

DRAFT

**San Mateo County Transportation Authority
Measure A Program**

2009-2013 Strategic Plan

October 2008



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1.0 INTRODUCTION

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 also 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, and receives input from a volunteer Citizens Advisory Committee (CAC). The Board of Directors sets the overall policy direction for the TA and is composed of: two Board members (appointed by the county Board of Supervisors); four Board members representing the North County, Central County, South County and cities-at-large (appointed by the Cities Selection Committee); and one Board member (appointed by the San Mateo County Transit District). The CAC, which serves as a liaison between the public and the Board of Directors, is composed of 15 representatives from various segments of the community.

Over the last 20 years, Measure A has generated approximately \$1.2 billion in local revenue and other earnings and an additional \$1.2 billion in state and federal dollars. San Mateo County is one of 19 “self-help” counties in California that chose to tax itself in order to fulfill 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. After 20 years of financing noteworthy projects, the 1988 sales tax measure will expire December 31, 2008.

In 2004, 75.3 percent of the San Mateo County electorate reauthorized the Measure A program, including a Transportation Expenditure Plan, for an additional 25 years (2009 – 2033). The programs, identified by the cities, local agencies and citizens of San Mateo County, include all modes of transportation and address both current and anticipated congestion needs in San Mateo County.

The 2004 Transportation Expenditure Plan requires the TA to develop a Strategic Plan by December 31, 2008 that will be updated every five years, at a minimum. This document is the Strategic Plan which provides a policy framework for guiding programming and allocation decisions within the structure established by the 2004 Expenditure Plan. 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.

The Strategic Plan is organized into the following sections:

- Section 1 provides an introduction to the TA, the 1988 and the 2004 Measure A programs and the Strategic Plan
- Section 2 provides information about the 1988 Measure A program and accomplishments
- Section 3 provides information about the 2004 Expenditure Plan
- Section 4 describes the planning process for preparing the Strategic Plan



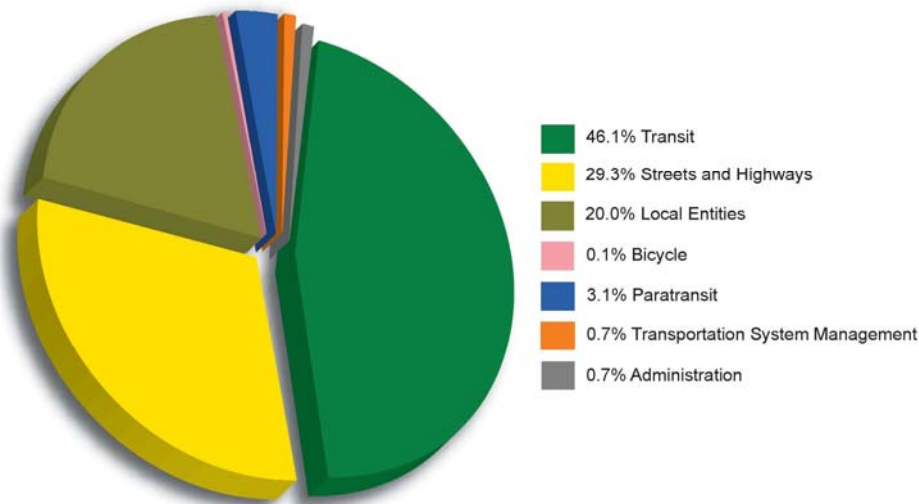
- Section 5 describes the policy framework for guiding programming and allocation decisions
- Section 6 outlines fund management guidelines
- Section 7 outlines next steps



2.0 1988 Measure A Program

The 1988 adoption of the Measure A half-cent sales tax in San Mateo County was dedicated to generating local revenue for transportation projects and services. When the program expires at the end of 2008, it is estimated that it will have brought in \$1.2 billion in local sales-tax dollars and other earnings and an additional \$1.2 billion in leveraged state and federal dollars, for a \$2.4 billion investment in transportation infrastructure.

Figure 1. 1988 Measure A Expenditure Plan



Caltrain improvements were deemed the number one priority of the 1988 Expenditure Plan. Of the generated revenues, approximately 46 percent were slated for the transit program which included Caltrain Improvements, Grade Separations, and Dumbarton Rail Corridor. Another 29 percent was designated for Streets and Highways, 20 percent for the Local Entities, 3 percent for Paratransit and 0.76 percent for Transportation System Management and Bicycles.

Significant strides have been made with the first generation of the Measure A program. Most notably, Measure A revenues contributed to the Caltrain right-of-way purchase in 1991, and \$14 million for the purchase of the Dumbarton right-of-way. This proved to be one of the most forward thinking long-term strategies for preserving transportation infrastructure in that, today, right-of-way purchases are extremely difficult and expensive to secure. Measure A also provided funding for Caltrain operational improvements such as the construction of passing tracks and new signal and control systems to improve service reliability and station and parking improvements in San Bruno, Belmont, San Carlos, Redwood City, Menlo Park, and San Mateo to improve safety, customer service and satisfaction. To improve safety and reduce local traffic congestion, \$148 million was allocated for the construction of nine grade separation projects which have been completed in South San Francisco, Millbrae, Belmont, San Carlos, and Redwood City to improve safety and reduce local traffic congestion. Approximately \$500 million has been expended for highway improvements such

as auxiliary lanes throughout the Highway 101 corridor, Highway 92 improvements, and the Highway 101/Oyster Point Interchange in South San Francisco to improve safety and reduce freeway congestion. At a local level, approximately \$196 million was passed to local cities and the county for local streets and road improvements. To supplement fixed route operations and provide alternatives to driving, investments have also been made to fund local shuttles, paratransit, and bicycle route planning.

Table 1. 1988 Measure A Revenue

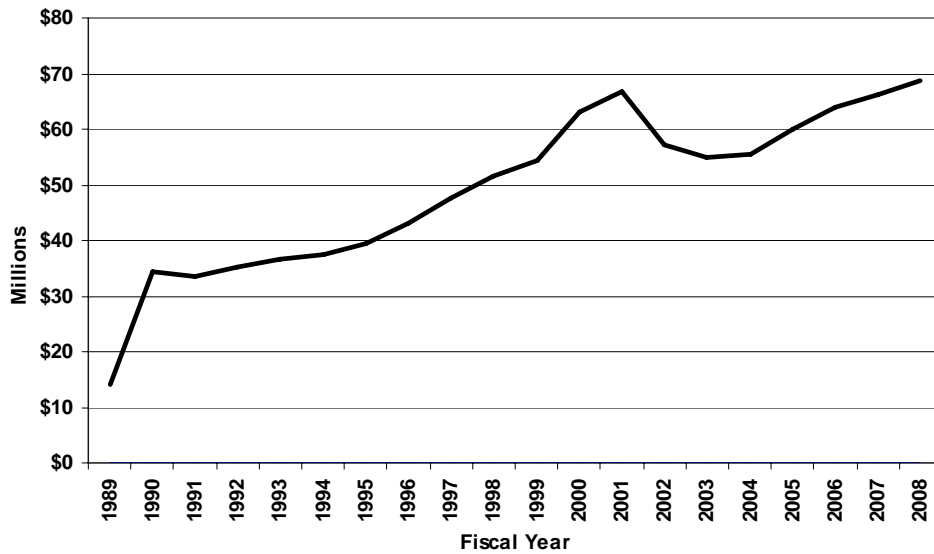
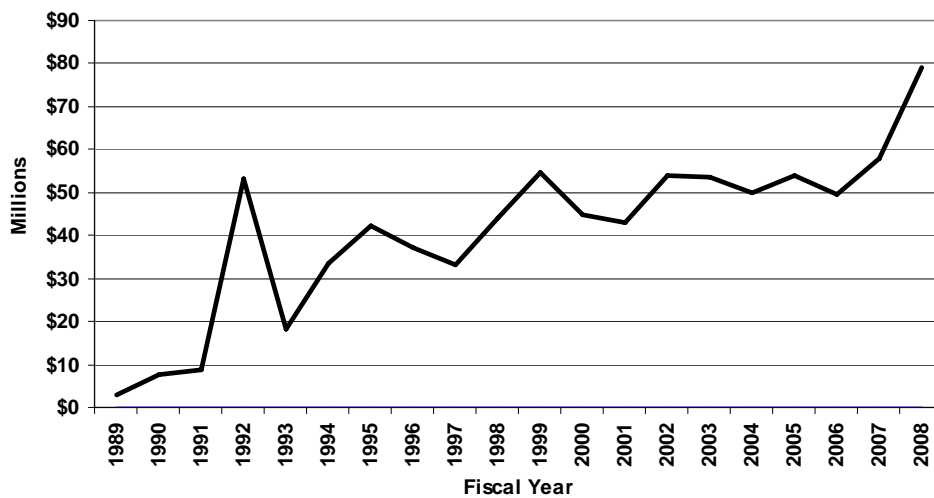


Table 2. 1988 Measure A Expenditures



By December 31, 2008, when the 1988 Measure A Program will expire, the TA will have expended 61 percent of the total estimated sales tax revenues and other earnings, on San Mateo County transportation improvements. At the November 2008 TA Board Meeting, the Board of Directors will be asked to consider a staff recommendation for the programming of all estimated remaining sales tax funds to projects/programs in the 1988 Measure A Program that have commenced before the program expiration. It should be noted that the delivery of 1988 Measure A funded projects will continue beyond the expiration of the 1988 Measure A Program, in keeping with the commitment to the voters who approved the 1988 Measure A Program.



3.0 2009 – 2033 Measure A Program

On January 1, 2009, the 2009 – 2033 Measure A Program will commence, continuing the generation of sales tax revenues in San Mateo County for transportation facilities, services and programs. The voter-approved Expenditure Plan sets the program categories and percentage split of the sales tax revenues to each of the programs categories described below. Additionally, the guidelines and requirements contained in the Expenditure Plan are highlighted in this section.

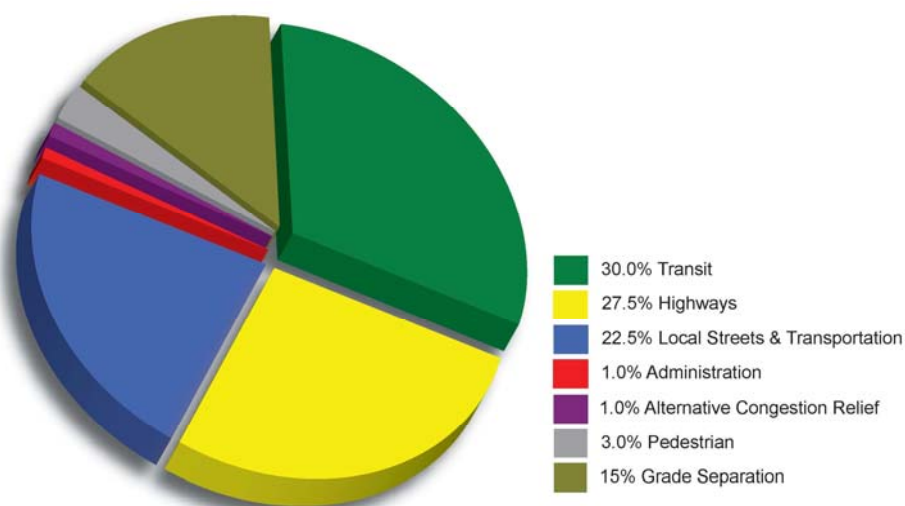
3.1 2004 Expenditure Plan Goals

The goals of the 2004 Expenditure Plan Program are:

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

Meeting these goals involves investment in multiple transportation modes. 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 which are currently estimated at \$1.5 billion (in 2004 dollars) over the life of the Measure A program, as illustrated in Figure 2 below.

Figure 2. 2004 Expenditure Plan



The 2004 Expenditure Plan 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 replace or supplant existing funds and resources on projects
- Measure A funds may only be used for transportation facilities and services
- Measure A funds may only be used for projects within San Mateo County, with exception to the systemwide costs for Caltrain Improvements, and for Highway projects that minimally extend into adjacent counties

3.2 Program Category Details

The Measure A Program includes six programs: Transit, Highways, Local Streets/Transportation, Grade Separations, Pedestrian and Bicycle and Alternative Congestion Relief Programs. Funding can be used for planning, design development, construction projects or operations in San Mateo County.

Table 3 below lists the total estimated sales tax revenue over the life of the measure for each program category and matching funds from potential local, state, and federal sources.

Table 3. Transportation Expenditure Plan Program Categories

Program Category	% Share	Estimated Sales Tax (in 2004 dollars)	Estimated Match (in 2004 dollars)
Transit (30%)			
<i>Caltrain</i>	16.0%	\$240.0 million	\$250 million
<i>Local Shuttles</i>	4.0%	\$60.0 million	\$60 million
<i>Accessible Services</i>	4.0%	\$60.0 million	\$228 million
<i>Ferry</i>	2.0%	\$30.0 million	\$92 million
<i>Dumbarton Corridor</i>	2.0%	\$30.0 million	\$415 million
<i>BART</i>	2.0%	\$30.0 million	\$120 million
Highways (27.5%)			
<i>Key Constricted Areas</i>	17.3%	\$260.0 million	\$260 million
<i>Supplemental</i>	10.2%	\$153.0 million	\$65 million
Local Streets / Transportation	22.5%	\$337.5 million	\$527 million
Grade Separations	15.0%	\$225.0 million	\$125 million
Pedestrian and Bicycle	3.0%	\$45.0 million	\$25 million
Alternative Congestion Relief Programs	1.0%	\$15.0 million	\$15 million
TOTAL	100.0%*	\$1,500 million*	\$2,200 million*

* Note: Includes up to 1% for Program Administration



The definition and purpose of each program area are described below. Also indicated for each program area, if applicable, are key parameters identified in the 2004 Expenditure Plan.

Transit

The Transit Program provides funding for multiple modes of transit including Caltrain, Local Shuttles, Accessible Services, Ferry, the Dumbarton Corridor and BART.

Caltrain

Caltrain is a 77-mile, 33 station commuter rail system that provides service in the counties of San Francisco, San Mateo and Santa Clara. Caltrain operates 98 weekday trains with less frequent service on weekends, serving nearly 12 million customers a year. The purpose of the Caltrain program is to fund system upgrades and service expansions. Up to 50 percent of the funding can be used for operating expenses.

Local Shuttle

Local shuttle services are transit shuttle services provided with vehicles that are typically larger than vans and smaller than buses. The purpose of the Local Shuttle program is to meet local mobility needs and provide access to regional transit. These services are envisioned to complement fixed-route bus and rail services.

Accessible Services

Accessible Services are targeted for paratransit and other transportation services to accommodate people with disabilities, seniors with mobility limitations, and those who need assistance using the existing transportation services. The purpose of the Accessible Services program is to fund Americans with Disabilities Act (ADA) paratransit services, such as Redi-Wheels, and support the operating and capital needs of additional new programs for eligible seniors and people with disabilities. The ADA requires transit agencies to provide accessible services to people who are unable to use fixed-route bus or rail service.

Ferry

Ferries provide transit service via waterways. The purpose of the Ferry program is to invest in cost-effective ferry services in San Mateo County, where currently, there is no ferry service in the County. These services will increase transit options to meet daily transportation needs and also provide countywide transportation relief (and transport of emergency personnel) during times of emergencies. These services will be operated by the Water Emergency Transportation Authority (WETA), an entity established as part of a statewide program, to be prepared for times of disaster. Two ferry projects, one in Redwood City and the other in South San Francisco, have been identified in the 2004 Expenditure Plan and are the two projects that are eligible to be funded by this program.



Dumbarton Corridor

The Dumbarton Corridor, which connects the Peninsula to the East Bay in the vicinity of Newark and the East Bay to the Peninsula near Menlo Park, has been identified as a key corridor for future commuter rail service. This corridor provides a critical component of establishing a regional rail network as identified in the Metropolitan Transportation Commission (MTC) Regional Rail Plan. Building on the investment of purchasing the Dumbarton Corridor right-of-way with funding from the 1988 Measure A Program, the purpose of this program is to fund station facilities and rail corridor enhancements in East Palo Alto, Menlo Park and Redwood City.

The Dumbarton commuter rail project, which is overseen by the Dumbarton Rail Corridor Policy Advisory Committee (DRCPAC) and project managed by Caltrain, is currently at 10 percent design and in the environmental clearance phase. Once these tasks are complete, the DRCPAC will focus on solidifying the funding plan before defining specific projects to be funded by this program.

Bay Area Rapid Transit District (BART)

BART is a heavy rail system that operates throughout the counties of San Francisco, San Mateo, Alameda and Contra Costa. BART serves more than 362,000 riders on a typical weekday on its network of 104 miles and 43 stations. The purpose of this program is to fund capital investments and operating expenditures associated with the San Mateo County and the BART extension which was recently completed in 2003.

As outlined in an agreement between BART, SamTrans and the TA, 2 percent of Measure A sales tax revenues will be allocated to BART on an annual basis. This arrangement addresses the agreement between the TA, SamTrans, and BART to fund a portion of the BART operating costs in San Mateo County. Within the general guidelines of the Measure A program, specific projects to be funded by this program are to be defined by BART consistent with and within the parameters of the agreement between BART, SamTrans and the TA.

Highways

The purpose of this program is to reduce congestion on roadways within San Mateo County. This program is divided into two categories: Key Congested Areas are focused on removing bottlenecks in the most congested highway commute corridors; and Supplemental Roadways are focused on reducing congestion and improving throughput along secondary commute corridors.

Key Congested Areas

The 2004 Expenditure Plan allocates a specified amount of sales tax revenue to five key congested corridors in San Mateo County. Below is the list of eligible projects as identified in the 2004 Expenditure Plan:

- Highway 280 North Improvements
 - Reconstruct I-280/Route 1 Interchange (Daly City)



- Construct Auxiliary Lanes between I-380 and Hickey Boulevard (Daly City, South San Francisco, San Bruno)
- Coast side Highway Improvements
 - Route 1 /San Pedro Creek Bridge Replacement (Pacifica)
 - Route 1/ Manor Drive overcrossing improvement and widening (Pacifica)
 - Route 1 and 92 safety and operational improvements (within and in the proximity of Half Moon Bay)
- Highway 92 Improvements
 - Auxiliary lanes and interchange improvements between I-280 and the San Mateo Hayward Bridge (San Mateo County, Foster City)
- Highway 101 Mid-County Improvements
 - Reconstruction of the Highway 101-Broadway Interchange (Burlingame)
 - Modification of the Highway 101/Peninsula Avenue Interchange (San Mateo, Burlingame)
 - Operational improvements on Highway 101 from Hillsdale to Route 92 (San Mateo)
- Highway 101 South Improvements
 - Reconstruct the Highway 101/Woodside Road Interchange (Redwood City)
 - Highway 101 improvements between Highway 84 and the Santa Clara county line and access improvements to the Dumbarton Bridge (Redwood City, Menlo Park, East Palo Alto)

Supplemental Roadways

The 2004 Expenditure Plan includes a partial list of specific projects eligible to receive Measure A funding. Other projects (not listed in the plan) can be considered. Below is the partial list of candidate projects as identified in the 2004 Expenditure Plan:

- Route 35 (I-280-Sneath Lane) widening (San Bruno)
- US 101/Produce Avenue Interchange (South San Francisco)
- Route 92 (I-280-Route 35) truck climbing lane (San Mateo)
- Willow Road adaptive signal control system (Menlo Park)
- US 101 (Sierra Point Parkway – SF/SM County Line) auxiliary lanes (South San Francisco, Brisbane)
- Geneva Avenue extension (Daly City, Brisbane)
- I-280/John Daly Boulevard Over crossing (north side) widening (San Bruno)
- Junipero Serra Boulevard Improvements (Daly City, Colma, South San Francisco)



- US 101/Candlestick Point Interchange (Brisbane)
- US 101 (Sierra Point Parkway – San Bruno Avenue) auxiliary lanes (Brisbane, South San Francisco)
- I-280/I-380 local access improvement (San Bruno)
- Highway 101/Sierra Point Pkwy Interchange replacement and Lagoon Way extension (Brisbane)
- Triton Drive widening (Foster City)
- Sand Hill Road signal coordination (Menlo Park)
- Woodside Road Widening (US 101-El Camino Real) (Redwood City)

Local Streets and Transportation

The purpose of this program is to provide funding to the 20 cities and the County of San Mateo for the improvement and maintenance of local transportation facilities and services. This program provides money to local jurisdictions based on the following formula: 50 percent by population and 50 percent by the number of road miles within the jurisdiction. Annually, the TA will update the road miles and population figures based on California Department of Transportation and Department of Finance data. Table 4 below summarizes the estimated allocation and funding over the next 25 years (in 2004 dollars).

Table 4. Estimated Annual Distribution to San Mateo County and Cities

Local Jurisdiction	Allocation (%)	Estimated Funding (\$2004)
Atherton	1.886	\$ 6,365,250
Belmont	3.543	\$ 11,957,625
Brisbane	0.818	\$ 2,760,750
Burlingame	4.206	\$ 14,195,250
Colma	0.299	\$ 1,009,125
Daly City	10.413	\$ 35,143,875
East Palo Alto	3.215	\$ 10,850,625
Foster City	3.364	\$ 11,353,500
Half Moon Bay	1.596	\$ 5,386,500
Hillsborough	3.000	\$ 10,125,000
Menlo Park	4.851	\$ 16,372,125

Local Jurisdiction	Allocation (%)	Estimated Funding (\$2004)
Millbrae	2.917	\$ 9,844,875
Pacifica	5.174	\$ 17,462,250
Portola Valley	1.488	\$ 5,022,000
Redwood City	9.612	\$32,440,500
San Bruno	5.034	\$ 16,989,750
San Carlos	4.271	\$ 14,414,625
San Mateo	11.797	\$ 39,814,975
S. San Francisco	7.949	\$ 25,815,375
Woodside	1.683	\$ 5,680,125
San Mateo Co.	13.184	\$ 44,496,000



Grade Separation

The Grade Separation program involves eliminating at-grade railroad crossings. This can be done by raising or lowering roads and/or train tracks at different elevations. The purpose of this program is to provide funding for the construction or upgrade of grade separations along the Caltrain and Dumbarton rail lines in San Mateo County to improve safety and relieve local traffic congestion. The rail crossings to be considered for Measure A funding are listed in the 2004 Expenditure plan and are located in the cities of South San Francisco, San Bruno, Millbrae, Burlingame, San Mateo, Redwood City, Atherton, East Palo Alto and Menlo Park.

Pedestrian and Bicycles

Bicycling and walking are sustainable forms of transportation. The purpose of this program is to fund specific projects to encourage and improve bicycling and walking conditions. Qualified expenditures include paths, trails and bridges over roads and highways. The 2004 Expenditure Plan includes a partial list of eligible bicycle and pedestrian projects which are listed below. Other projects will be considered.

- Route 1/Santa Rosa Avenue Pedestrian Overcrossing (Pacifica)
- Route 1 pedestrian/bike trail from Montara through Half Moon Bay (San Mateo County, Half Moon Bay)
- Route 35/Route 1 pedestrian/bike overcrossing (Daly City)
- Millbrae Avenue/US 101 pedestrian/bike overcrossing (Millbrae)
- Hillcrest Boulevard/US 101 pedestrian/bike overcrossing to Bay Trail (Millbrae)
- US 101 near Hillsdale Boulevard pedestrian/bike overcrossing (San Mateo)
- Ralston Avenue/US 101 pedestrian/bike overcrossing (Belmont)
- Willow Road/Bayfront Expressway pedestrian/bike tunnel upgrade (Menlo Park)
- Willow Road/US 101 pedestrian/bike over crossing (Menlo Park)
- Portola Road pedestrian/bike path paving (San Mateo County)

Alternative Congestion Relief

The Alternative Congestion Relief program promotes transit and non-traditional methods of commuting to reduce reliance on the automobile and use of Intelligent Transportation Systems (ITS) to promote efficient use of the transportation network. Commute alternatives receive 0.8 and ITS projects receive 0.2 percent of the Alternative Congestion Relief funds. Example projects include carpool services, transit subsidies, car sharing and telecommuting. The program also utilizes information technology to assist in efficient use of the transportation network. Example projects include travel time signage on highways, accident alerts and rerouting information. This program is essential in completing a multi-modal program to maximize transportation options and efficiencies.



Table 5. Program Category Details

Program Category	Description	Purpose	Project Parameters
Transit			
<i>Caltrain</i>	Existing commuter rail system providing train service in San Francisco, San Mateo and Santa Clara counties	Upgrade and expand Caltrain services in San Mateo County; Fund systemwide improvements, and safety.	Up to 50% funding for operations
<i>Local Shuttles</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	n/a
<i>Accessible Services</i>	Targeted transportation services for people that have special mobility needs	Provide paratransit and other transportation services to eligible seniors and people with disabilities	n/a
<i>Ferry</i>	Transit service provided by vessels on waterways	Establish ferry services in San Mateo County	For services in Redwood City and South San Francisco
<i>Dumbarton Corridor</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	n/a
<i>BART</i>	Existing heavy rail system providing train services in San Francisco, San Mateo, Alameda and Contra Costa counties	Maintain and operate BART extension to San Mateo County	Projects to be programmed by BART
Highways			
<i>Key Congested Areas</i>	Highways in San Mateo County	Reduce congestion and increase throughput on highways	Projects to be selected from eligible project list
<i>Supplemental</i>	Local, collector, arterial, state route roadways in San Mateo County	Reduce congestion and increase throughput on roadways	n/a
Local Streets / Transportation	Transportation services, roadways owned and maintained by the cities and County of San Mateo	Improve and maintain local transportation facilities and services	Projects to be programmed by cities and/or county
Grade Separations	Eliminate at-grade railroad crossings	Improve safety and relieve local traffic congestion	n/a
Pedestrian and Bicycle	Pedestrians and bicycle facilities	Encourage walking and bicycling	n/a
Alternative Congestion Relief Programs	Commuter alternatives and Intelligent Transportation Systems (ITS)	Efficiently use of transportation network and reduce reliance on automobiles	0.8 percent is for commuter alternatives and 0.2 percent for ITS projects



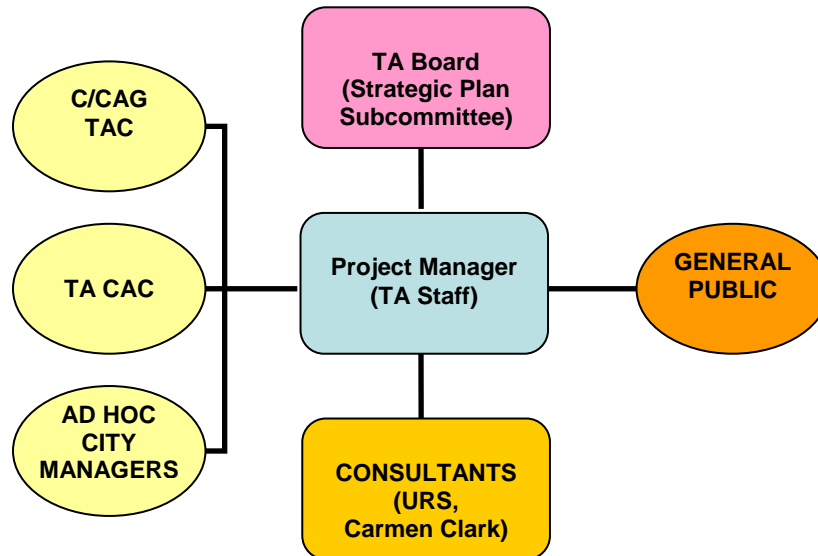
4.0 Planning Process

Public involvement is critical to the success of the 25-year (2009 – 2033) Measure A Program. Building on the outreach involved with the conception of the Measure A Program and generation of the 2004 Expenditure Plan, the development of this Strategic Plan included direction from policy-makers and input from technical experts, community leaders and the public-at-large.

4.1 Participants

The TA Board convened a subcommittee to oversee the development of the Strategic Plan and execution of a sound outreach strategy. Three key groups helped shape the planning process and outreach approach: the TA Citizens Advisory Committee, the Ad-Hoc Committee of City Managers specifically formed for this purpose, and the City/County Association of Governments Technical Advisory Committee comprised of city public works directors, engineers, and planners. The public also informed the process to ensure a strong connection between policy decisions and the needs of San Mateo County communities as expressed through the approved Measure A Expenditure Plan.

Figure 3. Participants



4.2 Public Outreach

TA staff made a special effort to solicit input from the public as a way to educate them about Measure A and the TA, including the positive impact of the half-cent sales tax on countywide mobility over the last 20 years. Given that the Strategic Plan is anchored to the 2004 Expenditure Plan, which was developed with public input, it was essential to remind the public of what is included in the 2004 Plan and the purpose of the Strategic Plan. Public input was needed to develop two key components of the Strategic Plan: criteria for project evaluation and prioritization; and monitoring programs and performance measures that would be used to ensure efficient use of Measure A money.

Public outreach was conducted in two phases between July and September. The first phase focused on existing stakeholder groups representing a wide range of perspectives. This phase provided the opportunity to go deeper into specific interest areas, while also informing the second phase of outreach to the general public through community meetings. The public outreach effort solicited input on specific transportation projects, evaluation criteria, and performance measures. In order to publicize the community meetings, notices were sent to 46 print, five radio and 10 television media outlets, as well as several organizations and community groups.

During Phase I, meetings were held with the following stakeholder groups:

- C/CAG Bike and Pedestrian Advisory Committee
- Caltrain Citizens Advisory Committee
- Committee for Green Foothills
- Menlo Park Transportation Management Program
- Peninsula Traffic Congestion Relief Alliance
- SamTrans and Caltrain Accessibility Advisory Committees
- SamTrans Citizens Advisory Committee
- San Mateo County Economic Development Association
- San Mateo County Paratransit Coordinating Council

During Phase II, four public-at-large meetings were held in:

- Pacifica (Coastside)
- Burlingame (Central county)



- Daly City (North county)
- Redwood City (South county)

Key comments received from the stakeholders and the public emphasized the importance of particular criteria that should be used in evaluating and prioritizing projects and performance measures. They included:

- Evaluating the project readiness as it relates to the planning process that the project was subject to as well as the funding commitment to advance the project
- Considering geographical equity when looking at the investment decisions for the whole Measure A Program
- Measuring the effectiveness relating the projects costs to it benefits such as congestion relief, system connectivity, improved safety and customer satisfaction

The public also discussed types of projects they thought were important to be considered for Measure A funding. Input included congestion relief roadway improvements, more shuttle services to Caltrain improvements and customer service innovations. The common theme from the public was the desire for an efficient transportation network that maximizes their transportation options, meets their travel needs and efficiently uses Measure A funds.

A complete summary of the input gathered from the outreach process can be found in Appendix A.



5.0 Programming and Allocations Guidelines

This chapter defines the policy framework that will guide fund programming and allocation processes and decisions. There are three subsections in this chapter. Section 5.1 describes the participants involved in the Measure A Program and their respective roles and responsibilities. Section 5.2 describes the programming and allocation process for non-competitive programs (projects with automatic entitlements to annual allocations). Section 5.3 describes the programming and allocation process for competitive programs (new projects that will be proposed through an application process).

5.1 Participants and Responsibilities

The Measure A Program involves four key participants: Project Initiator, Project Sponsor, Project Manager/Operator and the Transportation Authority.

Table 6. Participants and Responsibilities

Participant	Responsibilities
Project Initiator <i>(All eligible)</i>	- Recommend Project to Sponsor
Project Sponsor <i>(Identified in Expenditure Plan)</i>	- Submit Funding Request to the TA - Solidify Funding Plan - Develop Project - Implement Project - Submit Monitoring Reports - Sign Funding Agreements
Project Manager/Operator <i>(To be identified by Project Sponsor)</i>	- Plan Project - Engineer Project - Construct Project - Operate Services
Transportation Authority	- Evaluate and Prioritize Projects - Program and Allocate Funds - Monitor Projects / Programs - Sign Funding Agreements - Serve as participant, if necessary

Project Initiators can be any person or entity that develops a project idea. In order for the project to be considered for Measure A funding, the Project Initiator will need to garner the support of an



eligible Project Sponsor to submit the project to the TA for funding consideration. The *Project Sponsors* are the entities that interface with the TA. They are identified in the 2004 Expenditure Plan and listed below.

Table 7. Project Sponsors

Program Category	Project Sponsors
Transit	<p><i>Caltrain</i> SamTrans, Joint Powers Board</p> <p><i>Local Shuttles</i> SamTrans</p> <p><i>Accessible Services</i> SamTrans</p> <p><i>Ferry</i> South San Francisco, Redwood City</p> <p><i>Dumbarton Corridor</i> SamTrans</p> <p><i>BART</i> SamTrans</p>
Highways	Caltrans, Cities, San Mateo County
Local Streets / Transportation	Cities, San Mateo County
Grade Separations	SamTrans, Cities, San Mateo County, Joint Powers Board
Pedestrian and Bicycle	Cities, San Mateo County
Alternative Congestion Relief Programs	Cities, San Mateo County

Project Sponsors are responsible for working with the Project Initiators and submitting competitive projects to the TA for funding consideration. Project Sponsors are responsible for project development and implementation. They can manage or operate the projects themselves or they can identify a *Project Manager or Operator* and contract out for those services. The *Transportation Authority* is responsible for administering the Measure A Program, and may act as the Project Initiator and/or Project Manager. Under certain circumstances, it may be possible for the TA Board, with the concurrence of Project Sponsors currently designated in the Expenditure Plan, to authorize the Authority to assume Project Sponsor responsibilities.



5.2 Non-Competitive Programs and Projects

There are program and projects within the Measure A Program that are not subject to a competitive TA process. Qualified programs have committed funding designated in the 2004 Expenditure Plan or from a previously executed funding agreement. Qualified projects include existing transit services that are currently being funded with 1988 Measure A sales tax moneys.

Qualified Programs and Projects

There are four programs and projects that are non-competitive within the 2009-2033 program:

- Transit: BART within San Mateo County
- Transit: Accessible Services
- Transit: Shuttles
- Local Streets and Transportation

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

For the *Transit: Accessible Service* program, funding is committed to the continuation and expansion of paratransit services operated by SamTrans as Redi-Wheels. Other supplemental services to be funded within this program have not yet been identified and will be considered as new projects subject to the guidelines described in the next section.

For the *Transit: Local Shuttles* program, funding is committed to existing shuttle services that have been funded by the 1988 Measure A Program subject to acceptable performance. New shuttle services to be funded within this program have not yet been identified and will be considered as new projects subject to the guidelines described in the next section.

For the *Local Streets and Transportation* program, the TA is committed to providing 22.5 percent of Measure A funding to the cities and county of San Mateo for maintenance and improvements of local transportation facilities. The specific amount for each entity is determined based on the following formula: 50 percent by population and 50 percent by the number of road miles 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.



Process

The programming and allocations process for 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 non-competitive programs and projects. Based on these estimates, the TA staff will make an 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 program the money and complete the annual 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, 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. Progress reports also will be used for the Local Shuttles program to measure performance for continued receipt of Measure A funding.

5.3 Competitive Programs

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

- Transit
 - Caltrain
 - Local Shuttles (Not including 1988 Measure A funded services)
 - Accessible Services (Not including paratransit services)
 - Ferry
 - Dumbarton Rail
- Highways
- Grade Separations
- Pedestrian and Bike Facilities
- Alternative Congestion Relief Programs



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 and range from one-time, annual, to multiple over the 25-year duration of Measure A. As indicated in the 2004 Measure A Expenditure Plan, the TA will allocate and fund projects in the Accessible Services program category annually. The specific funding cycles for the other programs are to be determined based on funding availability, program need and program readiness.

Within a given timeframe, the Project Sponsor(s) responding to the Call for Projects will need to complete a project application to compete for Measure A funds. A procedures manual will be made available to assist the Project Sponsors in completing the application. The application will require the following information:

- Identification of Project Initiator, Project Sponsor, Project Manager/Operator and other participants in the project
- A compelling project justification and project effectiveness assessment
- A description of the planning process in developing the project and support letters
- Project assessment based on criteria established in the call for projects
- Project scope, schedule and budget
- A reasonable capital and operating funding plan
- Establishment of baseline performance measures reporting conditions
- Supplemental information tailored to each program category

2. Project Evaluation and Prioritization

The TA will assemble Project Review committees to evaluate project applications and proposals. The review will be based on criteria outlined in the Call for Projects. There are five categories of criteria that will be considered for project evaluation and selection: Need, Policy Consistency, Readiness, Effectiveness and Other. Example criteria are listed in Table 8.



Table 8. Project Selection and Prioritization Criteria

Need	Policy Consistency	Readiness	Effectiveness	Other
Project Justification	2004 Expenditure Plan Countywide Transportation Plan Regional and Local Plans	Planning Process Stakeholder Support Funding Commitment	Congestion Relief System Connectivity Ridership Safety Cost Reliability Funding Match	Economic Development Geographic Equity Environmental Impact Support Transit-Oriented Development

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 2004 Expenditure Plan 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 are the quality of planning processes that were engaged to define the project, level of support from key stakeholders and the public and availability of resources to design, implement and fund the project.

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/bike 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.

Other Criteria captures additional critical considerations in evaluating projects. To what extent does the project support economic development? What is the project’s impact on the 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? And lastly, does the project contribute towards geographical equity for the total Measure A program? The Measure A program is a countywide effort that must take into consideration investments throughout the county.



3. *Staff Recommendation*

Based on review by the Project Review Committee, staff will develop a project funding recommendation for Board consideration. The recommendation will be clearly anchored to the program-specific project evaluation and prioritization criteria.

4. *TA Board Approval*

The TA Board will take action on the programming of Measure A funding. This ensures commitment to the project. 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 receiving entity will be 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 ensure appropriate and efficient use of Measure A funds, the Project Sponsors will be required to submit monitoring reports.

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. This information will be used to inform future investment decisions.

Table 9. Capital Project Monitoring Program

	Project Development	Post-Construction
Type of Monitoring	Active	Education
Performance Measures	Scope Schedule Budget	Usage Effectiveness
Responsible Party	Project Sponsor	TA



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.

Table 10. Operating Project Monitoring Program

Example Performance Measures	<ul style="list-style-type: none">- Matching Fund- Effectiveness- Service Quality- Customer Satisfaction- Project Specific TBD
Responsible Party	Project Sponsor



6.0 Fund Management

In addition to defining the process for funding allocation and programming, the TA is charged with responsibly managing the public's sales tax revenues and 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 advancement of funds as exceptions to the rule. 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 Capital Improvement Plan (CIP) to manage the influx of revenues and availability of matching funds with anticipated project expenditures. 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 and range from one-time, annual to multiple over the 25-year duration of Measure A. Annual allocations are scheduled to be made to the Transit: Accessible Services, Transit: BART within San Mateo County, Transit: Shuttles, and Local Streets and Transportation program categories. With the identification of prioritized projects and continued monitoring of the 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

In order to maximize investment in transportation projects, the ability for Project Sponsors to leverage funds will be a key criterion in the evaluation and prioritization of projects.

Existing Sources

Navigating through the funding network and securing matching funds is complicated. The following provides a brief summary of the existing federal, state and local fund sources that can be leveraged with Measure A funding. Regional funds are considered as local funds.



Federal

Highlighted here are key federal sources of funding: Federal Transportation Act Section 5307; Federal Transportation Act Section 5309, Federal Surface Transportation Program (STP), Federal Congestion Mitigation and Air Quality Improvement Program (CMAQ), Federal Transportation Administration Job Access and Reverse Commute Program (JARC), Federal Transportation Administration New and Small Starts, Federal Transportation Administration Elderly and Disabled, Federal New Freedom Program, and Federal Transportation Administration Bus and Bus Facility. Table 11 identifies the purpose and administrator for each funding source.

Table 11: Federal Funding Sources (in no particular order)

Funding Source	Purpose	Administrator
FTA Section 5307	Purchase of buses, trains, ferries, vans, and other capital improvement, and Americans with Disabilities Act (ADA) required Paratransit Service	FTA/MTC
FTA Section 5309 – Fixed Guideways	Purchase of rail cars, ferries and equipment on fixed-guideway transit services	FTA/MTC
FHWA – STP	Roadway or transit rehabilitation, transportation system and operational improvements, highway construction, transit facilities, ITS projects, intermodal port facilities	FHWA/ MTC
FHWA – CMAQ	Transportation projects that improve air quality and relieve congestion	FHWA/MTC
FTA – JARC	Projects and services designed to transport low-income persons to work; projects to move people to suburban job centers	FTA/MTC
FTA - New and Small Starts	New rail lines or extensions; new Bus Rapid Transit (BRT) fixed guideway, other BRT	Congress
FTA – Elderly and Disabled	Purchase of paratransit vans and related equipment	California Transportation Commission
FTA – New Freedom Program	Fund public transit alternatives beyond those required by ADA	FTA/MTC
FTA - Bus and Bus Facility	Purchase of buses and improvements to bus facilities	Congress



State

Highlighted here are key state sources of funding: State Highway Operation and Protection Program, Traffic Congestion and Relief Program, State Transportation Improvement Program, State Transit Assistance, Safe Routes to School, Bicycle Transportation Account and Proposition 1B Infrastructure Bond. Table 12 identifies the purpose and administrator for each funding source.

Table 12. State Funding Sources (in no particular order)

Funding Source	Purpose	Administrator
State Highway Operation and Protection Program	State highway rehabilitation projects	Caltrans
Traffic Congestion and Relief Program	Streets and highways rehabilitation and specific list of projects included in state statutes.	California Transportation Commission
State Transportation Improvement Program	Roadway and transit capital improvement projects, road rehabilitation, interregional improvements	Caltrans/ MTC
State Transit Assistance	Transit and Paratransit operating assistance and regional transit coordination	Transit operators
Safe Routes to School	Infrastructure projects and programs that promote walking and bicycling near schools	
Bicycle Transportation Account	Bicycle path, lane or route construction and maintenance, lockers, racks on transit vehicles, planning, and safety education	Caltrans
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 Transportation Commission



Local

Highlighted here are key regional/local sources of funding: Transportation Development Act, County Transportation Sales Tax revenues, Gasoline Tax Subventions, Regional Bridge Tolls, Vehicle License Fees, and Developer Impact Fees, and Transportation Fund for Clean Air. Table 13 identifies the purpose and administrator, for each funding source.

Table 13. Local/Regional Funding Sources (in no particular order)

Funding Source	Purpose	Administrator
Transportation Development Act	Transit capital and operating improvements for Transit and Paratransit (Articles 4, 4.5 and 8) and Bicycle and Pedestrian (Article 3).	MTC
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
San Mateo County \$4 Motor Vehicle License Fee	Management of traffic congestion and stormwater pollution	C/CAG
Developer Impact Fees	Cost to local government of a new development, including roads, sidewalks, sewers, and utilities	Local Governments
Transportation Fund for Clean Air	Funds regional competitive and county funding categories. Programs include: TFCA Regional Fund, Bicycle Facility Program, Smoking Vehicles Program, Spare the Air, Vehicle Buy Back, and TFCA County Program Manager Fund.	Bay Area Air Quality Management District (BAAQMD)

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. Identifying traditional and non-traditional funding sources 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 funding pool overall, it is necessary to generate additional dollars. Support for new sources and legislation such as high-occupancy toll lanes, additional vehicle license fees, 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 (PPP): 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 return to the private investors from a portion of the revenues generated. Many types of PPPs exist and most approaches are tailored to specific projects.

6.3 Special Circumstances for Advancing Funds

There will be special circumstances when Project Sponsors need to request Measure A funding beyond what is readily available. 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 saving if it's coupled with another project to be constructed in an earlier timeframe
 - Loss of funding sources if the project is not constructed within a certain time frame
- Impact to the Measure A Program
 - Potential of advancing fund delaying other projects
 - Financial fees associated with advancing funds

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.



7.0 Next Steps

From Strategic Plan to Project Funding

After adoption of the Strategic Plan, the TA will focus on:

- Developing a Measure A Capital Improvement Plan (CIP)
- Developing a Procedures Manual and Call for Projects
- Issuing Call for Projects
- Selecting Projects

The critical first step for the TA will be to develop a CIP based on estimated sales tax revenue, prior funding commitments, countywide short- and long-term needs, and anticipated program expenditures. The initial CIP will be based on forecasts of revenues and projects to be undertaken. As a dynamic living document, it will be refined each year as projects are selected for funding.

Based on the CIP, TA staff will establish the funding cycles for the Call for Projects. Included in the Call for Projects will be the development of program-specific criteria to be used in evaluating and prioritizing the projects and the obligations associated with monitoring the projects. The TA will make available a Procedures Manual to instruct Project Sponsors through the funding request process.

After the collection of project proposals, projects will be reviewed by project evaluation committees to inform the evaluation and prioritization of projects. Recommendations will ultimately be presented to the Board for funding programming and allocation actions, leading to funding agreements and the advancement of approved projects that fulfill the goals of the Measure A Program.

Next Strategic Plan Update

The Strategic Plan will be updated a minimum of every five years. The next update will reflect the results of the Call for Projects and the projects prioritized for Measure A funding. Public input will continue as the program matures as it has been instrumental in the development and success of the TA Program.



Appendix A Public Outreach Comments



Appendix A: Summary of Comments

Phase 1: Stakeholder Outreach Comments

Focused Interest Areas	Topics	Detailed Comments	Response
<p>Transportation Demand Management</p>	<p>Improve connectivity and customer service. Support new strategies.</p>	<p>Ensure projects have a customer service oriented approach</p> <p>Improve communication systems and methods by adding system-wide public address announcements, more visual message signs, and providing real time information</p> <p>Provide better information at stations, including intermodal transfers, as well as nearby attractions and recreational facilities (i.e. kiosks and info boards)</p> <p>Focus on education and information dissemination</p> <p>Improve options and expand the number of locations for redeeming Commuter Check vouchers</p> <p>Provide additional parking capacity at San Mateo County BART stations (i.e. Daly City & Colma)</p> <p>Reduce impediments to switching modes or transit agencies through the use of a universal fare card/seamless fare system</p> <p>A fine job is done for North and South travel in the county, but east-west shuttle service across the county is needed</p> <p>Improve access and connectivity to stations</p> <p>Create and expand carsharing, bikesharing, and ridematching programs.</p> <p>Examine more cost-effective ways to provide transit services</p> <p>Support telecommuting subsidies</p> <p>If fixed route service is not cost effective, transit service providers should look at using on-demand and deviated route services to match trips to where people need to go</p> <p>Create "people-centered" shuttles, instead of "route-centered" shuttles to get people to popular destinations other than just Caltrain and BART</p> <p>Expand the employer-based shuttles to provide mobility options to more than specific employees</p> <p>Park-and-ride facilities should be looked at as a way to make shuttle services even more accessible</p>	<p>Making regional connections and meeting local mobility needs are primary goals of the Measure A program. These factors will also be addressed in the "need" and "effectiveness" project evaluation criteria categories and "customer satisfaction" monitoring program performance measure. Recommended projects will need to be coordinated through the Project Sponsor as identified in Chapter 5 to be considered for TA funding.</p>

Appendix A: Summary of Comments

Focused Interest Areas	Topics	Detailed Comments	Response
Caltrain	<p>Improve connectivity, safety and customer experience</p>	<p>Install pedestrian quad gates for at-grade crossings, and security cameras at stations and at-grade crossings to enhance safety</p> <p>Upgrade passenger car interiors and station amenities (i.e. more shelter from the elements)</p> <p>Implement a fare integration program to ease transfers between modes</p> <p>Install more ticket vending machines at stations and make them easier to use</p> <p>Caltrain needs to purchase additional rolling stock to improve capacity – including additional bicycle passenger capacity</p> <p>Improve system connectivity, including local and regional service connectivity</p>	<p>Connectivity and safety are addressed in the "effectiveness" project evaluation criteria category. Customer satisfaction is addressed in the monitoring program performance measure. Recommended projects will need to be coordinated through the Project Sponsor as identified in Chapter 5 to be considered for TA funding.</p>
High Speed Rail		<p>How can California High Speed Rail bond money be used to better leverage Measure A funds and complete the costly grade separation projects?</p> <p>If the High Speed Rail bond is approved, the TA must ensure that money is not wasted by building capital projects that will need to be removed when the High Speed Rail system is built.</p>	<p>Leveraging funds from all sources is encouraged through the "effectiveness" project evaluation criteria category. Project/Policy coordination and consistency is addressed in the "policy consistency" project evaluation criteria category. The Project Sponsor that will play a key role in leveraging funding and ensuring investments that support HSR is the JPB.</p>

Appendix A: Summary of Comments

Focused Interest Areas	Topics	Detailed Comments	Response
Environmental	Encourage energy efficiency and protect natural resources	<p>Use solar technology to power the trains when the system is electrified (i.e. solar installations at stations and on rail cars)</p> <p>Electrify Caltrain to reduce our dependence on diesel fuel and improve the air quality</p> <p>Provide electricity for plug-in hybrid and electric vehicles at Caltrain stations</p> <p>Create travel lanes for neighborhood electric vehicles (i.e. golf carts)</p> <p>Consider stormwater runoff, flooding and watershed protection when constructing new projects</p>	Environmental concerns are addressed in the "other" project evaluation criteria category. Recommended projects will need to be coordinated through the Project Sponsor as identified in Chapter 5 to be considered for TA funding.
	Transportation demand management	<p>Create HOV lanes in San Mateo County</p> <p>Explore congestion pricing</p>	Eligible highway projects are identified in Chapter 3. The purpose of the Alternative Congestion Relief Program is to implement projects that efficiently use the transportation network and reduce reliance on automobiles. Recommended projects will need to be coordinated through the Project Sponsor as identified in Chapter 5 to be considered for TA funding.
	Funding	Where possible, maximize the use of funding for bicycle and pedestrian improvements by funding them as part of other larger categories like Highways and Caltrain	Funding for pedestrian and bike improvements from other Measure A programs is limited. Each program serves a specific purpose as described in Chapter 3. A key strategy to leveraging funding for bike and pedestrian improvements is to seek funding from other sources within the Measure A Program. Key bike and pedestrian funding sources are listed in Chapter 6.

Appendix A: Summary of Comments

Focused Interest Areas	Topics	Detailed Comments	Response
SamTrans	Improve SamTrans service	<p>Shorten headways on all transit modes in the county</p> <p>Address the gaps in services</p>	<p>SamTrans service plans are prepared by SamTrans and will be considered by the TA only as it relates to the specific programs identified in the Measure A program. Recommended projects will need to be coordinated through the Project Sponsor as identified in Chapter 5 to be considered for TA funding.</p>

Appendix A: Summary of Comments

Focused Interest Areas	Topics	Detailed Comments	Response
<p>Accessibility</p>	<p>Improve paratransit and coordinated services</p>	<p>Provide same-day services</p>	<p>A key focus of the Accessibility Services program is to encourage independent living for seniors with special mobility needs. Specific projects and service improvements will need to be coordinated through the Project Sponsor as identified in Chapter 5 to be considered for TA funding.</p>
		<p>Coordinate between public and private entities (i.e shuttles used by senior housing complexes)</p>	
		<p>Consider access to food and health centers, particularly for the elderly and disabled</p>	
	<p>Provide more accessibility facilities and public information</p>	<p>Provide additional fare collection machines at more locations on train platforms</p>	<p>The policy consistency and readiness project evaluation criteria categories address ADA requirements as well as conducting a thorough planning process that would address the needs of stakeholders including the senior population. Specific projects and service improvements will need to be coordinated through the Project Sponsor as identified in Chapter 5 to be considered for TA funding.</p>
		<p>Improve signage and wayfinding at stations</p>	
		<p>Procure vehicles that facilitate easier boarding and alighting by disabled passengers</p> <p>Embark on a campaign to get the word out on all of the available services. Target the population group that will use the services. Many people don't even know some services exist.</p>	

Appendix A: Summary of Comments

Focused Interest Areas	Topics	Detailed Comments	Response
<p>Bicycle and Pedestrian</p>	<p>Improve safety, remove barriers, provide connections, and provide access to activity centers</p>	<p>Repair street crossings for better visibility</p> <p>Install audible pedestrian signals at intersections</p> <p>Explore other paving materials besides asphalt</p> <p>Always consider safety factors (people bike and walk more when the environment is perceived as safe)</p> <p>Ensure access to bike lockers at Caltrain stations by getting keys back from users</p> <p>Provide pedestrian grade separations/undercrossings at Caltrain tracks</p> <p>Create an overpass connection between El Camino Real and Burgess Campus in Menlo Park</p> <p>Construct a pedestrian overcrossing for Highway 1 in Half Moon Bay to make it safe, especially for children, to cross Highway 1 and people do not have to drive just to get across the street</p> <p>Install more street-level pedestrian signals instead of underpasses or foot bridges which can pose safety concerns</p> <p>Complete the trail from Monterra to Half Moon Bay</p> <p>Complete the trail from Woodside to Portola to Skyline and tie it into the parks system</p> <p>Improve coordination among bike and trail systems</p> <p>Reopen upper Alpine Road near Stanford for pedestrian and bike traffic</p> <p>Invest in a complete off-road trail system</p> <p>Improve walkability, especially for seniors and persons with disabilities</p> <p>Create a countywide bike plan</p> <p>Improve pedestrian routes to and from schools</p>	<p>Safety and connectivity concerns are addressed in the "Effectiveness" project evaluation criteria category.</p> <p>Recommended projects will need to be coordinated through the Project Sponsor as identified in Chapter 5 to be considered for TA funding.</p>
<p>Funding</p>	<p>Incorporate pedestrian and bike access into major highway and transit projects so funding does not come out of this smaller pot of money</p> <p>Keep pedestrian project priority on par with bicycle projects</p>	<p>Funding for pedestrian and bike improvements from other Measure A programs is limited. Each program serves a specific purpose as described in Chapter 3. A key strategy to leveraging funding for bike and pedestrian improvements is to seek funding from other sources versus within the Measure A Program. Key bike and pedestrian funding sources are listed in Chapter 6. Based on the 2004 Expenditure Plan, there is no split between bicycle and pedestrian projects.</p>	<p>Funding for pedestrian and bike improvements from other Measure A programs is limited. Each program serves a specific purpose as described in Chapter 3. A key strategy to leveraging funding for bike and pedestrian improvements is to seek funding from other sources versus within the Measure A Program. Key bike and pedestrian funding sources are listed in Chapter 6. Based on the 2004 Expenditure Plan, there is no split between bicycle and pedestrian projects.</p>

Appendix A: Summary of Comments

Geographical Area	Topics	Detailed Comments	Response
Coastside	<p>Transportation needs on the Coastside</p>	<p>Provide more weekend and evening shuttle services to BART and Caltrain</p> <p>Create additional shuttle service to SFO</p> <p>People need to stop and shop for the economic vitality of the coastside, not just pass through as quickly as possible</p> <p>How can the congestion needs of the coastal communities be addressed?</p> <p>Highway 1 is extremely important, and traffic congestion poses a serious health & safety issue if the road is blocked.</p> <p>Highway 1 is a major thoroughfare and should be treated with regional significance</p> <p>Consider more possibilities than just widening for Highway 1</p> <p>Look at the context/importance of a thoroughfare to a community</p> <p>Consider carbon neutral buses added on the coastal commute, as well as clean shuttles and other vehicles</p> <p>Be cognizant of stormwater flows and provide for flood control</p> <p>Reduce carbon dioxide pollutant levels</p> <p>Foster healthy communities</p> <p>Reduce vehicle miles traveled</p>	<p>Under the project evaluation criteria, geographic equity was added to the "other" category. This addresses the importance of making investments throughout the county. Proposed projects will need to be coordinated through the Project Sponsors as identified in Chapter 5 to be considered for TA funding.</p> <p>Environmental concerns are addressed in the "other" project evaluation criteria category. Recommended projects will need to be coordinated through the Project Sponsor as identified in Chapter 5 to be considered for TA funding.</p>

Appendix A: Summary of Comments

Geographical Area	Topics	Detailed Comments	Response
Bayside	Congestion Relief	<p>Promote system management projects like tolling, rather than more widening</p> <p>Reversible lanes should be considered, where you cannot widen streets and traffic patterns make it feasible</p> <p>The SR-92 West exit onto El Camino Real is very congested</p> <p>The Highway 101 and SR-92 interchange needs to be re-done since it does not have the capacity to handle peak demand</p> <p>Improve highway on/off ramps for better traffic flow</p> <p>Make sure projects actually improve level of service/reduce congestion or at least do not make the situation worse</p> <p>Reduce the number of cars entering from other counties</p> <p>Reduce overall door to door travel time, regardless of the mode</p>	<p>Congestion relief is addressed under the "effectiveness" project evaluation criteria category. All eligible "key congested area" projects are listed in Chapter 3. Recommended projects proposed for the "supplemental roadway" program will need to be coordinated through the Project Sponsor as identified in Chapter 5 to be considered for TA funding.</p>
	Transit Service Improvements	<p>Improve overall transit system connectivity</p> <p>Improve multimodal connectivity and coordination, beyond just transit</p> <p>Make sure to preserve good cross-county connectivity</p> <p>Look at impacts on other transportation facilities when evaluating projects</p> <p>Focus on providing accessibility to all</p>	<p>Connectivity is addressed under the "effectiveness" project evaluation criteria category.</p>
	Performance	<p>Promote good safety/accident record</p> <p>Improve farebox recovery ratios</p> <p>Reduce the cost per passenger</p> <p>Be careful to weight the criteria appropriately to provide the best benefit for the money expended</p>	<p>Safety and cost related to benefits are addressed under the "effectiveness" project evaluation criteria category.</p>
	Needs, policy considerations, coordination	<p>Make sure projects actually meet community needs.</p> <p>Balance the needs of city residents and commuters from other cities/counties</p> <p>Ensure resource allocation equity between communities receiving funds</p> <p>Ensure environmental equity in criteria/impacts</p> <p>Consider regional impacts, including cumulative impacts</p> <p>Ensure coordination with city general plans.</p> <p>Ensure interagency & public/private coordination</p> <p>Look at the environmental impacts/sustainability of projects</p> <p>Strive for the most energy efficient projects</p>	<p>Project justification, policy consistency and readiness are project evaluation criteria categories.</p>
	Environmental		<p>Environmental concerns are addressed in the "other" project evaluation criteria category.</p>

Acknowledgements

San Mateo County Transportation Authority

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