projects are to be included in each Strategic Plan. A listed project is a capital project that the TA has programmed Measure A funding from the Call for Projects selection approach or from a Special Circumstance request. The TA can de-program funding for a project, and thus remove a listed project from the Strategic Plan, if requested by the project sponsor or if a sponsor fails to meet its obligations under the terms and conditions of the funding agreement for the project.

An inventory of listed projects is contained in **Appendix B**. Note, the inventory of listed projects is not intended to be a comprehensive list of projects selected for funding from all of the Measure A programs, nor an inventory of all projects eligible for Measure A funds in the future. Going forward, the list in **Appendix B** will be updated as needed, and included in each subsequent Strategic Plan.

2.3 Accomplishments for Past Five Years

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

New Processes and Plans

The TA established the Call for Projects processes for selecting projects and allocating Measure A funds for the highway, grade separation, pedestrian/bicycle and shuttle programs. The TA also completed the New Measure A Program Short-range Highway Plan (2011-2021), the Shuttle Business Practices Guidebook, and helped fund the San Mateo County Comprehensive Bicycle and Pedestrian Plan.

Key Projects Funded

Measure A has funded a number of key projects throughout the county to meet the goals of the 2004 Expenditure Plan including:

- ***Transit***
 - Caltrain upgrades and improvements, such as:
 - Caltrain Modernization Program (CalMod) program with Electrification, Positive Train Control (PTC)
 - Ongoing Caltrain State of Good Repair projects
 - Shuttles: The TA helps fund a robust shuttle system to provide critical first-and last-mile access to regional transit and meet local mobility needs
 - Ferry: South San Francisco Ferry Terminal construction
- ***Highway***
 - Reconstruction of Broadway Interchange at U.S. 101 (Burlingame)
 - State Route 1 San Pedro Creek Bridge Replacement Project (Pacifica)
 - U.S. 101 Auxiliary Lane Project, from Marsh Road to Embarcadero Road (Menlo Park to Palo Alto)
- ***Grade Separation*** - San Bruno Grade Separation Project
- ***Pedestrian/Bicycle***- Ralston Avenue/U.S. 101 pedestrian and bicycle bridge (Belmont)

- *Alternative Congestion Relief (ACR)*
 - Peninsula Traffic Congestion Relief Alliance’s countywide transportation demand management (TDM) work programs
 - *Connect Redwood City* TDM effort focused in Redwood City

outlook for Fiscal Year (FY) 2014 through 2019 was performed as part of the development of the Strategic Plan. The following section details the forecasted annual revenues through FY 2019.

Forecasted Measure A Revenues

The budgeted FY 2015 sales tax revenue receipts are estimated to be \$72 million; each subsequent fiscal year estimate assumes a conservative 1.0 percent growth rate. **Table 2** below provides the estimated total revenues each year, and **Figure 2** provides the percentage breakdown for each category.

2.4 A Financial Look Ahead (2014-2019)

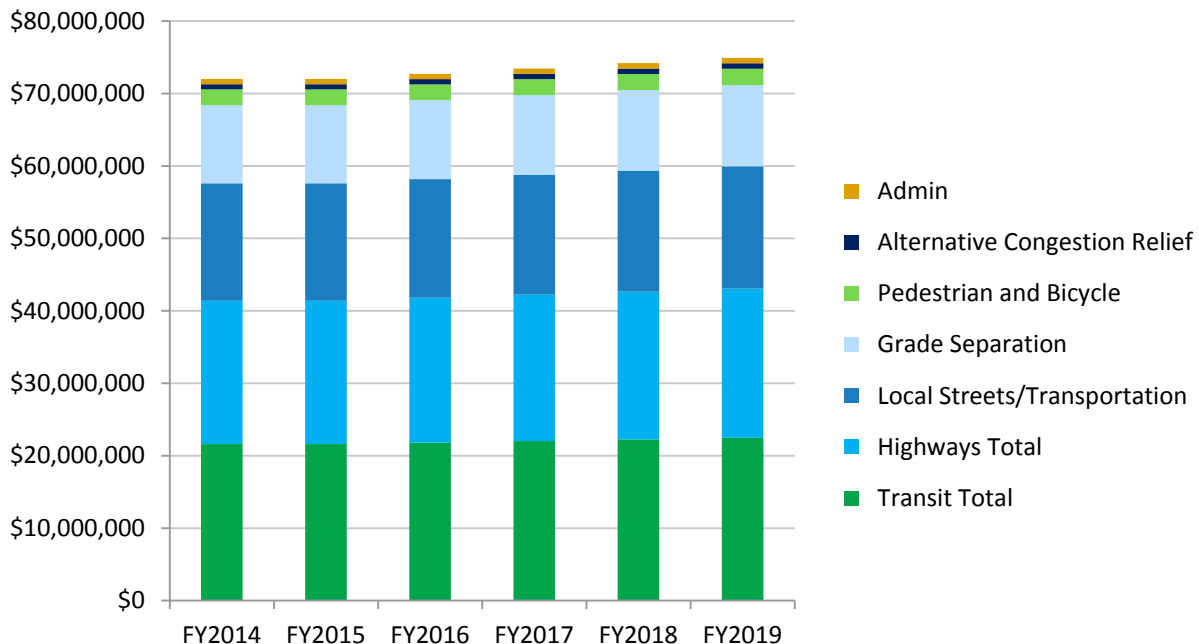
Although the Strategic Plan covers 2014- 2019 calendar years, financial projections are made by fiscal year. A review of the Measure A financial

Table 2: Annual Measure A Revenues (FY2014-2019)

	FY2014*	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Measure A Revenues (\$M)	\$72.0	\$72.0	\$72.7	\$73.4	\$74.2	\$75.0

Note: Fiscal Year (FY) 2014 adopted budget is \$72 million. In addition, the currently available unprogrammed new Measure A balance is \$63 million.

Figure 2: Annual Measure A Revenues

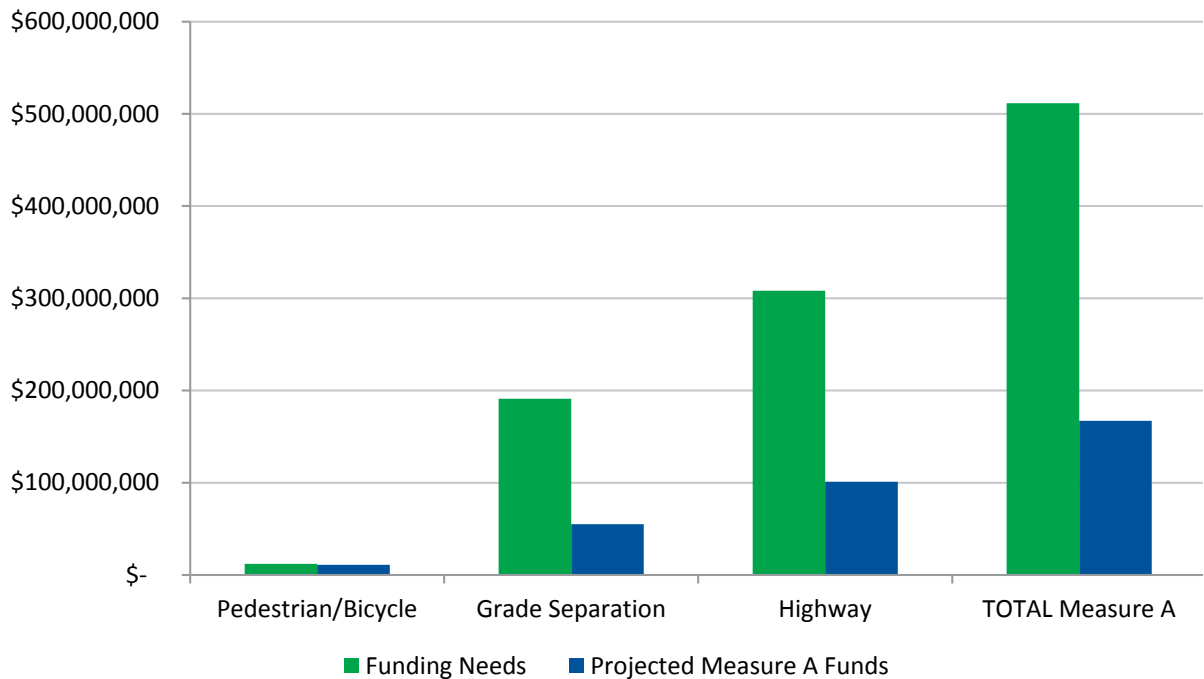


Measure A Financial Outlook

The forecasted need for pipeline projects in the grade separation, highway, and pedestrian and bicycle categories, not including funding requests for new projects that may be proposed, could exceed \$500 million over the next five years, as shown in **Figure 3** below. Pipeline projects reflect those capital projects in these

three categories previously programmed and allocated Measure A funds, and whose sponsors are expected to request additional funding for project completion. The estimated Measure A receipts for these categories, estimated at \$167 million through Fiscal Year 2019, will be insufficient to deliver these projects through completion.

Figure 3: Potential Funding Needs and Allocations for Pipeline Pedestrian/Bicycle, Grade Separation, and Highway Programs for 2014-2019



Section 3: Plan Development Process



Section 3: Plan Development Process

This section describes the efforts that were undertaken to develop the Measure A Strategic Plan 2014-2019. These efforts included review of existing project selection and project implementation processes, demographics and travel data trend analysis, and stakeholder outreach.

3.1 Review of Existing Project Selection and Implementation Processes

A review of the existing project selection process, including an assessment of the evaluation criteria used to prioritize projects and an examination of the project initiation and implementation processes, were conducted to determine where improvements are needed.

3.2 Demographics and Travel Data

An analysis of the demographic data was conducted to better understand current and future population and employment growth

patterns and travel trends, including current and future mode share and trip growth, as projected changes could influence program policies.

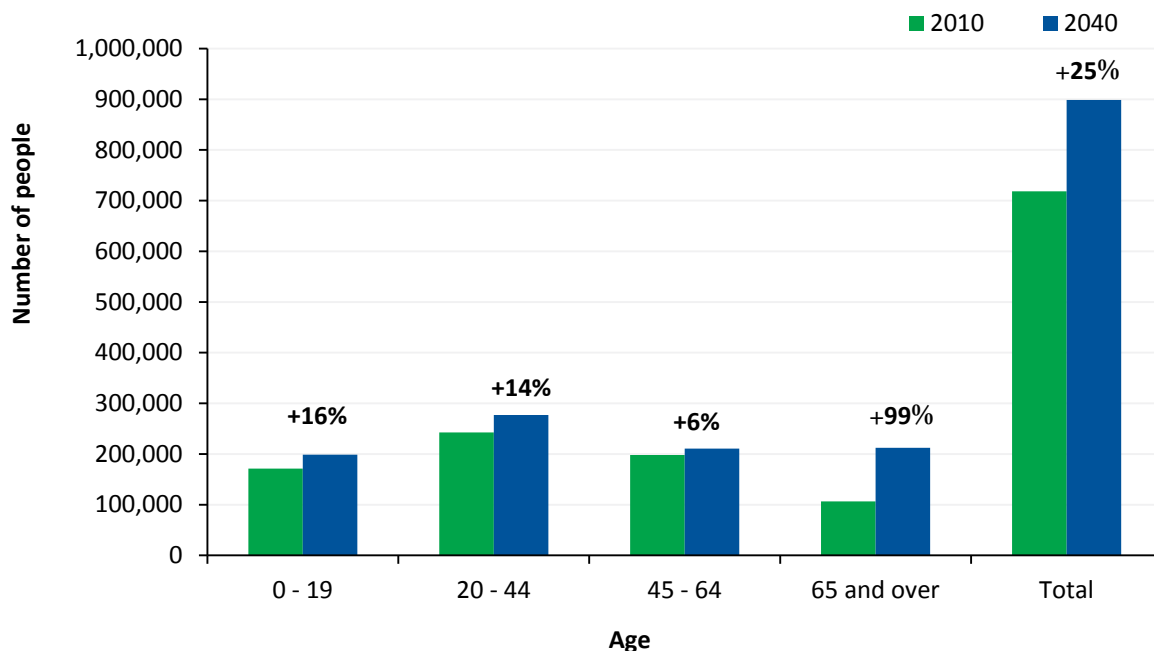
Demographic Trends

In 2010, San Mateo County had 718,454 residents and 331,931 jobs. Between 2010 and 2040, San Mateo County is projected to increase in population by 25 percent and employment to increase by 34 percent.

Population by Age

From 2010 to 2040, the senior population (65 and older) is expected to almost double, an increase of more than 100,000 residents in that age group. This indicates that there will be growing pressure on transit and accessible services to meet the needs to the senior population in the next 25 years. **Figure 4** shows the total number of people by age group, as well as the percent increase from 2010 to 2040.

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



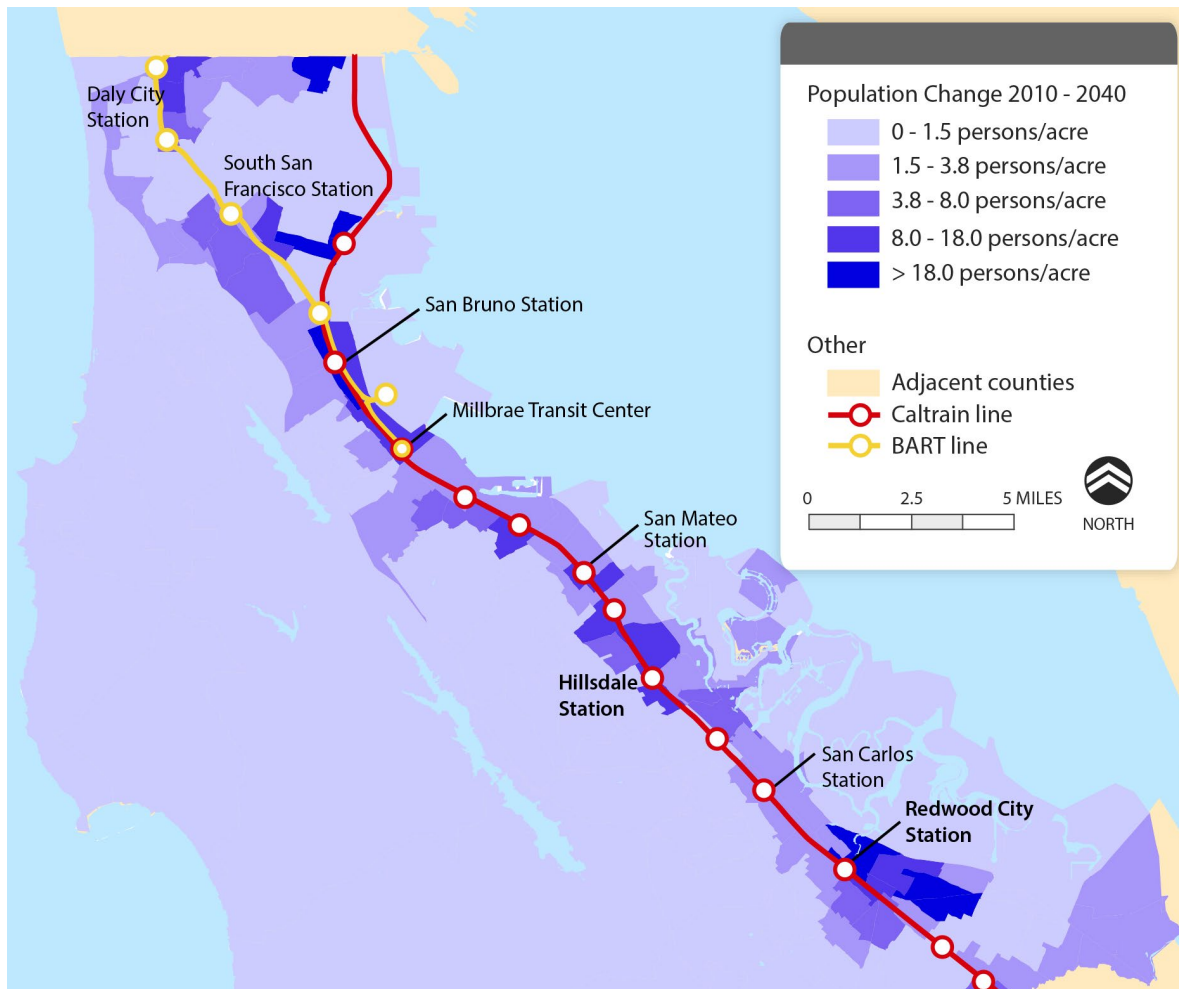
Note: Data based on Association of Bay Area Governments (ABAG) Projections 2013

Population by Geography

Population growth is largely concentrated along the BART and Caltrain corridors as illustrated in **Figure 5** below. Most of the population growth in the county occurs after 2020: population increases by 52,754 residents (7 percent) from 2010 to 2020 and by 127,496 residents (17 percent) from 2020 to 2040.

Figure 6 illustrates the total change in employment growth from 2010 to 2040 by Travel Analysis Zones (TAZs). Areas with high employment growth are in close proximity to BART and Caltrain stations. A comparison of **Figure 5** (population change by geography) and **Figure 6** (employment change by geography) shows that several areas are expected to increase significantly in both employment and population.

Figure 5: Total Change in Population from 2010 to 2040 for San Mateo County by Traffic Analysis Zone (TAZ)



Note: Data based on Association of Bay Area Governments (ABAG) Projections 2013

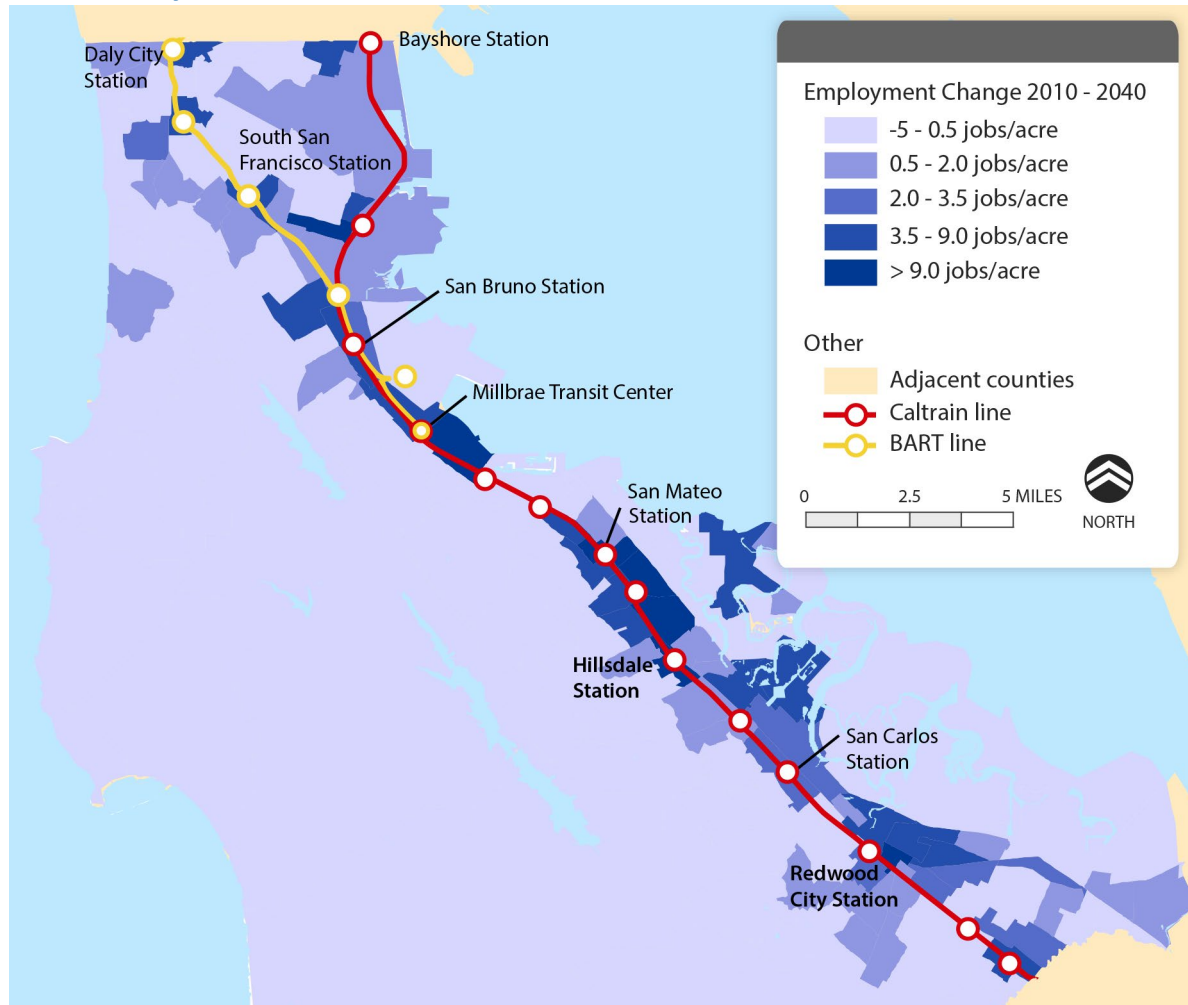
Population and employment growth along transit corridors is based on the Association of Bay Area Governments (ABAG) projection of growth in Planned Development Areas (PDAs) near station areas and anticipated transit-oriented development (TOD). These projected population growth patterns support continued investment in transit access to Caltrain and BART.

Travel Trends

A comparison of 2013 mode share data and 2040 projections during peak periods shows

that transit mode share will increase from 8.0 percent in 2013 to 10.6 percent in 2040. Bicycling and walking mode shares are projected to increase from 12.4 percent in 2013 to 13.7 percent in 2040. These three non-automobile modes currently account for 20.4 percent of the total mode share in San Mateo County. **Table 3** summarizes 2013 and 2040 mode share data during peak periods (morning and evening peaks combined) for San Mateo County.

Figure 6: Change in Employment from 2010 to 2040 for San Mateo County by Traffic Analysis Zone (TAZ)



Note: Data based on Association of Bay Area Governments (ABAG) Projections 2013

Trip Origins and Destinations

The number of trips that occur within San Mateo County is projected to increase by 19 percent between 2013 and 2040. However, the total number of trips that have an origin or destination in San Mateo County is projected to increase by 28 percent. The number of trips to and from San Francisco and Santa Clara Counties will increase by 45 percent from 2013 to 2040. Overall the total number of trips is growing at a faster rate than trips within the county. This may indicate a future trend with longer average trips and travel times.

Traffic Volumes on Major Highway Segments in San Mateo County

Selected highway segments from SR 92, SR 82, I-280, SR 84, and US 101 were evaluated from a countywide travel demand model to develop a snapshot of anticipated growth in traffic volumes on major San Mateo County roadways from 2013 to 2040. On average, traffic volumes on these segments are estimated to increase by 28 percent from 2013 to 2040.

Summary of Findings

The review of demographic and travel trends indicate the following:

- High growth in the number of seniors age 65 and older will put increased pressure on the provision of transit and accessible services in the upcoming years.
- The majority of the population and employment growth in the county will occur along the already congested north/south Highway 101 and Caltrain corridors. Providing multimodal solutions with focus on sustainable practices will be critical.
- The use of transit and pedestrian/bicycle modes will increase in the future, but travel by automobile will continue to be the primary mode of transportation. This suggests a balanced approach to transportation investment will be needed.
- The highway volume analysis indicates continued traffic volume growth on San Mateo County's key congested corridors and highlights that they will continue to be areas of concern in the next 25 years.

Table 3: Current and Projected Mode Share Trends for San Mateo County (Peak)*

	Current (2013)	2020	2040	Difference (2013-2040)
Drive-alone	49.7%	50.4%	48.2%	-1.5%
Carpool	29.9%	28.3%	27.5%	-2.4%
Transit**	8.0%	8.9%	10.6%	+2.6%
Bicycle	2.0%	2.0%	2.3%	+0.3%
Walk	10.4%	10.4%	11.4%	+1.0%

Data from Santa Clara Valley Transportation Authority (VTA) travel model 2013, based on ABAG Projections 2011 that is in the process of being updated to incorporate inputs from the Plan Bay Area Regional Transportation Plan.

*Includes all peak-period trips (a combination of morning and evening peaks) starting or ending in San Mateo County

**Park-and-ride and kiss-and-ride trips are categorized as transit

3.3 Stakeholder/Public Outreach

The Strategic Plan update involved several methods of civic engagement: public stakeholder meetings, an online survey, and a series of public meetings held throughout the county following the release of a draft Strategic Plan update. A key aspect of the outreach program for the Strategic Plan update was to solicit stakeholder input focusing on key issues and how the process could be improved. Engaging stakeholders and the public included the following channels:

- TA website: dedicated page, www.smcta.com/strategicplan, and public meeting announcement on home page
- News releases and follow-up reminders to numerous entities including local media, neighborhood associations, community based organizations, chambers of commerce, mayors, city managers, public works directors, stakeholder outreach contacts, interested parties from prior Call for Projects processes and other TA outreach efforts

Public meeting notices for the Strategic Plan Update were also posted on the following media sites:

- Sustainable San Mateo County website
- San Mateo County Economic Development Association (SAMCEDA) Twitter
- TransForm website
- San Francisco Examiner news article
- Belmont City Manager's weekly update
- San Bruno Patch
- City of Pacifica City Focus
- Fix Pacifica blog
- City of South San Francisco news alerts

Stakeholder Meetings and Questionnaire

A series of stakeholder meetings were held to receive input regarding the existing project selection and implementation procedures for Measure A funds, and how they can be improved. TA staff met with the following stakeholder groups, which represented a wide range of perspectives and interests:

- City/County Association of Governments (C/CAG) Congestion Management Program Technical Advisory Committee (TAC)
- C/CAG Bicycle and Pedestrian Advisory Committee (BPAC)
- Caltrain Citizens Advisory Committee
- SamTrans Accessibility Advisory Committees
- SamTrans Citizens Advisory Committee
- SAMCEDA
- San Mateo County Paratransit Coordinating Council
- TA Citizens Advisory Committee

The following groups were unable to convene during this time period, but were invited to participate in the stakeholder questionnaire:

- Peninsula Traffic Congestion Relief Alliance
- Committee for Green Foothills
- Menlo Park Transportation Management Program
- C/CAG Congestion Management and Environmental Quality Committee (CMEQ)

Summary of Stakeholder Feedback

Stakeholder Meetings

Stakeholders were generally supportive of the current processes for project selection and initiation. Key comments received from stakeholders emphasized the importance and need for flexibility; input on project delivery with respect to sponsor implementation;

concerns regarding limited available funding to deliver large capital projects, and the ability to leverage external revenue sources; the integration of new concepts in light of regional and statewide initiatives; and the establishment of metrics to better determine how projects are meeting Measure A goals.

Stakeholder Questionnaire

The stakeholder questionnaire was distributed to the groups listed above. The stakeholders were asked about their assessment of the TA's performance, alignment of the TEP goals with the county's transportation needs, and preferences for focus on goals and performance measures. While stakeholders clearly indicated that the TEP goals were aligned with the county's needs, the key feedback from this survey included a preference for evaluation criteria to focus on project effectiveness, project need, and to give more consideration to Complete Streets and multimodal access, and finally to explore performance measures such as ridership, cost per traveler, safety, travel time savings, and emissions reduction.

Summary of Public Feedback

The Draft Strategic Plan was released on October 10th for a 30 day public comment period. During this time, four public meetings were held at different locations throughout the county, including Menlo Park (South County), Pacifica (Coastside), San Carlos (Central County) and South San Francisco (North County). The TA also presented the Draft Strategic Plan to the Menlo Park Chamber of Commerce, per request.

Public feedback can be summarized as follows:

- Ensure sufficient coordination with external stakeholders as part of a collaborative approach to solving transportation concerns/issues.
- Greater emphasis should be placed on Complete Streets in the TA's project selection criteria.
- Heightened importance of the pedestrian/bicycle and alternative congestion relief programs in addressing congestion relief and the desire for additional funding.
- The TA also received concerns regarding the Calera Parkway highway project in Pacifica; however, they are beyond the purview of the TA Strategic Plan. Project specific concerns will be addressed separately with the project sponsor.

A summary of stakeholder and public outreach comments and the TA's responses are provided in **Appendix C**.

Section 4: Recommendations



Section 4: Recommendations

Through the plan development and stakeholder outreach process, it was determined that the TA's current processes for project selection and project initiation and implementation generally work well. Project sponsors appreciated the flexibility of the program's project delivery. Some challenges and opportunities do exist, and they are either program-wide or category specific. These are discussed in more detail in the following sections.

4.1 Program-wide Challenges and Opportunities

The Strategic Plan development process identified four main program-wide challenges, which included the following:

Challenge/Opportunity #1 – Project Delivery:

Project delivery and coordination may be impacted by sponsor resources, expertise and funding.

Recommendation: At the onset of a project the sponsor shall coordinate with TA staff to determine the entity that is best suited to implement the project or program. This decision should be based on the size and complexity of the project/program, as well as available sponsor resources and expertise.

Challenge/Opportunity #2A – Integrate Sustainability into Strategic Planning Process:

Sustainability supports programs that build and maintain livable communities and transportation networks, foster social equity by expanding mobility options and providing transportation for residents with mobility impairments, and reduce greenhouse gas emissions and environmental impacts by promoting alternative and active transportation options. Sustainability also can be attained through stronger focus on sustainable design, as well as construction methods.

The TA has an opportunity and obligation as stewards of the county to incorporate sustainability into the decision-making process while appropriately balancing other critical considerations.

Recommendation: Sustainability is already a component of the evaluation criteria in each Call for Projects, and the TA should work to refine the specific sustainability criteria that will be used to award projects, as appropriate.

Challenge/Opportunity #2B – Integrate Complete Streets into Strategic Planning Process:

Complete Streets is defined as “a transportation facility that is planned, designed, operated, and maintained to provide safe mobility for all users, including bicyclists, pedestrians, transit riders, and motorists appropriate to the function and context of the facility.” Complete Streets is also a key selection criterion in federal, state and local regional transportation funding programs. It is important to align the Measure A project selection criteria with these non-Measure A programs in order to maximize the leveraging of external funding sources.

Recommendation: For the highway and grade separation categories, project selection should consider Complete Streets, where contextually appropriate, to benefit all applicable travel modes to the extent feasible.

Challenge/Opportunity #3 – Call for Projects Alignment:

The current Call for Projects process may not align well with anticipated external grant opportunities, with respect to timing and selection criteria.

Recommendation: The Call for Projects processes should be reviewed periodically to make sure they coincide with the timing of external funding programs to better position sponsors to procure additional funds for their projects.

Challenge/Opportunity #4 – Metrics: There is a need to better establish metrics to ensure funded projects are meeting the goals of Measure A and to inform future investment decisions.

Recommendation: The TA should explore and develop improved metrics to determine if funded projects are meeting Measure A program goals. These metrics should be developed in a manner that allows a quantitative approach to evaluate project and program effectiveness. Where quantitative measures are difficult to obtain, qualitative measures should be considered.

4.2 Category Specific Issues and Recommendations

Challenge/Opportunity #1 – Highway and Grade Separation Programs: There is insufficient funding projected to be available through 2019 to deliver highway and grade separation projects that are already in the pipeline. There is a need to balance the delivery of pipeline projects with new projects to be selected for funding.

Recommendation: A Capital Improvement Program (CIP) should be developed for both the Highway and Grade Separation programs to assist in long-term financial planning.

Challenge/Opportunity #2 – Pedestrian/Bicycle Program: A number of stakeholders voiced concerns that 3 percent of Measure A funds is insufficient to meet the pedestrian and bicycle needs for the county. There is insufficient funding available to deliver projects that are already in the pipeline and ensure that funds are available to deliver a future mix of projects throughout the county. The 3 percent share was set by the TEP approved by the voters. Additionally, opportunities to fund pedestrian and bicycle projects are not limited to this program: Complete Streets improvements may be funded from other Measure A programs where appropriate, and external funding sources are also available for pedestrian and bicycle facilities.

Recommendation:

- A CIP should be developed to assist in long-term planning needs for large and complex capital projects.
- The Call for Projects cycle should be adjusted to coincide with regional and state funding programs for pedestrian/bicycle projects. This should better position sponsors to procure additional funds for their projects.

Challenge/Opportunity #3 – Shuttle Program:

SamTrans recently embarked on development of a Mobility Management Plan (MMP) to provide planning guidance for shuttles and other non-fixed-route mobility options. The TA has an opportunity to leverage this planning effort to improve shuttle service and productivity. To take full advantage of this opportunity it is essential to determine who is best suited to plan and administer the shuttle services, as there is a concern that some shuttle services are not as efficient as they should be. Existing performance benchmarks need to be evaluated and updated.

Recommendation: The TA is a funding partner of the SamTrans MMP, and will participate in and leverage this planning effort, including the update and revision of performance benchmarks to evaluate proposed and existing shuttle services. A minimum performance standard should be considered to determine if an existing or a proposed shuttle should be funded by the Measure A program. The TA should work with existing shuttle sponsors to provide guidance/recommendations to improve the productivity of under-performing shuttles. Failure to continuously meet minimum standards over a sustained period of time could result in a recommendation to discontinue funding in future funding cycles.

Challenge/Opportunity #4 – Alternative

Congestion Relief: The relatively small amount of money available to this program (1 percent) to fund commute alternatives and the planning and design of Intelligent Transportation Systems requires that funds be employed in a very efficient manner; this indicates that a coordinated plan of action to govern this program may be needed.

Recommendation: A countywide alternative congestion relief plan will be developed in conjunction with key external stakeholders. The countywide congestion relief plan will form the basis for initiating and selecting projects to be implemented under this program.

Section 5: Programming and Allocation Guidelines



5.0 Programming and Allocation Guidelines

Based on the steps taken to develop the Strategic Plan outlined in section 3.0 and the recommendations in section 4.0, the following guidelines provide a policy framework to inform the programming and funding allocation process for each of the programs or categories over the strategic plan horizon. This section discusses five basic elements of the process:

1. The participants and their respective responsibilities
2. The project selection approach for each program
3. Guidelines for agreement-based programs
4. Guidelines for plan-based programs
5. Guidelines for Call for Projects-based programs

5.1 Program Participants

The designated participants in the Measure A program are the project Initiator, the project sponsors, the project manager/operator and the Transportation Authority. **Table 4** defines the eligibility and the roles/responsibilities of each of the participants. Any party or entity may recommend or initiate a project by submitting it to an eligible sponsor. The expenditure plan identifies the eligible project sponsors as shown in **Table 5**. The sponsors have the ability to designate a project manager/operator. The TA is the agency created by the Measure A Expenditure Plan to administer the sales tax funds, and it has the overall responsibility for the Measure A Program.

Table 4: Participants and Responsibilities

Participant	Eligibility	Roles and Responsibilities
Project Initiator	Any person or entity	<ul style="list-style-type: none"> • Recommend Project to Project Sponsor
Project Sponsor	Identified in expenditure plan for each program category	<ul style="list-style-type: none"> • Submit Funding Request to the TA • Solidify Funding Plan • Coordinate with the TA to Identify Appropriate Implementing Agency • Submit Monitoring Reports • Sign Funding Agreements
Project Manager/Operator	As identified by the Project Sponsor in coordination with TA	<ul style="list-style-type: none"> • Plan Project • Engineer Project • Construct Project • Operate Services • Sign Funding Agreements when Applicable
Transportation Authority	Identified in the expenditure plan as the manager/administrator of the Measure A program	<ul style="list-style-type: none"> • Evaluate and Prioritize Projects • Coordinate with Sponsor to Determine Implementation Lead • Program and Allocate Funds • Monitor Projects / Programs • Sign Funding Agreements

Table 5: Project Sponsors

Program Category	Project Sponsors
Transit Caltrain Local Shuttles Accessible Services Ferry Dumbarton Corridor BART	SamTrans, Peninsula Corridor Joint Powers Board SamTrans SamTrans South San Francisco, Redwood City SamTrans SamTrans
Highways	Caltrans, Cities, San Mateo County, C/CAG
Local Streets/Transportation	Cities, San Mateo County
Grade Separations	SamTrans, Cities, San Mateo County, Peninsula Corridor Joint Powers Board
Pedestrian and Bicycle	Cities, San Mateo County

5.2 Project Selection Approach

As part of the Strategic Plan 2009-2013 development, the TA approved a framework to select and fund projects for each funding category. **Table 6** shows the specific approach used for each program category or sub-category. The programs where project initiators or sponsors submit projects for consideration are governed by a Call for Projects. The TA will issue a formal Call for Projects request and then the project sponsors can elect to submit projects which are then reviewed and evaluated against specific selection criteria. Other program categories are governed by plans which are specifically prepared to identify and prioritize projects on a regional or countywide basis, or by agreements which are specified in the TEP or developed by the TA consistent with the provisions of the expenditure plan.

Table 6: Project Selection Approach

Agreement Based
Accessible Services BART Dumbarton Rail Corridor Ferry Local Streets & Transportation
Plan Based
Alternative Congestion Relief Caltrain
Call for Projects
Grade Separations Highway Pedestrian/Bicycle Shuttles

5.3 Agreement-based

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

- Transit: Accessible Services
- Transit: BART within San Mateo County
- Transit: Dumbarton Rail Corridor
- Transit: Ferry
- Local Streets and Transportation

Transit: Accessible Services

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

Transit: BART

For the Transit: BART within San Mateo County program, as outlined in an agreement with BART, SamTrans and the TA, 2 percent of Measure A sales tax revenues will be allocated to BART on an annual basis.

Local Streets and Transportation Program

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

Transit: Ferry

South San Francisco and Redwood City are the designated sponsors for ferry services. There is an agreement in place for the South San Francisco Ferry Terminal construction, which was completed in 2012. Operating performance standards were established as part of this agreement using MTC's requirements for the use of Regional Measure 2 (RM2) funds. The current service is being monitored in accordance with these requirements.

Transit: Dumbarton Rail Corridor

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

Programming and Allocations Process

The programming and allocations process for the non-competitive programs and projects with committed funding are as follows:

1. Staff Recommendation- Prior to the beginning of each fiscal year (July 1 – June 30), the TA will estimate the amount of projected revenues available for the programs and projects. Based on these estimates, the TA staff will make a programming and allocation recommendation to the Board.
2. TA Board Consideration- The Board will consider the recommendations as part of the annual TA budgeting process. Board approval will allow staff to allocate the money and complete the annual funding commitment.
3. Funding Agreements- Entities in receipt of funds from the agreement-based programs receive funding based on the conditions in their respective funding agreements. The funding agreement outlines the understanding between the funding recipient and the TA regarding the amount of funding, purpose of the funds, payment terms, any applicable reporting requirements, and

other obligations connected to the receipt of funding. BART and recipients of Local Streets and Transportation Program funds receive funding directly from the County Controller.

5.4 Plan-based

The plan-based approach requires the development of a plan for the particular category, which would include a comprehensive list of capital and/or operating projects that need to be implemented to meet the goals of the particular category. The TA and the project sponsor would use the plan to aggressively leverage external funding to implement the entire program.

Alternative Congestion Relief Programs

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

Transit: Caltrain

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

Programming and Allocations Process

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

1. Staff Recommendation- Prior to the beginning of each fiscal year (July 1 – June 30), the eligible project sponsors within these categories will submit funding

requests to the TA, and the TA will consider such requests within the projected revenues available for these programs. TA staff will make a programming and allocation recommendation to the Board.

2. TA Board Consideration- The Board will consider the recommendations as part of the annual TA budgeting process. Board approval will allow staff to allocate the money and complete the funding commitment.
3. Funding Agreements- Prior to receiving any disbursements of funds, the receiving entity will need to execute a funding agreement with the TA. The standard funding agreement outlines the understanding between the funding recipient and the TA regarding the amount of funding, purpose of the funds, payment terms, any applicable reporting requirements, and other obligations connected to the receipt of funding.
4. Progress Report Submittals- Project Sponsors will be required to provide annual progress reports to monitor and document appropriate use of funds.

5.5 Call for Projects

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

- Transit - Shuttles
- Highways
- Grade Separations
- Pedestrian and Bicycle Facilities

Transit: Shuttles

The upcoming MMP to be prepared by SamTrans will serve as a basis to refine the project evaluation and selection process.

Highways

The Highway program consists of two components:

1. Key Congested Areas (KCA) – Specific projects that are defined in the Measure A TEP.
2. Supplemental Roadway Projects (SR) – A partial list of candidate projects that are defined in the Measure A TEP and sponsors may put forward other projects through the Call for Projects process.

The TA Short Range Highway Plan (2011-2021) evaluated the status of candidate KCA and SR highway projects and assessed projected costs and funding availability to help strategize the implementation of the projects. This plan should be periodically updated and used as a guide to develop the highway program CIP.

Grade Separations

Candidate grade separation projects are identified in the TEP.

Pedestrian and Bicycle Facilities

A partial list of candidate projects is identified in the TEP.

Funding Process

The process for receiving funding for new projects is:

1. Call for Projects- The TA will issue a Call for Projects by program requesting Project Sponsor(s) to submit projects for Measure A funding consideration. The frequency of the Call for Projects will differ by program over the 25-year duration of Measure A. The specific funding cycles for the programs are to be determined based on funding availability, program need and program readiness. When scheduling a Call for Projects funding cycle, the TA shall consider the timing of the request in relationship to the timing of other federal, state, and

regional funding programs in order to maximize the opportunities for obtaining funds from these sources.

2. Project Evaluation and Prioritization- The TA assembles Project Review committees to evaluate project applications and proposals. The review is based on criteria outlined in the Call for Projects. There are six general categories of criteria that are considered for project evaluation and selection: Need, Policy Consistency, Readiness, Effectiveness, Sustainability, Funding Leverage as shown listed in **Table 7**. A more detailed listing of example criteria for the competitive funding categories is contained in **Appendix D**. The criteria for each of the competitive funding programs may be modified, subject to Board approval, to retain flexibility and account for new policy directives, initiatives and legislation that further promote TEP goals.

As a first step, the *Need* for a project must be established to be considered for funding. With that basis, the project will be reviewed for Policy Consistency. Is the project consistent with the goals of the TEP and the Countywide Transportation Plan? Does it support the policies of the sponsoring city's General Plan and Specific Plans? How does this project contribute to a larger public goal?

Readiness measures the level of public and stakeholder support and viability of the project to be funded and implemented. Key indicators include the quality of the planning process that occurred to define the project, stakeholder and public support, schedule and project status, and availability of resources to implement the project. Did the sponsor coordinate with the TA to identify the entity best suited to carry out project implementation?

Effectiveness criteria will be used to evaluate the performance merits of the project. If the TA invests in a major highway improvement, how much congestion will be relieved? If it invests in a grade separation, how much does it improve safety and reduce local traffic congestion? If the TA invests in a pedestrian/bicycle bridge, how many pedestrians and bicyclists are going to use it? If it invests in a new shuttle service, how many new riders are going to use it? Effectiveness criteria will help measure benefits against the cost for building and implementing these projects.

Sustainability assesses the impact a project may have on promoting practices that maintain and/or improve the environment on a long-term basis. What is the project’s impact on the immediate ecosystem as well as the greater environment? Can the impacts be mitigated? Does the project support transit-oriented development? Are land use and transportation decisions linked together to achieve efficient

transportation options? To what extent does the project support economic development? Sustainability principles and practices should be considered in the planning, implementation and operation of projects. The 2004 Expenditure Plan specifies that projects which support transit-oriented development will be given priority.

Funding Leverage measures the level of financial commitment to a project and includes consideration for the amount of private sector contribution. Has the sponsor committed matching funds to the project, and if so how much? Does the match include any contribution from the private sector?

While **Geographic and Social Equity** are not criteria for evaluating the merit of individual projects, the Measure A program is a countywide effort that should take into consideration a relative equitable distribution of investments.

Table 7: Project Selection and Prioritization Criteria

Need	Policy Consistency	Readiness	Effectiveness	Sustainability	Funding Leverage
Project Justification	2004 Expenditure Plan	Planning Process	Congestion Relief	Environmental Impact	Matching Funds
	Countywide Transportation Plan	Stakeholder Support	System Connectivity	Support Transit-Oriented Development	
	Regional and Local Plans	Funding Commitment	Ridership	Economic Development	Private Subsidy
			Safety	Complete Streets	
			Value		
			Reliability		

3. Staff Recommendation- Based on review by the Project Review Committee, staff develops project funding recommendations for Board consideration. The recommendations are clearly anchored to the program-specific project evaluation and prioritization criteria.
4. TA Board Approval- The TA Board takes action on the programming of Measure A funding. This ensures commitment to the project. Either concurrent with the programming or in a separate action, the Board will allocate funding as part of the TA's annual budget approval process. This action ensures timely availability of funds.
5. Funding Agreements- Prior to receiving any disbursements of funds, the recipient is required to execute a funding agreement with the TA. The standard funding agreement outlines the understanding between the funding recipient and the TA regarding the amount of funding, purpose of the funds, payment terms, reporting requirements and other obligations connected to the receipt of funding.
6. Monitoring Report Submittals- In order to track progress and ensure appropriate and efficient use of Measure A funds, Project Sponsors are required to submit monitoring reports.
 - a. Capital Projects- For capital projects, Project Sponsors will be required to submit monitoring reports during design development and construction. The content of the reports will be focused on project scope, schedule and budget. Post-construction, the TA will monitor the use and effectiveness of the projects as part of performance metrics that will be used to confirm that plan goals are being met. This information will also be used to inform future investment decisions.
 - b. Operating Projects- For operating projects, Project Sponsors will be required to submit performance reports. Sample performance measures include service effectiveness, service quality and customer satisfaction. This monitoring program will assist the TA in justifying the continued funding for approved operating projects. If performance measures indicate less than acceptable performance, the TA will work with the Project Sponsor to set up a mitigation program and achieve improvements as a condition of continued funding from the Measure A Program.

Section 6: Fund Management



Section 6: Fund Management

In addition to defining the process for programming and funding allocation, the TA is charged with responsibly managing the Measure A transportation sales tax revenues and is actively involved with leveraging funds in order to achieve the goals of the 2004 Measure A Expenditure Plan. The TA will focus on programming and allocating funds to projects as money becomes available as well as maximizing matching funds to increase the total investment in San Mateo County transportation infrastructure and services. The TA will treat requests for the advancement of funds as exceptions to the rule. The advancement of funds must be justified with compelling reasons that offset the impact of financing fees and/or timing of funds to other projects.

6.1 Measure A CIP and Funding Cycles

The TA will develop a CIP to manage the influx of revenues and availability of matching funds with anticipated project expenditures for the competitive capital categories that are funded through the Call for Projects process. The CIP will serve as a basis for determining the specific Call for Projects cycle for each program category. The Call for Projects cycle may differ for each program category over the 25-year duration of Measure A. With the identification of prioritized projects and continued monitoring of local and countywide short- and long-term needs and program readiness, the CIP will be fine-tuned on an on-going basis.

6.2 Matching Funds

Navigating through the network of external funding and securing matching funds is complicated. While existing federal, state and local funding programs are subject to change, a representative summary of these sources that can be leveraged with Measure A funding is contained in **Appendices E1 - E3**. Regional funds are considered as local funds.

Federal

On July 6, 2012 President Obama signed into law a new two-year transportation authorization, entitled Moving Ahead for Progress in the 21st Century (MAP-21) that replaced the former Transportation Equity Act for the 21st Century (TEA-21). MAP-21 furthers several important goals, including safety, state of good repair, performance, and program efficiency. In an effort to streamline and simplify, it consolidated many funding programs.

MAP-21 was set to expire on September 1, 2014; however, an interim extension was granted to provide a short term funding solution. A long-term solution will require the passage of a new transportation act.

Highlighted in **Appendix E1** are numerous federal sources of funding available under MAP-21 for transportation projects. The majority of the sources are allocated following a competitive process. **Appendix E1** also identifies the purpose and administrator for each funding source.

State

Appendix E2 highlights key state sources of funding for transportation projects, and planning studies. Funding under the State Highway Operation and Protection Program, the Transportation Development Act, and State Transit Assistance Funds are allocated by formula. Other State funding programs are competitive either statewide or within the Bay Area region. Notable on this list is the State's Cap and Trade program. As part of its implementation of AB 32 (the Global Warming Solutions Act of 2006), the California Air Resources Board has adopted regulations to establish a new cap-and-trade program to cap the emission of greenhouse gas emissions (GHG) statewide. The State Legislature adopted an FY 2014-15 state budget that included \$872 million in appropriations from cap-and-trade revenue in the budget year as well as percentage-based, continuously appropriated categorical programs

for future year revenues. Roughly 60 percent of future year revenues would be allocated in program areas of concern to the California Transportation Commission (CTC), including 15 percent for public transit capital and operating purposes, 20 percent for affordable housing and sustainable communities, and 25 percent for the proposed high-speed rail network.

Appendix E2 identifies the purpose and administrator for each State funding source.

Local

Appendix E3 highlights key local/regional sources of funding: County Transportation Sales Tax revenues, Gasoline Tax Subventions, Regional Bridge Tolls, Vehicle License Fees, and Developer Impact Fees, and Transportation Fund for Clean Air. **Appendix E3** also identifies the purpose and administrator for each funding source.

Potential New Sources

With escalating project costs and limited availability of transportation funding, project sponsors are encouraged to explore and identify non-traditional sources of funding, which is not without significant challenges. This is essential to meeting the transportation needs of the future and the growing need for transportation investments.

Non-traditional sources of funding include innovative financing, establishing new funding sources and developing public-private partnerships.

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

- New funding sources: To increase the overall funding pool, it is necessary to generate additional dollars. Support for new sources and legislation such as high-occupancy toll lanes, additional bridge tolls, indexing of the state gas tax, tax assessment districts, and pursuit of a regional gas tax are some of the potential new sources and may require legislative action.
- Public-Private Partnerships (PPPs): PPPs are being suggested as potential solutions to funding shortfalls for the completion of projects. Generally, it is a partnership between a governmental entity and a private business venture in which the cost of a project may be partially funded by the PPP in exchange for a financial return to the private investors from a portion of the revenues generated by the project. Many types of PPPs exist and most approaches are tailored to specific projects.

6.3 TA Consideration of Financing Backed by Sales Tax Revenues

Per the TEP, the TA is authorized to bond for the purpose of advancing the commencement of or expediting the delivery of transportation programs and projects. The bonding capacity will be backed by future Measure A receipts. Consideration shall be given to weighing the benefits of timely implementation of programs and projects and avoiding escalating construction costs against the costs of bonding.

6.4 Special Circumstances for Advancing Funds

There will be special circumstances when Project Sponsors need to request Measure A funding outside the established funding processes discussed in Section 5 of this Plan. For justified special circumstances, the TA has the authority to make funds available earlier than the

collection of revenues. The overriding criteria to be used in the TA's deliberation of advancing funds include:

- Urgency
 - A project that calls for immediate construction to address a public safety need
 - A project that can realize significant cost savings if it can be constructed in an earlier timeframe
 - Loss of funding sources if the project is not constructed within a certain time frame
 - Expected escalation of project development and construction costs outpace the rate of growth of Measure A revenues
- Impact to the Measure A Program
 - Potential of the funding advance delaying other projects
 - Financial fees associated with advancing funds (the potential offsetting saving in implementation costs should be considered)

When a special circumstance arises, the TA Board will consider the request based on criteria identified above. If a decision is made to advance funds, specifics about exactly how the funds will be advanced will be determined at that time. In addition the TA should use the CIPs for each of the competitive programs to determine if advancing funds by either borrowing from other programs or using financing would be an economically and fiscally prudent means of delivering high priority projects at a lower cost (adjusted for inflation), as compared to waiting and implementing projects strictly on a pay as you go approach.

Section 7: Next Steps



Section 7: Next Steps

Based on the recommendations that were developed during the preparation of the strategic plan, implementation of the plan will include the key elements summarized in **Table 8** below:

Table 8: Next Steps

Key Elements of the Strategic Plan Implementation	
1.	Continue with the Call for Projects processes for shuttles, highway projects, grade separations and pedestrian/bicycle projects
2.	Review the Call for Projects timing to better coincide with other regional, state and federal funding programs for each category
3.	Develop CIPs for the highway, grade separation and pedestrian/bicycle programs to help better manage funding needs with projected revenues and to: <ul style="list-style-type: none"> • Better plan Measure A funding cycles and align with other external funding calls • Serve as an advocacy planning tool to better leverage external funding
4.	Coordinate with key stakeholders responsible for the development of countywide and regional planning efforts to better assist with Measure A project selection processes
5.	Refine the project selection criteria and evaluation process categories to place greater emphasis on Complete Streets and sustainability features
6.	Require sponsor coordination with the TA to determine the entity best suited to implement submitted projects and programs as part of the funding application process in order to improve project delivery
7.	Explore and consider debt financing as a vehicle to advance needed projects <ul style="list-style-type: none"> • Funding advances would be backed by future Measure A receipts • Need to consider financing costs versus future construction cost increases
8.	Explore and develop performance metrics to better determine if funded programs and projects meet Measure A goals, taking into consideration both quantitative and qualitative methodologies

Appendices



Appendix A

Glossary of Acronyms

Appendix A. Glossary of Acronyms

AB	Assembly Bill
ABAG	Association of Bay Area Governments
ACR	Alternative Congestion Relief
ADA	American with Disabilities Act
ATP	Active Transportation Program
BAAQMD	Bay Area Air Quality Management District
BART	Bay Area Rapid Transit
CTC	California Transportation Commission
CalMod	Caltrain Modernization Program
Caltrans	California Department of Transportation
C/CAG	City/County Association of Governments of San Mateo County
C/CAG BPAC	City/County Association of Governments of San Mateo County Bicycle and Pedestrian Advisory Committee
C/CAG CMEQ	City/County Association of Governments of San Mateo County Congestion Management and Environmental Quality Committee
C/CAG TAC	City/County Association of Governments of San Mateo County Congestion Management Program Technical Advisory Committee
CEQA	California Environmental Quality Act
CFP	Call for Projects
CIP	Capital Improvement Program
CMAQ	Congestion Mitigation and Air Quality Improvement Program
CTP	Countywide Transportation Plan
FHWA	Federal Highway Administration
FTA	Federal Transit Administration
FY	Fiscal Year
GHG	Greenhouse Gas Emissions
HSIP	Highway Safety Improvement Program
HOV	High Occupancy Vehicle
HSR	High Speed Rail
ITS	Intelligent Transportation Systems
JPB	Peninsula Corridor Joint Powers Board
KCA	Key Congested Areas
MAP-21	Moving Ahead for Progress in the 21st Century

Appendix A. Glossary of Acronyms (Continued)

MMP	Mobility Management Plan
MTC	Metropolitan Transportation Commission
OBAG	One Bay Area Grant
OTS	Office of Traffic Safety
OPR	State Office of Planning and Research
PBID	Property-based Business Improvement District
PDA	Planned Development Area
PPPs	Public-Private Partnerships
PTC	Positive Train Control
RM2	Regional Measure 2
RTIP	Regional Transportation Improvement Program
RTP	Regional Transportation Plan
SAMCEDA	San Mateo County Economic Development Association
SHOPP	State Highway Operation and Protection Program
SOV	Single Occupant Vehicle
SR	State Route
SR	Supplemental Roadways
SRTP	Short Range Transit Plan
STA	State Transit Assistance
STIP	State Transportation Improvement Program
STP	Surface Transportation Program
TA	San Mateo County Transportation Authority
TAP	Transportation Alternatives Program
TAZ	Traffic Analysis Zone
TDA	Transportation Development Act
TDM	Transportation Demand Management
TEA-21	Transportation Equity Act for the 21st Century
TEP	Measure A Transportation Expenditure Plan
TFCA	Transportation Fund for Clean Air
TIFIA	Transportation Infrastructure Finance and Innovation Act of 1998
TIGER	Transportation Investment Generating Economic Recovery Discretionary Grant Program
TOD	Transit Oriented Development
US	United States Route
USDOT	United States Department of Transportation
VMT	Vehicle Miles Traveled
VTA	Santa Clara Valley Transportation Authority

Appendix B

Listed Projects

Appendix B. Measure A Listed Projects

Highway Program	Grade Separation Program	Pedestrian and Bicycle Program
Holly Street/US 101 Interchange Modifications (San Carlos)	25th Avenue (San Mateo)	Alpine Road at Arastradero Road and Portola Road at Farm Hill Road Shoulder Widening (Portola Valley)
I-380 Congestion Improvements (San Bruno and South San Francisco)	Broadway (Burlingame)	Alpine Road Bicycle Safety Improvement Project (County of San Mateo)
Sand Hill Road Signal Coordination and Interconnection (I-280 to Santa Cruz Avenue - Menlo Park)	Ravenswood Avenue (Menlo Park)	Brewster Avenue Pedestrian Improvements (Redwood City)
Skyline Boulevard (SR 35) Widening (I-280 to Sneath Lane - San Bruno)	South Linden Avenue (South San Francisco) and Scott Street (San Bruno)	Burlingame Avenue Downtown Pedestrian and Bicycle Project (Burlingame)
SR 1 Congestion, Throughput and Safety Improvements (Gray Whale Cove to Miramar - unincorporated San Mateo County)		Burlingame East Side Bicycle Route Improvements
SR 1 Fassler Avenue to Westport Drive (Calera Parkway - Pacifica)		Burlingame West Side Bicycle Route Improvements
SR 1 Safety and Operational Improvements (Main Street to Kehoe Avenue - Half Moon Bay)		California Drive/Bellevue Avenue Bicycle-Pedestrian Roundabout (Burlingame)
SR 1 Safety and Operational Improvements (Poplar Street to Wavcrest Road - Half Moon Bay)		East Palo Alto US 101 Pedestrian and Bicycle Overcrossing
SR 1 San Pedro Creek Bridge Replacement (Pacifica)		El Camino Real/Angus Avenue Intersection Improvements (San Bruno)
SR 92 Safety/Operational Improvements (SR 1 to Pilarcitos Creek - Half Moon Bay)		Half Moon Bay Main Street Bridge Bicycle Lanes
SR 92/El Camino Real (SR 82) Ramp Modifications (San Mateo)		Haven Avenue Streetscape (Menlo Park)
SR 92/South Delaware Street Feasibility Study (San Mateo)		Highway 1 Trail Extension - Ruisseau Francais Avenue to Roosevelt Blvd (Half Moon Bay)
Triton Drive Widening - Foster City Boulevard to Pilgrim Drive (Foster City)		Hillsdale Boulevard/US 101 Pedestrian/Bicycle Bridge (San Mateo)
University Avenue/ US 101 Interchange Improvements (East Palo Alto)		Hillside Boulevard Improvements Phase I (Colma)
US 101 Auxiliary Lane Project (Oyster Point Boulevard - South San Francisco to San Francisco County line)		Hudson Street Bicycle and Pedestrian Improvements (Redwood City)
US 101 Broadway Interchange (Burlingame)		John Daly Boulevard Streetscape Improvements (Daly City)
US 101 Candlestick Point Interchange (Brisbane)		Lake Merced Boulevard In-pavement Crosswalk (Daly City)
US 101 HOV Lane project (Whipple Avenue - Redwood City to San Bruno Avenue - San Bruno)		Menlo Park-East Palo Alto Connectivity Project
US 101 Woodside Road (SR 84) Interchange (Redwood City)		Midcoast Multi-Modal Trail (County of San Mateo)

Appendix B. Listed Projects (Continued)

Highway Program	Grade Separation Program	Pedestrian and Bicycle Program
US 101/Peninsula Avenue/Poplar Avenue Interchange Area Safety Improvements (San Mateo)		Notre Dame Avenue Street Improvement Project (Belmont)
US 101/Produce Avenue Interchange (South San Francisco)		Pedro Point Headlands Trail (Pacifica)
US 101/SR 92 Interchange Area Improvements (San Mateo)		Pilot Bike-Sharing Program (Redwood City)
US 101/Willow Road Interchange Improvements (Menlo Park and East Palo Alto)		Redwood City Safe Routes to Schools
		San Bruno Transit Corridor Pedestrian Connection
		San Mateo Citywide Bicycle Striping and Signage
		South San Francisco Sharrows and Striping Program
		US 101 Ralston Avenue Bicycle/Pedestrian Overcrossing (Belmont)
		US 101/Holly Street Grade Separated Path (San Carlos)
		Woodside School Safety Improvement Project

Appendix C

Stakeholder/Public Comments and TA Responses

Focused Interest Area: How is the TA doing in meeting the Transportation Expenditure Plan (TEP) goals?

Topics	Detailed Comments	Response
Goal 1: Reduce Commute Corridor Congestion	Better integration of transportation and land use is needed.	The TEP addresses smart growth principles by stating that project selection criteria include priority for transportation projects that support TOD.
	Developers and apartment managers are seeing a distinct demand for TOD, and alternative transportation improvements are a desired amenity for both millennials and “empty-nesters” to reduce congestion.	
	The goal should be reduced congestion at all times (not just at peak) and purposes (not just home-to-work) (e.g. schools, Coastside tourist traffic).	The goals of the TEP were approved by the San Mateo County voters. Any changes would require voter approval. While the reduction of commute corridor congestion is a TEP goal, the reduction of congestion during the off-peak and for non-home to work based trips is a consideration in the project selection criteria for the competitive Measure A funding programs.
	Focus on transportation demand management (TDM) and utilize communications technology to address congestion.	The Alternative Congestion Relief Program exclusively focuses on TDM and intelligent transportation systems (ITS). The accommodation of Complete Streets elements in other Measure A programs can also provide more focus on these areas.
	More money should go to alternative transportation programs (pedestrian/ bicycle, transit, alternative congestion relief and shuttles).	The share of sales tax revenues applied to each program category is established by the TEP. Any changes to the shares would require approval of the San Mateo County voters.
Goal 2: Make Regional Connections	BART and Caltrain are good for north-south connections but better east-west connections are needed: Coastside to Bay, and Peninsula to East Bay (especially for transit).	Many of the Measure A program categories can support transportation improvements that improve east-west connections
Goal 3: Enhance Safety	Complete pedestrian/bicycle networks are needed, not just segments; gaps are a safety issue.	Regional significance and completion of gaps are components of the effectiveness criteria for the Pedestrian and Bicycle Program

Appendix C. Stakeholder/Public Comments and TA Responses (Continued)

Topics	Detailed Comments	Response
Goal 3: Enhance Safety	In regard to the safety objective of improving and maintaining local streets, roads and other transportation facilities: add “for all users” (Complete Streets).	While the TEP goals and objectives were set by the San Mateo County voters, language addressing Complete Streets is included in this Strategic Plan Update
Goal 4: Local Mobility Needs	There is a desire to see the TA broaden its vision of “meeting local mobility needs”: include walking and biking; include partnerships with non-profit organizations; address the Coastsides unique transportation challenges.	In addition to the pedestrian and bicycle program, pedestrian and bicycle facilities can be funded as part of Complete Streets, where appropriate, from many other Measure A programs. Project sponsors are encouraged to partner with other entities, including non-profits, where applicable but the TEP specifically lists eligible program applicants. Project selection and prioritization criteria that include stakeholder support in the project readiness criteria and policy consistency account for community concerns.
What’s missing in the goals?	Sustainability: Adaptability to Change, Environmental Sensitivity, and Energy Efficiency	Sustainability is a project selection and prioritization criteria for the competitive Measure A programs. While the TEP goals were approved by the San Mateo County voters, the project prioritization criteria can be modified as needed to reflect changing conditions with each subsequent CFP.

Focused Interest Area: Call for Projects Process

Topics	Detailed Comments	Response
Project Selection Criteria	The general criteria seem to be working; we don’t need to put a particular emphasis on one or the other. Weighting of the criteria should occur at the Call for Projects (CFP) stage and can vary program to program.	The project selection and prioritization criteria for the competitive Measure A programs can be modified as needed to account for new requirements and contemporary concepts that promote the TEP goals. Multimodal connectivity and public support are currently included in the project selection and prioritization criteria.
	Need to adapt to new requirements/ contemporary concepts, but it is difficult to pin down what changes are appropriate for the TA to make.	
	Consideration should be given to projects that connect to other modes and demonstrate public support.	
	Weighting is paramount in project evaluation: a “big ticket” project had better have a very large benefit.	Project effectiveness is part of the project selection and prioritization criteria. The consideration of costs and benefits are factors in the determination of project effectiveness
	Impact per dollar should be used to evaluate projects.	

Appendix C. Stakeholder/Public Comments and TA Responses (Continued)

Topics	Detailed Comments	Response
Project Selection Criteria	There is inherent unfairness in the TOD criterion – some communities don’t have TODs; this presents a geographic equity issue.	The TEP project selection criteria include priority for transportation projects that support TOD; however, the Measure A program is a countywide effort that takes into consideration investments throughout the County as part of geographic equity
	Plan Bay Area ties everything to TODs and PDAs – the Coastside is not as competitive for MTC funding opportunities, yet still has needs, and the region is vital to the county. There need to be other considerations to balance out the strong focus on PDAs/TOD.	
	TA funding decisions need to take into account which cities are proactively linking transportation and land use.	
	We need to better define geographic equity – we need to spend the money where it is most needed (by congestion, by road mileage, communities of concern).	Measure A addresses geographic equity on a program-wide basis. The project selection and prioritization criteria address concerns such as congestion and disadvantaged populations under the categories of project need and effectiveness
	Regarding geographic equity, we shouldn’t just automatically allocate everything equally – areas with little to no congestion should receive lower priority.	
	Given the doubling of the 65+ population, consideration needs to be given to improving safety and access to seniors and the disabled in the pedestrian and bicycle program.	This will be added as a consideration in the project effectiveness category for the project selection and prioritization criteria
	When evaluating transportation projects all alternatives should be considered, including solutions that consist of other transportation modes.	We concur that all viable alternatives should be considered as part of a sponsor due diligence when submitting a project for funding consideration. The TA will work with the project sponsor toward this effort.

Appendix C. Stakeholder/Public Comments and TA Responses (Continued)

Focused Interest Area: Call for Projects Process

Topics	Detailed Comments	Response
Leveraging other federal state and regional funding sources	TA funding priorities need to align with MTC/Fed/State funding priorities (e.g. OBAG language) to become more competitive for discretionary funds.	Sufficient flexibility exists to modify the project selection and prioritization criteria with each Call for Projects process to better align with external funding agency policies and changing paradigms. Consideration of external funding calls, when sufficient advance notice is known, will be taken into account with the timing of future Measure A funding calls.
	Allow sufficient flexibility in TA policies so that they can align with changing paradigms such as Complete Streets.	
	Joint calls with C/CAG provide the ability to leverage other funding sources (e.g. San Mateo Shuttle Program with C/CAG).	
	Getting projects shovel-ready will make them more competitive for one-time funding opportunities.	
	Hold CFPs timed to allow jurisdictions to secure local funds that can then be leveraged to secure fed/state/regional funds. (time far enough in advance of major external calls).	
Sponsor Implementation	There is flexibility in the current process, and it is working fine – locals are responsible for garnering local support, while TA involvement is needed for larger multi-regional projects.	The TA will be taking a more active role coordinating project delivery decisions with project sponsors based on staffing resources, expertise and available funding.
	All project stakeholders need to agree based on what makes the most sense in terms of resources, expertise, and funding.	
	Cities should remain at the forefront of project delivery – they need to feel they have ownership of the project (especially public outreach).	
	Cities do not always have the skill set to deliver certain projects (grade separations, shuttles).	
	The right entity to deliver a project depends on the type of project and the dollar amount (i.e. a city is the best to deliver a \$100k pedestrian/bicycle project, but Caltrans may be the appropriate implementer for a multi-million dollar highway project).	
	The TA should take a more active role in advancing projects of regional priority/significance (i.e. a regional corridor).	
	The TA needs to look at the big picture to ensure that city-led projects are producing countywide benefits.	

Appendix C. Stakeholder/Public Comments and TA Responses (Continued)

Topics	Detailed Comments	Response
Other program/ project delivery related comments	The role of the TA needs to be better-defined: is it just as the banker?	The TA administers the Measure A programs, including setting the policy framework to guide fund programming and allocation processes and decisions.
	A greater emphasis on pedestrian/bicycle funding is needed; “we need to go back to the voters to increase the share of funding available for pedestrians and bicyclists.” Bicycling as a mode share has gone up; we need to re-align funding with current trends.	“The needs of the Measure A transportation programs far outweigh available revenues. An increase in the share of revenues for one program without an overall increase in the sales tax would result in the reduction of revenue available for one or more other Measure A programs. While funding for the pedestrian/bicycle program is capped at three percent, pedestrian and bicycle elements can be included in projects funded from other programs as part of Complete Streets. Sponsors are also encouraged to apply to other grant programs to help leverage Measure A funds for pedestrian and bicycle facilities. The Local Streets and Transportation Program is the only program that explicitly allows for maintenance. Enhancement projects currently are allowed under other Measure A programs. “
	The projected mode share growth for bicyclists in relation to all transportation modes through 2040 in the Plan is very low (less than 2%) and the amount of funding for the pedestrian/bicycling program is limited, which can become a self-fulfilling prophecy. Other places such as San Francisco and Portland have a higher bicycling mode share today and there is no reason why San Mateo County can't have bicycle usage on par with other progressive localities.	
	If we are not able to increase the amount of funding in the Local Streets and Transportation Program for road maintenance, can we change the definition of a project in other related programs so that a rehabilitation or enhancement project could qualify as a new project?	
	Don't make decisions in a silo. All stakeholders should be consulted as part of a collaborative approach to solving transportation issues.	The TA proactively works with external stakeholders on programmatic transportation issues of regional significance including the following upcoming work efforts: 1) Participation with SamTrans in the development of the Mobility Management Plan (MMP), which will help determine the entities best positioned to provide cost effective shuttle service and update existing shuttle performance benchmarks; and 2) Partnering with C/CAG in its efforts to develop a capital improvement program (CIP) and performance measures for transportation projects as part of the update to the existing Countywide Transportation Plan (CTP).

Appendix C. Stakeholder/Public Comments and TA Responses (Continued)

Focused Interest Area: Performance Measures

Topics	Detailed Comments	Response
<p>How best to measure the performance of the Measure A programs?</p>	<p>There needs to be better measurement to make sure we're delivering on the goals: how do we know if a project is actually reducing congestion? How do we know if investment in transit vs. highway is the best use of funds?</p>	<p>The TA will be exploring and developing programwide performance measures. Project level performance for the competitive Measure A programs will also be assessed against sponsor application responses to effectiveness criteria.</p>
	<p>There needs to be a plan to measure the baseline case vs after the project completion to determine effectiveness.</p>	
	<p>Collision data should be used to measure effectiveness of safety-related projects.</p>	
	<p>Metrics used to determine effectiveness of one mode may actually be detrimental to other modes (e.g. improved automobile throughput is considered positive for a highway project, but could be negative for pedestrian/bicycle safety).</p>	
	<p>If funding an alternative transportation mode, there's a need to know how much mode shift actually occurred as a result of the project; similarly, a highway project should demonstrate actual congestion reduction.</p>	
	<p>Look at congestion on a per capita basis – on the Coastside, the actual volume of cars is lower, but the per-lane congestion is similar.</p>	
	<p>Provide guidance to improve shuttles if they are not performing; pull funding in second year if no signs of improvement.</p>	
	<p>Measure travel time, increase in safety, mode shift after project delivery – were the projections met or not?</p>	
	<p>When developing performance measures for large capital projects, consider impacts to the local community during construction in addition to assessing conditions before and after project implementation.</p>	
	<p>Suggested performance measure to evaluate program success should include vehicle miles traveled (VMT), bicycle and pedestrian counts, participation in employer commute programs, reductions in collisions, reductions in emissions, ridership and user surveys.</p>	

Appendix C. Stakeholder/Public Comments and TA Responses (Continued)

Focused Interest Area: Contemporary Concepts

Topics	Detailed Comments	Response
Complete Streets/ Sustainability	Should be encouraged when it can be accommodated. Not all projects can include Complete Streets elements; in that case, it should not affect scoring of the project.	The Strategic Plan Update incorporates language addressing the contemporary concepts of Complete Streets and Sustainability. Both of these concepts are currently included as considerations in the CFP project selection and prioritization criteria. In order to allow for flexibility, a strict cap for Complete Streets elements has not been set but the project sponsor is responsible for demonstrating the need and effectiveness for the respective program with its funding application.
	An unfunded state mandate per the Complete Streets Act. Need to include Complete Streets considerations due to regulatory requirements imposed on projects.	
	Complete Streets doesn't mean every street. If appropriate, then maybe something should be included.	
	We don't know what the flavor of the month regulatory agency requirement will be down the road; we need to remain flexible to changing requirements.	
	A cap should be set for how much of a highway project funding can go toward Complete Streets elements. If the Complete Streets portion exceeds the cap, funds need to come from the other relevant category (i.e. pedestrian/bicycle program funds to fund the Complete Streets portion of highway project which exceeded the cap).	
	For the majority of projects, Complete Streets elements are not a major cost (e.g. striping a bicycle lane); keep it flexible.	
	There is a limited amount of funding; we need to make sure we are addressing project needs	
	Pedestrian/bicycle projects that are within a highway corridor should be eligible for highway funding. Highway funds should not be exclusively devoted to projects which primarily benefit motorists.	
	Just as highway widening is used to address congestion, alternative transportation modes are also a way to address congestion.	
	Sustainability is a regulatory requirement speaking to green features such as water quality, energy efficiency, and lighting.	
	The Strategic Plan should include stronger language regarding Complete Streets so it's not "business as usual" at the expense of non-motorized transportation modes. Highway, Grade Separation and Local Streets and Transportation Program funds should also be used for bicycle and pedestrian projects.	

Appendix C. Stakeholder/Public Comments and TA Responses (Continued)

Topics	Detailed Comments	Response
Complete Streets/ Sustainability	We support the Plan recommendation to integrate Complete Streets in the evaluation criteria for the highway and grade separation programs. Incorporation of Complete Streets should also be incorporated into the Local Streets and Transportation Program as contingent upon cities for receiving funds.	Local Streets and Transportation Program funds are allocated directly to the cities and county by the State Board of Equalization for the improvement and maintenance of local transportation, including streets and roads. The cities and county determine the projects that are funded, which can include complete streets elements. Federal ADA law requires the provision of accessibility improvements with the rehabilitation/resurfacing of streets.
	The Alternative Congestion Relief (ACR) Program should include funds for active transportation encouragement.	Active transportation is an eligible use of ACR funds. ACR funds currently help fund Bike to Work day, bicycle education and bicycle parking programs.

Appendix C. Stakeholder/Public Comments and TA Responses (Continued)

Focused Interest Area: Other Comments

Topics	Detailed Comments	Response
Regional Governance	It would be desirable to identify a responsible agency to look at all transportation modes and consider gaps and opportunities to shift mode share for the major transportation corridors on the San Francisco Peninsula (e.g. 101, 280, El Camino and the Caltrain Corridor).	Comment noted. The C/CAG CTP sets policy to address all transportation modes as part of one system within San Mateo County and the Metropolitan Transportation Commission (MTC) sets transportation policies covering the entire San Francisco Bay Area as part of the Regional Transportation Plan (RTP) Plan Bay Area.
Transportation Mode Share Shift	We encourage the TA to proactively set goals for mode share to contribute to a shift from single occupancy vehicle (SOV) trips to active transportation and transit trips. We recommend a goal of at least a 10% bicycle mode share for all trips by 2040.	The TA encourages project sponsors to work with their constituents to submit projects that can have the greatest impact on reducing SOV trips. The update of the C/CAG CTP may be a more appropriate venue to discuss the potential inclusion of countywide mode share goals
SB 743, Proposed revisions on CEQA guidelines for analyzing transportation impacts	There is an opportunity to assess impacts for roadway and highway projects based on revised CEQA guidelines that focus on vehicle miles traveled (VMT). If the impacts are unfavorable, such projects may benefit from reconsideration.	Comment noted. The State Office of Planning and Research (OPR) released draft guidelines for determining the significance of transportation impacts, alternatives and mitigation measures that were out for public comment at the time this Plan was prepared.
San Mateo County VMT trends	Nationwide, VMT per capita has been on a downward trend. Transportation models continue to predict increasing vehicle travel. The TA should examine the assumptions in models used to predict travel demand in light of long term trends.	San Mateo County is projected to experience substantial population and employment growth out through the year 2040. It is possible to have a reduction in VMT per capita while experiencing an overall increase in VMT. The majority of all trips currently are and will continue to be made by automobiles as noted in the Demographic and Travel Data section of this Plan.
Proposed Calera Parkway Highway Project in Pacifica	Residents at the public outreach meeting in Pacifica and through separate e-mail correspondence have expressed concerns regarding the Calera Parkway project.	The purpose of the TA Strategic Plan is to set the policy framework that guides programming and allocation criteria, including funding prioritization and evaluation criteria for the selection of projects and procedures for sponsors to initiate projects. Project specific concerns should be directed to the project sponsor, which can choose to withdraw a project, and are beyond the venue of the Strategic Plan.
Listed Projects	Concern expressed that a listed project in the Strategic Plan will automatically continue to receive funding through project completion.	Listed projects do not receive funding priority for subsequent phases of work that have yet to be programmed or allocated. Applications to fund subsequent phases of a listed project are evaluated based on how well the respective project meets the program evaluation criteria.

Appendix D

Detailed Project Selection Criteria

Appendix D. Detailed Project Selection Criteria

Project Selection and Prioritization Criteria LOCAL SHUTTLES	
Requirements	
<ol style="list-style-type: none"> 1. Sponsor is SamTrans 2. Project is located in San Mateo County 3. Project is a shuttle service that meets local mobility needs or provides access to regional transit 4. Funding is for operations 5. Funding request does not supplant existing funds 6. Does not duplicate fixed-route bus service or other public shuttle service 	
Example Project Prioritization Criteria	
Need	<ul style="list-style-type: none"> • Provides congestion relief in San Mateo County • Provides service to an area underserved by other public transit • Provides service to special populations (.e.g. low income/transit dependent, seniors, disabled, other) • Demonstrates stakeholder support
Policy Consistency	<ul style="list-style-type: none"> • TA 2004 Expenditure Plan • Countywide Transportation Plan • Community Based Transportation and Lifeline Plans • City General Plan, Specific Plan, other local plans • Grand Boulevard Initiative Guiding Principles • MTC Regional Priority Development Area (PDA) • Americans with Disabilities Act
Readiness	<ul style="list-style-type: none"> • Solid service plan in place describing how the shuttle service will be delivered, including a marketing and oversight plan • Solid funding plan in place • Results from a public planning process
Effectiveness	<ul style="list-style-type: none"> • Ridership • Operating cost per passenger • Passengers per service hour • Reduces single occupant vehicle (SOV) trips and vehicle miles traveled (VMT) • Improves access to major transit hubs and transit services
Sustainability	<ul style="list-style-type: none"> • Supports jobs and housing growth with an emphasis on transit oriented development/economic development • Use of clean fuel vehicles for service • Shuttles accommodate bicycles • Demonstrated cost savings through sharing of resources
Funding Leverage	<ul style="list-style-type: none"> • Percent of matching fund contribution • Private sector contribution

Appendix D. Detailed Project Selection Criteria (Continued)

Project Selection and Prioritization Criteria BICYCLE AND PEDESTRIAN	
Requirements	
<ol style="list-style-type: none"> 1. Sponsor is San Mateo County or a city in San Mateo County 2. Project is located in San Mateo County 3. Project encourages walking and/or bicycling 4. Funding is for project development and/or construction of facilities 5. Funding request does not supplant existing funds 	
Example Project Prioritization Criteria	
Need	<ul style="list-style-type: none"> • Meets commuter and/or recreational purpose • Fulfills an identified pedestrian and/or bicycle need • Safety improvement/enhancement
Policy Consistency	<ul style="list-style-type: none"> • TA 2004 Expenditure Plan • Countywide Transportation Plan • San Mateo County Comprehensive Bicycle and Pedestrian Plan • City Bicycle or Pedestrian Plan • City General Plan, Specific Plan, other local plans • Grand Boulevard Initiative Guiding Principles • MTC Regional Priority Development Area (PDA) • Americans with Disabilities Act
Readiness	<ul style="list-style-type: none"> • Results from a public planning process • Demonstrates stakeholder support • Has a solid funding plan • Project status
Effectiveness	<ul style="list-style-type: none"> • Provides connectivity to pedestrian and bicycle system • Closes gap in countywide pedestrian and bicycle network • Enhances connectivity to schools, transit stations, and other activity centers • Value: Benefit relative to the amount of funding requested (high impact, low cost projects – “bang for the buck”) • Accommodates multiple transportation modes (pedestrian and bicycle) • Serves a low income/transit dependent or other special needs population
Sustainability	<ul style="list-style-type: none"> • Reduces emissions and improves air quality • Includes low environmental impact/green development • Improves links for pedestrian and/or bicycle access between TOD, transit and other high use activity centers • Supports livable, walkable and healthy communities • Integral transportation component that can support existing economic activity and help spur new economic development in the immediate vicinity
Funding Leverage	<ul style="list-style-type: none"> • Percent of matching fund contribution • Private sector contribution

Appendix D. Detailed Project Selection Criteria (Continued)

Project Selection and Prioritization Criteria GRADE SEPARATIONS	
Requirements	
<ol style="list-style-type: none"> 1. Sponsor is SamTrans, San Mateo County, city in San Mateo County or the Peninsula Corridor Joint Powers Board 2. Project is located in San Mateo County 3. Project is one of 46 candidate grade separation projects listed in the 2004 Expenditure Plan 4. Funding is for project development and/or construction of facilities 5. Funding request does not supplant existing funds 6. Project must be consistent with the Caltrain/High Speed Rail (HSR) blended system 	
Example Project Prioritization Criteria	
Need	<ul style="list-style-type: none"> • Quantitative assessment based on the California Public Utilities Commission Grade Separation Priority List Index Formula • Description of need with respect to Caltrain and the local jurisdiction • Identified safety issue • Identified traffic issue
Policy Consistency	<ul style="list-style-type: none"> • Project recognized in state and/or regional planning documents • Project is referenced in county planning documents • Project is referenced in local planning documents
Readiness	<ul style="list-style-type: none"> • Project status and schedule • Ease and speed of implementation • Results from a public planning process • Demonstrates stakeholder support • Has a solid funding plan
Effectiveness	<ul style="list-style-type: none"> • Safety and traffic benefit • Regional benefit to the Caltrain system • Cost effectiveness • Impact of alignment with neighboring crossings, where applicable
Sustainability	<ul style="list-style-type: none"> • Project accommodates multiple transportation modes (Complete Streets), where contextually appropriate and to the extent feasible • Project supports transit oriented development • Supports economic activity and spurs new economic development in the vicinity • Includes green construction practices and design elements
Funding Leverage	<ul style="list-style-type: none"> • Percent of matching fund contribution • Private sector contribution

Appendix D. Detailed Project Selection Criteria (Continued)

Project Selection and Prioritization Criteria HIGHWAY	
Requirements	
<ol style="list-style-type: none"> 1. Sponsor is Caltrans, C/CAG, San Mateo County or a city in San Mateo County 2. Project is located in San Mateo County 3. Project is one of 11 specific projects within the 5 identified Key Congestion Areas listed in the 2004 Expenditure Plan or a Supplemental Roadway project, which is intended to reduce congestion and improve throughput along critical congested corridors. 4. Funding is for project development and/or construction of facilities 5. Funding request does not supplant existing funds 	
Example Project Prioritization Criteria	
Need	<ul style="list-style-type: none"> • Current congestion • Projected congestion • Located in a Countywide Transportation Plan Priority Corridor (high or very high) • Identified safety issue
Policy Consistency	<ul style="list-style-type: none"> • Project recognized in regional planning documents • Project is referenced in county planning documents • Project is referenced in local planning documents
Readiness	<ul style="list-style-type: none"> • Project status and schedule • Ease and speed of implementation • Results from a public planning process • Demonstrates stakeholder support • Has a solid funding plan
Effectiveness	<ul style="list-style-type: none"> • Ability to relieve congestion • Performance improvement • Ability to address safety issue • Regional significance • Demonstrates coordination with adjacent projects/integration of inter-related projects • Cost effectiveness
Sustainability	<ul style="list-style-type: none"> • Project is primarily an operational improvement rather than infrastructure expansion • Project accommodates multiple transportation modes (Complete Streets), where contextually appropriate and to the extent feasible • Project supports transit oriented development • Supports economic activity and spurs new economic development in the vicinity • Includes green construction practices and design elements
Funding Leverage	<ul style="list-style-type: none"> • Percent of matching fund contribution • Private sector contribution

Appendix E

Funding Sources

Appendix E1. Federal Funding Sources

Funding Source*	Purpose	Administrator
FTA Section 5307 Urbanized Area Formula Program	Purchase of buses, trains, ferries, vans, and other capital improvement, and Americans with Disabilities Act (ADA) required paratransit service. Distributed through the regional Transit Capital Priorities process.	FTA/MTC
FTA Section 5337 State of Good Repair	Under MAP-21, replaces the fixed guideway modernization program (Section 5309). Funding is limited to fixed guideway systems (including rail, bus rapid transit, and passenger ferries) and buses operating in high occupancy vehicle (HOV) lanes. Projects are limited to capital projects required to maintain systems in a state of good repair.	FTA/MTC
FTA Section 5339 Bus and Bus Facilities Program	Provides capital assistance for new and replacement buses, related equipment, and facilities. Part of the Transit Capital Priorities process.	FTA/MTC
FHWA – STP	To preserve and improve conditions and performance on any Federal-aid highway, bridge and tunnel projects on any public road, pedestrian and bicycle infrastructure, and transit capital projects, including intercity bus terminals. Portion of funds included in OneBayArea Grant program.	FHWA/ MTC
FHWA – CMAQ	Transportation projects that improve air quality and relieve congestion. Portion of funds included in OneBayArea Grant program.	FHWA / Caltrans / MTC
FTA Section 5309 Fixed Guideway Capital Investment Grants (New Starts, Small Starts and Core Capacity)	Capital support for light rail, rapid rail, commuter rail, automated fixed guideway systems, or a busway/high occupancy vehicle (HOV) facility, or an extension of any of these. Under MAP-21, includes “core capacity” projects on existing rail lines to improve capacity of the corridor.	FTA
Transportation Alternatives Program (TAP)	Eligible activities consist of Transportation Alternatives, Recreational Trails, Safe Routes to School, Planning/Design/ Construction of roadway in right of way of former highways. Set aside of the apportionment of several fund programs.	Caltrans
Highway-Rail Grade Crossings Program/ HSIP	Develop and implement safety improvement projects to reduce the number and severity of accidents at public highway-rail grade crossings, including signing and pavement markings at crossings, active warning devices, crossing surface improvements, sight distance improvements, grade separations, and the closing and consolidation of crossings.	FHWA / Caltrans

Appendix E1. Funding Sources (Continued)

Funding Source*	Purpose	Administrator
Transportation Investment Generating Economic Recovery (TIGER) Discretionary Grant Program	The TIGER Discretionary Grant program provides a unique opportunity for the DOT to invest in road, rail, transit and port projects that promise to achieve critical national objectives.	USDOT
Highway Safety Improvement Program (HSIP)	California's Local HSIP focuses on infrastructure projects with nationally recognized crash reduction factors (CRFs).	Caltrans
FTA Section 5312 Research, Development, Demonstration, and Deployment	To support research activities that improve the safety, reliability, efficiency, and sustainability of public transportation by investing in the development, testing, and deployment of innovative technologies, materials, and processes.	FTA
FTA Section 5312 Low or No Emission Vehicle Deployment Program	The main purpose of the LoNo Program is to deploy the cleanest and most energy efficient U.S.-made transit buses that have been largely proven in testing and demonstrations but are not yet widely deployed in transit fleets. The LoNo Program provides funding for transit agencies for capital acquisitions and leases of zero emission and low-emission transit buses, including acquisition, construction, and leasing of required supporting facilities such as recharging, refueling, and maintenance facilities.	FTA
Transit-oriented Development (TOD) Planning Pilot	Provides funding to advance planning efforts that support transit-oriented development (TOD) associated with new fixed-guideway and core capacity improvement projects that focuses growth around transit stations.	FTA

*Note: Funding sources presented in no particular order

Appendix E2. State Funding Sources

Appendix E2. State Funding Sources

Funding Source*	Purpose	Administra- tor
State Highway Operation and Protection Program (SHOPP)	State highway rehabilitation projects	Caltrans
Transportation Development Act (TDA)	Transit capital and operating expenses	MTC
State Transit Assistance Funds (STA)	Transit capital and operating expenses	MTC
State Transportation Improvement Program (STIP) / Regional Transportation Improvement Program (RTIP)	Roadway and transit capital improvement projects, road rehabilitation, interregional improvements	Caltrans/ MTC
Office of Traffic Safety (OTS)	Safety projects, with pedestrian/bicycle safety a priority.	Caltrans OTS
Active Transportation Program (ATP)	Consolidation of previous bicycle and pedestrian funding programs and is designed to promote active modes of transportation, such as walking and biking, and to ensure disadvantaged communities share fully in the program.	California
California Sustainable Transportation Planning Grant Program	Funds a wide range of transportation planning studies that promote a balanced comprehensive multimodal transportation system. Consists of Strategic Partnerships and Sustainable Communities grants. Replaces former environmental justice, community based and transit planning grant activities, which are eligible under the new program.	Caltrans
Cap and Trade Program	Reduction of the region's transportation-related emissions by: Support Communities of Concern (25% of revenues); Supports Transit Core Capacity Challenge Grant Program, Transit Operating and Efficiency Program, OneBayArea Grant program; Climate Initiatives Program, including Safe Routes to Schools, and goods movement projects.	Various State Agencies
Proposition 1B	General obligation bonds for various programs: transportation corridor improvements, trade infrastructure and port security projects, school bus retrofit and replacement, state transportation improvement program, transit and passenger rail improvements, state-local partnership transportation projects, transit security projects, local bridge seismic retrofit projects, highway-railroad grade separation and crossing improvement projects, state highway safety and rehabilitation projects, and local street and road improvement, congestion relief, and traffic safety.	California
Section 190 Program	Provides funding to projects that either alter or reconstruct existing grade separations, construct new grade separations to eliminate existing at-grade crossings or relocate roadways to eliminate at-grade crossings, thereby improving safety and expediting the movement of vehicles. Eligible projects must first be nominated to the California Public Utilities Commission's Grade Separation Priority List.	Caltrans

*Note: Funding sources presented in no particular order

Appendix E3. Local/Regional Funding Sources

Appendix E3. Local/Regional Funding Sources

Funding Source*	Purpose	Administrator
OneBayArea Grant Program	Integrates the region's federal transportation program with California's climate law and Sustainable Communities Strategy; provides funding investments in surface transportation for a wide variety of programs including mass transit, highway, local road and bicycle and pedestrian projects.	MTC
Transportation Fund for Clean Air (TFCA)	Funds regional competitive and county funding categories. Implementation of the most cost-effective projects in the Bay Area which will decrease motor vehicle emissions and improve air quality.	Bay Area Air Quality Management District (BAAQMD)
Other County Sales Tax Revenues	Transportation improvements per the guidance from sales tax statutes	Counties
Gasoline Tax Subventions	Local streets and road maintenance and rehabilitation	Cities and Counties
Regional Bridge Tolls	Projects that mitigate and relieve traffic congestion on the bridges (AB 664, 2%-5%, Regional Measure 2)	MTC
Measure M Vehicle Registration Fee	\$10 per year vehicle registration fee in San Mateo County funds local streets and roads, transit operations, senior transportation, ITS/Smart Corridors, Safe Routes to Schools, and National Pollutant Discharge Elimination System / Municipal Regional Permits	C/CAG
Developer Impact Fees	Cost to local government of a new development, including roads, sidewalks, sewers, and utilities	Local Governments
Property-based Business Improvement District (PBID) / Other Assessments	Generally downtown improvements and services associated with businesses.	Local Governments

*Note: Funding sources presented in no particular order

Acknowledgements

San Mateo County Transportation Authority

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Citizens Advisory Committee

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