

# North Central San Mateo

## Community-Based Transportation Plan

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County Office Building  
555 County Center  
Fifth Floor  
Redwood City, California 94063

TEL 650.599.1406  
FAX 650.361.8227  
WEB [www.ccag.ca.gov/](http://www.ccag.ca.gov/)

**C/CAG**  
The County Association of Governments  
of San Mateo County



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## **Technical Advisory Committee**

Jean Higaki, Transportation Systems Coordinator, City/County Association of Governments

Susanna Chan, Deputy Director, Streets & Traffic, City of San Mateo

Darcy Forsell, Project Planner, Community Development Department/Planning Division, City of San Mateo

Ron Munekawa, Chief of Planning, Community Development Department/Planning Division, City of San Mateo

Heather Stewart, Neighborhood Improvement & Housing Specialist, City of San Mateo

Jennifer Yeaman, Lifeline and Equity Planner, Metropolitan Transportation Commission

Linda Holman, HSA Manager, San Mateo County Human Services Agency

## **San Mateo County Transit District Project Team**

Emily Betts, Project Manager, Senior Transportation Planner, Strategic Development

Corinne Goodrich, Manager, Strategic Development

Kimberly O'Neill, Intern, Strategic Development

Alonso Barahona, Intern, Strategic Development

## **Wilbur Smith Associates**

William Hurrell

Brian Soland

Tracy Wang

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## EXECUTIVE SUMMARY

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The North Central San Mateo Community-Based Transportation Plan (CBTP) examines the transportation needs of the North Central neighborhood in the City of San Mateo. This project is part of the Metropolitan Transportation Commission's (MTC) Community-Based Transportation Planning Program, a collaborative planning process to identify transportation needs in low-income communities in the Bay Area. MTC's CBTP program advances findings of the "Lifeline Transportation Network Report," which was adopted by MTC and incorporated into the Regional Transportation Plan.

In accordance with MTC guidelines, this Plan is being conducted by the City/County Association of Governments of San Mateo County (C/CAG), in its role as the Congestion Management Agency for the county. C/CAG selected the San Mateo County Transit District (SamTrans) to conduct the planning process for the North Central San Mateo CBTP.

The CBTP planning process was a collaborative effort involving community and stakeholder involvement at every stage of the process. A technical advisory committee (TAC) comprised of staff representing the City of San Mateo, the San Mateo County Human Services Agency (HSA), C/CAG, MTC, and SamTrans was formed to oversee the process. Additionally, a stakeholder committee, comprised of North Central San Mateo residents, community based organizations, and stakeholders, was appointed by City staff and provided input throughout the planning process.

### EXISTING CONDITIONS ANALYSIS

The first step of the Plan was to conduct an extensive existing conditions analysis in order to gain a thorough understanding of area demographics, existing transportation services, and related planning efforts. The analysis provided detailed background information regarding the transportation needs of the residents of this community.

The population of this area is around 8,000 residents, the majority (60%) of which are Hispanic/Latinos. Around a quarter (26%) of households identify themselves as "linguistically

isolated”, meaning that no one 14 years old and over speaks English “very well”, and the majority (83%) of these households speak Spanish. This is also a relatively young population, with a much higher percentage of individuals aged 24 and younger (41%) when compared to the city (28%) and the county (31%); the age group with the highest percentage of the total population within the project area is the age group between 25 and 34.

The percentage of residents living in poverty in the project area is more than double that of the City of San Mateo and of San Mateo County, with 14% of the project area’s individuals are living below the poverty level. Similarly, the percentage of households with incomes less than \$50,000 annually is higher in this community (51%) than in the City as a whole (37%). In each rented housing unit in the project area, there is an average of 4.23 people, which is considerably higher than the average number of people in rented housing in the City (2.59) and in the County (2.34).

An assessment of roadway conditions, transit service, bicycle and pedestrian facilities, and commute patterns was also conducted. Findings from this analysis show that eleven percent (11%) of the households in the project area do not have access to a car, compared to seven percent (7%) in the City of San Mateo. In terms of where the residents are traveling to work, 27% (856) of workers over age 16 living in the project area work outside of San Mateo County. This is less than that of the City (31%) and the County (42%). Most workers living in the study area drive alone to work (73%), while 20% carpool, 9% take transit, and 6% walk or bike to work. These rates for carpooling, transit, and walk/bike are higher than those for the City or County.

SamTrans operates four bus routes that serve the project area in addition to their Paratransit service, Redi-Wheels, which provides transit

service to passengers who cannot independently ride regular SamTrans buses. Two of the SamTrans bus routes are “Caltrain Connection” routes, one is an “Express Service” routes, and one is a “Community Service” route that operates only on school days. Just adjacent to the project area, the San Mateo Caltrain Station provides regional rail service every half an hour on weekdays and hourly on weekends. There are currently no community shuttles that serve the project area.

The project area was assessed for transportation gaps identified in MTC’s “Lifeline Transportation Network Report.” The report does not identify any spatial gaps (deficiencies related to lack of bus service in a specific area) in the project area, and identifies SamTrans Route 292, which travels through the project area via Delaware Street, as a Lifeline Transportation Network route. The report states this route serves a pre-defined concentration of CalWORKs households and serves essential destinations. The temporal gap analysis (deficiencies related to lack of bus service during specific times) was based on MTC objectives for hours of operations and frequency of service and shows that Route 292 does not constitute a temporal gap in terms of hours of operation. SamTrans Route 292 is actually one of three of the 12 total identified SamTrans Lifeline routes that exceeds the hours of operation objectives for non-urban operators on all days. The route also meets all objectives for frequency of service except during the weekday night service hours.

A more detailed summary of the Existing Conditions Analysis can be found in Chapter 2, with the entire report in Appendix B.

## COMMUNITY OUTREACH

The foundation of the North Central San Mateo CBTP is the input and support of the community and stakeholder agencies. Following the completion of the Existing Conditions Analysis,



staff from SamTrans and City of San Mateo partnered to involve residents, community-based organizations (CBOs), and agencies serving the North Central San Mateo community to gain valuable input into the planning process. Outreach was conducted between February and April of 2010. Based on input received from the stakeholder committee, the following outreach strategies were utilized to engage residents and CBOs:

- A survey of residents in the project area was mailed in English and Spanish asking residents to identify where they travel and by what mode, transportation gaps and barriers, and potential solutions to transportation issues;
- Travel survey distributed to the San Mateo Adult School and the San Mateo School
- Interviews with multiple CBOs and other agencies;
- Presentations given to seven CBOs;
- Public Service Announcements and Press Releases;
- Telephone Hotline for project inquiries; and
- Project website providing project updates and access to documents.

Results from the community outreach resulted in the following 17 community stated needs and potential solutions. The stated needs are organized into three categories: access to places outside the project area, access to transit and community facilities within of the project area, and information and cost.

#### **Access to Places Outside of the Project Area**

1. Getting to destinations north and south of the area for shopping, grocery, and medical appointments is costly and time-consuming on transit.

2. Taking transit to downtown San Francisco is expensive, time-consuming, and buses can be over-crowded.
3. The lack of school bus service makes it difficult to access schools outside of the project area.
4. Residents need better access to transit that serves the College of San Mateo.
5. East-West travel without an automobile is difficult.
6. Crossing El Camino as a pedestrian is dangerous.
7. Residents need better connections to hospitals.

#### **Access to Transit Services and Local Community Facilities**

8. The lack of school bus service makes it difficult for families with more than one child to drop them off at multiple schools in the area. Accessing schools outside of SamTrans service hours is also problematic.
9. Travel without an automobile at night, on weekends, and to school during non-school service is difficult.
10. Poor or nonexistent transit stop amenities in the area.
11. Residents do not feel safe waiting at transit stops.
12. Walking is dangerous in some locations because of fast-moving traffic, insufficient pedestrian crossing times, poor lighting, and harassment by loiterers.
13. Bicycling is common on sidewalks but is perceived as dangerous on the streets.

#### **Information and Cost**

14. There is a lack of information available about transportation options for residents without an automobile.

15. There is a need for information about transportation options in languages other than English.
16. There are no free bus transfers; trips that require more than one bus are costly.
17. The cost of SamTrans service is too high for many low-income residents, particularly for families paying for children. A full description of the outreach effort is found in Chapter 3 of this document, with complete results and example surveys in Appendix C.

### **TRANSPORTATION STRATEGIES**

Based on the stated needs identified through the community outreach process, staff developed ten transportation strategies, which are organized into the three areas shown below. These ten strategies were proposed based on community and stakeholder input and were evaluated in terms of their potential community impact, improvement to mobility, implementation requirements, and financial feasibility. A full description of the transportation strategies and the evaluation recommendations are contained in Chapter 4.

#### **Access to Places Outside of the Project Area**

1. Improve Existing School Bus Service
2. Augment Existing Transportation Service to Better Serve Key Destinations
3. Increase Frequency of Existing Transit Service
4. Reinstate the San Mateo Medical Center Shuttle Program

#### **Access to Transit Services and Local Community Facilities**

5. Establish Local Safe Routes to School Program
6. Improve Transit Stop Amenities
7. Improve Pedestrian Amenities

8. Improve Bicycle Amenities

#### **Information and Cost**

9. Improve Affordability of Public Transit for Low-Income Users
10. Increase Public Access to Information about Transportation Options

### **ACTION PLAN AND NEXT STEPS**

Implementation of the CBTP relies on multiple jurisdictions and agencies, each responsible for different transportation strategies. Furthermore, funding for the transportation strategies may come from a variety of sources, including local, regional, state and federal sources. The action plan, included as Chapter 5 in this plan, identifies timeframes, funding sources, lead agencies and project partners.

The next steps necessary to advance the transportation strategies of this CBTP will take place over the next two years and include working with the identified project leads and obtaining project funding. The success of this Community-Based Transportation Plan will depend on the willingness of the relevant lead agencies to move forward with the strategies recommended in this document to meet the needs North Central San Mateo community.

# 1

## INTRODUCTION

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The North Central San Mateo Community-Based Transportation Plan (CBTP) examines the transportation needs of the North Central community the City of San Mateo and recommends steps to address these needs. This project is part of the Metropolitan Transportation Commission's (MTC) Community-Based Planning Program, a collaborative planning process to identify transportation needs in low-income communities throughout the region. The program began in 2001 after MTC completed two reports on the transportation needs of disadvantaged communities - the "Lifeline Transportation Network Report" and the "Environmental Justice Report." The Lifeline Report identified travel needs in low-income communities and recommended community-based transportation planning as a way for communities to set priorities and evaluate options for filling transportation gaps.

The MTC Lifeline Transportation Planning Program objectives include:

- Target planning efforts in low income communities;

- Facilitate community participation in prioritizing transportation needs and identify potential solutions;
- Cultivate collaboration between the community, transit agencies, congestion management agencies and MTC; and
- Build community capacity through Community Based Organization involvement in the planning process.

Using the Lifeline Report as a starting point, this CBTP identifies transportation gaps within the North Central San Mateo neighborhood, and recommends projects to address them.

In accordance with MTC guidelines, this CBTP is being conducted with support from the San Mateo City/County Association of Governments (C/CAG), in its role as the Congestion Management Agency for the county. C/CAG selected the San Mateo County Transit District (SamTrans) to conduct the planning process for the North Central San Mateo CBTP.

## PLANNING PROCESS

The community-based planning process is a collaborative effort involving extensive community and stakeholder involvement at every stage of the planning process. A *Technical Advisory Committee* comprised of staff representing the City of San Mateo, the San Mateo County Human Services Agency (HSA), C/CAG, MTC, and SamTrans was formed to oversee the process. Additionally, a *Stakeholder Committee*, comprised of North Central San Mateo residents, community based organizations, and stakeholders, was appointed by City staff and provided input throughout the planning process.

## OVERVIEW OF THE PLAN

*Chapter 1* provides an overview of the plan, its purpose, and a description of the project area.

*Chapter 2* contains a summary of existing conditions of the North Central San Mateo CBTP project area. These include information about demographics, transportation, and other planning efforts that affect the area.

*Chapter 3* explains the community outreach process and presents the results. This chapter also contains a list of stated transportation needs and potential solutions which emerged from the outreach findings.

*Chapter 4* contains a program of fourteen transportation strategies to address the transportation needs identified through the outreach process. The strategy descriptions each contain:

- Transportation need addressed;
- Project description;
- Potential transportation and community impacts;
- Implementation requirements; and
- Potential funding and cost estimate.

*Chapter 5* contains an action plan which outlines some suggested next steps for successful implementation of the strategies outlined in Chapter 4.

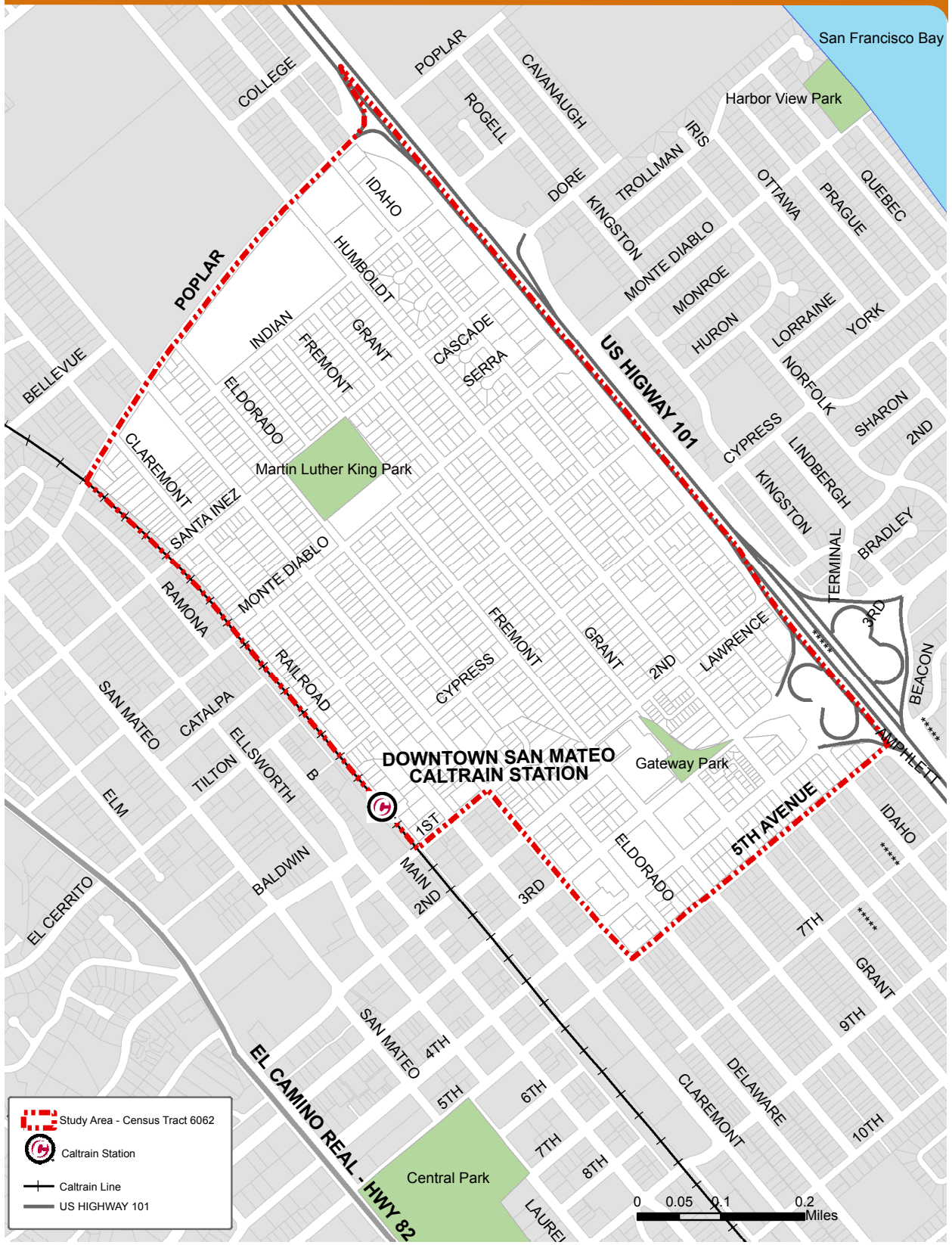
The Plan document includes several acronyms for agencies and planning terms. The following list provides a key to acronyms used in the Plan.

- BAAQMD – Bay Area Air Quality Management District
- CBO – Community Based Organization
- CBTP – Community Based Transportation Plan
- C/CAG – San Mateo City/County Association of Governments
- HSA – San Mateo County Human Services Agency
- MTC – Metropolitan Transportation Commission
- TOD – Transportation Oriented Development
- The Alliance and Commute.org – Peninsula Traffic Congestion Relief Alliance

## PROJECT AREA

The City of San Mateo is located in central San Mateo County. The project area is located in the northern part of the City, and is bordered to the north by Poplar Avenue and U.S. Highway 101, and to the south by the Caltrain railroad tracks, 1<sup>st</sup> Avenue, Delaware Street, and 5<sup>th</sup> Avenue. The project area for this plan was defined in consultation with the City of San Mateo and includes U.S. Census Tract 6062 as shown in the maps below.

Map 1: Project Area



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# 2

## EXISTING CONDITIONS SUMMARY

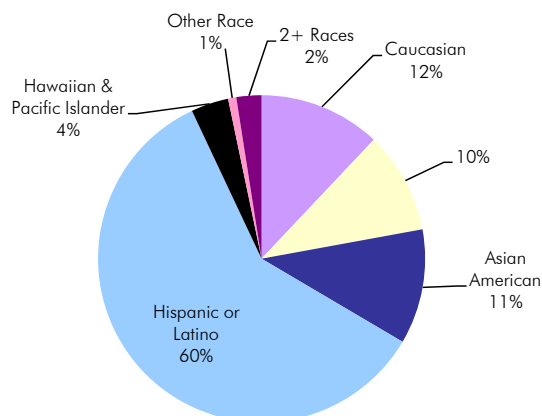
This section contains a summary of the Existing Conditions Report that was completed in November 2009. The full version of the Existing Conditions Report is provided in Appendix B. Unless otherwise noted, demographic information presented in this chapter is based on 2000 U.S. Census data.

### DEMOGRAPHICS

#### Profile of the North Central Neighborhood

The City of San Mateo experienced an eight percent growth in population each year between 1990 and 2000. According to the 2000 US Census, 7,917 people live within the project area, 9% of San Mateo's total population. The residents of the project area are slightly younger compared with citywide and countywide populations. The area has a higher percentage of individuals under the age of 24 (41%) when compared to the County (31%) and San Mateo (28%). Additionally, the project area has a low percentage of individuals over the age of 45 compared to the County and San Mateo. The ethnicity of the project area is diverse—Hispanics/Latinos comprise 60% of the population, Caucasians comprise 12%, Asians comprise 11%, and African Americans comprise 10%.

Figure 1: Percent Population by Ethnicity



#### Linguistic Isolation

The U.S. Census defines a linguistically isolated household as one in which no one 14 years or older speaks English “well” or “very well.” Twenty-six percent of North Central San Mateo’s total households, according to the 2000 U.S. Census, are considered linguistically isolated. Of the 532 linguistically isolated households, 83% (441) of them speak Spanish, while the remaining 17% speak an Asian and Pacific Island language. For residents who are linguistically isolated, it can be difficult to obtain information about services, including transportation, making it difficult to use these services.

## Income and Poverty

Within the project area there is a higher percentage of households living in poverty compared with citywide and countywide populations. Fourteen percent of North Central San Mateo households are below the poverty line, as compared to 6% of households in San Mateo and 6% of households in San Mateo County. Approximately 36% percent of the housing units in the project area are owned by the householder.

About one third of the households in the North Central San Mateo neighborhood have annual incomes between \$25,000 and \$50,000. The percentage of households with incomes less than \$50,000 annually is higher in the North Central neighborhood (51%) than in San Mateo (37%) and San Mateo County (34%). Eleven percent of North Central San Mateo households have annual incomes under \$15,000, as compared to 7% of households in both the City and County respectively

## Public Assistance

The San Mateo County Human Services Agency (HSA) offers several programs to aid adults, children, and families in financial need. Within the North Central neighborhood, 3,821 households utilize programs provided by HSA (based on data provided in August 2009 by HSA).

## TRANSPORTATION

### Road Access and Level of Service for Traffic

The North Central San Mateo neighborhood is bordered by Highway 101 on the northeastern side and Poplar Avenue on the northwestern side. Poplar Avenue is defined by the City of San Mateo General Plan as an arterial road, linking residential and commercial districts and serving through-traffic needs. Other arterials serving the project area include 3rd and 4th avenues, Delaware Street, and Humboldt Street (see Map 2). The project area also includes several collector roads, which are defined as roads linking residential districts to arterial roads, but are not intended for through-traffic. Collectors that run through the project area include Monte Diablo Avenue, Tilton Avenue, 1st and 2nd avenues, and Amphlett Boulevard. All other roads within the project area are defined as local roads.

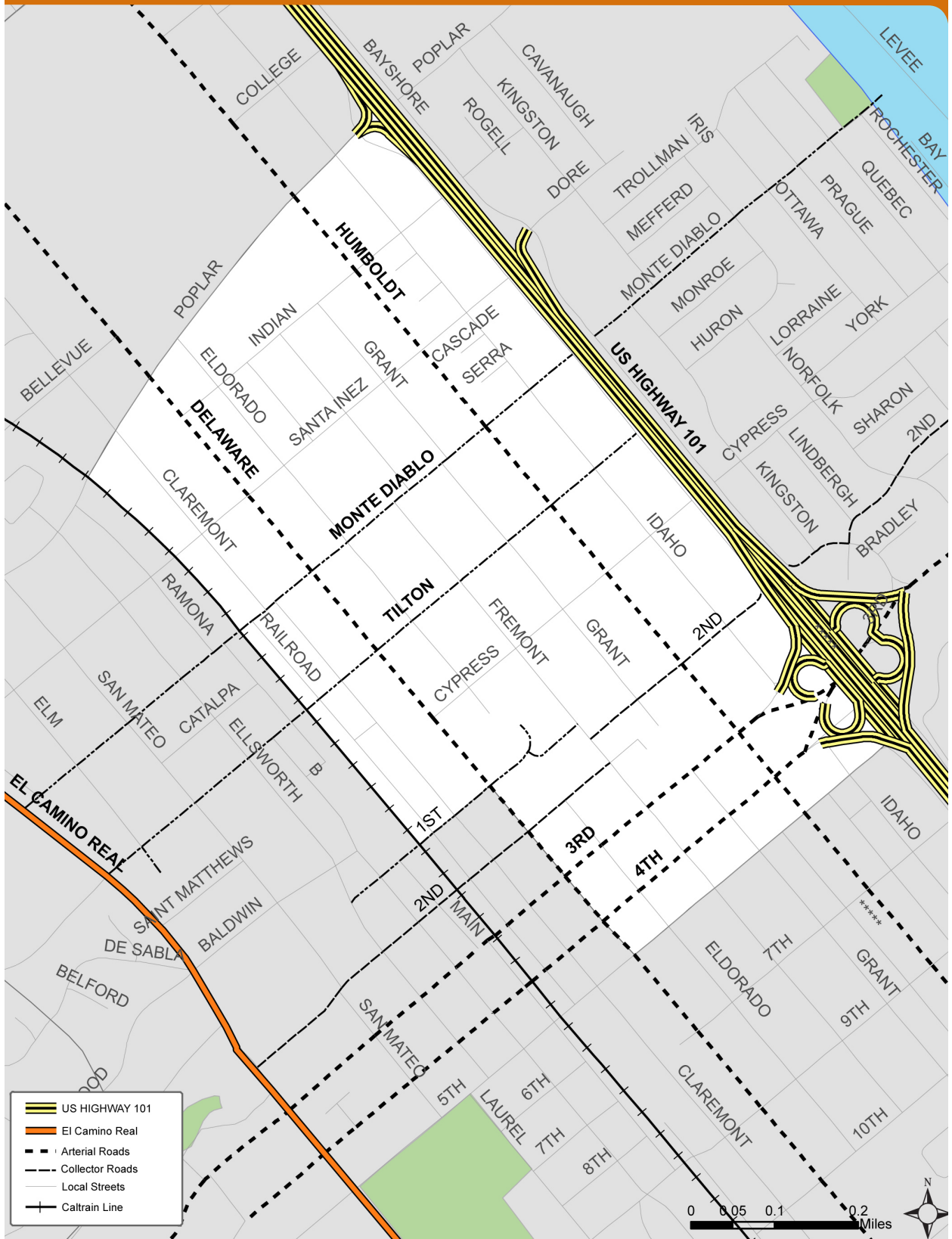
The level of traffic congestion is measured by Level of Service (LOS) using a ratio of the volume of traffic to the capacity of the roadway. The range in LOS is from A to F, with LOS A characterized as free flowing traffic conditions and progressing to LOS F or “bottleneck” situations. According to the 2005 City of San Mateo General Plan, the following levels of service (LOS) have been determined (see Table 1).

Table 1: Level of Service

Street	Cross-Street	Timeframe	LOS
Humboldt Street	Poplar Avenue	AM and PM peak	B
Humboldt Street	3rd Avenue	AM and PM peak	C
Humboldt Street	4th Avenue	AM and PM peak	B
Delaware Street	Poplar Avenue	AM peak	C
Delaware Street	3rd Avenue	AM peak	C
Delaware Street	4th Avenue	AM peak	B
Delaware Street	4th Avenue	PM peak	C
Delaware Street	5th Avenue	AM peak	B



Map 2: Major Roads in Project Area



## Transit Service

The City of San Mateo is served by two major transit systems: SamTrans and Caltrain. SamTrans operates four routes that serve the project area: two of these are “Caltrain Connection” routes, one is an “Express Service” routes, and one is a “Community Service” route that operates only on school days. Also serving the project area is SamTrans’ paratransit service, Redi-Wheels, which provides transit service to passengers who cannot independently ride regular SamTrans buses. Just adjacent to the project area, the San Mateo Caltrain Station provides service every half an hour on weekdays and hourly on weekends. There are currently no community shuttles that serve the project area.

### SamTrans

The project area is served by four SamTrans routes: 53, 250, 292, and the express route KX (Map 3).<sup>1</sup> The express routes serve the project area by stopping at U.S. Highway 101 and 3rd Avenue on the border of the project area. Express Route KX runs on a 60-minute daily schedule from 5:21 AM to 10:30 PM on weekdays, 6 AM to 9 PM on weekends.

The other three SamTrans routes have more local stops within the project area. Route 292 runs through the project area via Delaware Street on a 30-minute daily schedule, with service hours from 4:45 AM to 12:45 AM on weekdays, 5 AM to 12:45 AM on weekends. Route 250 also runs on a 30-minute daily schedule, and serves the project area via 1st, 3rd, and 4th Avenues. It operates from 6 AM to 10 PM on weekdays, 7 AM to 6 PM on Saturdays, and 9 AM to 5:30 PM on Sundays. Route 53 is a limited service route that runs through the project area along Delaware Street, and operates only on school days during the school year, from 7 to 8 AM and from 1 to 3 PM.

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<sup>1</sup> Note that this information was accurate as of August 2010; some adjustments have been made to Route 250 since that time, as described in Strategy 2 of Chapter 4.

### Redi-Wheels Paratransit Service and Use

Redi-Wheels is SamTrans’ paratransit service and is available for disabled passengers who cannot independently ride regular SamTrans buses some or all of the time. Redi-Coast is the paratransit service on the coastside of the county. Rides must be scheduled ahead of time.

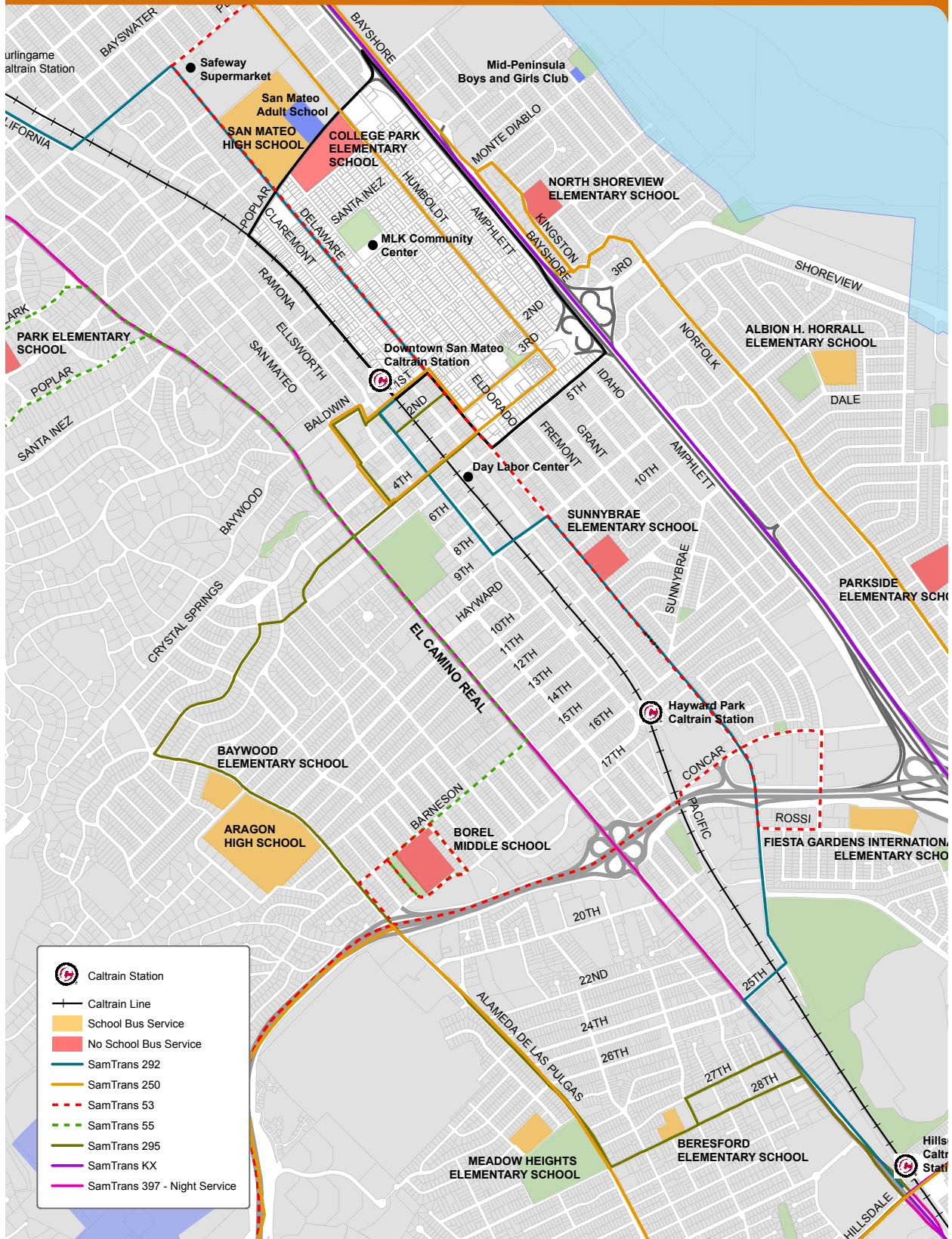
There are currently 1,207 registered Redi-Wheels riders living in the City of San Mateo, which represents 18% of San Mateo County’s 6,651 eligible passengers. In the month of June 2009, there were 4,094 arranged trips through Redi-Wheels originating in the City of San Mateo, with 1,592 (39%) of these trips having a destination still within the City of San Mateo. Other common destinations originating in the City of San Mateo were Senior Focus in Burlingame (an adult day health program) with 347 trips (8% of total trips), Mills Hospital in San Mateo with 135 trips (3% of total trips), and San Carlos Adult Day Care with 127 trips (3% of total trips).

Redi-Wheels use by residents of the project area is somewhat low on a per capita basis. Of the 4,094 Redi-Wheels trips occurring in the City of San Mateo in June 2009, 286 trips (7%) originated in the project area. Popular destinations included the Redwood City Kaiser Medical Center, Mills Hospital in San Mateo, the San Mateo Dialysis Center, the Martin Luther King, Jr. Center, and the San Bruno Senior Center.

### Caltrain Service and Ridership

The closest Caltrain station to the residents of the North Central San Mateo area is the San Mateo Station, located on Railroad Avenue near its intersection with 1<sup>st</sup> Avenue, on the boundary of the project area. To travel to the Caltrain station on public transit, residents of the project area can take SamTrans Route 292 from Delaware Street or SamTrans route 250 from Humboldt Street.

Map 3: SamTrans Fixed Routes



### Commute Mode

When traveling to work, the use of transportation alternatives other than driving alone is relatively high by residents of the project area. These residents have a relatively high carpool rate; at 20% (647 residents), there are nearly twice as many carpoolers in the project area than in the City (11%) and the County (13%). There is also a higher rate of public transit use in the project area. According to the 2000 U.S. Census, 9% (275 residents) of the residents in the project area use public transit for their work commute, while the City and County have 6% and 7% public transit commute use, respectively.

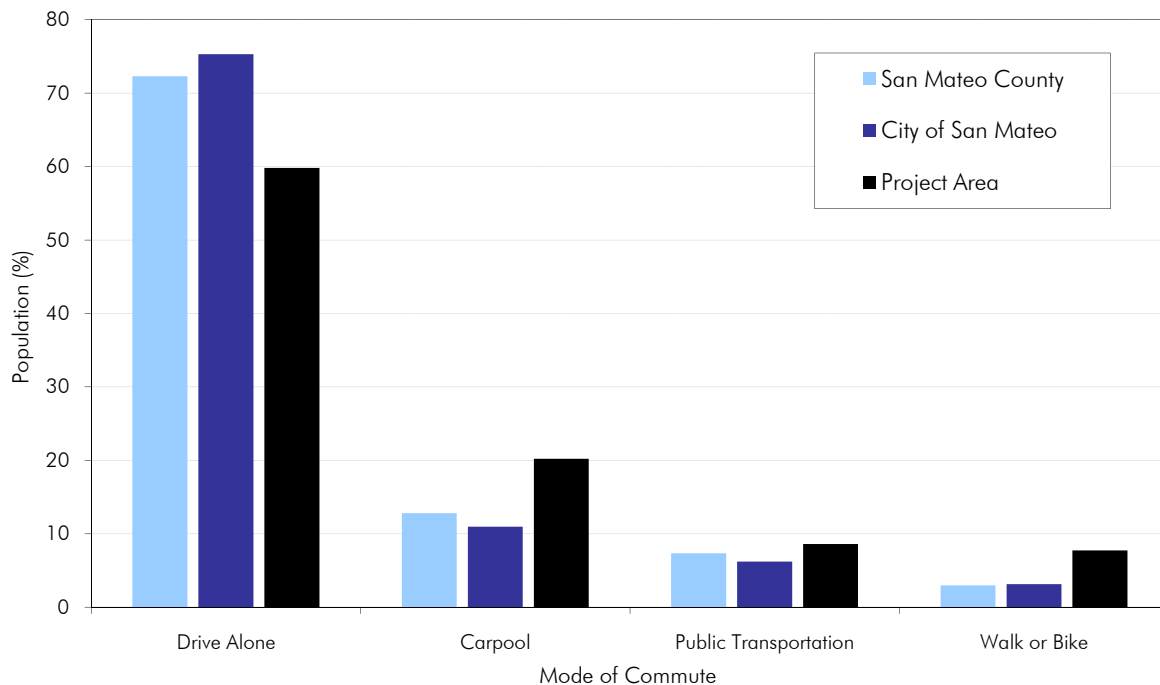
The number of workers driving alone to work is lower than in the City and County. Only 60% of workers living in the project area drive alone to work, while 74% of workers living in the City and 73% of workers living in the County drive alone to work. In addition, the rate of workers walking or biking to work from the project area is relatively high at 8%, compared to 3% in the City of San Mateo and 2% in the County.

### Commute Duration and Place of Work

The majority of workers living in the project area begin their commute to work between 7:00 and 8:30 AM. Within that time span, 574 (18%) of the 3,130 workers who do not work at home leave between 7:00 and 7:30 AM, 329 workers (11%) leave between 7:30 and 8:00 AM, and 640 (20%) leave between 8:00 and 8:30 AM. Other commute times – from 8:30 AM to midnight and from midnight to 7:00 AM – are widely distributed. The most common commute times between 8:30 AM and midnight are the times from 9:00 to 10:00 AM, accounting for 223 (7%) of the 3,130 workers, and from 8:30 to 9:00 AM, accounting for 172 (5%) of the workers. The most common commute times between midnight and 7:00 AM are from midnight to 5:00 AM, accounting for 192 (6%) of the workers, and from 6:30 to 7:00 AM, accounting for 190 (6%) of the workers. Seventy-two (2%) of the workers living in the project area work at home.

The majority of residents in the project area have a commute duration of between 10 and

Figure 2: Commute Mode in the North Central San Mateo Neighborhood



15 minutes; 665 (21%) of the 3,130 workers who do not work at home share this commute duration. The second most common commute duration is between 30 and 34 minutes, which accounts for 604 (19%) of the commuting workers in the project area. The average commute duration is 27 minutes, which is comparable to the City (25 minutes) and the County (27 minutes).

According to the 2000 U.S. Census, 27% (856) of workers over age 16 living in the project area work outside of San Mateo County. This percentage is less than that of the City (31%) and considerably less than that of the County (42%).

### **Bicycle Facilities**

Bicycle facilities in the project area are shown in Map 10 of Appendix B. Within the project area, three types of bikeways: Class I, Class II, and Class III. A Class I bikeway is a bicycle path providing a separated right of way for exclusive use of bicycles and pedestrians. A Class II bikeway is an on-street bicycle lane for one-way bicycle travel in each direction. A Class III bikeway is an on-street route indicated only by signage and shared by both bicycles and motor vehicles. There are Class III bikeways along Monte Diablo Avenue and Delaware Street. Lying just outside the project area, there is a Class I bikeway leading over U.S. Highway 101 on Monte Diablo Ave, as well as a Class II bikeway heading southeast along Delaware Street starting at 4<sup>th</sup> Avenue. The City of San Mateo General Plan's Circulation Element (2009) proposes the designation of a Class III bikeway along Humboldt Street and along 2<sup>nd</sup> and 4<sup>th</sup> Avenues within the project area. There are no Class I or Class II bikeways within the project area.

## **OTHER PLANNING EFFORTS**

This section provides a brief summary of other plans affecting the project area, including both City of San Mateo and regional transportation plans. City plans relate to land use, bicycle and pedestrian access, and improvements to the Downtown, among others. Regional transportation plans relate to transit access, Transit-Oriented Development (TOD) plans, and transportation equity programs that may affect the project area.

### **City of San Mateo Planning Documents**

City plans include the General Plan and the North Central Livable Streets Plan. County-wide plans focus on transportation strategies including TOD, capital improvements, and increasing mobility of senior citizens and low-income residents.

#### *General Plan*

The City of San Mateo General Plan provides the framework for all zoning and land use decisions within the City and identifies a vision, goals and policies that may affect the project area. The General Plan also identifies several area-specific policies in the Land Use Element that relate directly to the North Central neighborhood. These policies relate to preserving existing neighborhood densities, identifying locations for additional office and residential development, and describing appropriate redevelopment of public facilities. The Circulation Element describes the City's goals and policies related to improving circulation throughout the City. This element includes policies related to increasing bus ridership and improving bicycle and pedestrian connections.

#### *North Central Livable Streets Plan*

The North Central Livable Streets Plan was approved by the San Mateo City Council in June of 2003. Its purpose is to guide future capital improvements within the neighborhood and "to increase the safety, convenience, and attractive-

ness of pedestrian, bicycle, and transit use. The Plan identified the following five goals:

- Establish street design that promotes pedestrian and bicycle connections, “healthy streets,” and unification of street and public space character;
- Create safe and direct access to transit centers for pedestrians, bicyclists, and vehicles;
- Encourage alternate modes of transportation, especially public transit;
- Enhance pedestrian links to public transportation through pedestrian-friendly design in the neighborhood; and
- Provide opportunities for residents to become involved in the planning process.

#### *Downtown Area Plan*

The City of San Mateo approved the Downtown Area Plan in May of 2009. Two of the five sub-areas identified in the Downtown Area Plan include portions of the project area, including: the entirety of the Gateway sub-area, and a small portion of the Central Claremont sub-area. Focusing on the Gateway area, eight policies would directly affect the area:

1. Entryways
2. Street Tree Plan
3. Gateway Design Standards
4. 3<sup>rd</sup>/ 4<sup>th</sup> Avenue Widening
5. Railway Improvements
6. Railway Corridor Widening
7. Transit services
8. Support Sustainable Transportation Initiatives

#### *Capital Improvement Program Projects*

Two projects in the Five-Year Capital Improvement Program<sup>2</sup> (CIP) are located in the project area. The first consists of improvements to

Poplar Avenue and Amphlett Boulevard, funded through a \$23,000 grant from Measure A funds. The second includes installation of bicycle detection loops along 3<sup>rd</sup> and 4<sup>th</sup> Avenues, funded by a TDA grant and the General Fund.

#### **County and Regional Transportation Plans**

##### *San Mateo County TOD Opportunity Study*

The San Mateo County Transit-Oriented Development (TOD) Opportunity Study completed in 2007 identifies the San Mateo Caltrain Station as a destination station that may benefit from additional transit and/or shuttle services. It also states that the station has strong market potential for higher density transit-oriented housing.

##### *The San Mateo County Welfare to Work Plan*

The San Mateo County Welfare to Work Transportation Planning Project, completed in April 2001, recommends a set of transportation strategies and implementation procedures to improve the mobility of CalWORKs participants and other low-income individuals and connect them with employment opportunities. Recommended strategies relevant to this plan include:

- Improved Access to HSA One-Stop Centers;
- Emergency Transportation;
- Improved Access to HSA One-Stop Centers; and
- Fare Assistance.

##### *SamTrans Strategic Plan (2009-2013)*

The SamTrans Strategic Plan, adopted in December of 2008, outlines the San Mateo County Transit District’s purpose and mission. The Plan is a policy framework meant to guide District investments over the five year period from 2009 to 2013. This plan is a living document that is subject to change as the operating environment changes. The plan identifies several “focus areas” in which to concentrate planning efforts.

<sup>2</sup> 2006-2008 Business Plan by the City of San Mateo

The multimodal services focus area discusses the need to better connect various transportation services within the County, as well as between the County and the greater Bay Area. One initiative mentioned in this focus area is to “ensure a service network that addresses the growing mobility needs of senior citizens, customers with disabilities and low-income patrons.” As the project area includes many low-income residents, this initiative is relevant to the North Central CBTP.

The Transportation and Land Use focus area also identifies three initiatives relevant to the North Central CBTP, including:

- Develop District policy linking transit service levels with land-use densities;
- Continue to build support for the Grand Boulevard Initiative vision and guiding principles which include transit-oriented development, economic investment and housing opportunities to create a livable and walkable El Camino Real corridor; and
- Expand the District’s Transportation-Oriented Development (TOD) program.

#### *San Mateo County Senior Mobility Action Plan*

As many “Baby Boomers” approach retirement age in the coming decade, senior mobility via public transit is becoming an increasingly important issue. To help realize these objectives, the Senior Mobility Action Plan Steering Committee and SamTrans identified seven mobility strategies. The following three of these strategies are relevant to this North Central Community-Based Transportation Plan:

- **Community Transit Services:** Local shuttles using small vehicles to serve short trips within communities;
- **Community-Based Transportation Services:** A community transportation network organization with public and private funding

that would provide services to seniors who cannot drive or use transit; and

- **Walking:** Improvements to sidewalks, pedestrian crossings, and driver awareness that focus on neighborhoods with a high concentration of seniors and walkable destinations. Although the project area does not have a high concentration of seniors, it does have many walkable destinations, as it is within walking distance of Downtown San Mateo.

#### *San Mateo County Human Services Agency Transportation Programs*

The Human Service Agency (HSA) in San Mateo County currently provides a limited number of bus passes, bus tickets and emergency taxi vouchers to participating CalWORKs clients who need transportation assistance. HSA was recently awarded a Lifeline Transportation grant from MTC to increase the availability of bus passes and taxi vouchers available to clients. HSA also occasionally refers clients to the Family Loan Program run by the Family Service Agency, which can assist needy families in obtaining auto loans.

The Samaritan House is a non-profit health and human services agency which provides a broad range of services and resources to low-income residents in San Mateo County. There are two locations in San Mateo, their administrative offices and free clinic. The free clinic is located south of the project area. They provide a limited number of bus tickets for parents and children, while providing a wide variety of assistance to low-income families.

The San Mateo Samaritan House Client Services Center is located on the second floor of the administrative offices at 4031 Pacific Boulevard in San Mateo, approximately four and a half miles from the center of the project area. This is where CalWORKs clients living in the North Central San Mateo area must travel to apply for HSA Services.

### *MTC's Lifeline Transportation Program*

The Lifeline Transportation Program supports projects that address mobility and accessibility needs in low-income communities throughout the region. It is funded by a combination of federal and state operating and capital funding sources. In 2006, 39 projects were funded through the first interim funding cycle. A second funding cycle in 2009 has funded an additional 75 projects.

As part of the Lifeline Transportation Program, MTC conducted an analysis and made recommendations for Lifeline transportation services. The findings are presented in the 2001 Lifeline Transit Network Report. This report identifies SamTrans Route 292 as a Lifeline Transportation Network route because it serves a pre-defined concentration of CalWorks households, serves “essential” destinations and is a SamTrans trunkline route<sup>3</sup>. A temporal gap analysis based on hours of operation and frequency of service shows that Route 292 does not represent a temporal gap. The project area is not specifically identified as a spatial gap in the report.

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<sup>3</sup> *Lifeline Transportation Network report for the 2001 RTP: Appendix D-18 “Qualifications for Selection as a Lifeline Transportation Network Route”*



# 3

## COMMUNITY OUTREACH

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The framework of this Plan is the input and support of the community and stakeholder agencies. Staff from SamTrans and City of San Mateo partnered to involve residents, community-based organizations (CBO's), and agencies serving the North Central San Mateo community throughout the planning process. This chapter contains an explanation of the community outreach process and a summary of the outreach findings.

### OUTREACH STRATEGIES

Community outreach was conducted from February to April 2010. Based upon input from the Stakeholder Committee meeting in 2009, outreach strategies were designed to elicit information on transportation needs and gaps and potential solutions. Objectives of the community outreach include:

- Maximize one-on-one contact with residents, organizations and other stakeholders;
- Gain a more thorough understanding of the community's transportation needs and service gaps; and
- Learn about potential transportation solutions and available resources.

### Resident Survey

Staff created and distributed approximately 5,710 postage-paid surveys (2,855 in both English and Spanish) targeted to North Central San Mateo neighborhood residents. The survey asked residents to identify where they travel and by what mode, transportation gaps and barriers, and potential solutions to transportation issues. Surveys were mailed in English and Spanish to every household in the area, and were also distributed at the following locations:

- San Mateo Project Read Program (College Park Elementary)
- Samaritan House
- Peninsula Conflict Resolution Center
- Saint James AME Zion Church
- Home Association of North Central San Mateo (HANCSM)
- San Mateo Homework Center.

Two-hundred twenty (220) resident surveys were returned by April 2010; this is a 4% return rate (5,710 mailed). Of these, 175 (80%) were in English and 45 (21%) were in Spanish.

Staff also worked with two schools to evaluate the walking and bicycling needs of students. At San Mateo High School, 100 school travel surveys were distributed as a homework assignment. As an incentive, students were offered a chance to win a \$25 Cinemark Movie gift card for participating. The staff received 15 copies of the surveys. At San Mateo Adult School, staff received 400 completed surveys describing their transportation preferences. A sample of each survey is included in Appendix C.

### **CBO/Agency Interviews**

One-on-one interviews were conducted over the phone with agencies and community-based organizations that serve clients living in the North Central San Mateo neighborhood. Interviewees were asked to identify the unmet transportation needs of their clients and help identify solutions to those gaps. Interviews were completed with representatives of San Mateo High School, San Mateo Union High School District, Samaritan House, and Peninsula Conflict Resolution Center. Detailed results of the CBO/agency interviews are included in Attachment C.

### **Presentations**

Presentations consisted of a brief summary of the CBTP, its purpose and process, and a discussion regarding transportation gaps and solutions. Presentations were given at seven CBOs, including:

- San Mateo High School (March 8, 2010);
- Project Read Program (College Park Elementary School) (March 9, 2010);
- Samaritan House (March 11, 2010);
- Peninsula Conflict Resolution Center (March 12, 2010);
- Project SCOPE (March 22, 2010);
- Family Service Agency of San Mateo (April 15, 2010); and

- Home Association of North Central San Mateo (April 29, 2010).

Detailed results of the CBO/agency interviews are included in Appendix C.

### **Public Service Announcements**

Public service announcements were sent to local newspapers notifying the press of the CBTP planning process. The announcements invited community members to respond to the resident survey and provided information on CBO presentations. An article on the project was run in the San Francisco Chronicle (April 1, 2010). Information was also submitted to the Peninsula Library System's Community Information Program.

### **Targeted Mailing List**

All individuals, agencies, businesses, and CBOs that provided their contact information at any meeting, via e-mail, or via phone were added to a project mailing list. Notification of the release of the draft CBTP and request for comments were mailed to this list.

### **Hotline**

All of the outreach materials - the resident survey, press release, fact sheet, and meeting materials - included the project manager's name and contact information. Two calls were received during the outreach process.

### **Project Website**

A website was created in both English and Spanish with basic information about the project and a link to download the travel survey or complete it online. A page was also created by the City of San Mateo with information on the plan, and a link to the travel survey.

## **COMMUNITY STATED TRANSPORTATION NEEDS**

The following is a list of the most commonly stated transportation needs collected from all of the outreach efforts described in the previous section, including: the resident survey, CBO/ agency interviews, stakeholder meetings, community meetings, and the telephone hotline. These transportation needs are organized into the following three categories:

- Access to places outside the project area;
- Access to transit and community facilities within the project area; and
- Information and cost.

The three categories are used throughout the remainder of this report to categorize transportation needs and their corresponding transportation strategies.

## **POTENTIAL SOLUTIONS**

The following table shows the transportation needs from the previous section and potential solutions that were identified through the outreach process. These transportation needs and potential solutions were reviewed by the Technical Advisory Committee, Stakeholder Committee, and SamTrans staff.

Table 2: Community Stated Transportation Needs and Potential Solutions Matrix

COMMUNITY STATED TRANSPORTATION NEEDS from the Outreach Process		POTENTIAL SOLUTIONS
Access to places outside of the Project Area:		
1	<b>Getting to destinations north and south of the area for shopping, grocery, and medical appointments is costly and time-consuming on transit. Destinations include:</b>	Increased frequency of El Camino Bus service in off-peak hours.
	Hillsdale Mall	60 31st Avenue, San Mateo
	Samaritan House -- Client Services	4031 Pacific Blvd., San Mateo, CA
	Samaritan House -- Workers Resource Center	400 E. 5th Avenue, San Mateo
	San Mateo Medical Center	222 West 39th Avenue, San Mateo
	Tanforan Mall	1150 El Camino Real, San Bruno
2	<b>Taking transit to downtown San Francisco is expensive, time-consuming, and buses can be overcrowded.</b>	More frequent bus service to San Francisco
		Discounted transit fares for low-income residents
3	<b>It can be difficult to access schools outside of the project area. Schools mentioned by residents include:</b>	Dedicated transit service
	North Shoreview Elementary School	1301 Cypress Avenue, San Mateo, CA
	Albion H. Horrall Elementary School	949 Ocean View Avenue, San Mateo, CA
	Bayside STEM Academy	2025 Kehoe Avenue, San Mateo, CA
	Baywood Elementary	600 Alameda De Las Pulgas, San Mateo, CA
	Aragon High School	900 Alameda De Las Pulgas, San Mateo, CA
	Borel Middle School	425 Barneson Avenue, San Mateo, CA
	Abbott Middle School	600 36th Avenue, San Mateo, CA
	Park Elementary School	161 Clark Drive, San Mateo, CA
4	<b>Residents need better access to transit that serves the College of San Mateo.</b>	Extend Route 250 or 260 into the project area
5	<b>East-West travel without an automobile is difficult.</b>	Shuttle service connecting the project area with areas to the East of US 101 and to the west of Caltrain and El Camino Real
		Improved east-west pedestrian and bicycle connections.
6	<b>Crossing El Camino as a pedestrian is dangerous.</b>	Improved pedestrian crossings at key intersections.
7	<b>Residents need better connections to hospitals, including:</b>	Provide taxi vouchers to medical facilities.
	San Mateo Medical Center	300 Pasteur Drive, Palo Alto
	Kaiser Permanente Medical Center	1150 Veterans Blvd, Redwood City
	Stanford Hospital & Clinics	300 Pasteur Dr

COMMUNITY STATED NEEDS from the Outreach Process		POTENTIAL SOLUTIONS						
Accessing transit and community facilities within the Project Area								
8	<p><b>The lack of school bus service makes it difficult for families with more than one child to drop them off at multiple schools in the area. Accessing schools outside of SamTrans service hours is also problematic. Schools include:</b></p> <table border="1"> <tr> <td>San Mateo Adult School</td> <td>789 East Poplar Avenue, San Mateo, CA</td> </tr> <tr> <td>College Park Elementary School</td> <td>715 Indian Avenue, San Mateo, CA</td> </tr> <tr> <td>San Mateo High School</td> <td>506 North Delaware Street, San Mateo, CA</td> </tr> </table>	San Mateo Adult School	789 East Poplar Avenue, San Mateo, CA	College Park Elementary School	715 Indian Avenue, San Mateo, CA	San Mateo High School	506 North Delaware Street, San Mateo, CA	<p>Local Safe Routes to School Program (e.g. Walking School Bus, bicycle safety program, etc.)</p> <p>School Pool Program</p>
San Mateo Adult School	789 East Poplar Avenue, San Mateo, CA							
College Park Elementary School	715 Indian Avenue, San Mateo, CA							
San Mateo High School	506 North Delaware Street, San Mateo, CA							
9	<b>Travel with out an automobile at night, on weekends, and to school during non-school service is difficult.</b>	Extend service hours of existing transit routes in the area						
10	<b>Poor or nonexistent transit stop amenities in the area.</b>	Increase comfort and safety by adding transit amenities such as lighted shelters, trash receptacles, benches, information, and map displays.						
11	<b>Residents do not feel safe waiting at transit stops.</b>							
12	<b>Walking is dangerous in some locations because of fast-moving traffic, insufficient pedestrian crossing times, poor lighting, and harassment by loiterers.</b>	Pedestrian safety and comfort improvements (streetscape improvements, pedestrian-scale lighting, longer signal timing, increased crosswalk visibility, median pedestrian sanctuaries, etc.).						
13	<b>Bicycling is common on sidewalks but is perceived as dangerous on the streets.</b>	Bicycle improvements (marked routes, lanes, signposting, sharrows, etc.)						
Information and Cost								
14	<b>There is a lack of information available about transportation options for residents without an automobile.</b>	<p>Provide more information about available transportation options, such as a specialized map of the area showing bus routes, shuttle information, etc.</p> <p>Provide a transportation information center in the neighborhood at the community center and other key destinations; also advertise the 511 service.</p>						
15	<b>There is a need for information about transportation options in languages other than English.</b>	Provide information about transportation options, transit schedules and routes, and transit signage in different languages.						
16	<b>There are no free bus transfers; trips that require more than one bus are costly.</b>	Provide free or discounted transfer between SamTrans buses.						
17	<b>The cost of SamTrans service is too high for many low-income residents, particularly for families paying for children.</b>	<p>Subsidize individual trip fares and monthly passes for low-income riders.</p> <p>Simplify and advertise process for agencies providing passes for low-income riders.</p> <p>Create a family pass, non-commute hours pass, and/or weekly pass.</p>						

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# 4

## TRANSPORTATION STRATEGIES

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Based on the potential solutions identified through the community outreach process, staff developed ten transportation strategies. The ten strategies were conceived based on community and stakeholder input, potential community impacts, implementation requirements, and financial feasibility. This chapter describes the evaluation criteria, results, and recommendations for the transportation strategies, as well as a detailed description of each strategy.

The transportation strategies are organized into the three transportation need areas. Furthermore, each strategy is relevant to one or more of the community stated needs. The following list of transportation strategies organized by the three need areas and also lists the relevant community stated needs.

### **Improve Access to Places Outside of the Project Area**

1. Improve Existing School Bus Service (addresses community stated needs 3 and 8)
2. Augment Existing Transportation Service to Better Serve Key Destinations (addresses community stated needs 1, 4, 5, 6, and 7)

3. Increase Frequency of Existing Transit Service (addresses community stated needs 1, 2, 5, 8, and 9)
4. Reinstate the San Mateo Medical Center Shuttle Program (addresses community stated need 7)

### **Improve Access to Transit Services and Local Community Facilities**

5. Establish Local Safe Routes to School Program (addresses community stated needs 3, 6, 12, and 13)
6. Improve Transit Stop Amenities (addresses community stated needs 10 and 11)
7. Improve Pedestrian Amenities (addresses community stated needs 11 and 12)
8. Improve Bicycle Amenities (addresses community stated needs 5 and 13)

### **Improve Information and Reduce the Cost of Transportation**

9. Improve Affordability of Public Transit for Low-Income Users (addresses community stated needs 16 and 17)

10. Increase Public Access to Information about Transportation Options (addresses community stated needs 14 and 15)

## EVALUATION CRITERIA

The following evaluation criteria were used to consider the benefits and disadvantages of the transportation strategies. These criteria were reviewed, discussed and approved by the Technical Advisory Committee and the Stakeholder Committee.

### Financial Feasibility

*Cost effectiveness.* Is the cost reasonable as compared to the number of people who benefited? A low cost program that reaches relatively few people can have a high cost per person reached.

*Funding availability and sustainability.* Are funding sources identifiable and likely to be available given competition with other projects? Projects should have stable sources of funding to ensure that they can continue if successful.

### Implementation Feasibility

*Ease of implementation.* Can the project or program be easily implemented given existing transportation services and likely providers of new service?

*Implementable within a reasonable timeframe.* Short term results, as long as they are sustainable, will generate community support and begin to immediately address transportation gaps and barriers.

*Potential for partners.* Partnerships can increase available funding opportunities, speed implementation, and generate broader support for programs and projects.

### Transportation Benefits

*Widespread benefits.* A transportation solution that serves many is better than one that serves a few.

*Compatible with existing service and plans.* Transportation solutions will be easier to implement and more effective if they are supportive of existing services and plans.

*Effective, measurable project or program.* Strategies should increase usage of transportation based on factors such as patronage, reliability, and safety.

### Community Benefits

*Benefit to populations with the greatest need.* Populations or communities with the greatest barriers to mobility should be identified for transportation improvements.

*Community support.* The success of any transportation solution requires the support of community based organizations (CBOs) and local politicians, as well as those who directly benefit from the service.

*Environmental benefits.* Mobility strategies that shift trips away from single occupant vehicles can contribute to a healthier environment.

## EVALUATION RESULTS

Each transportation strategy was assessed using the evaluation criterion, balancing quantitative and qualitative methods to rank each category from low to high. Table 3 presents an overall ranking which is a cumulative representation of the rankings for each of the categories. Evaluation results include:

- Low (○) - indicates the strategy does not meet the criteria;
- Medium (●) - indicates the strategy somewhat meets the criteria; and
- High (●●) - indicates the strategy meets the criteria.

For ease of use, the table presents the Low, Medium and High results as dot symbols to provide a visual assessment of each strategy.



Table 3: Summary Evaluation of Transportation Strategies

Strategies		Evaluation Criteria			
		Financial Feasibility	Implementation Feasibility	Transportation Benefit	Community Benefit
1	Improve Existing School Bus Service	○	●	●●	●●
2	Augment Existing Transportation Service to Better Serve Key Destinations	●	●	●●	●●
3	Increase Frequency of Existing Transit Service	○	●	●●	●●
4	Reinstate the San Mateo Medical Center Shuttle Program	○	○	●●	●
5	Establish Local Safe Routes to School Program	●●	●●	●●	●
6	Improve Transit Stop Amenities	●	●	●	●●
7	Improve Pedestrian Amenities	●	●●	●●	●●
8	Improve Bicycle Amenities	●	●●	●●	●
9	Improve Affordability of Public Transit for Low-Income Users	●	●	●●	●●
10	Increase Public Access to Information about Transportation Options	●●	●●	●	●●

Evaluation results are explained in greater detail later in this chapter in the Description of Transportation Strategies section.

### EVALUATION RECOMMENDATIONS

Based on the evaluation results presented in the previous section, the following recommendations present the transportation strategies that best meet the evaluation criteria and those that are less feasible due to financial, implementation or organizational barriers. This ranking does not suggest that these strategies are any less valuable or that they should not be implemented, just that it will be more challenging to do so. More explanation of the evaluations of individual strategies can be found in the next section, “Description of Transportation Strategies.”

The recommendations are organized based on the three transportation need categories:

- Strategies to Improve Access to Places Outside of the Project Area;
- Strategies to Improve Access to Transit Services and Local Community Facilities; and
- Strategies to Improve Information and Reduce the Cost of Transportation.

#### Strategies to Improve Access to Places Outside of the Project Area

Residents’ transportation needs associated with access to places outside the project area include traveling to destinations throughout the local area and region, including San Francisco, schools, hospitals, the College of San Mateo and locations along El Camino Real.

Based on the evaluation criteria the strategy that best meets the evaluation criteria is:

- Strategy #2 - Augment Existing Transportation Service to Better Serve Key Destinations.

Other strategies that would address some of these needs, but that may be less feasible because of financial and implementation barriers, include:

- Strategy #1 - Improve Existing School Bus Service;
- Strategy #3 - Increase Frequency of Existing Transit Service; and
- Strategy #4 - Reinstate the San Mateo Medical Center Shuttle Program.

### **Strategies to Improve Access to Transit Services and Local Community Facilities**

Residents' transportation needs associated with access to nearby transit and community facilities within the project area include accessing schools in the area, walking and bicycling through the project area, and improved transit stop amenities in the area.

Based on the evaluation criteria the most potentially effective and feasible strategies are:

- Strategy #5 - Establish Safe Routes to School Program;
- Strategy #7 - Improve Pedestrian Amenities; and
- Strategy #8 - Improve Bicycle Amenities.

The other strategy that may be difficult to implement because of organizational and financial barriers but would benefit the community is:

- Strategy #6 - Improve Transit Stop Amenities.

### **Strategies to Improve Information and Reduce the Cost of Transportation**

Needs associated with information and cost issues generally concerned improving communication with residents about transportation options, access to information in languages other than English, and lowering the cost of transit for low-income residents, particularly for multiple trips or with a family.

Based on the evaluation criteria the most potentially effective and feasible strategies include:

- Strategy #9 - Improve Affordability of Public Transit for Low-Income Users; and
- Strategy #10 - Increase Public Access to Information about Transportation Options.

### **DESCRIPTION OF TRANSPORTATION STRATEGIES**

This section provides project details for each of the ten strategies. Each strategy is described in the following categories:

- Community stated transportation needs addressed;
- Project description;
- Potential transportation and community benefits;
- Funding sources and estimated cost; and
- An evaluation of the project details against the criteria described in the previous section.

## Strategy #1

### Improve Existing School Bus Service

#### Community Stated Transportation Needs

- The lack of school bus service makes it difficult to access schools outside of the project area.
- The lack of school bus service makes it difficult for families with more than one child to drop them off at multiple schools in the area.

Students living in the project area are assigned to schools throughout the City of San Mateo, making it difficult for parents without an automobile to drop children off at multiple school locations. The San Mateo-Foster City School District provides bus transportation to two out of the three middle schools with attendance areas in North Central San Mateo and to seven

out of the nine elementary schools with attendance areas in North Central San Mateo. See Map 4 for the location of schools attended by students in the project area.

The schools that were mentioned the most frequently during the outreach process as presenting a transportation challenge were:

- Borel Middle School;
- Park Elementary School;
- North Shoreview Elementary School.

Tables 3 and 4 shows the percent of all students from the North Central neighborhood that attend the different schools in the school district. Note that this information does not include the

Figure 3: Strategy #1 Preliminary Assessment

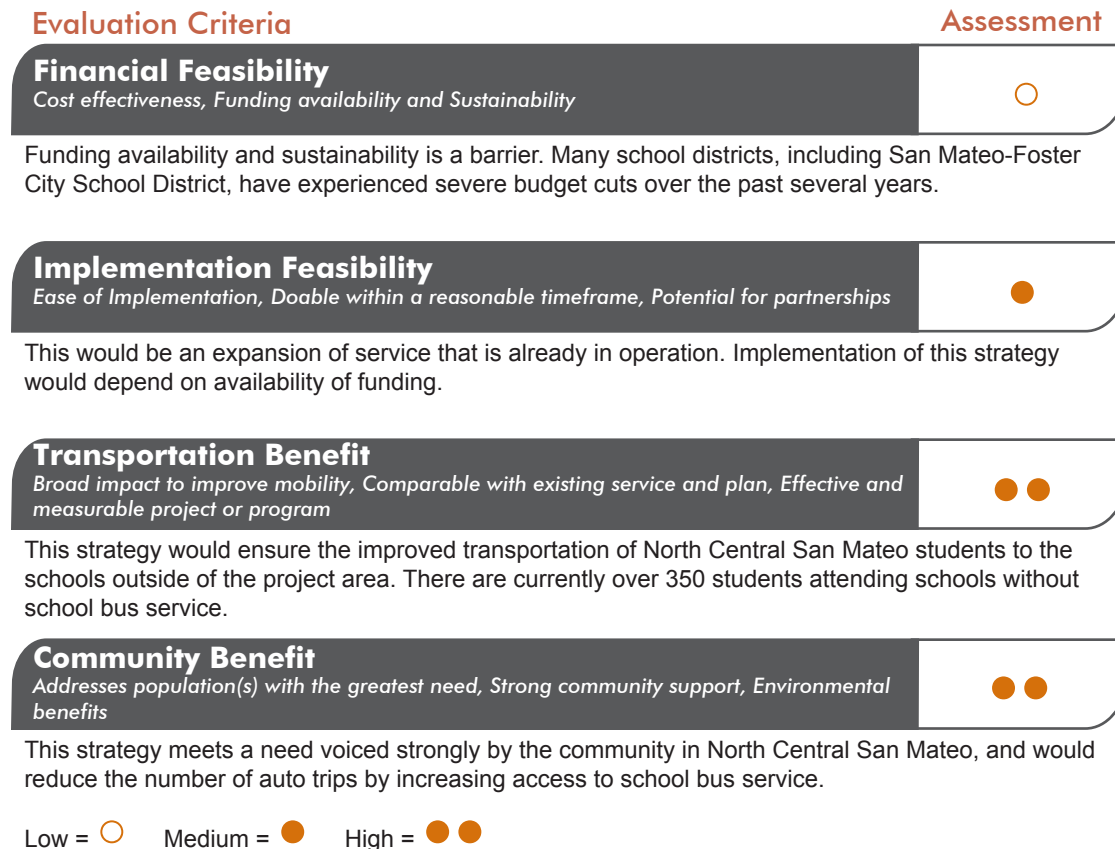


Table 4: Schools with Bus Service

Schools	Total Enrollment	North Central Enrollment	% of Total
Abbot Middle School	758	100	13%
Baywood Elementary	571	86	15%
Highlands Elementary	516	84	16%
Beresford Elementary	241	80	33%
Horrall Elementary	483	74	15%
Fiesta Gardens Elementary	449	68	15%
Bayside STEM Academy	486	64	13%
Meadow Heights Elementary	309	62	20%
Laurel Elementary	447	23	5%
<b>Totals</b>	<b>4,260</b>	<b>641</b>	<b>15%</b>

Table 5: Schools without Bus Service

Schools	Total Enrollment	North Central Enrollment	% of Total
Borel Middle School	915	126	14%
Park Elementary <sup>1</sup>	450	78	17%
Sunnybrae Elementary <sup>1</sup>	521	63	12%
College Park Elementary <sup>2</sup>	295	51	17%
North Shoreview Elementary <sup>2</sup>	331	24	7%
Parkside Elementary	407	8	2%
George Hall Elementary	409	4	1%
<b>Totals</b>	<b>3,328</b>	<b>354</b>	<b>11%</b>

1. The School District does not provide bus transportation to schools within one mile of the attendance area.

2. These are magnet schools with no official attendance area.

three High Schools in the School District, as they were not able to provide information on enrollment from the North Central area.

Table 4 shows that around 350 elementary and middle school students from North Central San Mateo attend schools without school bus service. With the exception of College Park Elementary, which is a Mandarin Immersion Magnet, all of these schools are over a mile from parts or all of the project area, resulting in difficult access for those families without an automobile. It can also be difficult for families with more than one child to drop them off at multiple schools in the area.

In 2003, the School District stopped providing transportation services to students attending Park Elementary and Sunnybrae Elementary due to the proximity of the attendance area; portions of the North Central San Mateo neighborhood are within one mile of Park Elementary and/or Sunnybrae Elementary.

### **Project Description**

The existing school bus transportation service could be adjusted or augmented to better serve the residents of North Central San Mateo. One possible option is more of a shuttle-style system. School start times could possibly be adjusted in order to create a more efficient bus pick up and drop off system for students.

In the City of Brisbane, the School District provides SamTrans bus passes for students who are low-income (on the discounted meal program) and asks parents to provide passes for students who are not.

The Jefferson Union School District, which comprises the cities of Daly City, Colma, Brisbane and Pacifica, until this year ran a school bus program which charged students \$360 per year for bus service to school. Students on the free or discounted lunch program received a free or discounted rate for this service. Un-

fortunately, substantial budget cuts forced the School District to discontinue all service for the 2010/2011 school year.

### **Constraints**

Due to the ongoing State budget crisis, and the diminishing funds allocated to the School District, the District has been reducing transportation expenditures and services since 2003. At this time, the District does not have the resources to lead, implement, or fund additional school bus service.

### **Potential Transportation and Community Benefits**

Improved school bus service would reduce the burden on families to transport their students to schools, which are located throughout the city. This would be beneficial to all families, but especially those low-income residents without access to an automobile, or whose work schedules make it difficult to transport children during the day.

### **Implementation Requirements**

Lead Agencies: San Mateo-Foster City School District

### **Financial**

Potential Funding Sources: EPA's National Clean Diesel Funding Program

### Map 4 Proposed Transit Service



## Strategy #2

### Augment Existing Transportation Service to Better Serve Key Destinations

#### Community Stated Transportation Needs

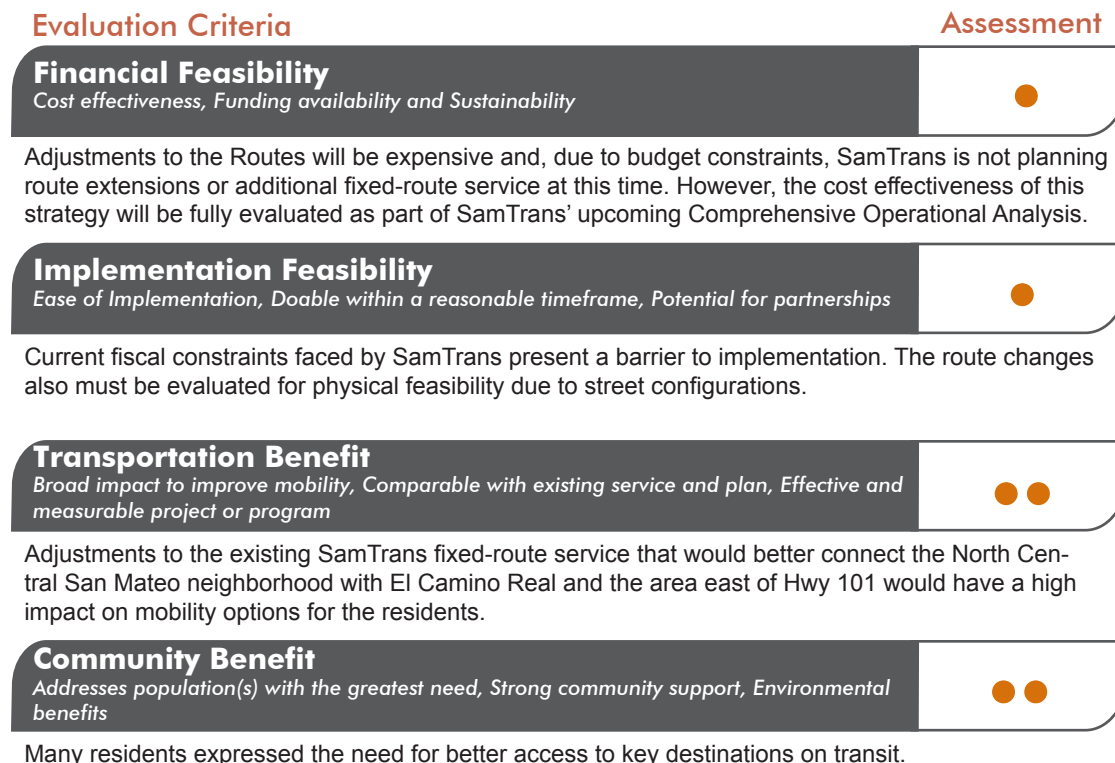
- East-West travel without an automobile is difficult.
- Residents need better access to transit that serves the College of San Mateo.
- Residents need better access to the San Mateo County General Hospital.
- The lack of school bus service makes it difficult to access schools outside of the project area.
- The lack of school bus service makes it difficult for families with more than one child to drop them off at multiple schools in the area.

Many residents reported that it is difficult to connect with El Camino Real bus service.

SamTrans Routes 390/391 provide the trunk-line service for San Mateo County and access to these routes is essential for travel by transit in the Peninsula. The College of San Mateo and the San Mateo County General Hospital are both served by Route 250, but its existing route alignment is difficult for most residents of the area to access.

Students living in the project area are assigned to schools in different parts of San Mateo, making it difficult for parents without an automobile to drop children off at multiple schools. Not all schools have school bus service provided, and those that do only offer service during pick-up and drop-off hours, making it difficult for parents or children to access the school during off hours (e.g. due to PTA meetings, after-school activities, or illness). The schools which were

Figure 4: Strategy #2 Preliminary Assessment



Low = ○    Medium = ●    High = ●●

mentioned the most frequently as presenting a transportation challenge were Borel Middle School, Park Elementary School, North Shoreview Elementary School, Horrall Elementary School, and Fiesta Gardens Elementary School. Horrall Elementary School and Fiesta Gardens Elementary School currently run school bus service to the Project area, while the other three schools do not run school bus service. The SamTrans Routes currently serving these schools are SamTrans Route 53, 55, and 250.

### Project Description

Existing transit services could be adjusted to better service key destinations identified as difficult to access by residents of the project area. These proposed adjustments are illustrated in Map 2 above.

1. Route 55 – Extend route so that it originates in the project area in the AM, before continuing on to Park Elementary School and Borel Middle School. In the PM, extend route to the study area after serving Borel and Park.
2. Route 250 – In August 2010, SamTrans restored Route 250 to its preconstruction route alignment following the completion of the Peninsula Avenue overpass over Highway 101. This route adjustment meets many of the needs voiced by the residents of the North Central neighborhood and improves access to destinations east of Hwy 101, as well as to the College of San Mateo. The new route alignment also improves access to North Shoreview Elementary School and Horrall Elementary School, and connects residents to Route 295, which serves San Mateo General Hospital.

However, an additional adjustment is proposed in order to better serve the MLK Community Center and to connect with El Camino Real bus service. The proposed adjustment is: Eastbound, from the Caltrain Station, up 1st Ave,

Left on South Delaware, right on Monte Diablo, and left on North Humboldt, to rejoin the original preconstruction route. Westbound, the bus would deviate from Humboldt by turning right on Monte Diablo, left on Delaware, right on 4th Ave, right on El Camino Real, and right on Baldwin to return to the Caltrain station.

### Potential Transportation and Community Benefits

Adjusting Routes 55 and 250 would provide more direct service for neighborhood residents to their most challenging destinations. Access to schools not currently served by school buses would be improved from the area. Residents who find it difficult to walk through the neighborhood to access transit on El Camino Real would have increased mobility due to closer proximity to transit stops for connecting bus service. Connecting to El Camino bus service would improve access to the Caltrain stations served by the Kaiser Permanente Medical Center in Redwood City and the Stanford Hospital and Clinics in Palo Alto.

Route 250 currently serves as a Caltrain Connection for residents in the area and any changes to the current schedule should take transfer time to Caltrain service into consideration.

### Implementation Requirements

Lead Agency: SamTrans

### Financial

Potential Funding Sources: SamTrans operating funds; C/CAG Local Transportation Support Program; TFCA funds; JARC (See Table 6).

**Table 6: Strategy #2 Preliminary Cost Estimate**

Route	Cost Estimate
55	\$17,550
250	\$100,000

*Note: Cost Estimates include Operating Cost only. The Operating Cost is based on current costs per revenue mile. These estimates also do not take into account street configuration or in-field operational review.*



### Strategy #3

#### Increase Frequency of Existing Transit Service

##### Community Stated Transportation Needs

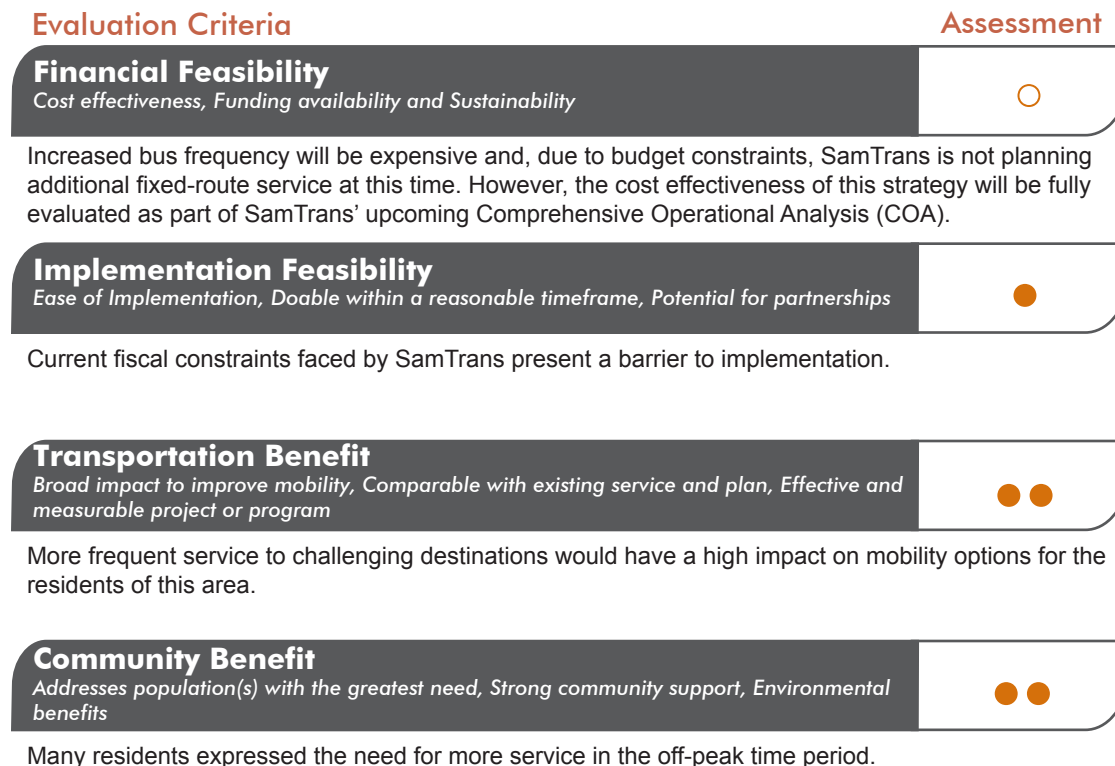
- Travel without an automobile at night, on weekends, and to school during non-school service is difficult.
- Taking transit to downtown San Francisco is expensive, time-consuming, and buses can be overcrowded.
- Getting to destinations north and south of the area for shopping, grocery, and medical appointments is costly and time-consuming on transit.
- Residents need better access to transit that serves the College of San Mateo.
- Accessing schools outside of SamTrans service hours is difficult for families without an automobile.

- Residents need better access to hospitals, including: San Mateo Medical Center (San Mateo), Kaiser Permanente Medical Center (Redwood City), Stanford Hospital (Palo Alto)

##### Project Description

Increasing the frequency of selected bus routes that serve the North Central San Mateo neighborhood would build on the existing transit infrastructure and would provide residents with more convenient service to their common destinations. These bus routes, along with key destinations, are shown on Map 4 described in Strategy #2. One specific proposal for increasing the frequency of existing bus service is presented in Table 7.

Figure 5: Strategy #3 Preliminary Assessment



Low = ○    Medium = ●    High = ●●

These changes would result in:

- More frequent bus service on El Camino Real during off-peak hours;
- More frequent bus service to San Francisco during off-peak hours;
- More frequent service to the College of San Mateo, to El Camino Real and to the area east of Hwy 101 during off-peak hours; and
- Service during daytime hours to Park Elementary, Borel Middle School, and Fiesta Gardens International School.

Table 7: Proposed Bus Frequency

Route	Time Period	Existing Frequency	Proposed Frequency
390 and 391 (El Camino Real)	6:00pm - 12:00am	30 - 60 minute	30 minute
KX (US 101)	6:00pm-12:00am	60 minute	30 minute
250 (Caltrain & El Camino Connection)	6:00pm-12:00am	30 – 60 minute until 11pm, M-Th	30 minute
53 and 55 (Community Routes)	6:00am-6:00pm	Limited	30 minute

## Potential Transportation and Community Benefits

Increasing the frequency on these routes would provide residents of the area with more convenient transportation at night, on weekends, and to school during non-school service hours is difficult. It would provide residents with better service during the non-peak hours to San Francisco and to destinations on El Camino Real.

## Implementation Requirements

Lead Agency: SamTrans

## Financial

Potential Funding Sources: SamTrans operating funds; C/CAG Local Transportation Support Program; TFCA funds; JARC (See Table 8).

Table 8: Strategy 3 Preliminary Cost Estimate

Route	Cost Estimate
390 and 391	\$900,00 each (\$1.8 M total)
KX	\$4.6 M
250	\$750,000
53 and 54	\$550,000 each (\$1.1 M total)

*Note: These Cost Estimates include Operating Cost only, and do not account for Capital Costs. The Operating Cost is based on current costs per revenue mile. These estimates also do not take into account street configuration or in-field operational review.*

## Strategy #4

### Reinstate a San Mateo Medical Center Shuttle Program

#### Community Stated Transportation Needs

- Residents need better connections to San Mateo Medical Center, Kaiser Permanente Medical Center, Stanford Hospital and Clinics.

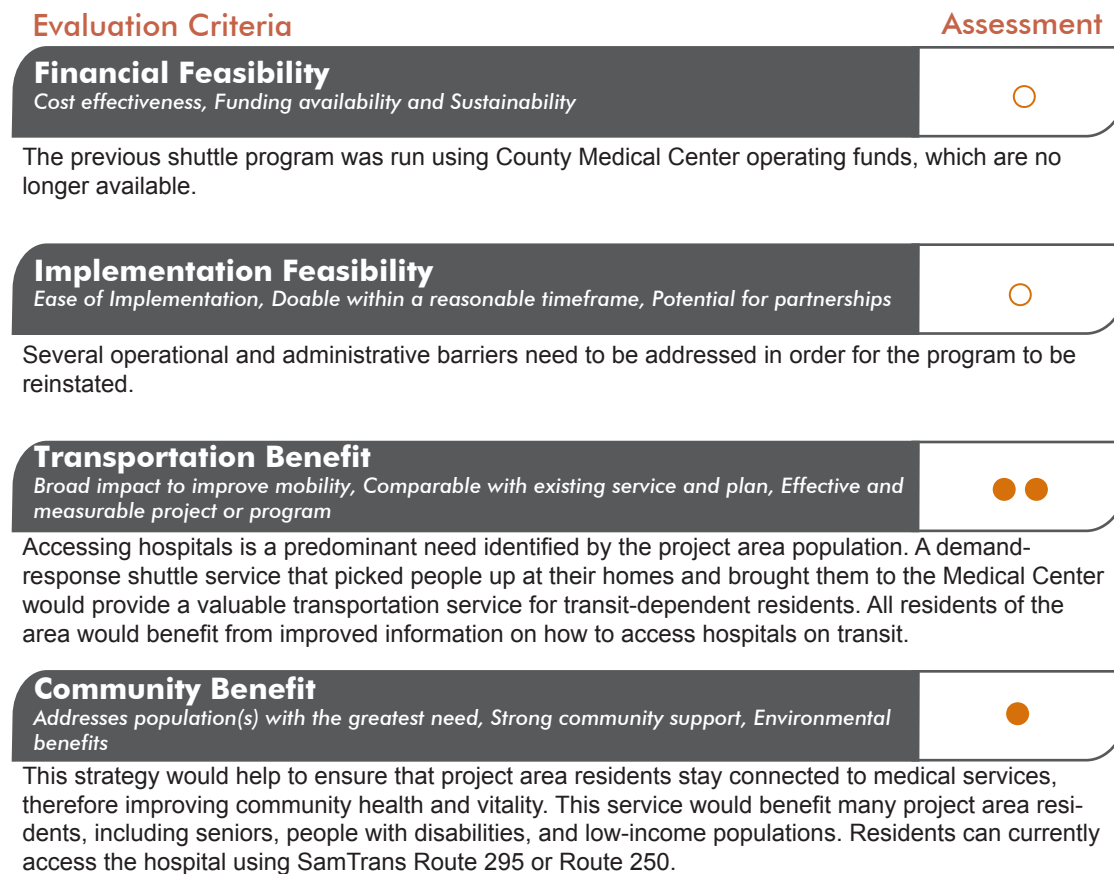
Outreach results show that North Central San Mateo residents find it difficult to access the San Mateo Medical Center in San Mateo, the Kaiser Permanente Medical Center in Redwood City and the Stanford Hospital and Clinics in Palo Alto. Kaiser Hospital in Redwood City and Stanford Hospital in Palo Alto currently provide shuttle service from Sequoia Caltrain Station and Palo Alto Caltrain Station, respectively.

Currently, residents can access the San Mateo Medical Center using SamTrans Route 295, which stops at the San Mateo Caltrain Station. SamTrans Route 250 stops approximately .3 miles from the Medical Center, on Hillsdale Blvd. In addition, the Medical Center is approximately three-quarters of a mile (20 minute) walk from the Hillsdale Caltrain Station. However, many project area residents, including seniors and people with disabilities, may find it difficult to use fixed route transit services to access health care.

#### Project Description

Work with the San Mateo Medical Center to reinstate their demand-response shuttle ser-

Figure 6: Strategy #4 Preliminary Assessment



Low = ○    Medium = ●    High = ● ●

vice that previously brought patients from throughout the County to the Medical Center. The Medical Center could work with other additional county stakeholders to address the operational and administrative barriers that led the Medical Center to cease providing the service last year. The Medical Center could also explore using a private contractor for transportation services (e.g. MV Transportation or Veolia Transportation) to reduce the administrative burden.

The rerouting of SamTrans route 250 (as described in Strategy #2) would better connect the project area with El Camino Real bus service, which connects to the Caltrain stations served by the Kaiser and Stanford shuttles. Residents should also be provided with more information on how to access these shuttle services; this need is address by Strategy #10.

### **Potential Transportation and Community Benefits**

Providing better transportation access to San Mateo Medical Center, Kaiser Permanente, and Stanford Hospital and Clinic facilities would enhance community health and livability.

### **Implementation Requirements**

Lead Agency: San Mateo Medical Center

### **Financial**

Potential Funding Sources: San Mateo Medical Center, C/CAG Lifeline funds, TA Shuttle funds

The annual cost to provide the previous San Mateo Medical Center shuttle program was approximately \$240,000.

## Strategy #5

### Establish Local Safe Routes to School Program

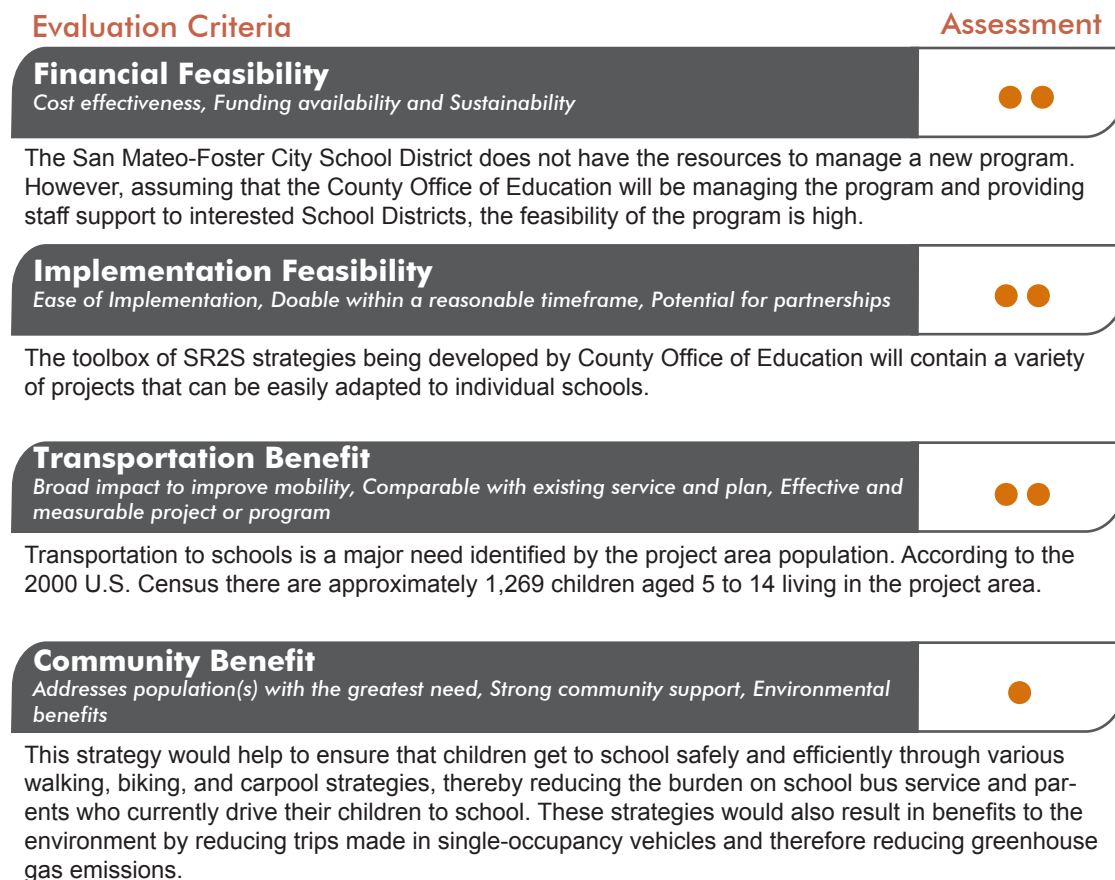
#### Community Stated Transportation Needs

- The lack of school bus service makes it difficult to access schools outside of the project area.
- The lack of school bus service makes it difficult for families with more than one child to drop them off at multiple schools in the area.
- Accessing schools outside of SamTrans service hours is problematic.
- Walking is dangerous in some locations because of fast-moving traffic, insufficient pedestrian crossing times, poor lighting, and harassment by loiterers.

- Crossing El Camino as a pedestrian is dangerous.
- Bicycling is common on sidewalks but is perceived as dangerous on the streets.

Students living in the study area are assigned to schools in different parts of San Mateo, making it difficult for parents without an automobile to drop children off at multiple schools. Not all schools have school bus service provided, and those that do only offer service during pick-up and drop-off hours, making it difficult for parents or children to access the school during off hours (e.g. due to PTA meetings, after-school activities, or illness).

Figure 7: Strategy #5 Preliminary Assessment



Low = ○ Medium = ● High = ● ●

## Project Description

This strategy proposes that the San Mateo-Foster City School District (or other appropriate lead agency) request Safe Routes to Schools services, resources, and support from the San Mateo County Office of Education when available for projects that meet the needs of school-aged children living in the project area. Potential project components may include: “Walking School Bus” (pedestrian caravan); “Bike Train” (bicycle caravan); Classroom Lessons; School Pool Program; Walk to School Week; and Parent Surveys.

The San Mateo City/County Association of Governments (C/CAG) has been developing a Safe Routes to Schools (SR2S) program for the County. Currently, the program management is being transitioned to the San Mateo County Office of Education. The first component of the program will be a toolbox of strategies that can be easily adopted by individual schools. These strategies will focus on the following three Safe Routes to Schools elements:

1. Education - traffic/pedestrian safety, workshops/lessons that incorporate health/environment, crossing guard training
2. Encouragement - outreach, brochures, events, contests (examples include Walking School Bus, Walk and Roll to School Days, Bike Train, Helmet Giveaways, Walk to School Wednesday, Walk to School Week)
3. Enforcement - look at rules of the road, speeding, partner with law enforcement, increase presence around schools.

The second component of the program will be a Call for Projects that will offer funding to San Mateo County schools (grades K-8) and possibly other relevant agencies to implement any of the projects contained in the toolkit. The Call for Projects is expected to be released in 2011. As the Office of Education begins management of the program, they may appoint regional

coordinators to assist school districts in implementing toolbox strategies.

A potential partner is the Peninsula Congestion Relief Alliance which offers free bicycle safety classes and a school pool incentive program. Another potential partner is the Silicon Valley Bicycle Coalition which also offers bicycle safety courses, free bikes to needy families, and other cycling resources.

Some schools have been reluctant to support Safe Routes to School programs due to concerns about being sued if an injury or problem arises. But according to Public Health Law & Policy (PHLP), such fears are largely unwarranted. By acting responsibly and understanding the liability issues in question, schools, nonprofits, and parent groups can help students reap the health and academic benefits of these programs while minimizing the risk of a lawsuit.<sup>1</sup>

## Potential Transportation and Community Benefits

Providing and encouraging the use of safe and efficient alternatives for children in the project area to get to school will alleviate some of the barriers to accessing schools identified by residents related to lack of transit options, and safety concerns related to biking and walking.

## Implementation Requirements

Lead Agencies: San Mateo County Office of Education

Potential Partners: The Alliance, Silicon Valley Bicycle Coalition, City of San Mateo, San Mateo-Foster City School District

## Financial

Potential Funding Source: C/CAG Safe Routes to Schools Program (SR2S)

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<sup>1</sup> For more information, see: [http://www.nplanonline.org/system/files/Safe\\_Routes\\_to\\_School\\_Fact\\_Sheet\\_FINAL\\_20100727.pdf](http://www.nplanonline.org/system/files/Safe_Routes_to_School_Fact_Sheet_FINAL_20100727.pdf)

## Strategy #6

### Improve Transit Stop Amenities

#### Community Stated Transportation Needs

- Poor or nonexistent transit stop amenities in the area.
- Residents do not feel safe waiting at transit stops.

The majority of SamTrans bus stops identified as needing improvements are those on Route 292 along Delaware Street and on Route 250. Route 292 along Delaware Street currently has no transit amenities (such as benches, lighting, or shelters) other than bus stop signage, with the exception of a bench on North Delaware at Cypress Ave in the southbound direction.

Table 9 shows the 10 bus stops in the area with the highest average weekday boardings.

During the outreach process, residents voiced the need for transit amenities at the following specific locations, along with general requests for more amenities at all transit stops (See Table 10).

#### Project Description

Improvements to transit stops could include shelters, lighting, benches or Simme-Seats (pole with seats), trash receptacles, newspaper racks, and bicycle racks. Posted information about transit and other transportation services could be expanded and also provided in Spanish. Information could include displays, information boards, pole schedule displays, and schedules within bus shelters. Simme-Seats could provide an alternative for seating at transit stops.

Figure 8: Strategy #6 Improve Transit Stop Amenities

#### Evaluation Criteria

#### Assessment

##### Financial Feasibility

*Cost effectiveness, Funding availability and Sustainability*



The cost will consist of the initial capital outlay and the ongoing maintenance.

##### Implementation Feasibility

*Ease of Implementation, Doable within a reasonable timeframe, Potential for partnerships*



If funding for the improvements can be secured, and sites are selected that are physically suitable for the desired improvements, SamTrans can implement within a reasonable timeframe.

##### Transportation Benefit

*Broad impact to improve mobility, Comparable with existing service and plan, Effective and measurable project or program*



Installation of new transit stop amenities would increase riders' comfort and safety. The top 10 boarding locations in this area range from approximately 30 - 200 average weekday boardings.

##### Community Benefit

*Addresses population(s) with the greatest need, Strong community support, Environmental benefits*



Many North Central San Mateo residents expressed that transit amenities were a much-needed transportation improvement.

Low = ○ Medium = ● High = ●●

Table 9: Bus Stops with Highest Weekday Boardings

Bus Route	Location	Average Weekday Boardings
Southbound Route 292	Delaware Street and Poplar Ave	207
Southbound Route KX	Highway 101 and 3rd Ave	137
Northbound Route 292	Delaware Street and Monte Diablo Ave	124
Northbound Route 292	Delaware Street and Tilton Ave	103
Northbound Route KX	Highway 101 and 3rd Ave	95
Southbound Route 292	Delaware Street and Monte Diablo Ave	54
Westbound Route 53	Delaware Street and Poplar Ave	38
Southbound Route 292	Delaware and Cypress Ave	36
Westbound Route 250	4th Ave and Grant Street	31
Westbound Route 250	4th Ave and Delaware Street	29

Table 10: Desired Improvements to Transit Stops

Problem Areas	Desired Improvements
Delaware Street between Poplar Ave and 5th Ave	Bus Shelters
Humboldt Street between Peninsula Ave and 4th Ave	Bus Shelters
Delaware Street between 1st Ave and 3rd Ave	Bus Shelters
Tilton Ave and Delaware Street	Bench and/or Bus Shelter
4th Ave and Grant Ave	Bus Stop and Bus Shelter
San Mateo High School	Bus Shelter
3rd Ave and HWY 101	Lighting for Bus Stop

### Bus Shelters

The San Mateo County Transit District is in the process of replacing many of its inventory of 204 shelters with new shelters containing advertising. The new shelters are being provided and managed by CBS Outdoor as part of an advertising contract, in high visibility areas. However, new shelter placement has slowed due to the economic climate, so shelter availability is very sparse until installations resume.

### SIMME Seats

SamTrans has installed eight Simme-Seats in the county to date. The seats are installed on public

sidewalks with an approved Encroachment Permit from the city. As long as the existing surface area is sufficient to comply with Americans with Disabilities Act guidelines and safe bus operation, the approval/installation process is fairly simple. Installation or Placement of a bus stop amenity such as a Simme seat, bench, or trash can requires review and approval by SamTrans.

### Lighting and Benches

Lighting is provided in the ad shelters and at major transit centers. In all other regards, lighting is and remains the city’s responsibility. As of today, there are 230 stand alone benches in the county that SamTrans maintains. In the project area, one amenity, a SamTrans bench, is placed on North Delaware at Cypress Avenue in the southbound direction. This particular bench is frequently tagged with graffiti, regardless of the twice a week cleaning; see pictures below.





## Potential Transportation and Community Benefits

Providing a shelter and enhancing the transit stop amenities and information at bus stops could improve the passenger experience by making bus riders feel more comfortable and secure. Additionally, project area residents would have better access to transit information through an information display on the shelter. Bus stop visibility would improve the image of transit in the area, which may attract new and retain existing riders. However, there is the potential for graffiti on the shelter.

## Implementation Requirements

Lead Agencies: San Mateo County Transit District (with CBS Outdoor), City of San Mateo

Potential Roles and Partnerships: Community Based Organizations

General maintenance: SamTrans, City of San Mateo, CBS Outdoor

Design and construction oversight: SamTrans, City of San Mateo, CBS Outdoor

Streetscape amenities: City of San Mateo

Current implementation barriers include the funding of on-going maintenance for bus stop amenities. SamTrans is open to exploring partnership arrangements with sponsoring agencies for bus stop maintenance. For example, a Redwood Shores HOA is responsible for regular weekly cleaning of its shelters, while SamTrans remains responsible for any necessary shelter repairs. Similarly, the City of San Bruno recently received Lifeline funding for bus shelters

## Further Analysis Needed/Ongoing Study

In some cases, adding bus shelters to the existing SamTrans stops would be impossible due to the lack of right of way necessary to fulfill ADA accessibility rules unless property was acquired to widen the sidewalk and add a shelter. This may meet with resistance from property owners and neighbors.

For all proposed bus stop amenity improvements, a feasibility assessment would need to be conducted by SamTrans in order to determine whether the desired improvements are possible based on the sidewalk width, right of way restrictions, or other physical constraints.

## Financial

Potential Funding Sources:

San Mateo County Transit District capital/operating funds; MTC's TLC Capital Program Funds, City of San Mateo general funds; advertising revenues; FTA Transportation Enhancements fund (Section 5307), C/CAG Lifeline Funds.

Preliminary Cost Estimate: The cost will vary depending on the amenities provided and would depend on the physical suitability of the site.

Examples of estimated costs:

SIMME Seats: Installation costs, including labor, materials (other than the seat), equipment, permit fees (if any), are approximately \$500.

Bus Shelters: The cost to install a bus shelter varies, depending on the site conditions. The cost of the shelter alone ranges from \$8,000 to \$10,000. If the site is acceptable as-is, the cost to place a shelter and relocate the bus stop sign atop the shelter is \$1,000 additional. If a concrete pad is required or other site work, additional construction costs could reach \$2,000. Currently, yearly bus shelter maintenance, not including any repairs, is \$500 per shelter. Glass repair costs \$100 per month (\$1,200 per year).

Trash receptacle: \$200 to \$300; new pole and sign: \$100; telephone: \$500; general information board: \$225 (shelter); bicycle racks: \$300 per rack. These costs do not include the ongoing maintenance costs, which vary depending on the type of amenity.

Lighting: one pedestrian-scale light: \$3,000 - \$5,000 (not including installation costs).

## Strategy #7

### Improve Pedestrian Amenities

#### Community Stated Transportation Needs

- Walking is perceived as dangerous in some locations because of fast-moving traffic, insufficient pedestrian crossing times, poor lighting, and harassment by loiterers.
- Crossing El Camino as a pedestrian is dangerous.

The outreach effort revealed that safety is a major concern for residents of the project area. Many residents do not feel safe walking within the neighborhood because of fast moving traffic, poor lighting, loiterers, and inadequate pedestrian amenities.

#### Project Description

Pedestrian safety could be enhanced through the implementation of key pedestrian improvements needed in the project area. For example, pedestrian-scale lighting on Delaware Street and Humboldt Street would improve the sense of security and safety for pedestrians these areas. Pedestrians also face difficulties crossing El Camino Real due to high traffic speeds. Key crossing locations could be enhanced with improvements such as pedestrian countdown signals, increased crosswalk visibility or median refuges. Table 11 shows the improvements suggested by the community through the Outreach process.

Map 5 shows problem areas as identified through the outreach process. Where icons

Figure 9: Strategy #7 Preliminary Assessment

Evaluation Criteria	Assessment
<b>Financial Feasibility</b> <i>Cost effectiveness, Funding availability and Sustainability</i>	●
<p>The cost-effectiveness of pedestrian improvements ranges substantially, depending on the type of improvement proposed (e.g. crosswalk striping can be relatively low-cost, while widening sidewalks is generally very expensive).</p>	
<b>Implementation Feasibility</b> <i>Ease of Implementation, Doable within a reasonable timeframe, Potential for partnerships</i>	● ●
<p>Implementation will be supported by the Master Pedestrian Plan, currently underway by the City.</p>	
<b>Transportation Benefit</b> <i>Broad impact to improve mobility, Comparable with existing service and plan, Effective and measurable project or program</i>	● ●
<p>Given the walkable grid pattern of the street network in this area and close proximity of common destinations, investment in pedestrian amenities in this area could have a high impact.</p>	
<b>Community Benefit</b> <i>Addresses population(s) with the greatest need, Strong community support, Environmental benefits</i>	● ●
<p>During the outreach process, many residents expressed transit accessibility and pedestrian safety as major concerns.</p>	
<p>Low = ○    Medium = ●    High = ● ●</p>	

overlap, the location has been identified as posing multiple types of problems. The problems have been divided into four types:

1. Garbage Issues
2. Loitering
3. Poor Lighting
4. Traffic Issues
5. Pedestrian Safety.

Map 5 also indicates that the pedestrian safety issues are concentrated in the “gateway” area to the city (3rd Ave and 4th Ave) and along the two main bus corridors through the neighborhood – Delaware Street and Humboldt Street.

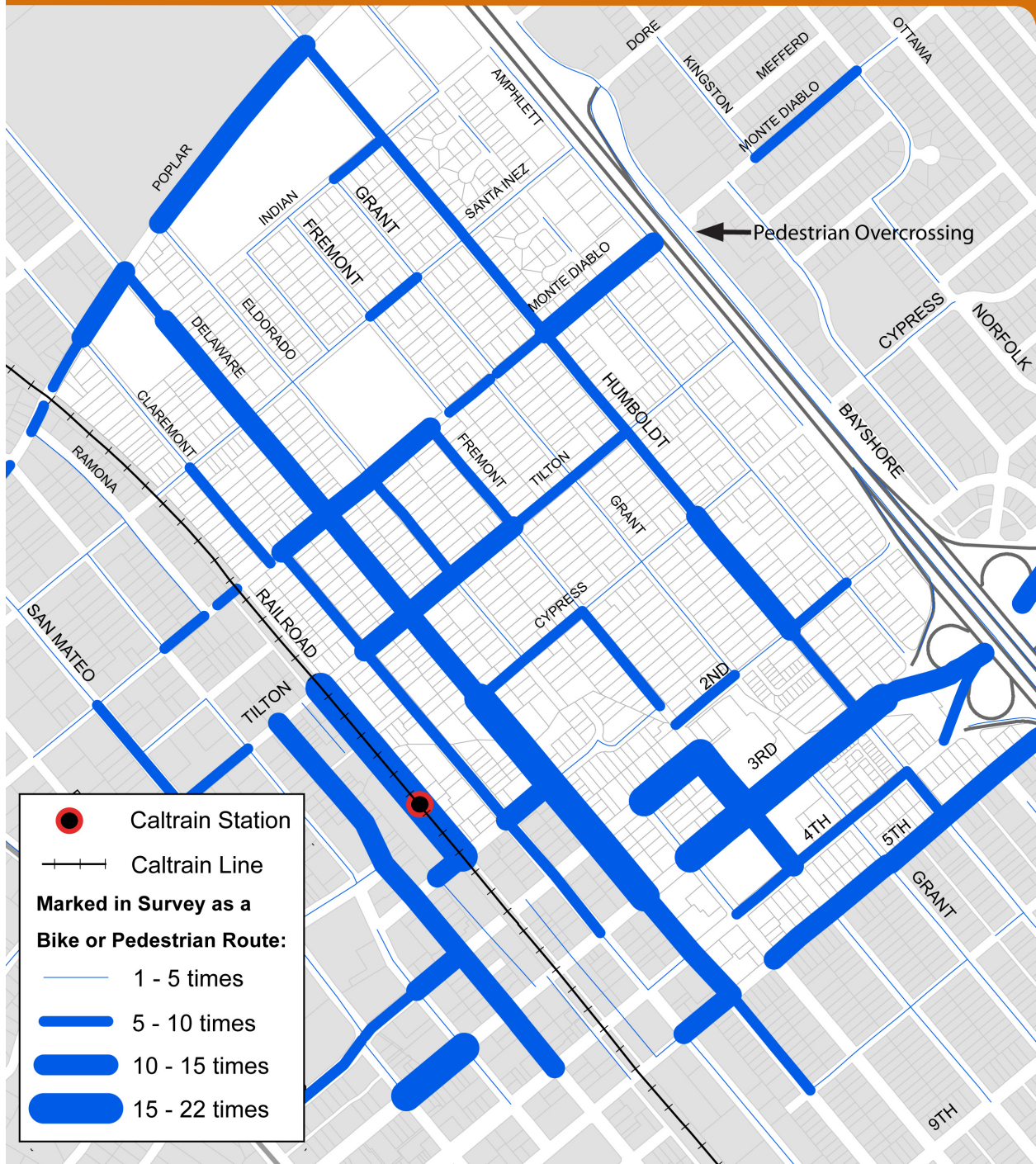
Map 6 shows the walking and bicycling routes taken by respondents to the North Central San Mateo Travel Survey. The thickness of the blue lines correlates with the number of respondents who indicated they use this street segment as a pedestrian or bicyclist.

Table 11: Stated Potential Improvements for Pedestrian Areas

Problem Areas	Desired Improvement
El Dorado Street and Indian Ave	Stop Sign and Pedestrian Crosswalk
El Dorado Street and Santa Inez Ave	Stop Sign and Fix Cracked Sidewalk
El Dorado Street between Monte Diablo Ave and Santa Inez Ave	Fix Cracked Sidewalk
El Dorado Street and Monte Diablo Ave	Stop Sign
Humboldt Street and Santa Inez Ave	Stop Sign and Pedestrian Crosswalk
3rd Ave between Grant and Claremont Street	
1st Ave and Delaware Street	
4th Ave and El Dorado Street	Reduce Loitering by Day Laborers
4th Ave and Humboldt Street	
2nd Ave between Fremont Street and Claremont Street	
5th Ave and Claremont Street	Pedestrian Crosswalk
3rd Ave and Delaware Street	Red Light Camera
Tilton Ave between Claremont and B Street	Lighting, "No Dumping" Signage for Pedestrian Under Crossing, Roof/Ceiling Needs to be Fixed (Falling Debris)
Monte Diablo Pedestrian Bridge	Lighting, Security Cameras, and regular Cleaning of Debris
3rd Ave and Humboldt Street	Red Light Cameras
Santa Inez Ave and Delaware Street	Pedestrian Crosswalk
Delaware Street between 1st Ave and Tilton	Lighting, Reduced Loitering
Caltrain Station	Reduced Loitering
5th Ave and Delaware Street	Pedestrian Countdown Signals
Poplar Ave	Lighting
Humboldt Street and Indian Ave	Stop Sign



Map 6: Stated Bicycle and Pedestrian Routes



## Potential Transportation and Community Benefits

Providing streetscape improvements will improve the overall safety of residents by making pedestrians more visible and separated from traffic. Pedestrian safety improvements will also improve access to SamTrans service and therefore improve mobility, particularly given the identified need for improvements along the bus corridors.

## Implementation Requirements

Lead Agency: The City of San Mateo

Many of the suggestions from the community require specific engineering evaluation prior to implementation. For instance, the City of San Mateo has adopted a Stop Sign Policy and Procedures to evaluate stop sign installation. Stop signs alone are not a means for traffic calming, and the intended use is for assigning right-of-way at the intersections of public streets. Excessive installation of stop signs can diminish their effectiveness. Therefore, stop signs should only be installed where appropriate based on detailed engineering analysis of traffic demand, accident history, sight distance, and other conditions that may affect traffic operation and safety at an intersection. The crosswalk installation has similar requirements.

The City of San Mateo is about to initiate the Pedestrian Master Plan which will evaluate the citywide pedestrian environment. The Plan will consider pedestrian best practices such as road diets, bulbouts, and landscaping as well as suggestions generated from this public outreach process. The Plan will result in the development of an implementation strategy that includes details on cost, responsible department, scheduling, and appropriate funding. SamTrans staff are coordinating with City staff to ensure that the outreach findings of the CBTP will be folded into the needs analysis conducted as part of the Pedestrian Plan.

## Financial

Potential Funding Sources: City of San Mateo traffic impact fees and federal Community Development Block Grant (CDBG); Transportation Authority (TA) Funds, C/CAG Safe Routes to School program, MTC's Transportation for Livable Communities (TLC) planning and capital grant program; FTA Section 5307 Transportation Enhancements fund; Safe Routes to Transit program; Federal DOT Safe Routes to School (SRTS); Caltrans Safe Routes to School (SR2S); Regional Bicycle and Pedestrian program; Transportation Development Act (TDA) Article 3 Bike/Ped program administered through C/CAG.

Preliminary Cost Estimate: Costs will vary with scale of improvements implemented. For example:

- One pedestrian-scale light: \$3,000 - \$5,000 (not including installation costs)
- Raised crosswalk: \$5,000

For more estimates, see MTC's Pedestrian District Cost Estimating Tool at: [http://www.mtc.ca.gov/planning/bicyclespedestrians/Ped\\_Districts/04-Generic-Cost-Estimating-Tool.pdf](http://www.mtc.ca.gov/planning/bicyclespedestrians/Ped_Districts/04-Generic-Cost-Estimating-Tool.pdf). The identification of these needs in both the CBTP and the Pedestrian Master Plan will position the City well to receive funding for pedestrian improvements in this area.

## Strategy #8 Improve Bicycle Amenities

### Community Stated Transportation Needs

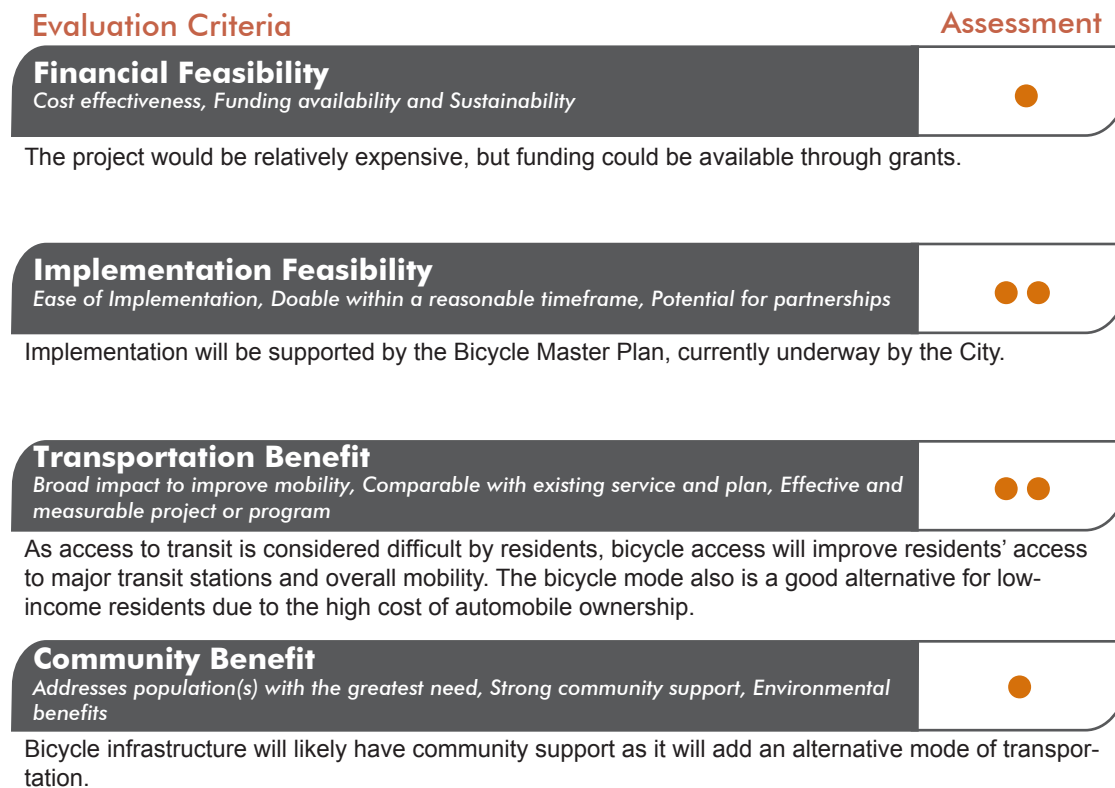
- East-West travel without an automobile is difficult.
- Travel without an automobile at night, on weekends, and to school during non-school service is difficult.
- Bicycling is common on sidewalks but is perceived as dangerous on the streets.

### Project Description

The project would improve the existing bicycle facilities in the project area. Bicycle racks would be added at main bus stops and stations. The San Mateo Bicycle Master Plan is currently being updated. The recommendations will be coordinated with the Plan in order to prioritize improvements.

Currently within the project area, there are Class III bikeways (on-street routes that are indicated only by signage and shared by bikes and motor vehicles) along Monte Diablo Avenue and Delaware Street. Lying just outside the project area, there is a Class I bikeway (a bike path providing a separated right of way for exclusive use of bicycles and pedestrians) leading over U.S. Highway 101 on Monte Diablo Ave, as well as a Class II bikeway (an on-street bike lane for one-way bike travel in each direction) heading southeast along Delaware Street starting at 4th Avenue.

Figure 10: Strategy #8 Preliminary Assessment



Low = ○ Medium = ● High = ● ●

Table 12 shows the improvements suggested by the community through the outreach process:

**Table 12: Stated Potential Improvements for Bicycle Infrastructure**

Problem Areas	Desired Improvements
Poplar Ave	Bicycle Lane
Claremont Street	Bicycle Lane
Delaware Street (currently bike route signage)	Bicycle Lane
Railroad Ave	Bicycle Lane
5th Ave	Bicycle Boulevard to Downtown
San Mateo Caltrain Station	Improved Bicycle Lockers/Storage

Map 7 shows the walking and bicycling routes taken by respondents to the North Central San Mateo Travel Survey. The thickness of the blue lines correlates with the number of respondents who indicated they use this street segment as a pedestrian or bicyclist.

Map 8 shows the walking and bicycling routes taken by respondents to the North Central San Mateo Travel Survey. The thickness of the blue lines correlates with the number of respondents who indicated they use this street segment as a pedestrian or bicyclist.

The map indicates that bicycle safety concerns are concentrated in the “gateway” area to the city (3rd Ave and 4th Ave) and the northern portion of the neighborhood, on Eldorado and North Humboldt.

## Potential Transportation and Community Benefits

Improved bicycle amenities would facilitate travel by bicycle for residents of the area. For destinations within 5 miles, bicycle travel is often faster and more efficient than travel by transit, due to the time delays caused by transfers. These improvements would also support the City’s goal of shifting travel mode to 20% non-auto by the year 2020.

## Implementation Requirements

Lead Agency: The City of San Mateo

Potential Partner Agency: C/CAG

The City of San Mateo is currently conducting a Bicycle Master Plan. The Plan will result in the development of an implementation strategy that includes details on cost, responsible department, scheduling, and appropriate funding. SamTrans staff are coordinating with City staff to ensure that the outreach findings of the CBTP will be folded into the needs analysis conducted as part of the Bicycle Plan.

## Financial

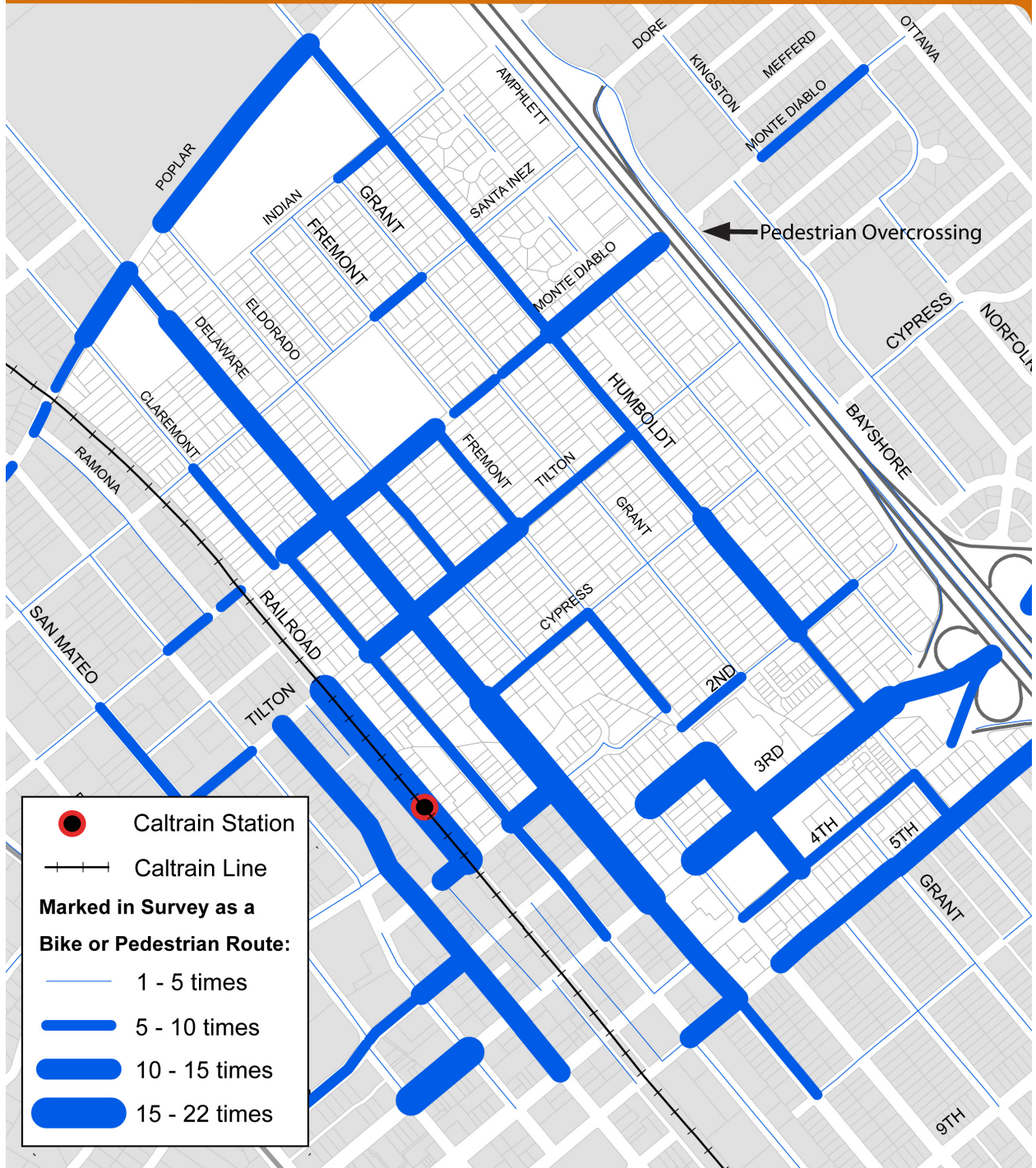
Potential Funding Sources: The City of San Mateo traffic impact fees; Regional Bicycle and Pedestrian program; Safe Routes to Transit program; Safe Routes to School program; Alliance Bike Rack Program; TFCA Regional Fund – Bicycle Facility Program

Preliminary Cost Estimate: Total costs will depend on improvements done. For example, bicycle racks are estimated at \$300 per rack (9-bike capacity bike storage rack).

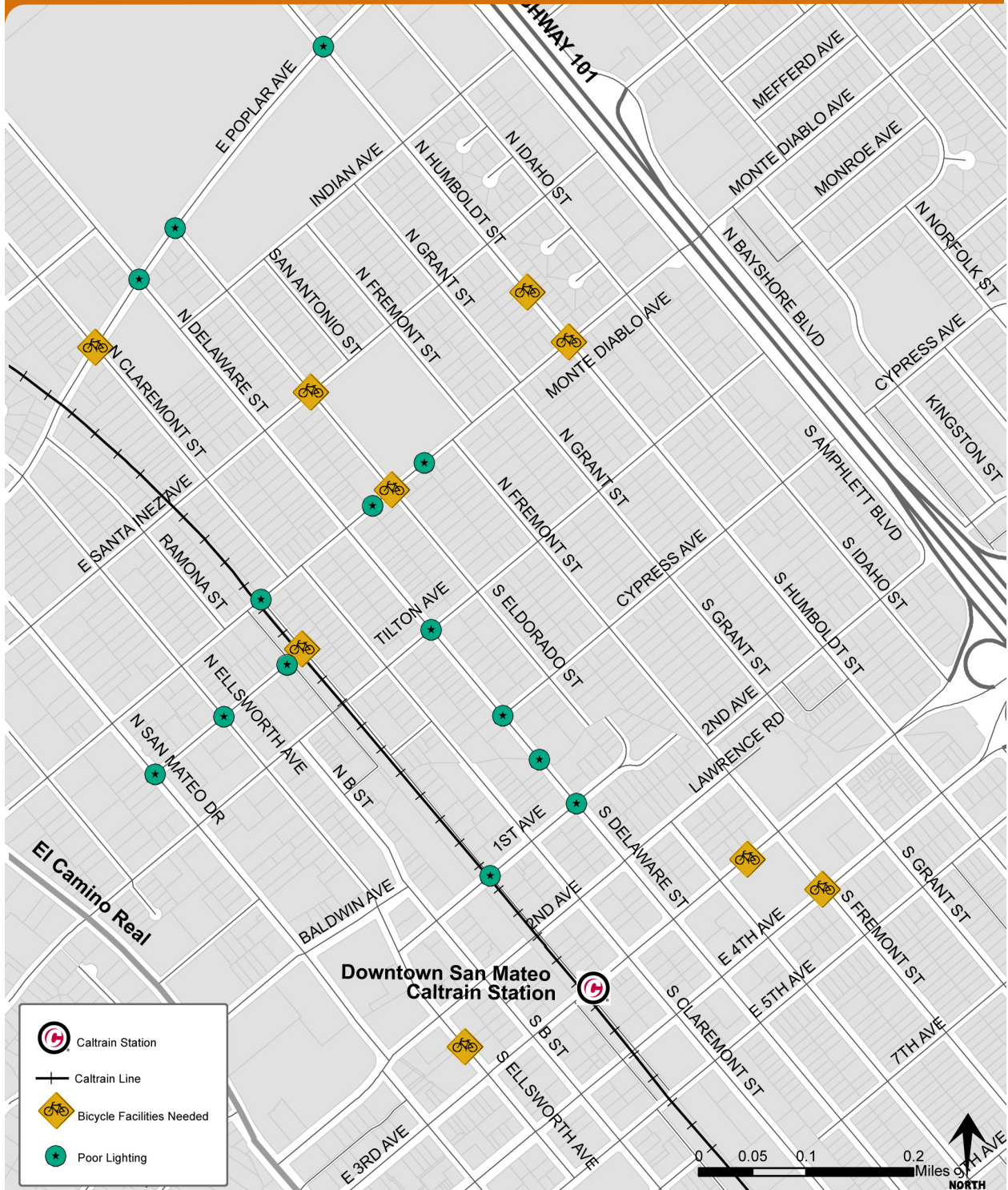
The identification of these needs in both the CBTP and the Bicycle Master Plan will position the City well to receive funding for bicycle improvements in this area.



Map 7: Stated Bicycle and Pedestrian Routes



Map 8: Stated Bicycle and Lighting Problem Areas



## Strategy #9 Improve Affordability of Public Transit for Low-Income Users

### Community Stated Transportation Needs

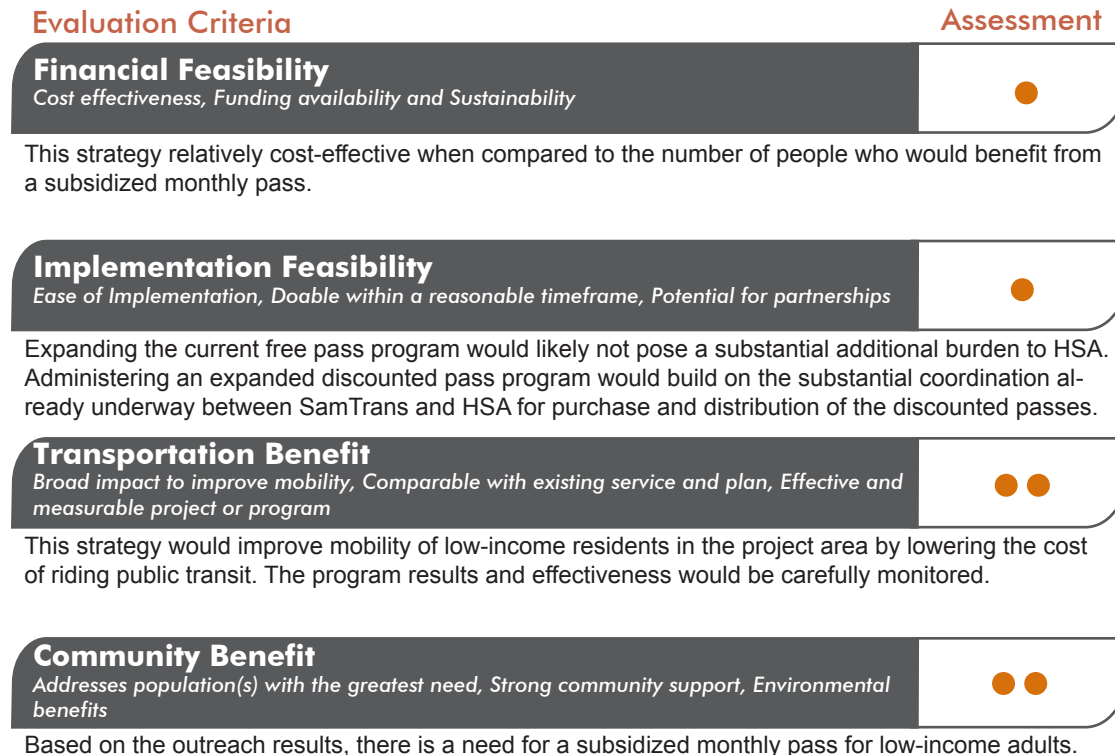
- There are no free bus transfers; trips that require more than one bus are costly.
- The cost of SamTrans service is too high for many low-income residents, particularly for families paying for children
- Taking transit to downtown San Francisco is expensive, time-consuming, and buses are often over-crowded.

During the outreach process, 28 percent of residents and stakeholders that were surveyed expressed that cost was a barrier to their ability to use public transportation. This finding is supported by 2000 U.S. Census data which shows that there is a high proportion of residents in

the project area living below the poverty line (14%) when compared with the county as a whole (6%) and approximately 11 percent of North Central San Mateo households have annual incomes below \$15,000.

The upfront cost of a monthly transit pass is too high of an initial cost for some low-income individuals and so they pay cash for individual trips at \$2.00 per trip and are unable to realize any cost savings. In addition, some residents ride express buses, which cost \$5.00 per trip.

Figure 11: Strategy #9 Preliminary Assessment



Low = ○ Medium = ● High = ●●

## Project Description

There are three proposed components of this Strategy which will complement each other in improving affordability of public transit for low-income users:

1. Expand the HSA Discounted Pass Program. The Human Services Agency Lifeline pass program could be expanded to offer additional free or discounted SamTrans or Caltrain passes or tickets to low-income residents through the new Clipper Card program. HSA recently received a second round of Lifeline funding that will allow them to reinstate their current free SamTrans pass program by the end of the year. This program allocates a limited number of SamTrans passes to 17 different access points spread throughout San Mateo County. Residents must be verified as low-income by HSA and participating in a self-sufficiency activity, such as job searching or counseling, to be eligible to receive a free pass up to three times. However, the closest access point for the project area is Samaritan House at 4031 Pacific Blvd near the southern end of San Mateo.
2. Utilize the Clipper Card System. The new Clipper Card system would allow HSA to load funds onto an electronic pass that can be used on Caltrain, Muni, BART, AC Transit, and SamTrans by the end of the year. The Clipper Card can be loaded with a monthly pass for Caltrain or SamTrans, or it can be loaded with cash that can be used for Caltrain or SamTrans one-way fares, as well as Muni and BART. Usage of these cards could be tracked by HSA to ensure that funds are being used for the intended purposes. The program would need to be adequately advertised to reach as many low-income residents as possible.

3. Create a Day Pass. SamTrans could move forward with developing a day pass to reduce the financial burden of bus transfers without having to purchase a monthly pass. The final price of the day pass has not yet been determined.

## Potential Transportation and Community Benefits

Many project area residents have difficulty paying for the cost of public transportation. Reducing this cost would allow greater mobility of project area residents.

## Implementation Requirements

Lead Agencies: The San Mateo County Human Services Agency (HSA), SamTrans

## Financial

Potential Funding Sources: Lifeline Transportation funding, Temporary Assistance to Needy Families fund (TANF), Community Development Block Grants (CDBG), the City of San Mateo, private foundations, JARC.

Preliminary Cost Estimate: the cost of the program will depend on the discount and the number of people the free or discounted passes are given too. The full-priced fares for Caltrain and SamTrans are displayed in Tables 13 and 14.

Table 13: Caltrain Adult Fares

Ticket Type	Valid for	Travel Within					
		1 Zone	2 Zones	3 Zones	4 Zones	5 Zones	6 Zones
One Way	4 hours from time of purchase	\$2.50	\$4.25	\$6.00	\$7.75	\$9.50	\$11.25
Day Pass	The date of purchase, unlimited travel within zone limits	\$5.00	\$8.50	\$12.00	\$15.50	\$19.00	\$22.50
8-ride	60 days from date of purchase	\$17.00	\$29.00	\$40.75	\$52.75	\$64.50	\$76.50
Monthly Pass	Month of purchase	\$66.25	\$112.75	\$159.00	\$205.50	\$251.75	\$298.25
Zone Upgrade	4 hours from time of purchase, one way when accompanying another valid ticket	\$1.75					

Table 14: SamTrans Adult Fares

	Local 292, 391, 397 Into San Francisco		292, 391, 397 Out of San Francisco		KX Express	
	Cash	Pass	Cash	Pass	Cash	Pass
Adult (Age 18 through 64)	\$2.00	\$64	\$4.00	\$96	\$5.00	\$165
Youth (Age 17 & Younger)	\$1.25	\$36	\$2.50	\$36	\$2.50	\$36
Eligible Discount (Senior / Disabled / Medicare cardholder)	\$1.00	\$25	\$2.00	\$25	\$2.50	\$25

## Strategy #10

### Increase Public Access to Information About Transportation Options

#### Community Stated Transportation Needs

- There is a lack of information available about transportation options for residents without an automobile.
- There is a need for information about transportation options in languages other than English.

The resident survey shows that 23 percent of respondents “Don’t know” where the public transportation stops are in their area. The other outreach efforts reflected this finding and also showed that the internet, transit stops, buses, public information displays and the library would be the best ways for residents to learn about public transportation options. Additionally, a large proportion of residents in the project

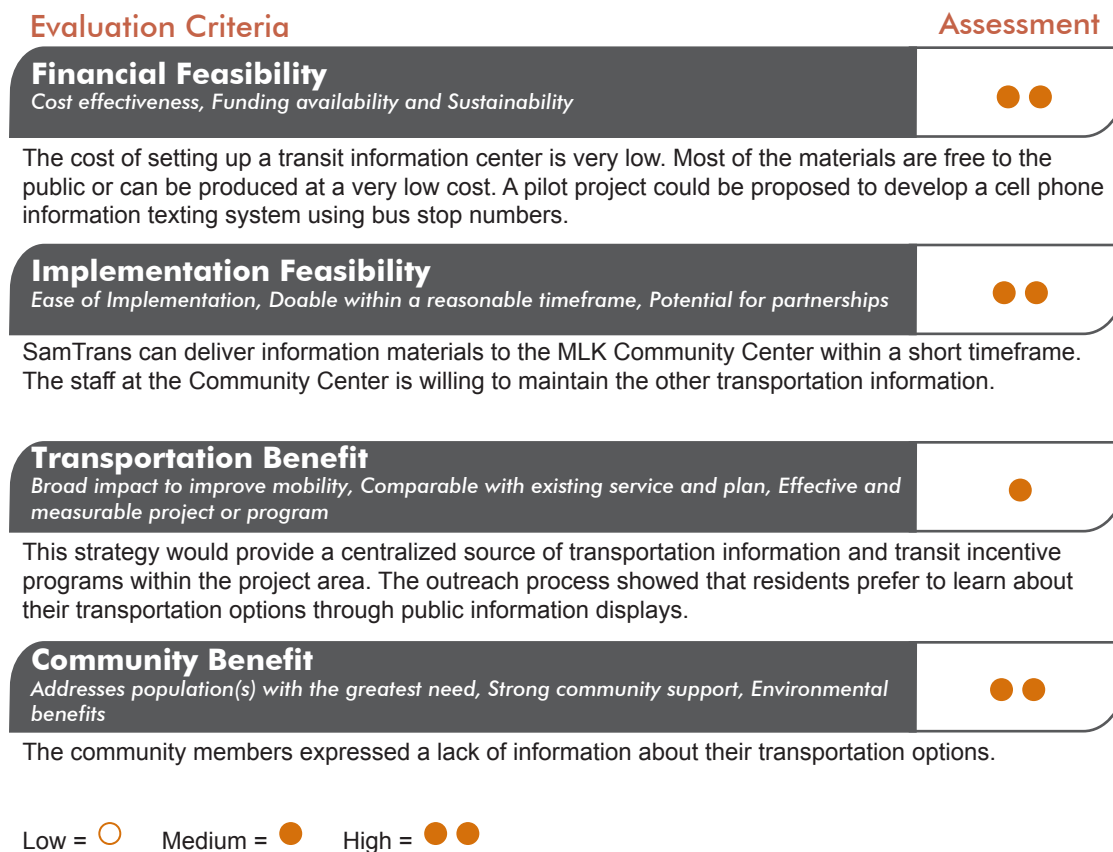
area speak Spanish with little to no understanding of English.

#### Project Description

There are seven proposed components of this Strategy which will complement each other in increasing public access to information about transportation options:

1. Establish a transportation information center within the project area at the Martin Luther King Jr. Community Center and other potential key destinations. The transit information displays could include:
  - A large SamTrans system map and information poster such as those displayed in SamTrans bus shelters;

Figure 12: Strategy #10 Preliminary Assessment



- SamTrans system maps (English and Spanish) and individual route maps;
- Caltrain timetables;
- Caltrain and SamTrans Customer service contact information;
- Information about using the 511 telephone and internet services and commute.org;
- Information about the Alliance’s Free Transit Ticket program and Carpool Incentive Program;
- Senior Mobility Guides (English, Spanish and Chinese);
- Information on local commuter and community shuttles in the county; and
- Other transit information such as the SamTrans How to Ride Guide (English and Spanish) and Transit Information Guide (English and Spanish).

SamTrans/Caltrain would work with the community center to ensure that the information is replenished and updated as needed.

2. Create a specialized map tailored to the project area showing specific bus stop locations, schedule and route information, and additional options for accessing key destinations. This map could be made available in English and Spanish and sent to each household in the project area through a targeted mailing. Access to Hospitals and the Samaritan House from the area can be detailed.
3. Offer Google Translate on the SamTrans website. SamTrans and Caltrain currently offer transit information in Spanish and other languages through the customer service information line. The Caltrain website can be translated into a wide variety of languages using Google Translate; this

service is expected to be available on [www.samtrans.com](http://www.samtrans.com) by spring 2011.

4. Make SamTrans bus route and schedule information available on Google Maps.
5. Create a system that allows riders to use their cell phones to text the bus stop ID number in order to receive information on the bus schedule.
6. Add a new pass sales outlet at La Hacienda Super Mercado, North Amphlett Boulevard and Monte Diablo. This is a popular market for the residents of this neighborhood, and would fill a geographic gap for the pass sale outlets, especially given the proximity of the pedestrian bridge at Monte Diablo over US 101.
7. Create a program to teach residents how to take public transit. This could be similar to the 3-year Lifeline-funded program just completed by the City of South San Francisco. The project was staffed by the Community Learning Center, and conducted classes to “captive audiences” (e.g. English and Citizenship classes) on how to plan a trip on public transit, followed up by very successful field trips with participants.

### **Potential Transportation and Community Benefits**

Providing residents in the project area with customized transportation information in English and Spanish would increase awareness about public transportation in the area and therefore improve the mobility of residents.

### **Implementation Requirements**

Lead Agencies: SamTrans, Clipper/Cubic

Partner Agencies: The Alliance, MTC, City of San Mateo/Martin Luther King Jr. Community Center

## **Financial**

Potential Funding Sources: SamTrans operating funds; Caltrain operating funds; San Mateo general funds; Alliance; Lifeline Transportation funding.

## **Preliminary Cost Estimate**

The Transit District would provide the large SamTrans system map display poster as well as individual route information, Caltrain timetables, and the various guides. All other information could be printed using a regular printer at minimal cost.

A similar customized transit map that was made for East Palo Alto cost: 40 hours of Alliance staff time and 32 hours at \$45 per hour for the graphic designer, plus printing. Standard postage to all 7,727 households in the project area would cost approximately \$3,245.

The cost of the Bus Stop ID texting system would include the bus stop ID installation costs (approximately \$85 per stop). MTC would provide the required signs (flaglets that attach to the current bus stop signs) and decals. Real-time information for SamTrans will be implemented in February 2011.



# 5

## ACTION PLAN

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Critical to the CBTP process is bridging the gap between planning and action. Implementation of the CBTP relies on multiple jurisdictions and agencies, each responsible for different strategies described in Chapter 4. Furthermore, funding for the strategies may be acquired from a variety of sources, including local, regional, state and federal sources. This chapter describes a plan of action to establish an implementation process and timeline, secure commitments by lead agencies and project partners, and pursue required funding.

## IMPLEMENTATION MATRIX

The implementation matrix describes the implementation timeframe, funding sources, lead agencies and partner agencies identified for each of the CBTP strategies. As implementation of these strategies proceeds, there is the possibility that other agencies or community-based organizations may step forward as leads or partners on the project.

Table 15: Implementation Matrix

	Strategies	Time-frame	Capital or Operations Project	Potential Funding Sources*	Potential Lead Agencies	Potential Partner Agencies
1	Improve Existing School Bus Service	0 to 2 years	Operations and Capital	EPA's National Clean Diesel Funding Program	San Mateo - Foster City School District	
2	Augment Existing Transportation Service to Better Serve Key Destinations	0 to 2 years	Operations	SamTrans operating funds; C/CAG Local Transportation Support Program; TFCA funds; JARC.	SamTrans	
3	Increase Frequency of Existing Transit Service	2 to 4 years	Operations	SamTrans operating funds; C/CAG Local Transportation Support Program; TFCA funds; JARC.	SamTrans	
4	Reinstate the San Mateo Medical Center Shuttle Program	0 to 2 years	Operations	San Mateo Medical Center; C/CAG Lifeline funds; TA Shuttle funds	San Mateo Medical Center	
5	Establish Local Safe Routes to School Program	0 to 2 years	Operations	C/CAG Safe Routes to Schools program (SR2S)	San Mateo County Office of Education	City of San Mateo, The Alliance, Silicon Valley Bicycle Coalition, San Mateo - Foster City School District
6	Improve Transit Stop Amenities	0 to 2 years	Capital	San Mateo County Transit District capital/operating funds; MTC's TLC Capital Program Funds; advertising revenues; FTA Transportation Enhancements fund (Section 5307); C/CAG Lifeline Funds	SamTrans, City of San Mateo	Community-Based Organizations

	Strategies	Time-frame	Capital or Operations Project	Potential Funding Sources*	Potential Lead Agencies	Potential Partner Agencies
7	Improve Pedestrian Amenities	2 to 4 years	Capital	City of San Mateo traffic impact fees; Community Development Block Grants (CDBG); Transportation Authority (TA) Funds; C/CAG Safe Routes to School program; MTC's Transportation for Livable Communities (TLC) planning and capital grant program; FTA Section 5307 Transportation Enhancements fund; Safe Routes to Transit program; Federal DOT SRTS; Caltrans SR2S; Regional Bicycle and Pedestrian program; Transportation Development Act (TDA) Article 3 Bike/Ped program administered through C/CAG	City of San Mateo	
8	Improve Bicycle Amenities	2 to 4 years	Capital	The City of San Mateo traffic impact fees; Regional Bicycle and Pedestrian program; Safe Routes to Transit program; Safe Routes to School program; Alliance Bike Rack Program; TFCA Regional Fund – Bicycle Facility Program	City of San Mateo	C/CAG
9	Improve Affordability of Public Transit for Low-Income Users	2 to 4 years	Operations	Lifeline Transportation funding, Temporary Assistance to Needy Families fund (TANF); Community Development Block Grants (CDBG); the City of San Mateo, private foundations; JARC.	HSA, SamTrans	
10	Increase Public Access to Information about Transportation Options	0 to 2 years	Operations	SamTrans operating funds; Caltrain operating funds; San Mateo general funds; Alliance; Lifeline Transportation Funding	SamTrans, Clipper/Cubic	City of San Mateo / Martin Luther King Jr. Community Center, MTC, The Alliance

*\*Potential Funding Sources Acronyms:*

- LIFT: Low Income Flexible Transportation Program*
- TFCA: Transportation Fund for Clean Air*
- TANF: Temporary Assistance for Needy Families*
- TLC: Transportation for Livable Communities*
- 5307: FTA Urbanized Area Formula Program*
- SR2S: Safe Routes to School funds*
- CDBG: Community Development Block Grants*
- 5310: FTA Specialized Transit & Procurement*
- SMCTD: San Mateo County Transit District*
- SMCTA: San Mateo County Transportation Authority*
- SR2T: Safe Routes to Transit funds*
- SFMTA: San Francisco Municipal Transportation Agency*

## CBTP NEXT STEPS

The success of this Plan will depend on the willingness of the relevant lead agencies to move forward with the strategies recommended in this document to meet the needs North Central San Mateo community. The implementation timeline provides the next steps to advance the transportation strategies of this CBTP. Next steps include finalizing and adopting the Plan document by C/CAG, creating a plan implementation committee and obtaining project funding.

The City of San Mateo will designate a staff person to facilitate implementation of the CBTP by coordinating the efforts of the lead agencies, other partners, and the North Central community. The City will convene periodic ad hoc meetings of the lead agencies and project partners in order to build on the momentum established through this process and to monitor implementation of the Plan.

Table 16: Next Steps

Next Steps	Timeframe	Lead Agency/ Partners
Distribute Draft CBTP for comments to TAC, Stakeholders, and Targeted Distribution List	October 2010	SamTrans
Present Draft CBTP to Stakeholder Committee	October 2010	SamTrans
Present Final CBTP to San Mateo City Council, C/CAG Board, and SamTrans Board	February 2011	SamTrans, C/CAG
Develop project funding and implementation steps for short-term strategies	Spring 2011	City of San Mateo, C/CAG, SamTrans
Develop applications for discretionary grant funding for recommended strategies	FY 11 and FY 12	Project Leads
Consideration by C/CAG and SamTrans of recommended service improvements for incorporation into short range transit plans, SamTrans Strategic Plan, and other planning, funding, and implementation decisions.	FY 11 and FY 12	C/CAG, MTC, SamTrans
Begin implementation of funded strategies	FY 11 and FY 12	Project Leads

## PERFORMANCE MEASURES

The strategies presented in this plan cover a wide range of transportation needs, from walking and biking to access to transit. The implementation of these strategies will take place over the short, mid, and long-term, and will depend on the availability of funding and on finding a champion at an appropriate lead agency. The long term outcome of this plan is something of interest to both the residents of North Central San Mateo and the responsible agencies. As the partners work together to implement the strategies as projects, it would be valuable for performance measures to be created that allow the success of the strategies to be evaluated. Performance measures should evaluate the improved mobility of the residents of North Central San Mateo as it relates to the strategies; for example:

- Increased pedestrian and/or bicycle activity in the area
- Increase in the number of children walking or biking to school
- Increased SamTrans boardings in the area
- Increase in the number of discounted transit passes distributed to residents in the area.

Specific and meaningful performance measures can only be recommended once these strategies are taken to the project level, at which point appropriate measure could be developed that relate to the particular operating conditions, funding source, and target population. Once these projects are implemented, performance measures should be developed by the appropriate lead agencies. The responsibility for the long-term evaluation of all Community-Based Transportation Plan lies with the MTC.

## MTC REQUIREMENTS

The following MTC requirements for the completed Community-Based Transportation Plans affect several different agencies and

jurisdictions, including the County Congestion Management Agency (CMA), which is C/CAG in San Mateo County, and transit policy boards, which include SamTrans, Caltrain, and BART in San Mateo County.

- Once the plan is finalized, CMA staff will participate in regional forums to report on project findings, or to otherwise share information resulting from the planning process. MTC will make the results from each community-based planning effort available to all CMAs and transit agencies.
- Upon completion of the planning project, CMA staff will report to the Commission on key findings and recommendations. Materials and meetings will be translated when appropriate.
- Project findings will be forwarded to applicable local or county-level policy boards and to MTC. Recommended service improvements will be forwarded to transit policy boards for consideration and subsequent incorporation into Short Range Transit Plans (SRTPs) and/or other future service expansion plans and to CMA policy boards for planning, funding and implementation discussions.

## FUNDING SOURCES

Potential funding sources for the recommended strategies are described in Appendix D.