



#### BOARD OF DIRECTORS 2026

JEFF GEE, CHAIR  
MARIE CHUANG, VICE CHAIR  
DAVID J. CANEPA  
BROOKS ESSER  
MARINA FRASER  
RICO E. MEDINA  
JOSH POWELL  
PETER RATTO  
JACKIE SPEIER

APRIL CHAN  
GENERAL MANAGER/CEO

## AGENDA

### San Mateo County Transit District

#### Board of Directors Meeting

January 7, 2026, 2:00 pm

Bacciocco Auditorium, 2nd Floor

1250 San Carlos Avenue, San Carlos, CA 94070

Members of the public may attend in-person or participate remotely via Zoom at:

<https://us02web.zoom.us/j/86938147935?pwd=yBjq6YBO0HplQvQFJaNNy7slOut2yY.1> or by entering Webinar ID: **869 3814 7935**, Passcode: **882894** in the Zoom app for audio/visual capability or by calling 1-669-900-9128 (enter webinar ID and press # when prompted for participant ID) for audio only.

**Public Comments:** Written public comments may be emailed to [publiccomment@samtrans.com](mailto:publiccomment@samtrans.com) or mailed to 1250 San Carlos Avenue, San Carlos, CA 94070, and will be compiled and posted weekly along with any Board correspondence. Any written public comments received within two hours prior to the start of the meeting will be included in the weekly Board correspondence reading file, posted online at: <https://www.samtrans.com/meetings>.

Oral public comments will also be accepted during the meeting in person and through Zoom\* or the teleconference number listed above. Public comments on individual agenda items are limited to one per person PER AGENDA ITEM. Participants using Zoom over the Internet should use the Raise Hand feature to request to speak. For participants calling in, dial \*67 if you do not want your telephone number to appear on the live broadcast. Callers may dial \*9 to use the Raise Hand feature for public comment. Each commenter will be recognized to speak and callers should dial \*6 to unmute themselves when recognized to speak.

Each public comment is limited to two minutes or less. The Board and Committee Chairs have the discretion to manage the Public Comment process in a manner that achieves the purpose of public communication and assures the orderly conduct of the meeting.

The video live stream will be available after the meeting at <https://www.samtrans.com/about-samtrans/video-board-directors-cac-and-measure-w-coc>.

Note: All items appearing on the agenda are subject to action by the Board. Staff recommendations are subject to change by the Board.

**Wednesday, January 7, 2026**

**2:00 pm**

1. Call to Order / Pledge of Allegiance
2. Roll Call
3. Consideration of any requests from Directors to participate remotely due to Emergency Circumstances
4. Report Out from December 3, 2025 Closed Session
  - 4.a. Closed Session Pursuant to Government Code section 54957(a): Threat to Public Services/Facilities – Consultation with Mehul Kumar, Chief Information and Technology Officer and Steve Thomas, Director for Infrastructure and Cybersecurity
  - 4.b. Closed Session Pursuant to Government Code section 54957(b)(1): Public Employee Performance Evaluation  
Title: General Manager/Chief Executive Officer
  - 4.c. Closed Session Pursuant to Government Code section 54957(b)(1): Public Employee Performance Evaluation  
Title: General Counsel
5. Consent Calendar
  - 5.a. Approval of Minutes of the Board of Directors Meeting of December 3, 2025 Motion
  - 5.b. Adopt 2026 Legislative Program Motion
  - 5.c. Adopting the Grand Boulevard Initiative Action Plan Resolution
  - 5.d. Updating the San Mateo County Transit District Measure W Citizens Oversight Committee Appointment Process Resolution
  - 5.e. Approve Appointments to the Measure W Citizens Oversight Committee Motion
  - 5.f. Authorizing Execution of an Amendment to the Public Safety Communications Services Agreement with the County of San Mateo to Extend the Term for Five Years for an Estimated Aggregate Cost to the District of \$848,373 Resolution

Note: All items appearing on the agenda are subject to action by the Board. Staff recommendations are subject to change by the Board.



6. Public Comment for Items Not on the Agenda

*Comments by each individual speaker shall be limited to two (2) minutes. Items raised that require a response will be deferred for staff reply.*

7. Report of the Chair

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| 7.a. Report of the 2026 Chair and Vice Chair Nominating Committee and Election of Officers for 2026 | Motion |
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| 7.b. Proclamation Recognizing January as National Slavery and Human Trafficking Prevention Month | Motion |
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8. Report of the General Manager/CEO

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| 8.a. Report of the General Manager/CEO   December 30, 2025 | Informational |
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| 8.b. Monthly Headquarters Construction Status Update | Informational |
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| 8.c. State of Artificial Intelligence at San Mateo County Transit District | Informational |
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9. Recess to Committee Meetings

10. Community Relations Committee / Committee of the Whole

*D. Canepa (Chair), M. Fraser, J. Speier*

10.a. Call to Order

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| 10.b. Approval of Minutes of the Community Relations Committee Meeting of December 3, 2025 | Motion |
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| 10.c. Accessible Services Update | Informational |
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| 10.d. Paratransit Advisory Council Update | Informational |
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| 10.e. Brown Act Informational Report and Authorizing Remote Meetings for the Citizens Advisory Committee under Senate Bill 707 | Motion |
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| 10.f. Update on Citizens Advisory Committee Membership: Recruitment for Vacancies and Terms Ending April 30, 2026 | Informational |
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|---|---------------|
| 10.g. Monthly State of Service Report   November 2025 | Informational |
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10.h. Adjourn

11. Finance Committee / Committee of the Whole

*B. Esser (Chair), D. Canepa, R. Medina*

11.a. Call to Order

11.b. Approval of Minutes of the Finance Committee Meeting of December 3, 2025 Motion

11.c. Awarding a Contract to Deloitte Consulting, LLP to Provide the Product, Implementation and Maintenance Services of an Enterprise Performance Management System for a Total Not-To-Exceed Amount of \$749,620 for a Three-Year Base Term, with Three Additional One-Year Option Terms for an Aggregate Not-To-Exceed Amount of \$108,936, and an Optional End User Training and Video Recording for a Fee of \$21,600 Motion

11.d. Authorizing Modification of Compensation Rates for Services Provided by General Counsel Motion

11.e. Adjourn

12. Legislative Committee / Committee of the Whole

*J. Powell (Chair), P. Ratto, J. Speier*

12.a. Call to Order

12.b. Approval of Minutes of the Legislative Committee Meeting of December 3, 2025 Motion

12.c. Receive Legislative Update and Presentation by Federal Lobbyist Informational

12.d. Adjourn

13. Strategic Planning, Development, and Sustainability Committee / Committee of the Whole

*R. Medina (Chair), M. Chuang, P. Ratto*

13.a. Call to Order

13.b. Approval of Minutes of the Strategic Planning, Development, and Sustainability Committee Meeting of December 3, 2025 Motion

13.c. Bus Stop Improvement Program Amenity Refresh Project Draft Recommendations Informational

13.d. Adjourn

Note: All items appearing on the agenda are subject to action by the Board. Staff recommendations are subject to change by the Board.

14. Reconvene Board of Directors Meeting

15. Matters for Board Consideration: Community Relations Committee

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|---|------------|
| 15.a. Brown Act Informational Report and Authorizing Remote Meetings<br>for the Citizens Advisory Committee under Senate Bill 707 | Resolution |
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16. Matters for Board Consideration: Finance Committee

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| 16.a. Awarding a Contract to Deloitte Consulting, LLP to Provide the<br>Product, Implementation and Maintenance Services of an Enterprise<br>Performance Management System for a Total Not-To-Exceed Amount<br>of \$749,620 for a Three-Year Base Term, with Three Additional<br>One-Year Option Terms for an Aggregate Not-To-Exceed Amount of<br>\$108,936, and an Optional End User Training and Video Recording for<br>a Fee of \$21,600 | Resolution |
| 16.b. Authorizing Modification of Compensation Rates for Services<br>Provided by General Counsel   | Resolution |

17. Communications to the Board of Directors

18. Board Members Requests

19. Date / Time of Next Regular Meeting: Wednesday, February 4, 2026, at 2:00 pm

*The meeting will be accessible via Zoom teleconference and/or in person at the San Mateo County Transit District, Bacciocco Auditorium, 2nd Floor, 1250 San Carlos Avenue, San Carlos, CA. Please see the meeting agenda for more information.*

20. Report of the General Counsel

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|---|
| 20.a. Closed Session: Conference with Legal Counsel Anticipated Litigation Pursuant to<br>Government Code Section 54956.9(d)(4)<br>Initiation of Litigation: One Case   |
| 20.b. Closed Session: Conference with Real Property Negotiators Pursuant to Government<br>Code Section 54956.8<br>Property: Parcel Nos. 015-180-200, 015-180-110 (Southeast portion of Belle Aire Island,<br>South San Francisco)<br>Agency negotiator: Janni Baugh, Acting Director of Real Estate<br>Negotiating parties: ELCAM Co. and Bay Investment Co.<br>Under negotiation: Price and terms of payment |

21. Adjourn

## Information for the Public

If you have questions on the agenda, please contact the District Secretary at 650-551-6108. Agendas are available on the SamTrans website at: <https://www.samtrans.com/meetings>. Communications to the Board of Directors can be emailed to [board@samtrans.com](mailto:board@samtrans.com).

*Free translation is available; Para traducción llama al 1.800.660.4287; 如需翻译 请电 1.800.660.4287*

### **Date and Time of Board and Citizens Advisory Committee Meetings**

San Mateo County Transit District (SamTrans) Board and Committees: First Wednesday of the month, 2:00 pm; SamTrans Citizens Advisory Committee (CAC): Last Wednesday of the month, 6:30 pm. Date, time and location of meetings may be changed as necessary. Meeting schedules for the Board and CAC are available on the website.

### **Location of Meeting**

This meeting will be held in-person at: San Mateo County Transit District, Bacciocco Auditorium, 2nd Floor, 1250 San Carlos Avenue, San Carlos, CA. Members of the public may attend in-person or participate remotely via Zoom as per the information provided at the top of the agenda.

\*Should Zoom not be operational, please check online at: <https://www.samtrans.com/meetings> for any updates or further instruction.

### **Public Comment**

Members of the public may participate remotely or in person. Public comments may be submitted by comment card in person and given to the District Secretary. Written public comments may be emailed to [publiccomment@samtrans.com](mailto:publiccomment@samtrans.com) or mailed to 1250 San Carlos Avenue, San Carlos, CA 94070, and will be compiled and posted weekly along with any Board correspondence. Any written public comments received within two hours prior to the start of the meeting will be included in the weekly Board correspondence reading file, posted online at: <https://www.samtrans.com/meetings>.

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### **Accessible Public Meetings/Translation**

Upon request, SamTrans will provide for written agenda materials in appropriate alternative formats, or disability-related modification or accommodation, including auxiliary aids or services, to enable individuals with disabilities to participate in and provide comments at/related to public meetings. Please submit a request, including your name, phone number and/or email address, and a description of the modification, accommodation, auxiliary aid, service or alternative format requested at least 72 hours in advance of the meeting or hearing. Please direct requests for disability-related modification and/or interpreter services to the Title VI Administrator at San Mateo County Transit District, 1250 San Carlos Avenue, San Carlos, CA 94070; or email [titlevi@samtrans.com](mailto:titlevi@samtrans.com); or request by phone at 650-622-7864 or TTY 650-508-6448.

### **Availability of Public Records**

All public records relating to an open session item on this agenda that are not exempt from disclosure pursuant to the California Public Records Act and that are distributed to a majority of the legislative body will be available for public inspection at 1250 San Carlos Avenue, San Carlos, CA 94070 at the same time that the public records are distributed or made available to the legislative body.

Note: All items appearing on the agenda are subject to action by the Board. Staff recommendations are subject to change by the Board.

**San Mateo County Transit District  
1250 San Carlos Avenue, San Carlos, California**

**Board of Directors  
DRAFT Minutes of December 3, 2025**

**Members Present:** D. Canepa, B. Esser, M. Fraser, R. Medina, P. Ratto, J. Speier, M. Chuang (Vice Chair), J. Gee (Chair)

**Members Absent:** J. Powell

**Staff Present:** J. Cassman, A. Chan, K. Christopherson, T. Dubost, J. Epstein, A. Feng, C. Halls, K. Jordan Steiner, L. Lumina-Hsu, J. Mello, D. Olmeda, M. Petrik, J. Steketee, A. To, M. Tolleson, M. Tseng, K. Yin

**1. Call to Order / Pledge of Allegiance**

Chair Jeff Gee called the meeting to order at 2:00 pm and Director Esser led the Pledge of Allegiance.

**2. Roll Call**

Margaret Tseng, District Secretary, called the roll and confirmed that a Board quorum was present.

**3. Consideration of any requests from Directors to participate remotely due to Emergency Circumstances – There were none.**

**4. Report Out from Closed Session at November 5, 2025 Board Meeting**

**4.a. Closed Session Pursuant to Government Code section 54957(b)(1): Public Employee Performance Evaluation**

**Title: General Manager/Chief Executive Officer**

**4.b. Closed Session Pursuant to Government Code section 54957(b)(1): Public Employee Performance Evaluation**

**Title: General Counsel**

Joan Cassman, General Counsel, stated no reportable action was taken.

**5. Consent Calendar**

**5.a. Approval of Minutes of the Board of Directors Meeting of November 5, 2025**

**5.b. Accept Quarterly Fuel Hedge Update for Fiscal Year 2026 Quarter 1**

**5.c. Authorizing the Purchase of up to 31 Non-Revenue Support Vehicles Through State of California, Department of General Services Contracts for a Total Not-To-Exceed Amount of \$1,338,500 and the Disposition of up to 25 Surplus Support Vehicles**

Director Esser pulled Item 5.c. for further discussion.

Motion to approve Items 5.a. and 5.b./Second: Medina/Ratto  
Ayes: Canepa, Esser, Fraser, Medina, Ratto, Speier, Chuang, Gee  
Noes: None  
Absent: Powell

For Item 5.c., staff provided further clarification in response to the following Board comments and questions which included the following:

- Non-revenue vehicles have 10-year life cycle
- Vehicles procured through State of California's Department of General Services (DGS) contract which includes authorized fleet dealers; list contains no dealers in San Mateo County
- State and federal procurement rules require competitive bidding and do not allow geographic preference; pursuing a separate bid could increase cost

Motion by Director Speier: Amend resolution to require staff pursue purchasing vehicles from dealership in San Mateo County. There was no second. Motion died.

Motion to continue Item 5.c. to the January 7, 2026 meeting with additional procurement background and whether any San Mateo County fleet dealers are eligible or participated in the DGS process/Second: Medina/Ratto

Ayes: Canepa, Esser, Fraser, Medina, Ratto, Speier, Chuang, Gee  
Noes: None  
Absent: Powell

#### Public Comment

Roland commented on public availability of DGS fleet dealers list.

Aleta Dupree, Team Folds, spoke in support of continuing Item 5.c. for future discussion, and commented on battery vehicles slow and fast charging and battery vehicle procurement.

#### **6. Public Comment for Items Not on the Agenda** – There were none.

#### **7. Report of the Chair**

Chair Gee appointed Vice Chair Chuang, Director Esser, and himself to an ad hoc committee to support Senate Bill (SB) 63 return-to-source efforts.

##### **7.a. 2026 Chair and Vice Chair Nominating Committee**

Chair Gee stated Directors Canepa, Fraser, and Medina will serve on the committee.

## **8. Report of the General Manager/CEO**

### **8.a. Report of the General Manager/CEO | November 26, 2025**

April Chan, General Manager/CEO, stated the report was in the packet and provided the following highlights:

- Clipper 2.0 launches December 10; no new cards required; regional kickoff event hosted by Metropolitan Transportation Commission (MTC) and San Francisco Municipal Transportation Agency (SFMTA) on December 10
- Holiday-wrapped bus participating in Redwood City's Hometown Holiday Parade on December 13 and operating throughout December. Marks SamTrans' 14th year of participation in annual holiday event
- She will be serving as Vice Chair of California Transit Association (CTA) for the next two years
- Board Retreat on February 12 will discuss 10-year financial outlook, status and direction on Zero-Emission Bus (ZEB) transition, and status on SB 63 engagement

### **8.b. Monthly New Headquarters Construction Status Update and Headquarters Leasing Update**

Kris McGee, Managing Principal, Urban Hive Development, and Joshua Mello, Executive Officer of Planning and Development, provided the presentation that included the following:

- Day 1 tenant improvements nearly completed; Day 2 SamTrans work starts January 6, 2026; furniture and artwork preparation underway
- 20 percent retail space leased; office/retail negotiations ongoing, approval needed on office leases from Board possibly as early as early next year

Staff provided further clarification in response to the Board comments and questions regarding Day 2 scope, Transit Oriented Development planning, and childcare planning next steps.

#### Public Comment

Aleta Dupree, Team Folds, commented on new headquarters building, Clipper 2.0, and ridership recovery.

Adina Levin, Seamless Bay Area, commented on Clipper 2.0 release and open payment feature accessibility.

Roland commented on public attendance at Board Retreat and meeting recording.

## **9. Recess to Committee Meetings**

The Board meeting recessed to Committee Meetings at 2:38 pm.

## **14. Reconvene Board of Directors Meeting**

Chair Gee reconvened the Board meeting at 4:37 pm.

**15. Matters for Board Consideration: Audit Committee**

**15.a. Acceptance of the Annual Comprehensive Financial Report for the Fiscal Year Ended June 30, 2025**

Committee Chair Fraser stated the Audit Committee met on November 14, 2025.

Annie To, Director, Accounting, introduced Ahmad Gharaibeh, Partner, Eide Bailly, LLC, who provided the presentation, which included the following:

- District received an unmodified (clean) audit opinion
- No internal control findings or compliance issues were identified
- Received Certificate of Achievement of Excellence in Financial Reporting
- National Transit Database (NTD), Transportation Development Act (TDA), and Measure W audits also had no findings

Motion/Second: Chuang/Esser

Ayes: Canepa, Esser, Fraser, Medina, Ratto, Speier, Chuang, Gee

Noes: None

Absent: Powell

**16. Matters for Board Consideration: Strategic Planning, Development, and Sustainability Committee**

Director Medina led the Board in voting on the following items:

**16.a. 2025 Update to the SamTrans Service Policy Framework – Approved by Resolution No. 2025-29**

Motion/Second: Chuang/Fraser

Ayes: Canepa, Esser, Fraser, Medina, Ratto, Speier, Chuang, Gee

Noes: None

Absent: Powell

**17. Communications to the Board of Directors – Available online.**

**18. Board Member Requests/Comments – There were none.**

**19. Date / Time of Next Regular Meeting: Wednesday, January 7, 2026 at 2:00 pm at via Zoom and in person at the San Mateo County Transit District, Bacciocco Auditorium, 2nd Floor, 1250 San Carlos Avenue, San Carlos, CA.**



**20. General Counsel Report**

**20.a. Closed Session: Conference with Legal Counsel – Initiation of Litigation Pursuant to Government Code Section 54956.9(d)(4): One Potential Case**

Joan Cassman, General Counsel, announced the closed session item and stated the Board will reconvene open session to report on any action taken.

*The Board recessed to closed session at 4:48 pm.*

**21. Reconvene Open Session**

Chair Gee reconvened the Board meeting at 4:57 pm.

**22. Report Out from Closed Session**

Ms. Cassman stated the Board authorized action by unanimous vote to initiate litigation. The action, defendants, and other particulars will be disclosed once litigation has formally commenced.

**23. Closed Session**

**23.a Closed Session Pursuant to Government Code section 54957(a): Threat to Public Services/Facilities – Consultation with Mehul Kumar, Chief Information and Technology Officer and Steve Thomas, Director for Infrastructure and Cybersecurity**

**23.b Closed Session Pursuant to Government Code section 54957(b)(1): Public Employee Performance Evaluation  
Title: General Manager/Chief Executive Officer**

**23.c Closed Session Pursuant to Government Code section 54957(b)(1): Public Employee Performance Evaluation  
Title: General Counsel**

Ms. Cassman announced the closed sessions items and stated any action taken will be reported at the next regular meeting.

*The Board adjourned to closed session at 4:58 pm.*

**24. Adjourn – The meeting adjourned at 5:35 pm.**

**San Mateo County Transit District  
Staff Report**

To: Board of Directors

Through: April Chan, General Manager/CEO

From: Emily Beach, Chief Communications Officer

Subject: **Adopt 2026 Legislative Program**

**Action**

Staff proposes the Board of Directors (Board):

1. Approve the attached 2026 Draft Legislative Program for the San Mateo County Transit District

**Significance**

Legislative and regulatory actions have the potential to significantly benefit San Mateo County Transit District (Agency) programs and services. They also have the potential to present serious challenges that threaten the Agency's ability to meet the county's most critical transportation demands.

The 2025 Legislative Program establishes the principles that will guide the Agency's legislative and regulatory advocacy efforts through the 2025 calendar year, including the first half of the 2025-2026 State Legislative Session and first session of the 119th Congress.

The program is intended to be broad enough to cover the wide variety of issues that are likely to be considered during that time and flexible enough to allow the Agency to respond swiftly and effectively to unanticipated developments.

**Objectives**

The 2025 Legislative Program is organized to guide the Agency's actions and positions in support of three primary objectives:

- Maintain and enhance funding opportunities to support transit in general as well as the Agency's specific projects, programs and services;
- Seek a regulatory environment that streamlines project delivery and maximizes the Agency's ability to meet transportation service demands; and
- Reinforce and expand programs that build and incentivize public transportation ridership, improve safe and quality transportation choices, and better incorporate SamTrans service with other agencies in the Bay Area.

### **Advocacy Process**

Staff will indicate on each monthly legislative update to the Board recommended positions for pending bills or policy initiatives. Once the Board has an opportunity to review the recommended position, staff will communicate the position to the relevant entities (such as the bill author, relevant legislative committees, agencies, or stakeholders).

If legislation falls outside of the scope of the Board's adopted Legislative Program, Board approval will be required prior to the Agency taking a position. In rare circumstances, should a position on a bill or legislation fall outside the scope of the Board's adopted Legislative Program and be needed in advance of a Board meeting, staff will confer with the Board Chair.

### **Public Engagement Strategies**

Staff, led by the Communications Division and its legislative consultants, will employ a variety of public engagement strategies to support the 2025 Legislative Program, including:

#### Direct Engagement

Engage policymakers directly, sponsor or support legislation, submit correspondence and provide public testimony that communicates and advances the Agency's legislative priorities and positions.

#### Coalition-based Engagement

Engage stakeholders to build awareness about specific issues and participate in local, regional, statewide and national coalitions organized to advance positions that are consistent with the Legislative Program.

#### Media Engagement

Build public awareness and communicate the Agency's legislative priorities by issuing press releases, organizing media events, and through the use of social media.

### **Budget Impact**

There is no impact on the budget.

|              |                        |   |              |
|--------------|------------------------|---|--------------|
| Prepared By: | Jessica Epstein        | Government and Community<br>Affairs Manager | 650-400-6451 |
|              | Michaela Wright Petrik | Government and Community<br>Affairs Officer | 650-730-4951 |

## **San Mateo County Transit District**

### **2026 Legislative Program**

#### **Purpose**

Legislative and regulatory actions have the potential to significantly benefit San Mateo County Transit District (Agency) programs and services. They also have the potential to present serious challenges that threaten the Agency's ability to meet the county's most critical transportation demands.

The 2026 Legislative Program establishes the principles that will guide the Agency's legislative and regulatory advocacy efforts through the 2026 calendar year, including the second half of the 2025-26 State Legislative Session and second session of the 119<sup>th</sup> Congress.

The program is intended to be broad enough to cover the wide variety of issues that are likely to be considered during that time and flexible enough to allow the Agency to respond swiftly and effectively to unanticipated developments. The program is in alignment with existing Board-adopted policies and procedures. Expansion of the program beyond those adopted policies and procedures would require Board approval.

#### **Objectives**

The 2026 Legislative Program is organized to guide the Agency's actions and positions in support of three primary objectives:

- Maintain and enhance funding opportunities to support transit in general as well as the Agency's specific projects, programs and services;
- Seek a regulatory environment that streamlines project delivery and maximizes the Agency's ability to meet transportation service demands; and
- Reinforce and expand programs that build and incentivize public transportation ridership and improve safe and quality transportation choices.

#### **Issues**

The Legislative Program is structured to apply these core objectives to a series of State and Federal issues falling in these categories:

- Budget and Transportation Funding Opportunities
- Transportation Project Requests and Needs
- Regulatory, Legislative, and Administrative Actions

Should other issues surface that require the Board's attention, actions will be guided by the three policy objectives listed above. If needed, potential action on issues that are unrelated to these policy goals will be brought to the Board for consideration.

### **Advocacy Process**

Staff will indicate on each monthly legislative update to the Board recommended positions for pending bills or policy initiatives. Once the Board has an opportunity to review the recommended position, staff will communicate the position to the relevant entities (such as the bill author, relevant legislative committees, agencies, or stakeholders). If legislation falls outside of the scope of the Board's adopted Legislative Program, Board approval will be required prior to the Agency taking a position. In rare circumstances, should a position on a bill or legislation fall outside the scope of the Board's adopted Legislative Program and be needed in advance of a Board meeting, staff will confer with the Board Chair.

### **Public Engagement Strategies**

Staff, led by the Communications Division and its legislative consultants, will employ a variety of public engagement strategies to support the 2026 Legislative Program, including:

- Direct Engagement  
Engage policymakers, sponsor or support legislation, submit correspondence and provide public testimony that communicates and advances the Agency's legislative priorities and positions.
- Coalition-based Engagement  
Engage stakeholders to build awareness about specific issues and participate in local, regional, statewide and national coalitions organized to advance positions that are consistent with the Legislative Program.
- Media Engagement  
Build public awareness and communicate the Agency's legislative priorities by issuing press releases, organizing media events, and using social media.

The adopted legislative program will guide the Agency's legislative advocacy efforts until approval of the next program.

### **State and Regional**

#### **Budget and Transportation Funding Opportunities**

- Work with the Agency's state legislative delegation, state and regional agencies, transit systems and transit associations to identify and advance opportunities for funding supporting the Agency's transportation priorities and operations.
- Advocate for full funding of all state programs supporting the Agency's operations and capital initiatives.
- Champion efforts to secure additional funds for transit operations and capital projects.
- Work to ensure committed funds are appropriated and available in a timely manner and not withheld or diverted for other purposes.
- Advocate for flexible funding mechanisms that can adapt to changing transit demands.

- Support local and regional funding options that preserve and enhance funding for the Agency and sister agencies.
- Support efforts to reduce barriers to transit funding for voter-approved ballot measures, legislation, and other funding mechanisms.
- Assess and participate in the development of transit-related ballot measures relevant to the Agency's interests.
- Work to ensure the Agency is competitive for all applicable Cap-and-Invest programs, including discretionary funding.
- Advocate against efforts to impose unjustified and/or overly burdensome financial regulations and requirements on granting funding impacting Agency initiatives.
- Evaluate efforts to replace or supplement the gas tax with other funding mechanisms and advocate for maintaining current levels of funding dedicated to transportation operations, projects and programs.

### **Transportation Project Requests and Needs**

- Collaborate with regional transit agencies, business, community, transportation and other stakeholders to enhance, support and advocate for equitable transportation access and mobility in the Bay Area.
- Champion policies and projects to improve safety and encourage the use and development of public transit, first/last mile and other multimodal transportation options and infrastructure throughout San Mateo County and the region.
- Engage with legislators, government officials and stakeholders to build support for the efficient and cost-effective development of the Dumbarton Rail Corridor and related projects. Work to maintain all existing Agency rights to the corridor, enhance its development potential, and limit regulatory and other hurdles.
- Advocate for regional and state transit-supportive policies that improve bus stops, bus speed and reliability, bike and pedestrian safety and accessibility on streets in the SamTrans network, including El Camino Real.
- Advocate for the Agency to be able to develop its property in the manner most beneficial to Agency needs and goals.
- Engage with state or regional efforts that directly link transportation funding and/or policies to housing and provide for higher density housing projects near transit stations.
- Support partners in the development of grade separation projects in San Mateo County.
- Support policies that encourage the use of transportation demand management (TDM) and efforts that provide more TDM tools and funding opportunities.

- Work to ensure state and regional policies support the Agency's employee recruitment and retention goals.
- Work to ensure state and regional policies improve operator, employee, and passenger safety.
- Champion efforts to prioritize San Mateo County projects in regional plans such as Plan Bay Area.

### **Legislative, Regulatory, and Administrative Actions**

- Advocate for regional and state policies that remove barriers and promote effective implementation and delivery of transportation projects.
- Engage with the Metropolitan Transportation Commission (MTC) and other regional bodies, the Legislature, sister agencies, and stakeholders on policies related to regional coordination to enhance the transit experience in the Bay Area.
- Ensure requirements for transit agencies do not result in tradeoffs with unintended consequences for transit riders and the community.
- Evaluate and engage in efforts to modernize the California Environmental Quality Act (CEQA) to expedite delivery of Agency projects.
- Advocate for funding for zero-emission buses and charging/refueling infrastructure to facilitate compliance with the Innovative Clean Transit (ICT) regulation.
- Advocate for the re-establishment of the partial sales and use tax exemption for zero-emission buses.
- Work to ensure state regulations related to greenhouse gas emissions (GHG) reduction and Climate Plan for Transportation Infrastructure (CAPTI) implementation align with the goals of the Agency.
- Evaluate and engage with legislation that makes additional changes to the Brown Act. Support changes that clarify application of Senate Bill 707 (2025) and promote government efficiency while continuing to provide flexibility for Board and non-elected advisory/oversight committee members participating in meetings remotely, and increase participation in public meetings.
- Monitor new litigation related to the Public Employees' Pension Reform Act (PEPRA) and participate in conversations to advance the Agency's interests.
- Evaluate state and regional efforts to update implementation of Sustainable Communities Strategies and work to ensure the Agency's projects remain eligible for funding.

- Advocate against efforts to impose unjustified and/or overly burdensome regulations or restrictions impacting Agency initiatives.

## **Federal**

### **Budget and Transportation Funding Opportunities**

- Work with the Agency's federal legislative delegation, members of the administration, federal departments, national organizations, other transit systems and associations to identify and advance opportunities for funding or legislative policies supporting the Agency's transportation priorities and operations.
- Identify, pursue and support federal funding opportunities, including but not limited to Community Project Funding/Congressionally Directed Spending requests and discretionary programs—for operations and capital projects.
- Work to ensure committed funds (discretionary and formula) are available in a timely manner and not withheld or diverted for other purposes.
- Advocate for flexible funding mechanisms that can adapt to changing transportation needs and demands in San Mateo County.
- Work to ensure the Agency remains competitive and eligible for all applicable federal discretionary funding programs.
- Advocate for the preservation of previously awarded funding for transportation projects in San Mateo County.
- Support efforts to ensure tax provisions that benefit Agency priorities are included in any tax or finance proposal.
- Advocate against efforts to impose unfunded mandates, unjustified and/or overly burdensome financial regulations and requirements on granting funding impacting Agency initiatives.



### **Legislative, Regulatory and Administrative Actions**

- Advocate for programs and policies in the Surface Transportation Reauthorization bill and any other applicable Federal policy or regulatory initiative that are beneficial to the Agency's goals.
- Support a regulatory environment that will help transportation projects in San Mateo County move through the different stages of planning, environmental, and construction phases.
- Support opportunities to improve the ability of the Agency to conduct safe and efficient transportation operations, administration, planning and project delivery.
- Work to ensure federal policies improve operator, employee, and passenger safety.
- Advocate for the Agency to be able to develop its property in the manner most beneficial to Agency needs and goals.
- Collaborate with transportation providers, transportation advocacy groups and other stakeholders to coordinate support for regulations that maximize benefits for transportation programs, services and users.
- Evaluate and engage in efforts to modernize the National Environmental Protection Act (NEPA) to expedite delivery of Agency projects.
- Advocate against efforts to impose unjustified and/or overly burdensome regulations or restrictions impacting Agency initiatives.
- Support policies that will allow for effective public private partnerships and alternative project delivery methods.

**San Mateo County Transit District  
Staff Report**

To: Board of Directors

Through: April Chan, General Manager/CEO

From: Joshua Mello, Chief Planning Officer

Subject: **Adopting the Grand Boulevard Initiative Action Plan**

**Action**

Staff proposes that the Committee recommend that the Board of Directors (Board) adopt the San Mateo County Transit District (District) Grand Boulevard Initiative (GBI) Action Plan.

**Significance**

GBI is a multi-agency partnership led by the District that involves 15 local jurisdictions, the San Mateo County Transportation Authority (TA), the City/County Association of Governments of San Mateo County (C/CAG), the Metropolitan Transportation Commission (MTC), California Department of Transportation (Caltrans), advocates, and business groups. GBI's current focus is to establish a cohesive, countywide vision for modernizing transportation infrastructure on El Camino Real (Caltrans-owned State Route 82) to improve safety and mobility.

As previously reported to the District Board in December 2025, the GBI Action Plan is a planning document developed through more than a year of interagency coordination to evaluate corridor-wide needs, establish a vision for the future of El Camino Real, and build momentum toward implementation. The Action Plan also serves as the first step in the Caltrans project development process to advance corridor-wide changes on El Camino Real.

District Staff incorporated the Board's feedback along with other stakeholder input on the Action Plan following the December meeting.

Future activities will include the development of the GBI Action Plan Part 2: Corridor-wide Phasing, Implementation, and Funding Strategy. This effort will include delineating a corridor-wide bicycle network and identifying a baseline set of transit-supportive improvements that would be required should a local jurisdiction's preferred alternative for El Camino Real not include transit-only lanes. This work will be funded through technical assistance allocations in the Fiscal Year 2027 budget using TA's available interest earnings.

**Budget Impact**

There is no budget impact associated with this item. GBI work, including the GBI Action Plan and the associated Caltrans Initiation Document, is funded by the District, along with a \$2 million grant from MTC and a \$250,000 grant from TA.

**Background**

El Camino Real serves as San Mateo County’s “main street,” connecting downtowns and key destinations, but its infrastructure largely reflects its historic role as a highway catering to automobile travel along the Peninsula. This mismatch results in one of the highest rates of injury collisions among streets in San Mateo County, and creates barriers and conflicts for people walking, biking, and riding transit. The District recently completed the El Camino Real Bus Speed and Reliability Study, adopted by the Board in 2022, which identified operational challenges and opportunities to improve reliability and operational efficiency for Route ECR. For more information about GBI, and to review the final Action Plan in full, please visit the District’s project webpage: <https://www.samtrans.com/gbi>.

|              |                 |                                   |                |
|--------------|-----------------|-----------------------------------|----------------|
| Prepared By: | Cassie Halls    | Major Corridors Manager, Planning | (650) 508-7766 |
|              | Millie Tolleson | Director, Planning                | (650) 647-3044 |

**Resolution No. 2026-  
Board of Directors, San Mateo County Transit District  
State of California**

\* \* \*

**Adopting the Grand Boulevard Initiative Action Plan**

**Whereas**, El Camino Real (State Route 82) is the “main street” and “Grand Boulevard” of San Mateo County, connecting numerous downtowns, businesses, schools, and other community destinations; and

**Whereas**, the San Mateo County Transit District (District) leads the Grand Boulevard Initiative (GBI), a multi-agency partnership involving 15 local jurisdictions, the San Mateo County Transportation Authority (TA), the City/County Association of Governments of San Mateo County, the Metropolitan Transportation Commission (MTC), Caltrans, advocates, and business groups, all working together to modernize transportation infrastructure along El Camino Real to improve safety and mobility; and

**Whereas**, Route ECR, the backbone of the SamTrans network, runs along El Camino Real, serving 13 cities across 25 miles and accounting for more than one quarter of SamTrans’ daily bus ridership; and

**Whereas**, in 2022, the District Board of Directors (Board) adopted the “El Camino Real Bus Speed and Reliability Study,” which analyzed the impact of slowdowns on SamTrans bus service along El Camino Real and identified ways to achieve faster and more reliable service; and

**Whereas**, in 2024, the Board adopted the “Moving San Mateo County” Strategic Plan, which outlines a goal to “invest in new or existing service in key transit corridors,” including El Camino Real; and

**Whereas**, over the past year, GBI convened a Task Force of over 50 participants in a series of seven workshops, presented to Public Works and Planning directors, and conducted a roadshow for city councils to provide input on the GBI Action Plan; and

**Whereas**, the GBI Action Plan serves as the first step required by the Caltrans project development process to advance corridor-wide improvements on El Camino Real; and

**Whereas**, the District was awarded a \$2 million grant from the MTC, locally matched with \$250,000 each from the District and SMCTA using local transportation sales tax revenues to fund the next phase of work: a countywide Caltrans Project Initiation Document (PID) for El Camino Real in San Mateo County.

**Now, Therefore, Be It Resolved** that the Board of Directors of the San Mateo County Transit District hereby adopts the Grand Boulevard Initiative Action Plan.

Regularly passed and adopted this 7th day of January, 2026 by the following vote:

Ayes:

Noes:

Absent:

---

Chair, San Mateo County Transit District

Attest:

---

District Secretary



# El Camino Real Grand Boulevard Initiative Action Plan



# Acknowledgments

## SAMTRANS PROJECT TEAM

Millie Tolleson, Planning Director  
Cassie Halls, Project Manager  
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Ana Vasudeo, Manager, Government and Community Affairs  
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## GBI EXECUTIVE STEERING COMMITTEE

California Department of Transportation  
City/County Association of Governments of San Mateo County  
Metropolitan Transportation Commission  
SamTrans  
San Mateo County Transportation Authority

## SPECIAL THANKS

The GBI Action Plan and coordinated Project Initiation Document are funded by SamTrans general operating funds, a grant from the Metropolitan Transportation Commission, and local transportation sales tax dollars from the San Mateo County Transportation Authority.

## GBI TASK FORCE MEMBERS

### TASK FORCE MEMBERS: LOCAL JURISDICTIONS

Atherton  
Belmont  
Burlingame  
Colma  
Daly City  
Hillsborough  
Menlo Park  
Millbrae  
Palo Alto  
Redwood City  
San Bruno  
San Carlos  
San Mateo  
South San Francisco  
San Mateo County

### TASK FORCE MEMBERS: AGENCIES

California Department of Transportation  
Caltrain  
City/County Association of Governments of San Mateo County  
Commute.org  
Metropolitan Transportation Commission  
National Parks Service  
SamTrans  
San Mateo County Commission on Aging  
San Mateo County Office of Education  
Safe Routes to School  
San Mateo County Parks Department  
San Mateo County Transportation Authority  
Santa Clara Valley Transportation Authority

## TASK FORCE MEMBERS: STAKEHOLDERS

Chamber San Mateo County  
Housing Leadership Council of San Mateo County  
Paratransit Advisory Council  
Peninsula Open Space Trust  
Rails to Trails Conservancy  
Redwood City Safe Routes to School  
San Mateo County Economic Development Association  
San Mateo County Commission on Aging  
Silicon Valley Bicycle Coalition  
South San Francisco Chamber of Commerce  
Stanford University  
Sustainable San Mateo County  
Transportation Equity Allied Movement Coalition  
Youth Leadership Institute

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Photos & Illustrations by SamTrans and Fehr & Peers unless otherwise noted.



# Letter from the General Manager



**Over the past year**, samTrans and the San Mateo County Transportation Authority (SMCTA) created a partnership with California Department of Transportation (Caltrans), City/County Association of Governments of San Mateo County (C/CAG), Metropolitan Transportation Commission (MTC), cities, advocates, and business groups to develop a countywide plan to modernize El Camino Real. Redesigning a 25-mile state highway will be one of San Mateo County’s largest transportation projects, requiring creativity and collaborative spirit.

The forum for this momentous effort is the Grand Boulevard Initiative (GBI), a program led by samTrans since 2006 to transform housing, land use and transportation infrastructure on El Camino Real. Beginning last year, a GBI Task Force of over 50 participants met in a series of seven workshops to chart a path for multi-modal transportation improvements along the corridor. Together, they crafted a transformative vision for El Camino Real as a safe and vibrant corridor that supports all modes of travel and enables people of every age and ability to travel comfortably.

GBI goes beyond visioning: with grant funding support from MTC, samTrans and SMCTA will advance locally-supported design alternatives into the multi-year Caltrans project development process. This will help streamline project approvals and reduce the burden and cost for cities to make improvements.

The GBI Action Plan lays the groundwork for this major effort. With samTrans and SMCTA Board of Directors adopting this Plan, we are taking an important step in delivering on our vision of transforming El Camino Real into a safe and vibrant multimodal boulevard for all.

Sincerely,

**APRIL CHAN**  
**GENERAL MANAGER/CEO AND EXECUTIVE DIRECTOR**





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Source: (Top right) San Mateo County Historical Association (2015.001.07454.1)



EL CAMINO REAL & HILLSDALE BOULEVARD  
SAN MATEO, 1961

EL CAMINO REAL & HILLSDALE BOULEVARD  
SAN MATEO, 2025



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## Acronyms

|          |  |
|----------|--|
| ADA      | Americans with Disabilities Act                            |
| BART     | Bay Area Rapid Transit                                     |
| BRT      | Bus Rapid Transit  |
| C/CAG    | City/County Association of Governments of San Mateo County |
| Caltrans | California Department of Transportation                    |
| CMCP     | Comprehensive Multimodal Corridor Plan                     |
| CMP      | Congestion Management Program                              |
| DP-36    | Director's Policy (Caltrans)                               |
| EIR      | Enviromental Impact Report                                 |
| EIS      | Enviromental Impact Statement                              |
| FHWA     | Federal Highway Administration                             |
| FTA      | Federal Transit Administration                             |
| HIN      | High Injury Network  |
| ISOAP    | Intersection Safety and Operations Process (Caltrans)      |
| LOS      | Level of Service   |
| LRSP     | Local Road Safety Plan                                     |
| MTC      | Metropolitan Transportation Commission                     |
| PDA      | Priority Development Area                                  |
| PID      | Project Initiation Document                                |
| PA&ED    | Project Approval & Environmental Document                  |
| ROW      | Right of Way   |
| SamTrans | San Mateo County Transit District                          |
| SMCTA    | San Mateo County Transportation Authority                  |
| SHOPP    | State Highway Operation and Protection Program             |
| TDM      | Transportation Demand Management                           |
| TSP      | Transit Signal Priority                                    |
| USDOT    | US Department of Transportation                            |





# Introduction

## It's Time to Modernize El Camino Real.

El Camino Real was California's first highway, originally connecting Ramaytush Ohlone native communities, then Spanish missions, and ultimately a paved highway linking San Francisco and San Jose with Southern California.

Since the 1950s, however, the role of El Camino Real has shifted to a more local focus: the construction of the Bayshore Freeway (current US-101) and I-280 diminished the importance of El Camino Real for regional and statewide travel.

Today, El Camino Real serves as San Mateo County's main street, connecting downtowns and key destinations while emerging as a hub for housing, offices, and small businesses, but its infrastructure still largely reflects its previous role as a highway catering to automobile travel passing through the Peninsula. This mismatch creates barriers and conflicts for other users of El Camino Real—including people walking, biking, and riding transit—and results in one of the highest rates of injury

collisions among streets in San Mateo County.

The Grand Boulevard Initiative (GBI) seeks to catalyze momentum around transforming El Camino Real. GBI began in 2006 as a partnership led by SamTrans involving cities, countywide agencies, Caltrans, advocates, business groups, and other stakeholders. Over the past two decades, GBI has supported cities with land use and transportation planning along El Camino Real, including supporting the adoption of over 50 local and countywide plans along the corridor. While cities have made substantial progress on El Camino Real over the past two decades, particularly with land use planning and development, GBI

stakeholders expressed a desire to refine a corridor-wide vision, process, and funding approach to implement transportation improvements. Following a break during the COVID-19 pandemic, SamTrans reconvened GBI in Fall 2024 to initiate the GBI Action Plan.

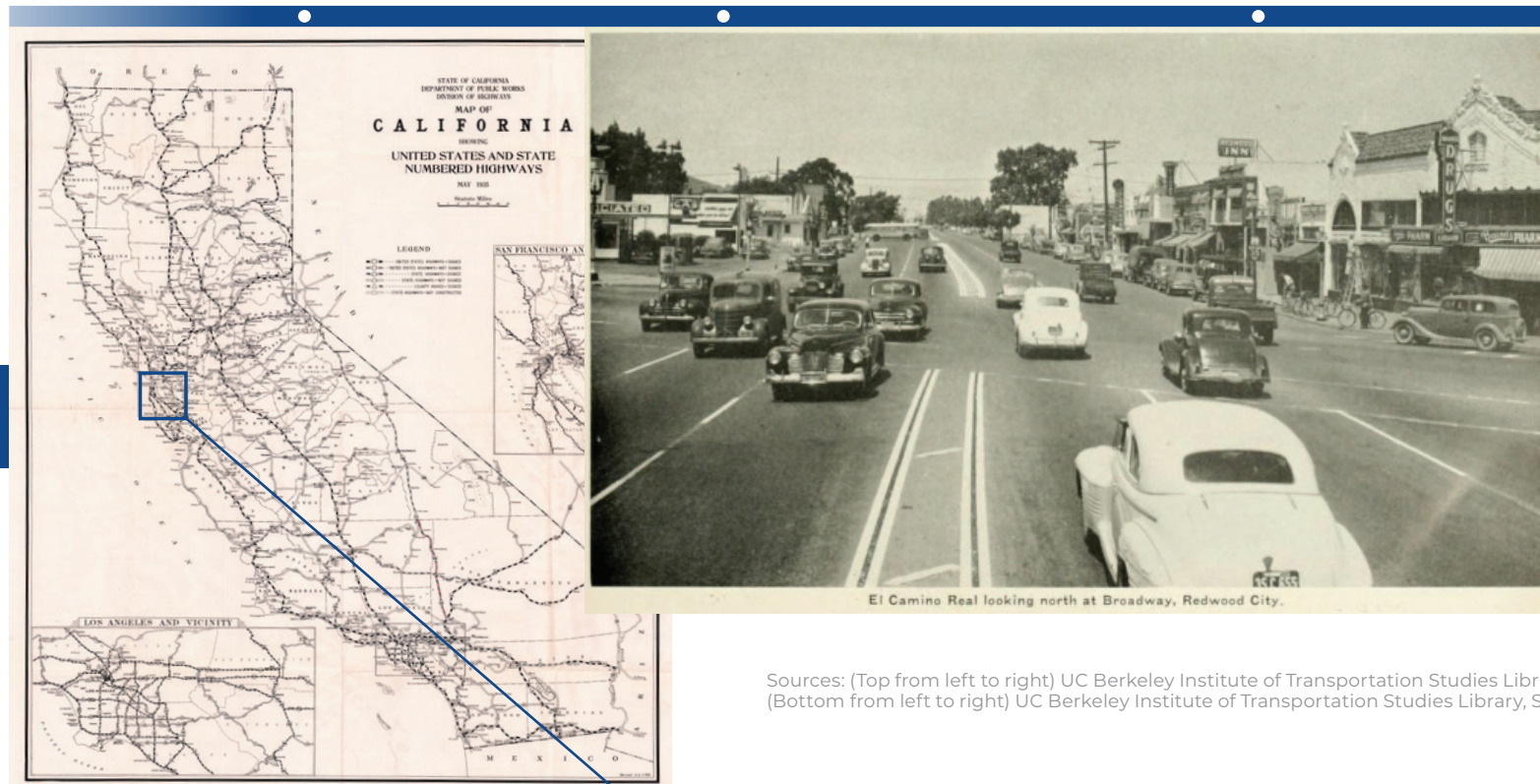
The GBI Action Plan represents the first step toward redesigning El Camino Real, building upon a year of interagency collaboration via a Task Force to advance a unified vision that improves mobility and safety. The Action Plan is a planning document that evaluates corridor-wide needs (Chapter 2), establishes a cohesive vision (Chapters 3-6), and builds momentum toward implementation (Chapters 5-7).

**1920s**  
**El Camino Real paved** as Peninsula's first highway

**1940s-70s**  
**101 and 280 freeways built**, shifting regional travel away from El Camino Real

**2006**  
**The Grand Boulevard Initiative (GBI) launched** to transform the built environment on El Camino Real

**2024**  
**SamTrans resembles GBI** focused on advancing transportation improvements in San Mateo County



Sources: (Top from left to right) UC Berkeley Institute of Transportation Studies Library, California Department of Transportation, SamTrans. (Bottom from left to right) UC Berkeley Institute of Transportation Studies Library, SamTrans.

### A BRIEF HISTORY OF EL CAMINO REAL, 1925-2025



#### El Camino Real was designed to move cars across the region.

Before freeways were built, El Camino was the first highway connecting San Francisco, San Jose, and central/southern California. It was originally designated as US-101 before the Bayshore Freeway was built.



#### El Camino's infrastructure has remained largely unchanged from decades ago.

Even though most regional trips have shifted to the 101 and 280 freeways, El Camino Real continues to prioritize high speed auto travel. Pedestrian, bicycle, and transit infrastructure remains limited.



#### The corridor is changing. How should El Camino Real change?

El Camino Real is San Mateo County's main street and serves as a focal point for new housing and job growth. Now is the time to redesign the corridor to meet these evolving needs.



# Executive Summary

## VISION STATEMENT

**El Camino Real is a safe and vibrant street where people of all ages and abilities travel comfortably.**



## DEFINITIONS

A **'safe street'** eliminates fatalities and serious injuries and provides safer outcomes for all users.

A **'vibrant street'** supports local businesses, accommodates new residents and jobs, strengthens a sense of community, and is a place where people want to spend time.

**'All ages and abilities'** means that everyone feels comfortable and safe while traveling, including youth, seniors, and people with disabilities.

## Problem Statements

The GBI Task Force identified a set of priority problems at the beginning of the Action Plan process, summarized into three Problem Statements:

### PROBLEM STATEMENTS



#### SAFETY

**El Camino Real has an unusually high rate of fatal or serious injury crashes, particularly for people walking and biking.**

- Rates of fatal or serious injury crashes are substantially higher on El Camino Real than other streets within San Mateo County. High vehicle speeds, highway-like infrastructure, and densifying land use contribute to a high rate of conflicts between modes.



#### MOBILITY

**El Camino Real's highway-like design discourages walking, biking, and transit use.**

- People walking and biking encounter barriers and uncomfortable conditions, including missing or narrow sidewalks, unpainted crosswalks, long gaps between pedestrian crossings at traffic lights conflicts with cars making left turns, a lack of pedestrian-scaled lighting, and an absence of low-stress bicycle facilities.
- Buses travel much slower than automobiles. Route ECR, which serves as the backbone of SamTrans' bus network, experiences one-way travel times in excess of two hours between Daly City and Palo Alto. Few transit priority measures are present; buses encounter delays and on-time performance challenges due to near-side and pull-out stops, traffic signals, and exposure to traffic congestion.



#### PROCESS

**It's too challenging for individual cities to develop, implement, and fund transportation projects on El Camino Real.**

- As a state highway, projects on El Camino Real require a complex project development and approvals process that is more costly and time-consuming compared to city-owned streets.
- It can be challenging for cities to piece together a full funding package for a large streetscape project.
- Coordination is required to provide consistency across city boundaries, and less than one mile of redesigned streetscape has been implemented over the past two decades.

# Goals

The GBI Task Force helped refine goals and actions to address the problem statements and achieve the corridor-wide vision. **Key recommendations are shown in bold under each Action.**

## TARGET OUTCOMES



## Goal 1: Adopt an Injury-Prevention Mindset for El Camino Real

Adopting an injury prevention mindset means infusing every project on El Camino Real with measures to proactively reduce the likelihood and severity of injury collisions, especially for vulnerable roadway users.

### ACTION 1A: PRIORITIZE CHANGES THAT IMPROVE SAFETY FOR VULNERABLE ROADWAY USERS

Eliminating fatal and serious injury crashes starts with prioritizing vulnerable roadway users, namely pedestrians, bicyclists, and transit riders. Vulnerable users lack the physical protection of a motor vehicle and are therefore more susceptible to injury or death in traffic crashes. **Prioritizing vulnerable users means advancing pedestrian, bicycle, and transit improvements even when it presents tradeoffs for traffic operations or parking.**

### ACTION 1B: MANAGE CONFLICTS TO REDUCE THE POTENTIAL FOR CRASHES

El Camino Real experiences a high concentration of conflict points due to its density of uncontrolled driveways and intersections. **Conflict points should be minimized to the extent possible on El Camino Real, especially driveways and uncontrolled left turns; where conflict points occur, users should be separated in space and time (e.g. separated bikeways, bus lanes, sidewalk gap closures, curb extensions, medians, traffic signals, pedestrian hybrid beacons, and turn restrictions).**

### ACTION 1C: MANAGE SPEEDS TO REDUCE THE SEVERITY OF CRASHES

Risk of severe injury or death rises exponentially with vehicle speed. **Changes to street design on El Camino Real should target operating speeds of 25 to 30 miles per hour. Geometric design changes should be reinforced by retiming signal progression to maintain a steady 'green wave' at 25 to 30 miles per hour, and pursuing state legislation to implement speed enforcement cameras.**

## Goal 2: Transform El Camino Real into a Complete Street

El Camino Real's antiquated infrastructure no longer reflects the needs and objectives of the communities it serves. **Actions 2A-2C articulate countywide priorities voiced by the Task Force and Working Group to achieve a complete street consistent with countywide, regional, and state plans.**

### ACTION 2A: ADVANCE CORRIDOR-WIDE BICYCLE AND TRANSIT IMPROVEMENTS TO EXPAND MOBILITY CHOICES

El Camino Real serves as a backbone for the countywide bicycle and transit networks. A consistent and cohesive approach to bicycle and transit facilities is necessary to provide a seamless, efficient, and comfortable experience. To accomplish this, **El Camino Real (and/or parallel streets) should include a continuous all ages and abilities bikeway.** An all ages and abilities bikeway would be accomplished either via advancing a Class IV separated bikeway or Class I bike path on El Camino Real or comparable facilities serving all ages and abilities on nearby parallel streets. Additionally, **El Camino Real should feature transit improvements that reduce travel times, improve reliability, and enhance the user experience.** Specific recommendations include bus bulbs or bus boarding islands, far-side stops, transit signal priority, and bus shelters. **Bus lanes should be prioritized where there are slow to moderate bus speeds and excess travel lanes.** Bus lanes are best suited to approximate one-third of the corridor along sections with three travel lanes per direction that exhibit potential for travel time improvement.

### ACTION 2B: ENHANCE WALKABILITY AND AMENITIES TO SUPPORT VIBRANT COMMUNITIES AND A SENSE OF PLACE

Pedestrian improvements are necessary throughout El Camino Real to provide a seamless, connected, and inviting environment. **El Camino Real should incorporate pedestrian improvements everywhere to provide a seamless, connected, and inviting environment for walking.** Recommended improvements include addressing gaps in sidewalks and crosswalks, widening sidewalks, providing traffic controls at all marked crosswalks, providing curb extensions, incorporating pedestrian-scaled lighting, reducing conflicts at intersections and driveways, and enhancing amenities, landscaping, and stormwater management features to support a more comfortable experience on foot. **New developments present the best opportunity to widen sidewalks and create a more vibrant pedestrian realm.** Developments present opportunities to increase setbacks to provide additional space for pedestrians, while widening sidewalks within existing street right-of-way may be considered in areas where limited new development is expected to occur.

### ACTION 2C: INCORPORATE A CONTEXT-SENSITIVE APPROACH THAT ADAPTS THE COUNTYWIDE VISION TO LOCAL CONDITIONS

The GBI Action Plan provides a countywide vision to advance transportation improvements. Within this framework, there is flexibility to tailor and customize local streetscape projects to address local transportation needs. A single one-size-fits-all cross-section is unlikely to emerge as a preferred alternative; nonetheless, **a unified approach to safety improvements should be present throughout the corridor to ensure consistency and minimize confusion when transitioning across cities.**



### Goal 3: Create a Framework for Change that Aligns Vision, Process, and Funding

**Advancing transportation projects on El Camino Real requires collaboration between cities, countywide and regional agencies, and Caltrans to identify the scope of improvements, navigate project approvals, and secure funding. Working together presents the opportunity to pool resources and technical expertise across agencies.**

#### ACTION 3A: ADVANCE A COUNTYWIDE PROJECT DEVELOPMENT PROCESS WITH CALTRANS

Historically, cities were responsible for implementing projects individually on El Camino Real, which required significant time and resources from both cities and Caltrans and extended the timeline for project development. Feedback from cities and Caltrans suggests that a coordinated process will help alleviate local challenges and better address shared countywide needs. **SamTrans and SMCTA will coordinate the Caltrans project development process at a countywide level, including a comprehensive strategy for implementation, phasing, and funding.** Jointly, SamTrans and SMCTA will consider sponsoring the future phases of work following approval by cities to minimize costs needed from local jurisdictions to implement the large-scale project.



#### ACTION 3B: MAINTAIN INTERAGENCY COLLABORATION THROUGH CONSTRUCTION, OPERATIONS, AND MAINTENANCE ACTIVITIES

Transforming El Camino Real will be one of the largest transportation projects pursued in San Mateo County in recent memory. The scale and complexity of this challenge – roughly \$750 million to \$1 billion based on comparable projects – is greater than any individual agency, and will necessitate continued involvement and collaboration throughout the process. **GBI will remain a forum to facilitate collaboration from planning and design through construction, operations, and maintenance activities on the corridor.**



#### ACTION 3C: USE THE GBI ACTION PLAN TO GUIDE DECISION-MAKING

The GBI Action Plan should be used to evaluate tradeoffs and guide challenging decisions on El Camino Real to ensure a seamless and cohesive corridor. **SamTrans, SMCTA, C/CAG, MTC, and Caltrans will use the GBI Action Plan to help plan, design, and fund improvements to El Camino Real.**

## Design Alternatives

The GBI Action Plan identifies conceptual cross-section alternatives that could fit on either the four- or six-lane sections on the corridor. El Camino Real has four- and six-lane sections as narrow as 60 feet (in Burlingame) and as wide as 140 feet (in Millbrae). For planning purposes, each alternative is defined by the layout of travel lanes, with options to pair those layouts alongside changes to curb space uses (i.e., maintaining on-street parking, adding separated bike lanes, or widening sidewalks) pending the outcomes of local corridor studies. These alternatives represent a generalization of the possibilities across the 25-mile El Camino

Real corridor; however, each city has unique characteristics that may result in some variation across these alternatives.

While all alternatives intend to incorporate unifying elements associated with safety, active transportation, and transit improvements, some alternatives are better suited to advance these goals than others. Consistent with other adopted plans and policies, the GBI Task Force identified alternatives with bus lanes, separated bike lanes, and wider sidewalks as most responsive to corridor wide goals.

Figure 1.1. Design Alternatives to be Carried into the Project Initiation Document (PID)

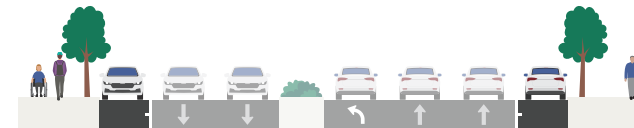
### 4 Lane Sections

MAINTAIN 4 LANES

#### 4 Lanes



#### 4 Lanes + Parking



#### 4 Lanes + Separated Bike Lanes



#### 4 Lanes + Wider Sidewalks



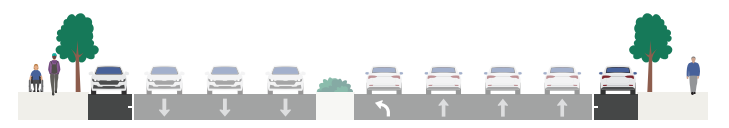
### 6 Lane Sections

MAINTAIN 6 LANES

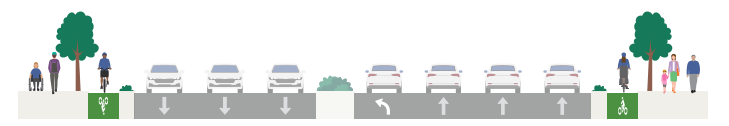
#### 6 Lanes



#### 6 Lanes + Parking



#### 6 Lanes + Separated Bike Lanes



#### 6 Lanes + Wider Sidewalks

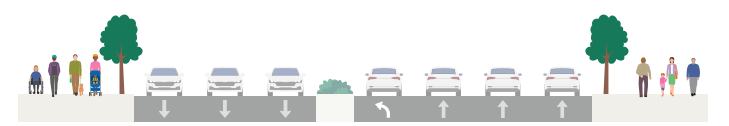


Figure 1.1. Design Alternatives to be carried into the PID (cont.)

6 Lane Sections

BUS LANE CONVERSION

6 Lanes



6 Lanes + Parking



6 Lanes + Separated Bike Lanes



6 Lanes + Wider Sidewalks



6 Lane Sections

ROAD DIET

Road Diet



Road Diet + Wider Sidewalks + Parking



Road Diet + Wider Sidewalks + Separated Bike Lanes



Road Diet + Parking + Separated Bike Lanes



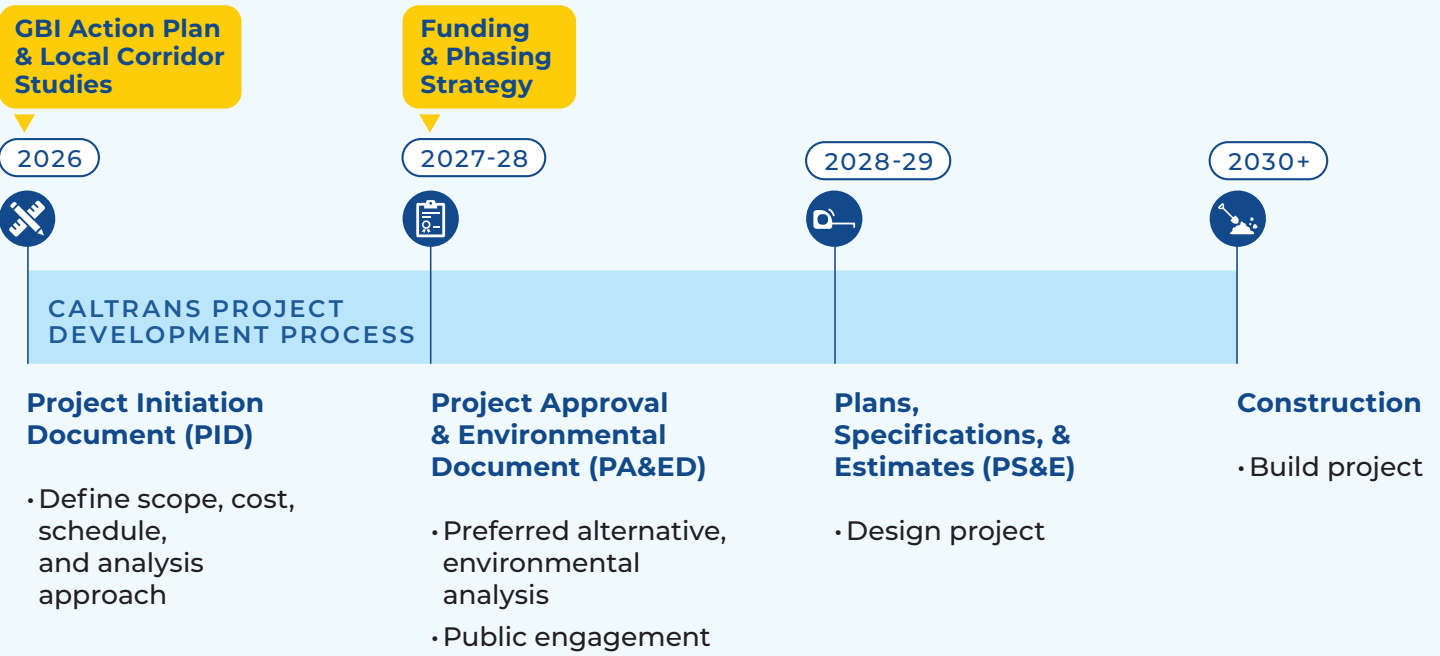
Next Steps

Following the GBI Action Plan, SamTrans will begin the Caltrans project development process that will involve further analysis, design, engagement, and evaluation of potential changes, including the identification of a preferred design alternative estimated to occur in 2027 to 2028. Depending on funding, construction could begin on some segments in the early 2030s. In parallel, incremental improvements to El Camino Real will continue to be pursued by Caltrans, SamTrans, SMCTA, and cities.



**The Grand Boulevard Initiative** will track progress toward advancing project designs, facilitating public engagement, and advancing key performance indicators. For more information and updates on the Grand Boulevard Initiative, please visit: [samtrans.com/gbi](https://samtrans.com/gbi).

Figure 1.2. Caltrans Project Development Process Timeline







# Needs Assessment

## Identifying Needs

El Camino Real (State Route 82) has undergone few changes over the past decades, even as its surrounding built environment has evolved into a multimodal mixed-use corridor. While its street design continues to prioritize high speed regional auto mobility, its users primarily travel locally. This mismatch contributes to a high rate of injury collisions as well as barriers to transit and active transportation use.

This section explores current needs and deficiencies on El Camino Real in San Mateo County and how they shape the GBI safety and mobility problem statements summarized at the conclusion of the chapter.



## Travel Behavior & Traffic Conditions\*

\*This needs assessment covers the full length of El Camino Real across San Mateo County. Some parts of this analysis omit jurisdictions with recently completed corridor studies, such as Atherton and Colma, that already prepared similar plans.

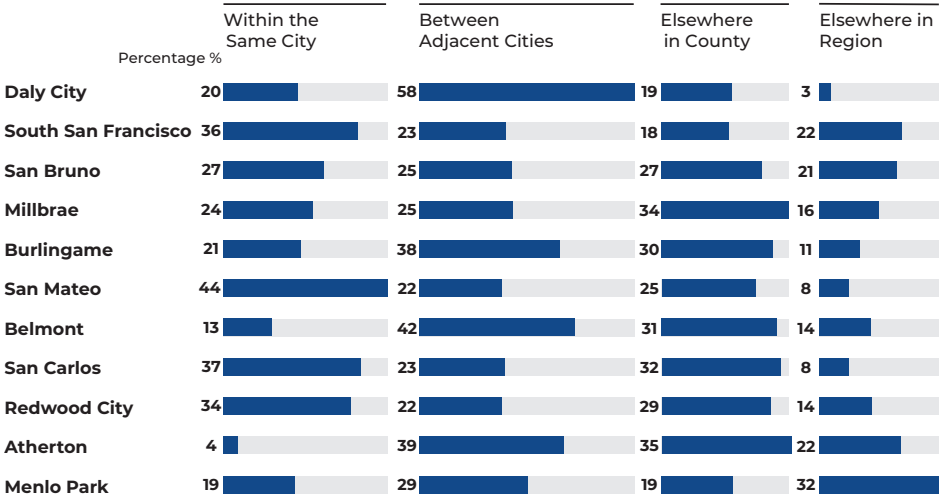
### Origin-Destination Patterns

Despite its designation as a state highway, El Camino Real mostly serves local travel. About 50 percent of trips on the roadway start and end within the same city or an adjacent city, and about 80 percent of trips occur within San Mateo County. Very few trips span more than a few miles, since it is usually faster to take US-101 or I-280 for longer distance travel. This locally-oriented travel behavior is consistent across most cities, as illustrated in **Figure 2.1**.

### Trip Purposes

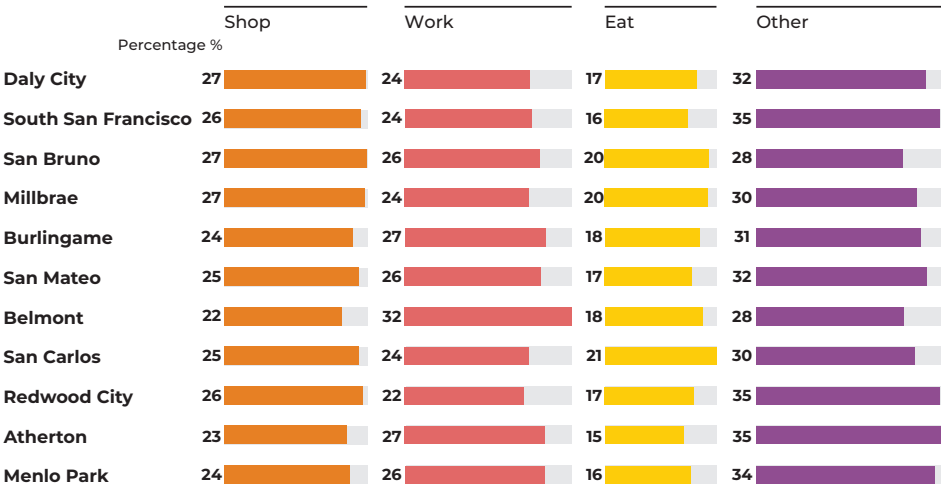
El Camino Real serves a wide range of trip purposes, none of which account for a majority of travel. On a typical weekday, only about one quarter of trips on El Camino Real are from people commuting to or from work. The rest of trips are relatively evenly split between retail, restaurants, and other trips (medical, educational, or recreational). This reflects El Camino Real's variety of land uses and destinations such as shops, restaurants, hospitals, schools, parks, and offices. **Figure 2.2** illustrates typical trip purposes by city.

Figure 2.1. Trip Origin and Destination on El Camino Real by City



Source: Replica, Spring 2024.

Figure 2.2. Trip Purpose on El Camino Real by City



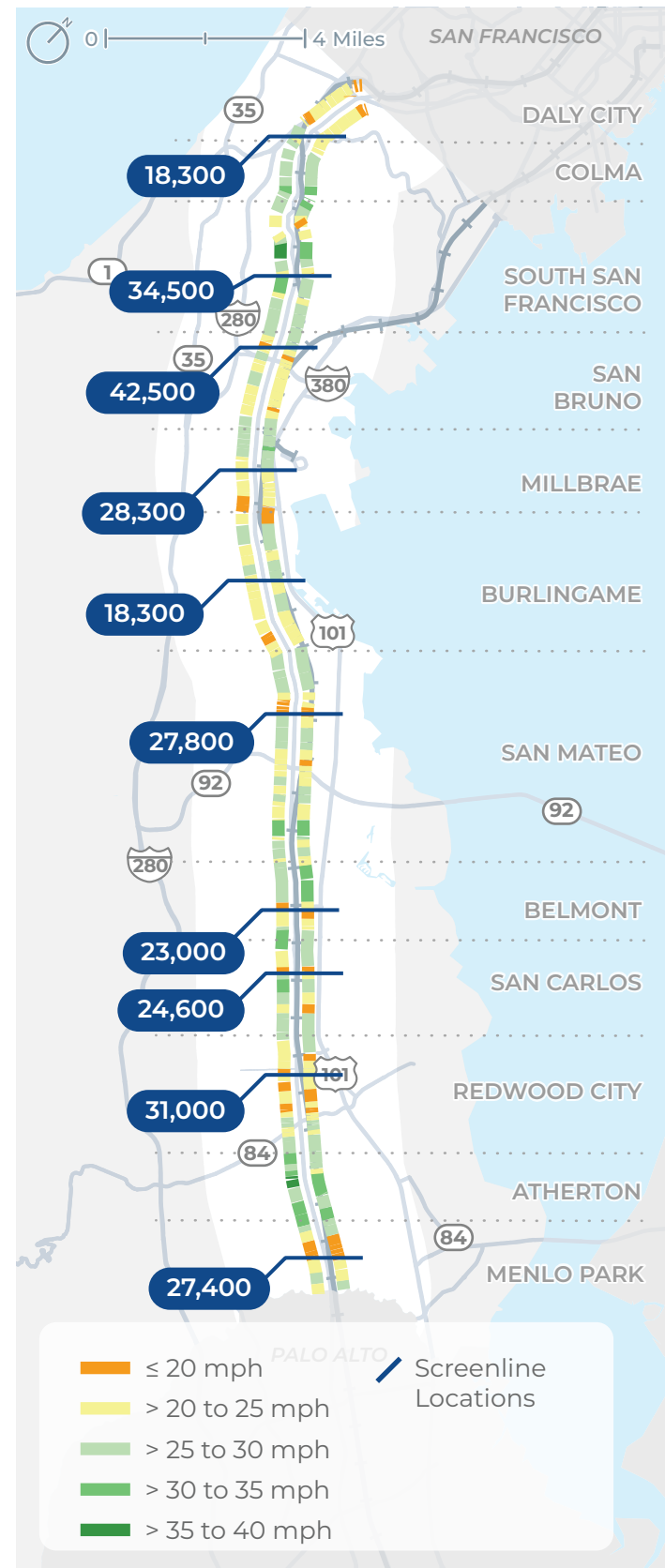
Source: Replica, Spring 2024.



## Travel Demand and Traffic Volumes

Consistent with its range of trip purposes, El Camino Real serves all-day travel demand across both weekdays and weekends. As shown in **Figure 2.3**, El Camino Real serves 25,000 to 30,000 vehicles per day in most cities. Traffic volumes tend to be higher near freeway interchanges and exceed 30,000 vehicles per day in cities such as South San Francisco, San Bruno, and Redwood City. Traffic volumes are lowest around Daly City, Colma, and Burlingame, where volumes are less than 20,000 vehicles per day. Higher traffic volumes usually coincide with six lane segments, but exceptions occur in cities like Colma (which has six lanes and lower volumes) and Redwood City (which has higher volumes and four lanes).

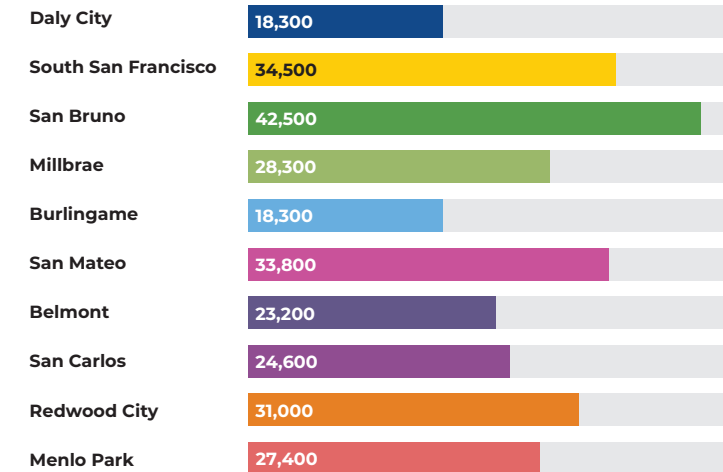
**Figure 2.3. Average Weekday Traffic Volumes and Automobile Speeds**



Source: SamTrans Traffic Counts (IDAX, February/April 2025), INRIX Data (December 2024).

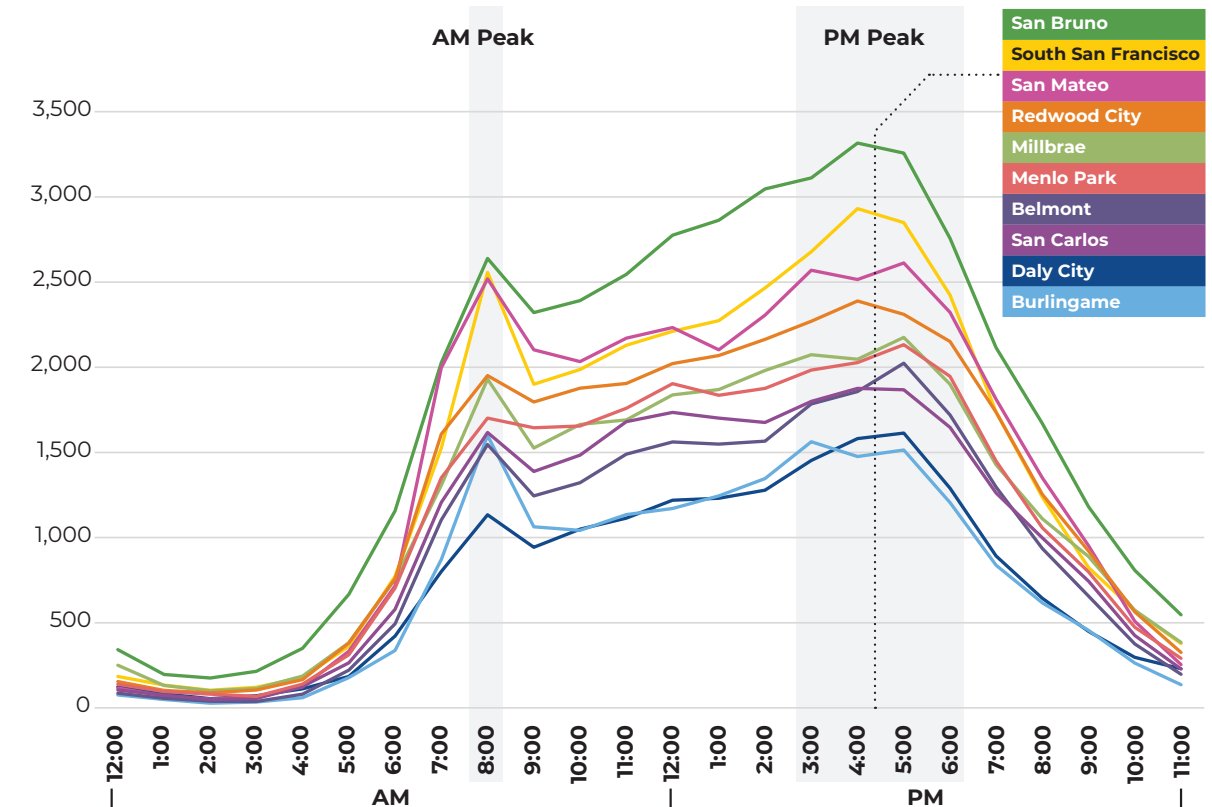
Traffic volumes are relatively consistent across weekdays and weekends, with volumes peaking during midweek late afternoon to early evening periods as illustrated in **Figure 2.4** and **Figure 2.5**.

**Figure 2.4. Average Mid-Week Daily Traffic Volumes by City**



Source: Replica (Spring 2024).

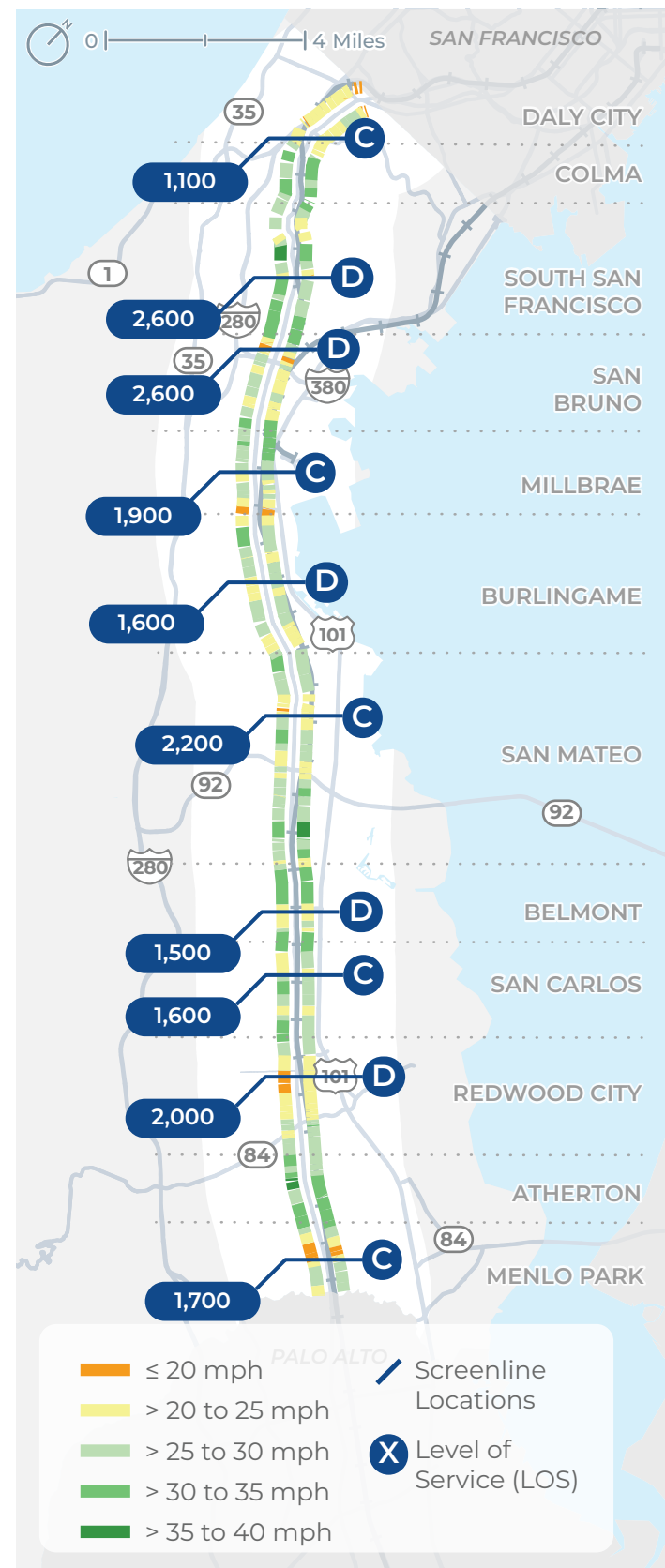
**Figure 2.5. Average Mid-Week Hourly Traffic Volumes by Time of Day by City (Midweek, Tuesday through Thursday)**



Source: SamTrans Traffic Counts (IDAX, February/April 2025).

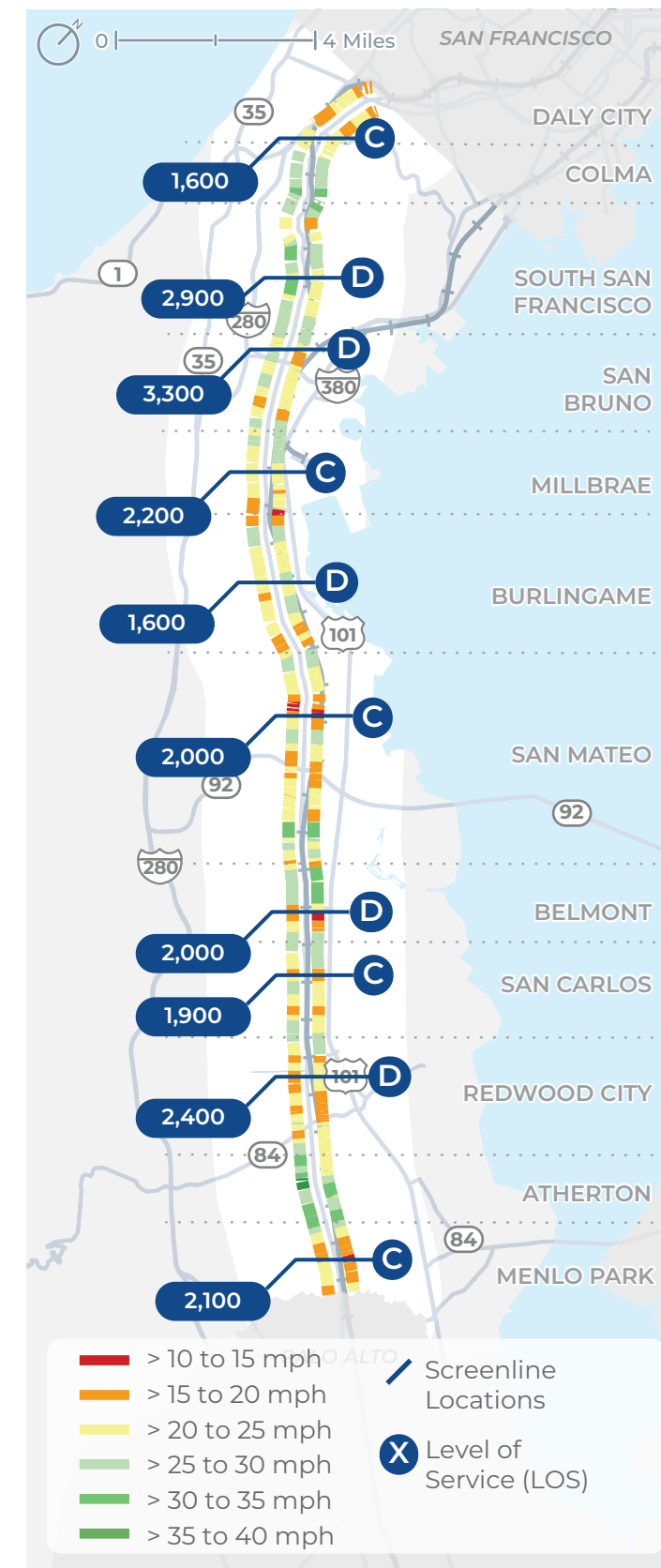
Traffic moves reasonably well throughout the day, including during the morning (7-9 AM) and evening (4-6 PM) peak commute hours, except for a few localized pinch points in cities like Millbrae, San Mateo, Belmont, Redwood City, and Menlo Park. **Figure 2.6** and **Figure 2.7** show AM and PM peak hour traffic volumes, speeds, and segment level of service (LOS) along the corridor. All segments evaluated operate within a Level of Service (LOS) C or D range, which is consistent with performance targets identified in the City/County Association of Governments of San Mateo County's (C/CAG) Congestion Management Program.

**Figure 2.6. Average Weekday AM Peak Traffic Volumes, Automobile Speeds, and Level of Service**



Source: SamTrans Traffic Counts (IDAX, February/April 2025), INRIX Data (December 2024).

**Figure 2.7. Average Weekday PM Peak Traffic Volumes, Automobile Speeds, and Level of Service**



Source: SamTrans Traffic Counts (IDAX, February/April 2025), INRIX Data (December 2024).





# Safety

El Camino Real has a disproportionately high rate of fatal or serious injury crashes, particularly for vulnerable roadway users such as pedestrians and bicyclists. In most cities, El Camino Real accounts for only one to three percent of total street mileage; however, the corridor makes up about 10 to 20 percent of injury collisions and killed and seriously injured (KSI) collisions.

The Statewide Integrated Traffic Records System (SWITRS), California's collision database, places injury collisions into four severity levels. Fatal collisions, where at least one person is killed in the crash; severe injury collisions, where at least one person has a severe injury, which includes major injuries like broken bones and severe bleeding; other visible injury collisions, which includes evident but non-life-threatening injuries like bruising and cuts; and complaint of pain collisions, where an involved party reports an internal injury that is not visible to others at the scene. Killed or seriously injured (KSI) collisions combine the two most severe collision types. fatal and severe injuries, into a single category.

Overall, rates of KSI collisions are about six times higher than other local streets in San Mateo County; rates are seven times higher for bicyclists and 10 times higher for pedestrians than other roadways in San Mateo County. These high collision rates are reflected in C/CAG's Local Road Safety Plan, which identifies El Camino Real as a part of the county's High Injury Network.

## KEY CONTRIBUTING FACTORS FOR INJURY COLLISIONS ON EL CAMINO REAL



### Speed

El Camino Real's 35 MPH speed limit elevates the risk of death or serious injury, and speeding in excess of 35 MPH is common across the corridor. A pedestrian hit at 35 MPH is more than twice as likely to experience a severe injury or death compared to 25 MPH.



### Infrastructure

El Camino Real's outdated highway-like infrastructure exacerbates conflicts, including its uncontrolled or permissive left turns, gaps in sidewalks, unmarked or unsignalized crosswalks, driveway and parking conflicts, lack of pedestrian-scale lighting, and lack of separated bicycle facilities.



### Built Environment

El Camino Real's densifying land uses are often mismatched with auto-oriented infrastructure and fast vehicle speeds. Increasing residential and employment density along the corridor will further exacerbate conflicts.





Injury Collisions, All Modes

El Camino Real experienced 886 injury collisions between 2019 and 2023, including 81 KSI collisions. Though injury collisions occurred along the entire corridor, the highest concentrations occurred within San Bruno, Millbrae, San Mateo, and Redwood City – 61 percent of El Camino Real’s KSI collisions are concentrated in those four cities. **Figure 2.8** and **Table 2.1** illustrate the distribution of injury collisions and KSIs across the corridor.

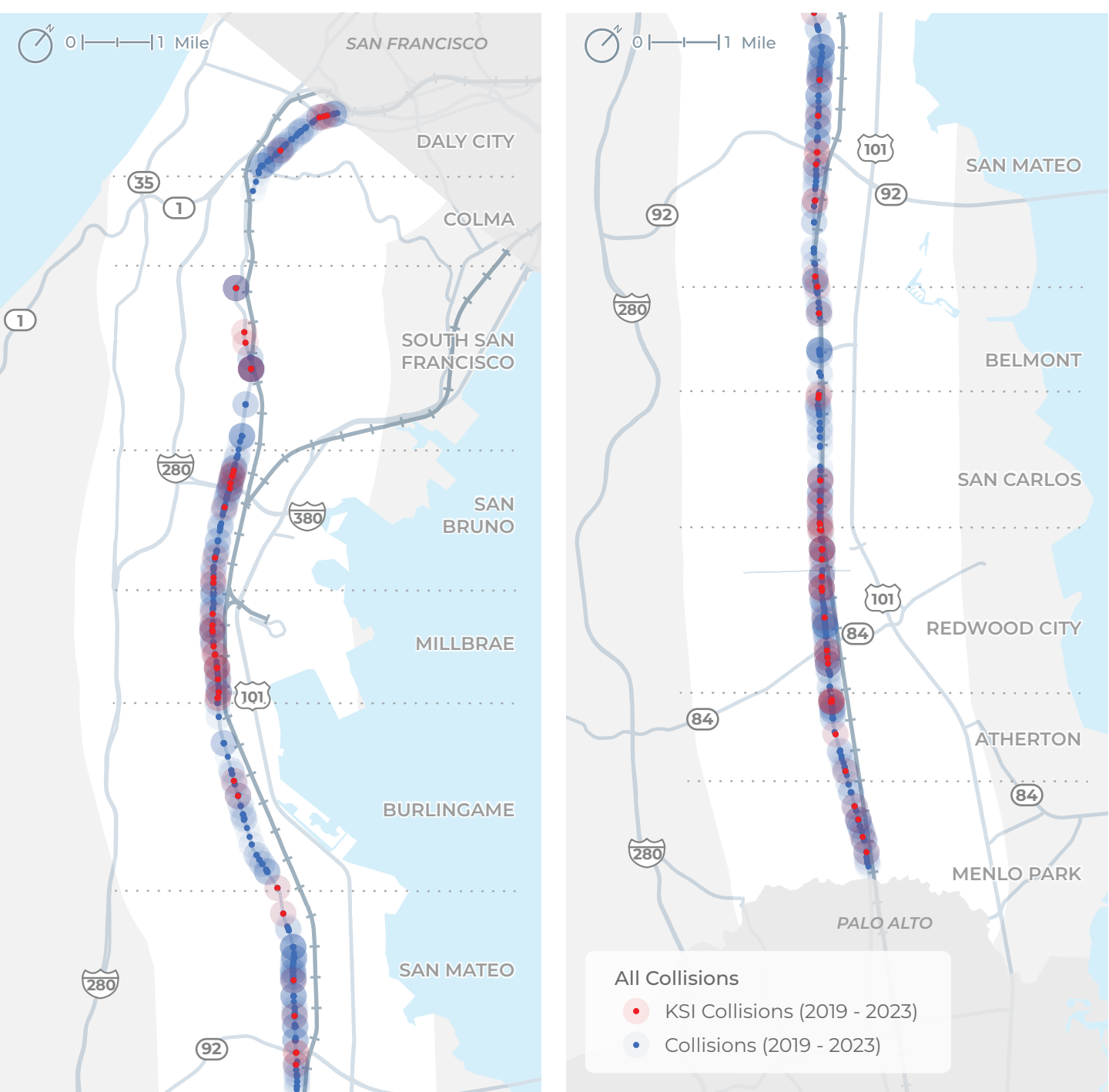
| HIGHEST KSI COLLISION INTERSECTIONS ON EL CAMINO REAL 2019-2023 |   |
|---|---|
| 1   | <b>Selby Lane</b><br>Atherton/North Fair Oaks<br>5 COLLISIONS |
| 2   | <b>Hillcrest Boulevard</b><br>Millbrae<br>4 COLLISIONS        |
| 3   | <b>Center Street</b><br>Millbrae<br>3 COLLISIONS              |
| 3   | <b>James Avenue</b><br>Redwood City<br>3 COLLISIONS           |
| 3   | <b>SR-92 Interchange</b><br>San Mateo<br>3 COLLISIONS         |

Table 2.1. Injury Collisions and KSIs by City, All Modes

| CITY                | MILEAGE |            | COLLISIONS |            | KSI COLLISIONS |            |
|---------------------|---------|------------|------------|------------|----------------|------------|
|                     | MILES   | % OF TOTAL | #          | % OF TOTAL | #              | % OF TOTAL |
| Daly City           | 1.6     | 6%         | 86         | 10%        | 4              | 5%         |
| Colma               | 1.4     | 5%         | 1          | <1%        | 0              | 0%         |
| South San Francisco | 2.6     | 11%        | 62         | 7%         | 6              | 7%         |
| San Bruno           | 2.0     | 8%         | 111        | 13%        | 9              | 11%        |
| Millbrae            | 1.7     | 7%         | 74         | 8%         | 14             | 17%        |
| Burlingame          | 2.8     | 11%        | 63         | 7%         | 2              | 2%         |
| San Mateo           | 4.4     | 17%        | 144        | 16%        | 11             | 14%        |
| Belmont             | 1.5     | 6%         | 36         | 4%         | 2              | 2%         |
| San Carlos          | 1.9     | 8%         | 61         | 7%         | 7              | 9%         |
| Redwood City        | 2.0     | 8%         | 141        | 16%        | 15             | 19%        |
| North Fair Oaks     | 0.9     | 4%         | 26         | 3%         | 4              | 5%         |
| Atherton            | 0.7     | 3%         | 28         | 3%         | 3              | 4%         |
| Menlo Park          | 1.6     | 6%         | 53         | 6%         | 4              | 5%         |

Source: Transportation Injury Mapping System (2019-2023).

Figure 2.8. Distribution of Injury Collisions on El Camino Real, All Modes



Source: Transportation Injury Mapping System (TIMS), 2025.

Source: TIMS, 2025.

Pedestrian Collisions

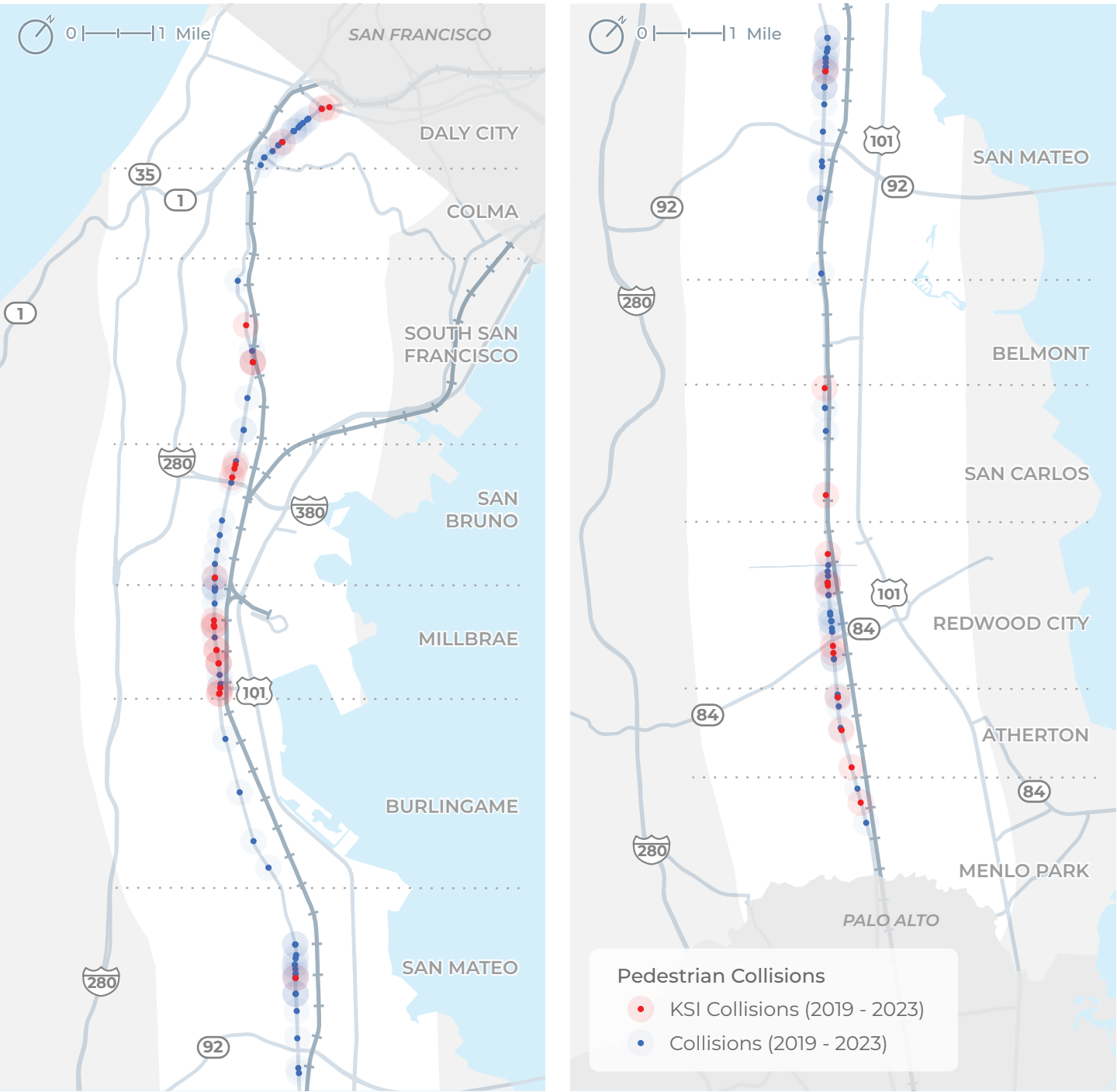
Collisions between vehicles and pedestrians make up a disproportionate share of KSIs on El Camino Real. Between 2019 and 2023, El Camino Real had 126 pedestrian injury collisions, which include 32 KSIs. KSI collisions are highly concentrated: 78 percent occurred in five cities: Daly City, South San Francisco, San Bruno, Millbrae, and Redwood City. **Figure 2.9** and **Table 2.2** illustrate the distribution of pedestrian injury collisions and KSIs across the corridor.

Table 2.2. Injury Collisions and KSIs by City, Pedestrians

| CITY                | MILEAGE |            | COLLISIONS |            | KSI COLLISIONS |            |
|---------------------|---------|------------|------------|------------|----------------|------------|
|                     | MILES   | % OF TOTAL | #          | % OF TOTAL | #              | % OF TOTAL |
| Daly City           | 1.6     | 6%         | 19         | 15%        | 3              | 9%         |
| Colma               | 1.4     | 5%         | 0          | 0%         | 0              | 0%         |
| South San Francisco | 2.6     | 11%        | 9          | 7%         | 3              | 9%         |
| San Bruno           | 2.0     | 8%         | 15         | 12%        | 4              | 13%        |
| Millbrae            | 1.7     | 7%         | 19         | 15%        | 10             | 31%        |
| Burlingame          | 2.8     | 11%        | 4          | 3%         | 0              | 0%         |
| San Mateo           | 4.4     | 17%        | 24         | 19%        | 1              | 3%         |
| Belmont             | 1.5     | 6%         | 1          | 1%         | 1              | 3%         |
| San Carlos          | 1.9     | 8%         | 3          | 2%         | 1              | 3%         |
| Redwood City        | 2.0     | 8%         | 22         | 17%        | 5              | 16%        |
| North Fair Oaks     | 0.9     | 4%         | 4          | 3%         | 1              | 3%         |
| Atherton            | 0.7     | 3%         | 3          | 2%         | 2              | 6%         |
| Menlo Park          | 1.6     | 6%         | 3          | 2%         | 1              | 3%         |

Source: Transportation Injury Mapping System (2019-2023).

Figure 2.9. Distribution of Pedestrian Injury Collisions on El Camino Real



Source: TIMS, 2025.

Source: TIMS, 2025.

Bicycle Collisions

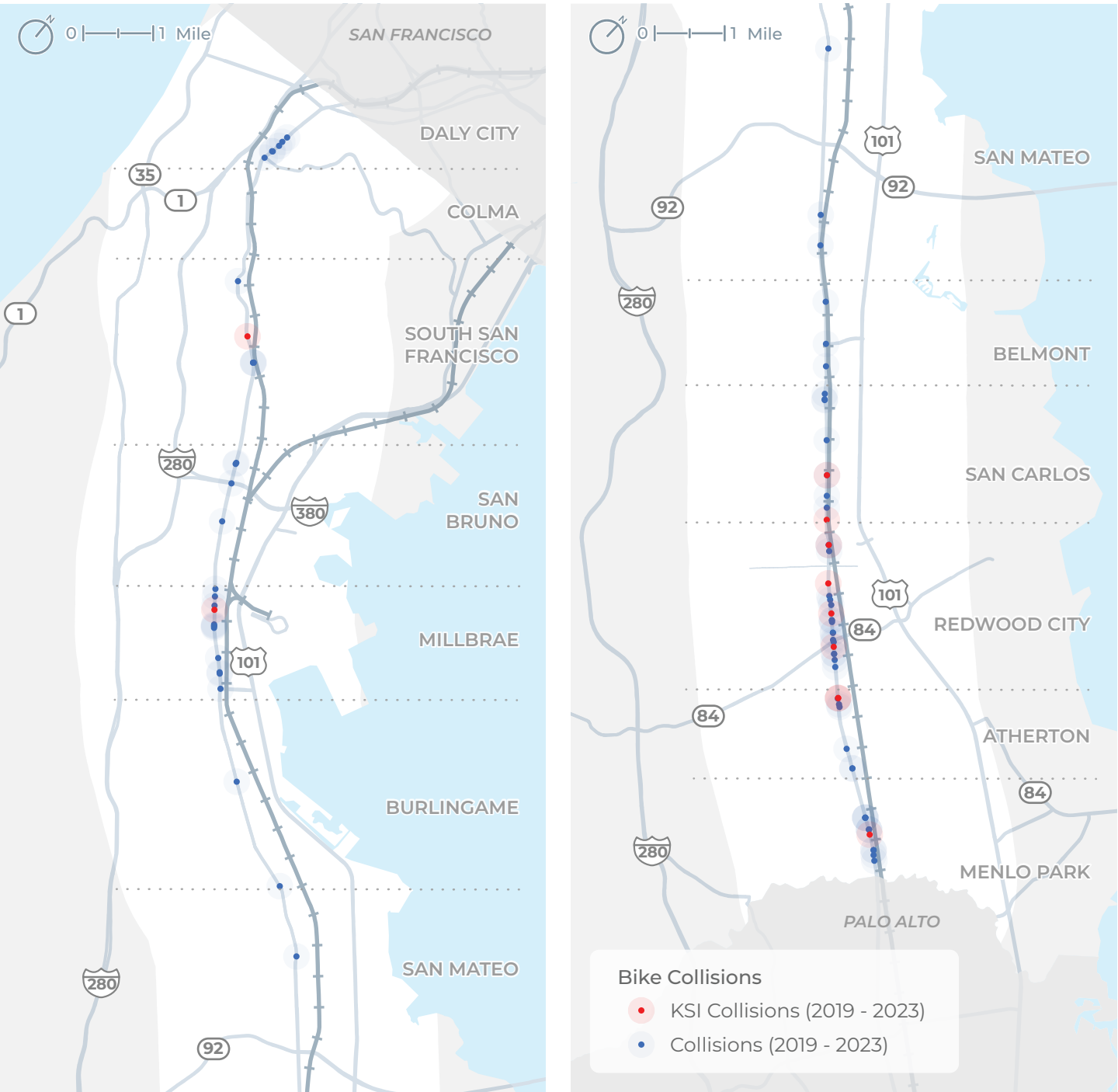
El Camino Real had 85 bicycle injury collisions between 2019 and 2023, including 11 KSI collisions. These collisions were mostly concentrated in three communities: Redwood City, San Carlos, and North Fair Oaks. **Figure 2.10** and **Table 2.3** illustrate the distribution of bicyclists injury collisions and KSIs across the corridor.

Table 2.3. Injury Collisions and KSIs by City, Bicyclists

| CITY                | MILEAGE |            | COLLISIONS |            | KSI COLLISIONS |            |
|---------------------|---------|------------|------------|------------|----------------|------------|
|                     | MILES   | % OF TOTAL | #          | % OF TOTAL | #              | % OF TOTAL |
| Daly City           | 1.6     | 6%         | 6          | 7%         | 0              | 0%         |
| Colma               | 1.4     | 5%         | 0          | 0%         | 0              | 0%         |
| South San Francisco | 2.6     | 11%        | 5          | 6%         | 1              | 9%         |
| San Bruno           | 2.0     | 8%         | 7          | 8%         | 0              | 0%         |
| Millbrae            | 1.7     | 7%         | 9          | 11%        | 1              | 9%         |
| Burlingame          | 2.8     | 11%        | 2          | 2%         | 0              | 0%         |
| San Mateo           | 4.4     | 17%        | 3          | 4%         | 0              | 0%         |
| Belmont             | 1.5     | 6%         | 3          | 4%         | 0              | 0%         |
| San Carlos          | 1.9     | 8%         | 9          | 11%        | 2              | 18%        |
| Redwood City        | 2.0     | 8%         | 22         | 26%        | 4              | 36%        |
| North Fair Oaks     | 0.9     | 4%         | 3          | 4%         | 2              | 18%        |
| Atherton            | 0.7     | 3%         | 4          | 5%         | 0              | 0%         |
| Menlo Park          | 1.6     | 6%         | 12         | 14%        | 1              | 9%         |

Source: Transportation Injury Mapping System (2019-2023).

Figure 2.10. Distribution of Bicycle Injury Collisions on El Camino Real



Source: TIMS, 2025.

Source: TIMS, 2025.



# Active Transportation

Walking on El Camino Real is often a stressful experience. Sidewalks are narrow (usually 10 feet or less) and mostly lack street trees or buffers to separate pedestrians from high-speed auto traffic. Various segments of El Camino Real lack sidewalks on one or both sides of the street, and gaps in marked and signalized crosswalks can make crossing the street a challenge. Many land uses are oriented toward auto access, with frequent driveways and large parking lots in between sidewalks and building entrances. **Table 2.4** summarizes existing pedestrian and bicycle conditions.



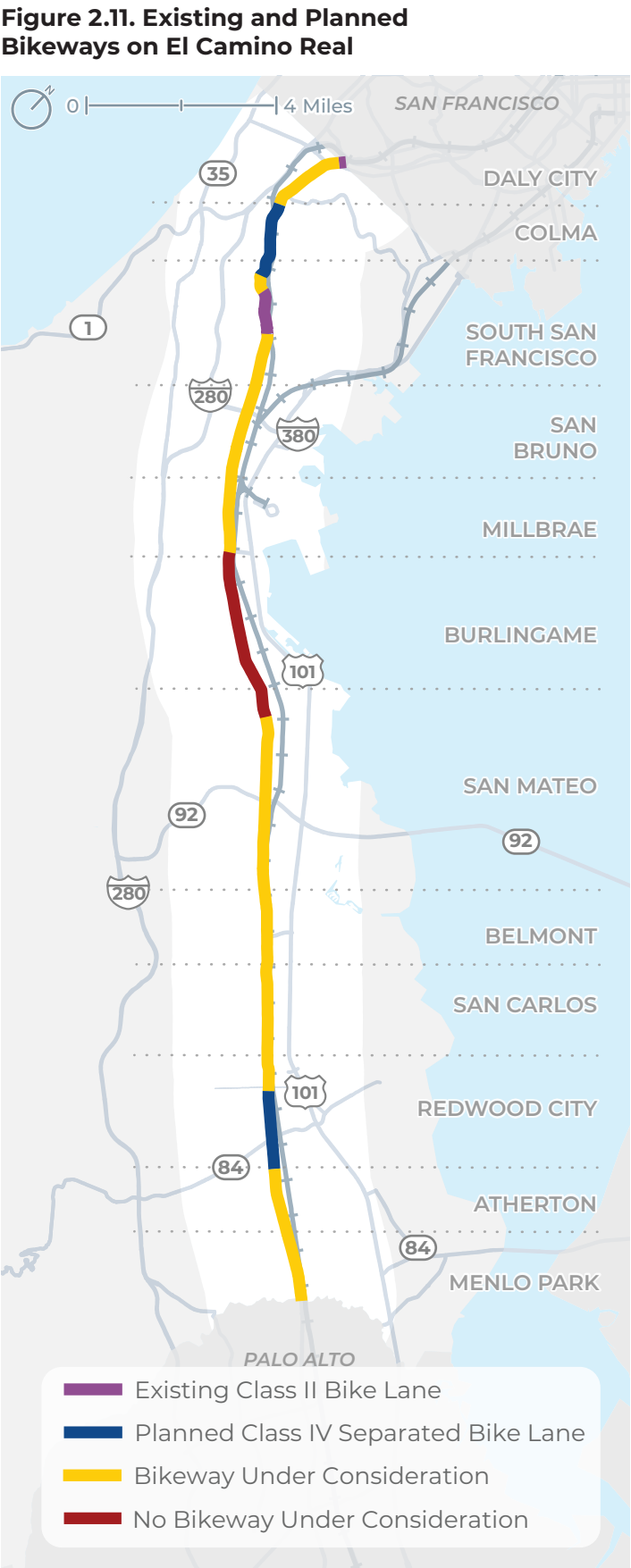
**Table 2.4. Summary of Existing Pedestrian and Bicycle Conditions**

| TYPE OF PEDESTRIAN BARRIER                                      | QUANTITY  | RELEVANCE   |
|---|---|---|
| Sidewalks <15 Feet Wide   | >95% of corridor  | Most sidewalks on El Camino Real are 10 feet wide or less. Sidewalks narrower than 15 feet typically provide constrained space for pedestrians, landscaping, and bus stops. |
| Missing Sidewalks   | 14% of corridor is missing a sidewalk on one side of the street (3.5 miles)<br>5% of corridor is missing a sidewalk on both sides of the street (1.2 miles) | Missing sidewalks pose barriers to pedestrian travel.   |
| Uncontrolled and unmarked crosswalks                            | 15 marked crosswalks lack traffic control<br>3 pairs of bus stops lack marked crosswalks  | Marked crosswalks with traffic signals or pedestrian hybrid beacons are necessary to comfortably cross El Camino Real.  |
| Missing marked crosswalks at part of a signalized intersections | 63 intersections  | Various signalized intersections are missing a marked crosswalk on part of the roadway crossing El Camino Real, requiring more circuitous pedestrian travel.                |
| Infrequent spacing of marked, controlled crosswalks             | Median spacing is 800 feet; however, gaps can be up to 2,300 feet   | Gaps between marked, controlled crosswalks in excess of 1,000 feet make it difficult to cross El Camino Real.   |
| Lack of separated bikeways                                      | >99% of corridor lacks Class IV separated bikeways  | Class IV separated bikeways are most suitable for El Camino Real's high-speed, high-volume conditions.  |
| Disconnected parallel bike routes                               | 14% of corridor has a designated low stress parallel bicycle route suitable for all ages and abilities  | Class IV separated bikeways, Class II bike lanes, and Class III bicycle boulevards may provide low stress parallel routes to El Camino Real.                                |

Source: Fehr & Peers, 2025.

Bicycling on El Camino Real is extremely challenging given the lack of bicycle facilities on the corridor. El Camino Real has less than one mile Class II bike lanes (in South San Francisco) and only one block of Class IV separated bikeway (in Belmont); the remainder of the 25-mile corridor requires bicyclists to ride in mixed traffic flow with vehicles traveling at roughly three times their speed. Crossing El Camino Real can be similarly difficult given the long crossing distances, high volume of conflicting turns, and lack of protected intersections or dedicated bicycle signals.

El Camino Real is designated as a countywide backbone bicycle corridor in C/CAG's Countywide Bicycle and Pedestrian Plan. Class IV separated bikeways are presently in design in Colma and Redwood City, while Caltrans' Burlingame Roadway Renewal project will not include bicycle facilities due to limited right-of-way. Bikeways remain under consideration throughout the rest of the corridor.



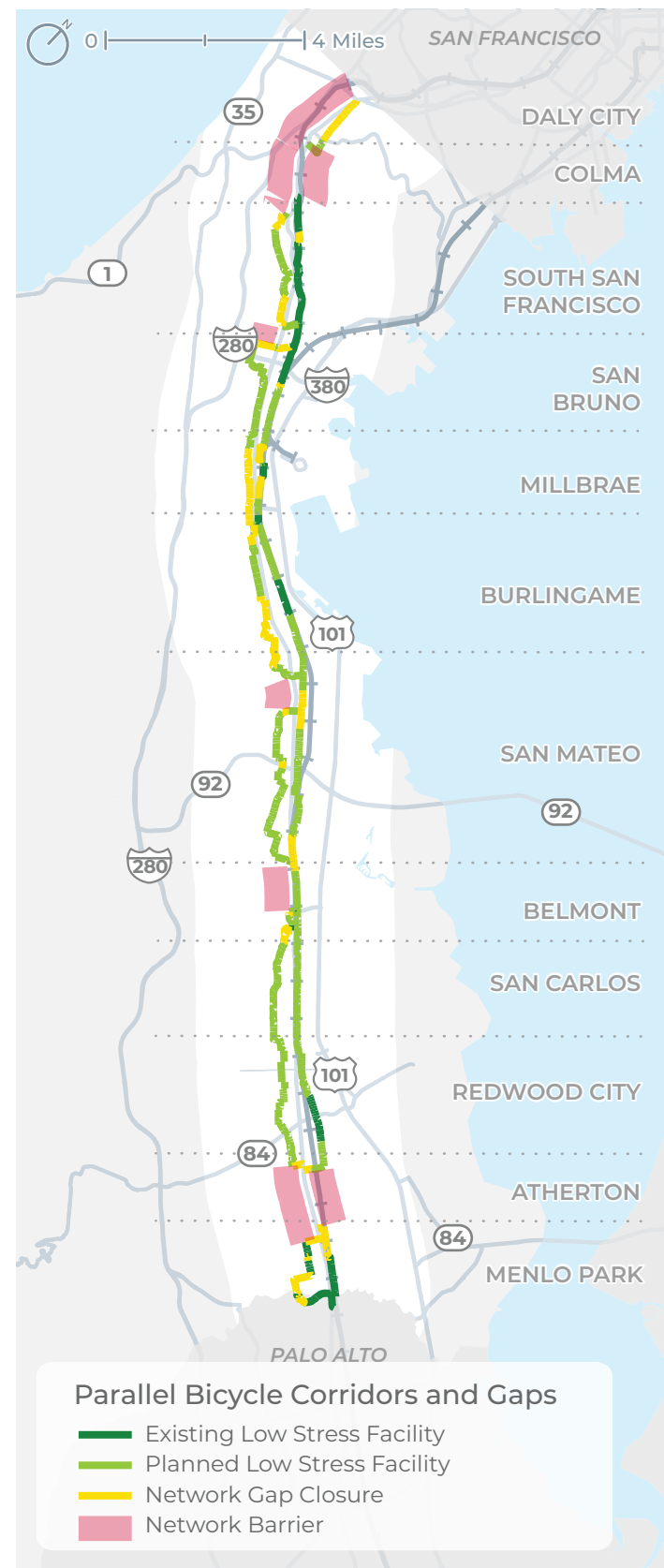
Source: Fehr & Peers, 2025.



Parallel streets present an alternative to biking on El Camino Real in some (but not all) cities. Most bicyclists use parallel routes today; however, less than one-sixth of the corridor has a designated low stress parallel route suitable for riders of all ages and abilities within roughly one half-mile of El Camino Real. About three-fourths of the corridor has an existing or planned low stress route identified in local bicycle plans. These planned bicycle facilities will help close gaps in the bicycle network where streets intersect with each other but the bike lanes on those streets are disconnected. Adding bicycle infrastructure to close these gaps on El Camino Real's parallel roadways would improve comfort, access, and safety. Enhanced connections to and across El Camino Real from these parallel streets would also be necessary.

In some areas, the local street network has limited connectivity due to gaps in the street grid. In these places, roads are not connected with each other, placing a physical obstacle to bicycle and vehicle travel on those roadways. These gaps, denoted as bicycle network barriers, limit the viability of parallel routes in these areas. Network barriers include both sides of El Camino Real in Colma and Atherton, and the west side of El Camino Real in Daly City, South San Francisco, San Mateo, and Belmont. In these locations, bicycle facilities will need to be added to El Camino Real due to the limited potential for parallel bicycle routes in these areas. **Figure 2.12** presents a network gap analysis of existing and planned parallel routes, as well as potential gap closure opportunities and network barriers. These parallel route opportunities will be further evaluated as the GBI implementation advances into PID and PA&ED.

**Figure 2.12. Planned and Existing Bicycle Corridors and Gaps**



Source: Fehr & Peers, 2025 based on C/CAG San Mateo County Comprehensive Bicycle and Pedestrian Plan, 2021.

## Transit

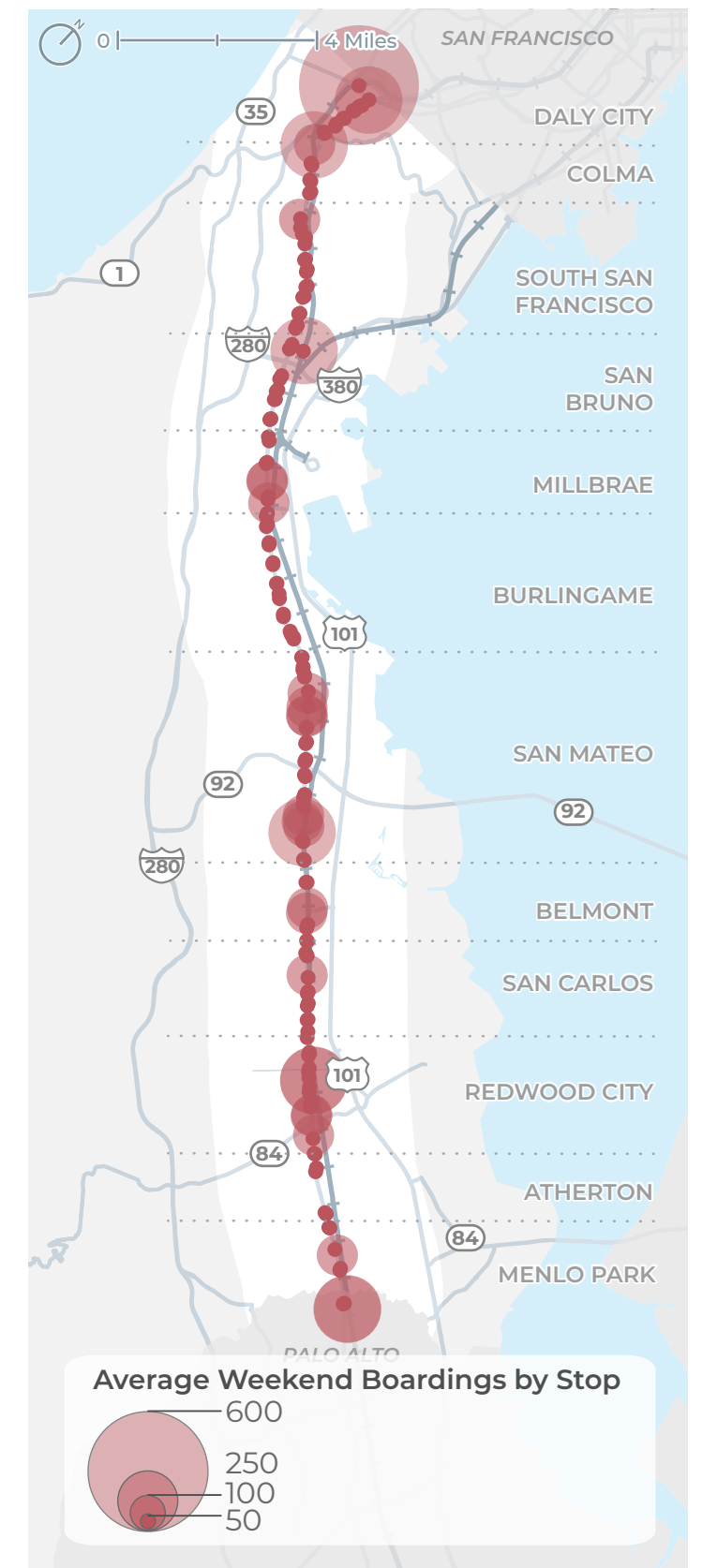
El Camino Real is San Mateo County's main transit corridor. El Camino Real is primarily served by Route ECR, while various other bus and shuttle routes also serve the corridor. Route ECR is SamTrans's highest ridership route that serves approximately 9,100 riders per day (roughly 30 percent of SamTrans' ridership). Route ECR provides connections with the entire SamTrans network as well as 11 BART and Caltrain stations that are located adjacent to El Camino Real. Route ECR provides service every 15 minutes throughout the day.

### Ridership

Route ECR's ridership is distributed throughout the corridor. Ridership tends to be highest at stops in Daly City, South San Francisco, San Bruno, Millbrae, San Mateo, and Redwood City (**Figure 2.13**). The busiest stops tend to be near BART and Caltrain stations, which offer transfer points to regional rail and other SamTrans routes.



**Figure 2.13. Route ECR Average Weekday Boardings by Stop**

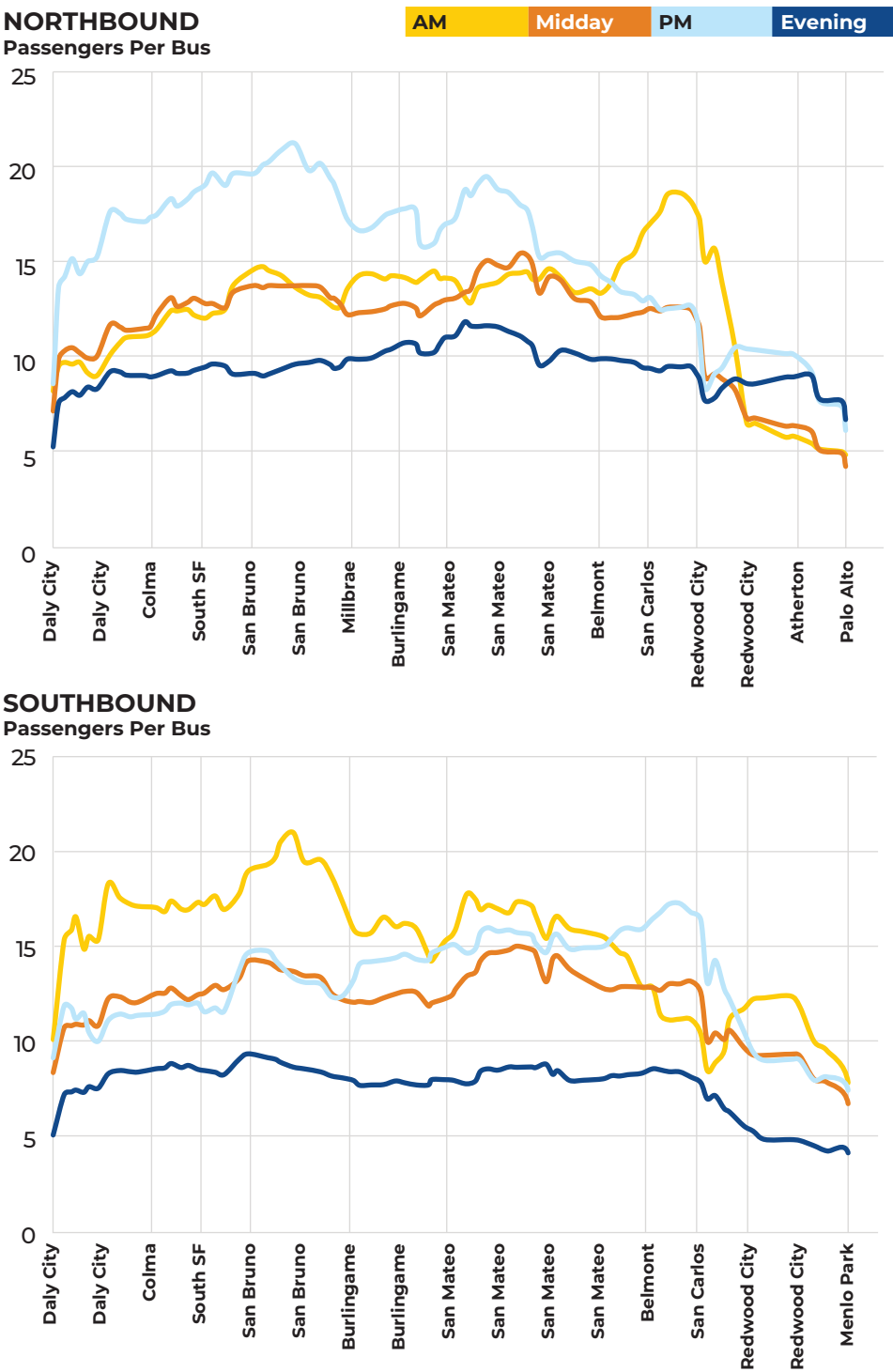


Source: SamTrans, Fehr & Peers, 2025.



Route ECR carries about the same number of passengers in each direction throughout the day, as shown in **Figure 2.14** Passenger loads, the average number of passengers per bus, are generally consistent throughout the corridor, with higher activity in San Bruno, Redwood City, San Mateo, and South San Francisco. Passenger loads are highest in the southbound direction during the AM commute and in the northbound direction in the PM commute.

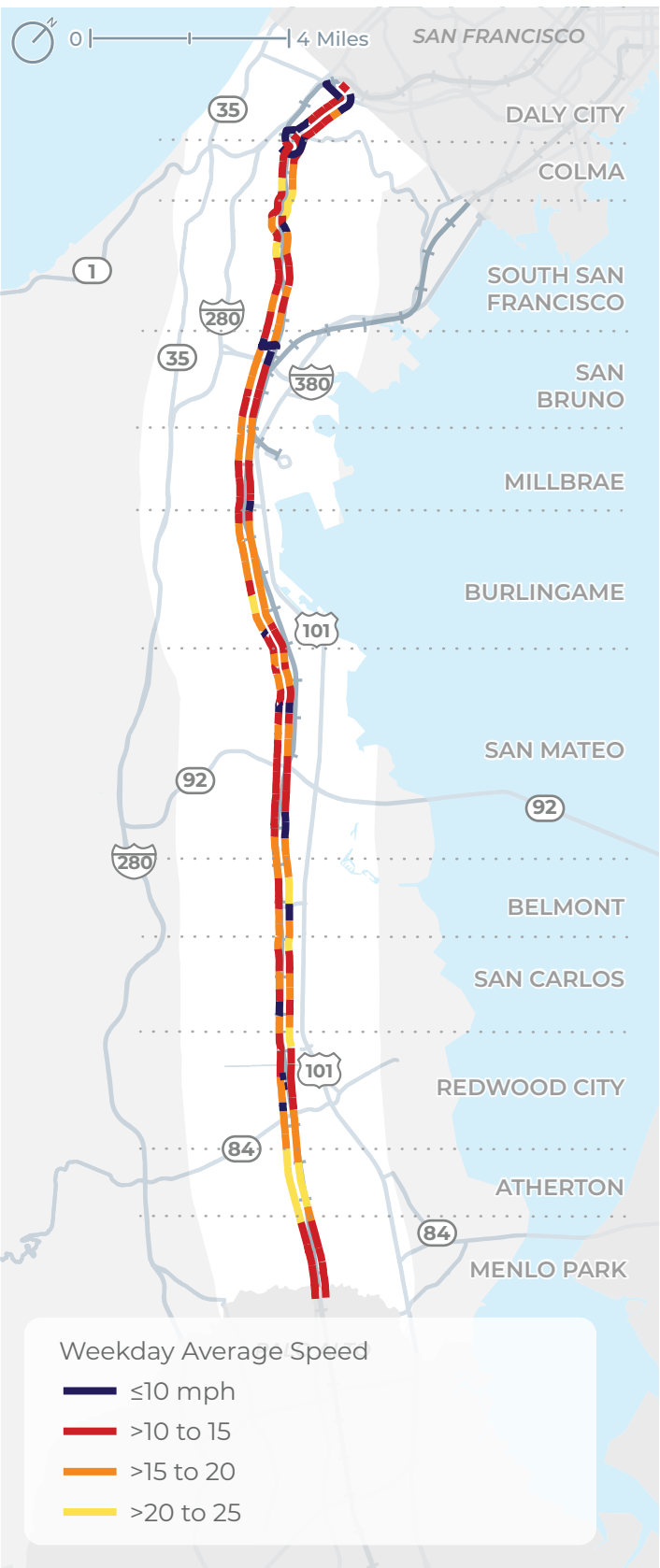
Figure 2.14. Route ECR Passenger Loads by Direction



Bus Travel Time and Delay

Route ECR is one of the region's longest bus routes, with an end-to-end travel time of over 127 minutes (**Figure 2.15**), an average speed of 13 miles per hour. Travel times are fastest in the mornings (114 minutes) and slowest during the evening peak (141 minutes). Buses are slowest in Daly City, San Bruno, San Mateo, and Redwood City. Average speeds on Route ECR are under 15 miles per hour in every city along the corridor, except Colma, Burlingame, and Atherton (**Figure 2.16**).

Figure 2.15. Route ECR Weekday Average Bus Speeds (6am-7pm)



Sources: SamTrans, Fehr & Peers, 2025.

Figure 2.16. Weekday Average Speed by City (6 AM - 7 PM)

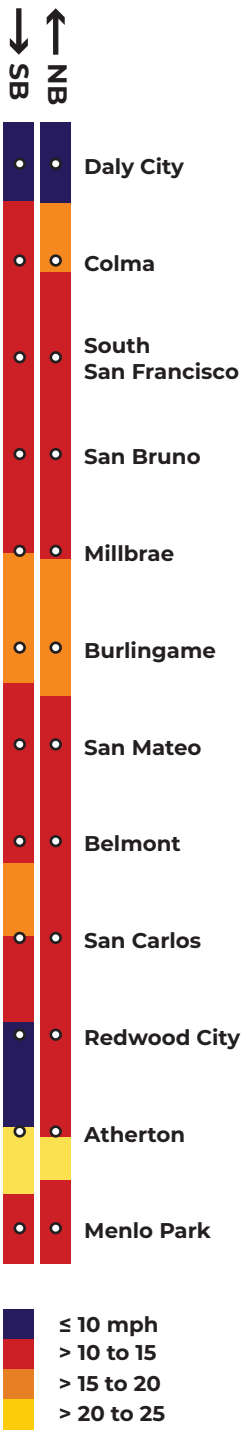
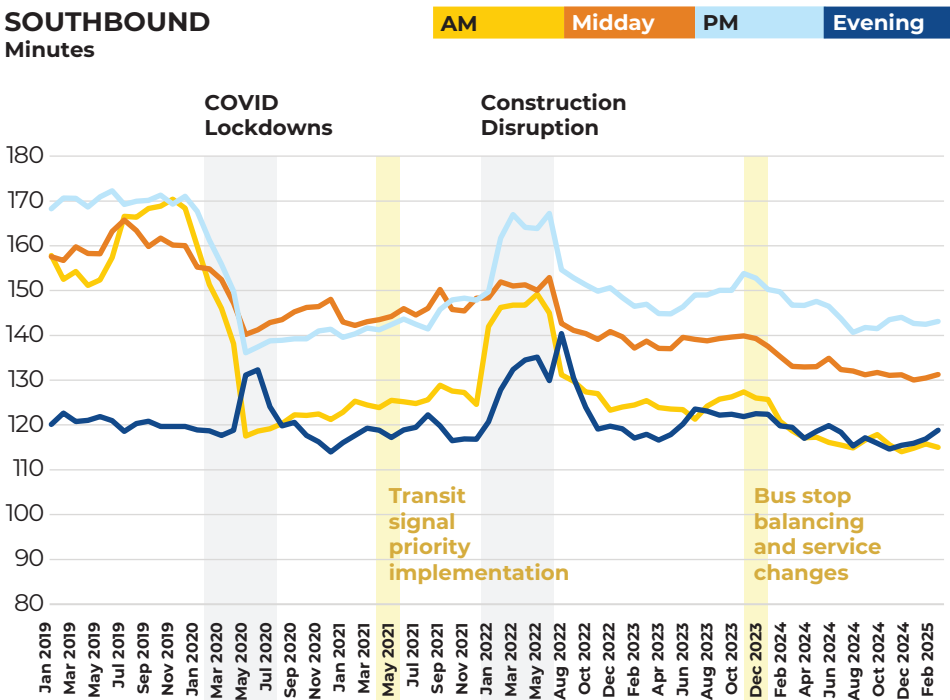


Figure 2.17. Change in Route ECR Travel Times over Time



Source: SamTrans, 2019-2025.

The length of Route ECR exacerbates its exposure to delays and results in inconsistent on-time performance: about 85 percent of buses are on-time near the start of the route, but this decreases to 60 percent as buses travel along the 25-mile corridor. **Passenger wait times vary at stops, and regularly exceed 30 minutes when buses get delayed—over twice as long as the route's scheduled 15 minute headway during peak periods (Figure 2.17).** Adding transit priority infrastructure that supports more reliable and consistent travel times would reduce these delays and lower SamTrans' operating costs.

SamTrans has decreased travel times by 21 percent (23 minutes) since 2019 through a combination of service changes, bus stop balancing, and implementation of transit signal priority throughout the corridor (which extends green lights by a few seconds for buses). Travel times are shorter today than during the COVID-19 pandemic despite the return of ridership and traffic congestion. However, the wide range between morning and evening peak period travel times suggests there are still opportunities to address various sources of bus delay.

#### SOURCES OF BUS DELAY ON EL CAMINO REAL



##### Bus Stop Delay

Bus stop design accounts for about 15 to 20 minutes of delay. About 80 percent of Route ECR's bus stops are pull out stops, (requiring buses to pull in and out of traffic to reach the curb), which delays buses as they need to wait for cars to pass by before they can pull into traffic. About 26 percent are located on the near-side of intersections, which causes delays from traffic signals and from vehicles making right turns.



##### Signal Delay

El Camino Real's traffic signals add about 5 to 15 minutes of delay. The corridor has an existing transit signal priority system, though there are opportunities to further enhance its effectiveness.



##### Traffic Delay

Traffic congestion adds about 20 to 30 minutes of delay to buses, which occurs at intersections and on roadway segments of El Camino Real. Traffic delay can be addressed through dedicated bus lanes.

Source: SamTrans, Fehr & Peers, 2025.

#### Bus Stop Amenities And Access

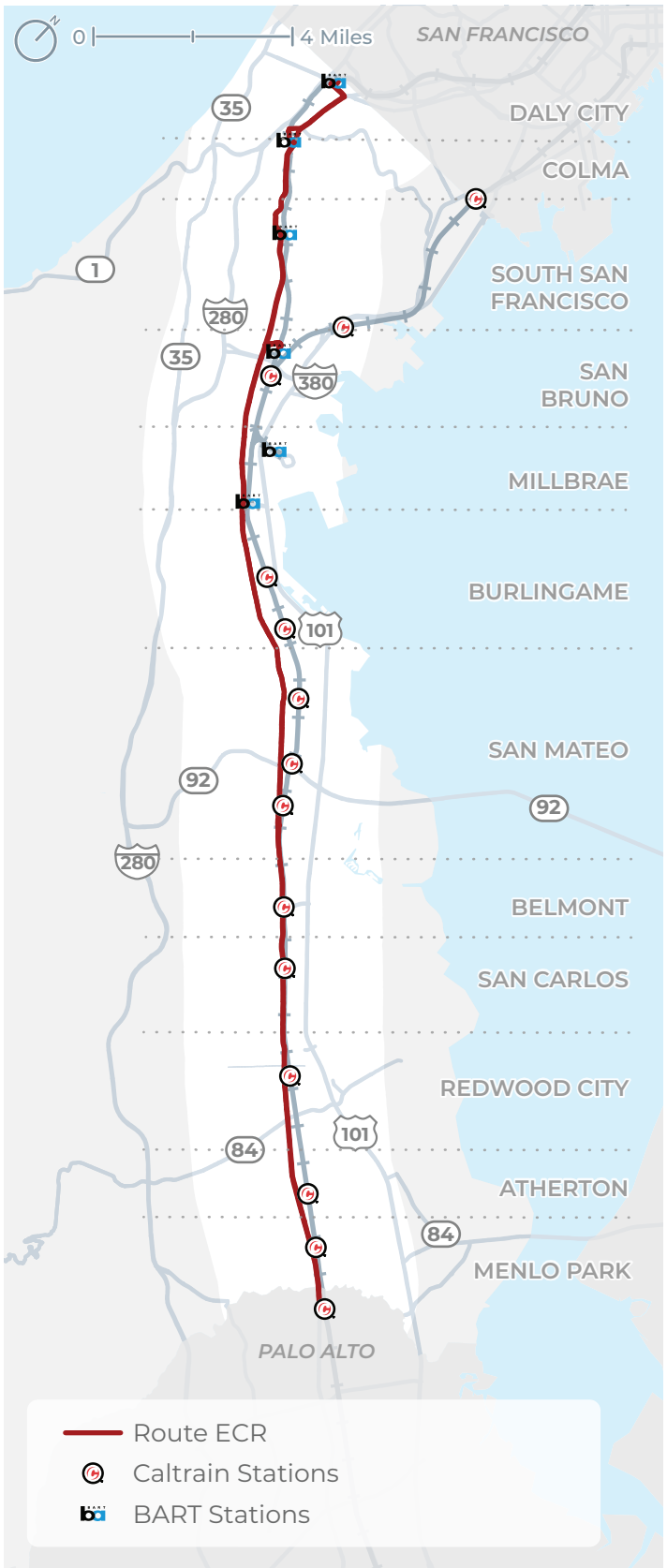
Route ECR has 163 bus stops, most of which have limited amenities and challenging access conditions. A majority of stops (61 percent) do not have bus shelters, which can make waiting for buses uncomfortable in wet, windy, or hot weather. Since all bus riders are also pedestrians, riders are exposed to many of the pedestrian infrastructure limitations identified in the previous section, including narrow sidewalks, gaps in sidewalks and crosswalks, and poor lighting.

#### Caltrain And BART Access

El Camino Real facilitates access to 12 Caltrain stations and five BART Stations located within a half mile of the corridor (**Figure 2.18**). Ten of these 17 stations have frontage on El Camino Real. Combined, these stations serve approximately 28,000 daily boardings, a majority of which access these stations via walking, biking, or transit. Consequently, El Camino Real plays a key role in facilitating first/last mile access to connect Caltrain and BART stations to surrounding communities.



Figure 2.18. Caltrain and BART Stations near El Camino Real



Source: Fehr & Peers, 2025.

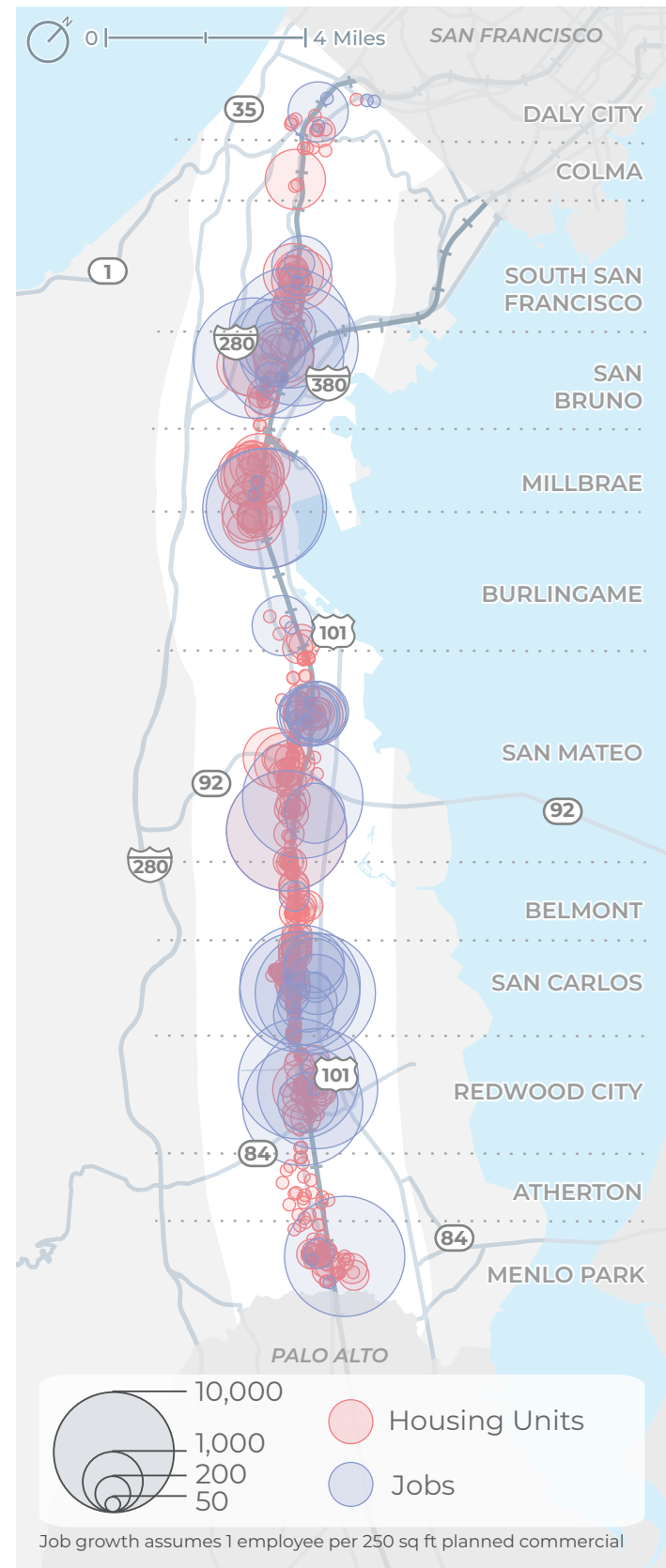


## Land Use

El Camino Real serves as San Mateo County's main street, serving a mix of retail, office, civic, and residential land uses. About 215,000 residents and 130,000 employees live and work within one half mile of El Camino Real.

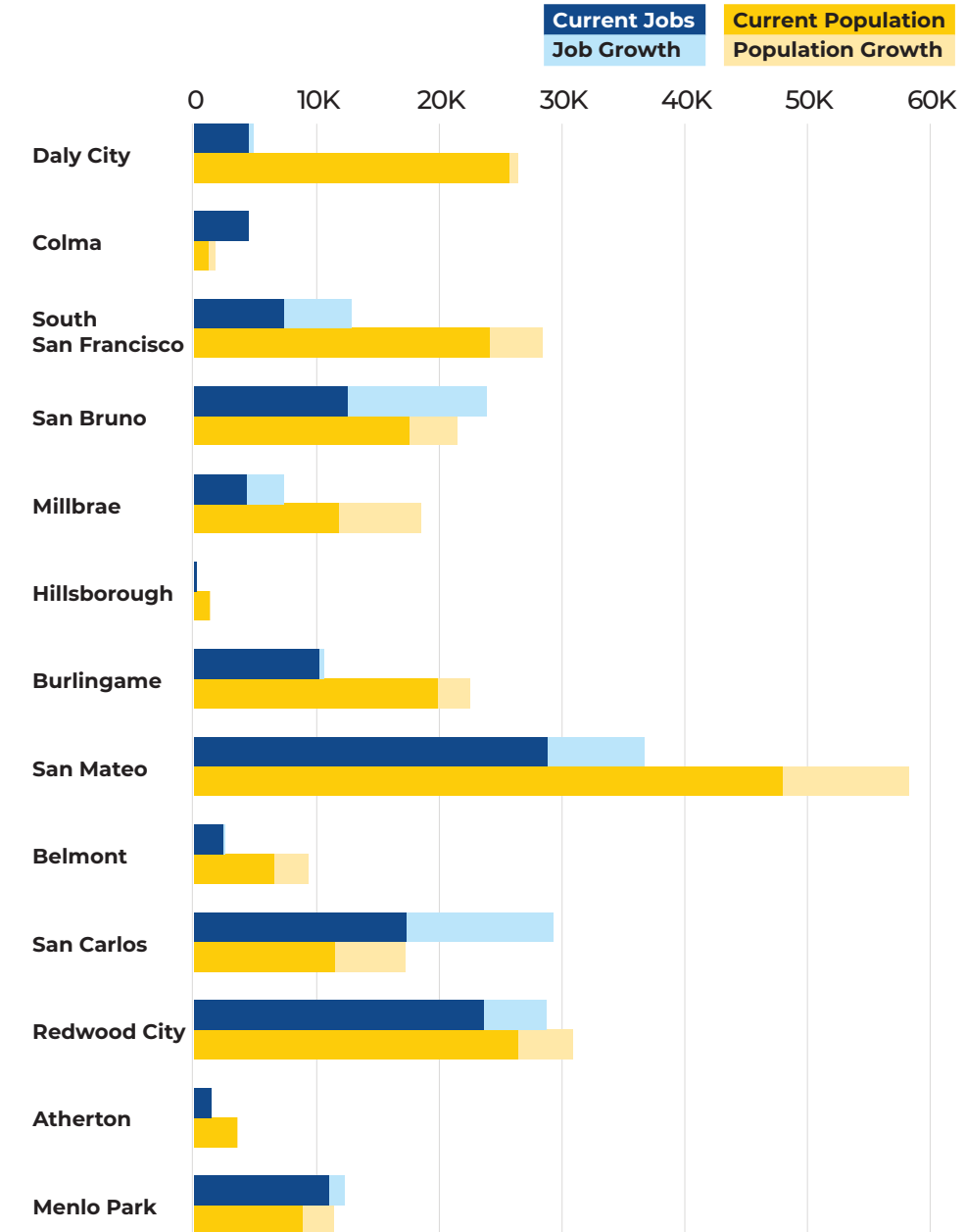
Most cities are focusing their housing and job growth along El Camino Real given its proximity to downtowns and regional transit. Based on a Fall 2024 review of recently adopted Housing Elements and development pipelines, there are approximately 45,000 new residents and 47,000 new jobs expected within one half-mile of El Camino Real in the next 10 to 15 years (**Figure 2.19** and **Figure 2.20**). Development is expected to occur throughout the corridor, especially around South San Francisco, San Bruno, Millbrae, San Mateo, San Carlos, and Redwood City. The continued densification of the El Camino Real corridor intensifies the mismatch between the corridor's automobile-oriented infrastructure and new mixed-use and transit-oriented development. Moreover, El Camino Real cannot be widened further to serve additional vehicle traffic, so additional travel demand will need to be accommodated with a greater share of trips via walking, biking, and transit. Improvements to transit and active transportation are necessary to respond to this planned growth.

**Figure 2.19. Planned Housing and Job Growth within One Half-Mile of El Camino Real**



Source: Fehr & Peers, based on a review of city Housing Elements and development pipelines in Fall 2024.

**Figure 2.20. Estimated Population and Employment Growth within One Half-Mile of El Camino Real**



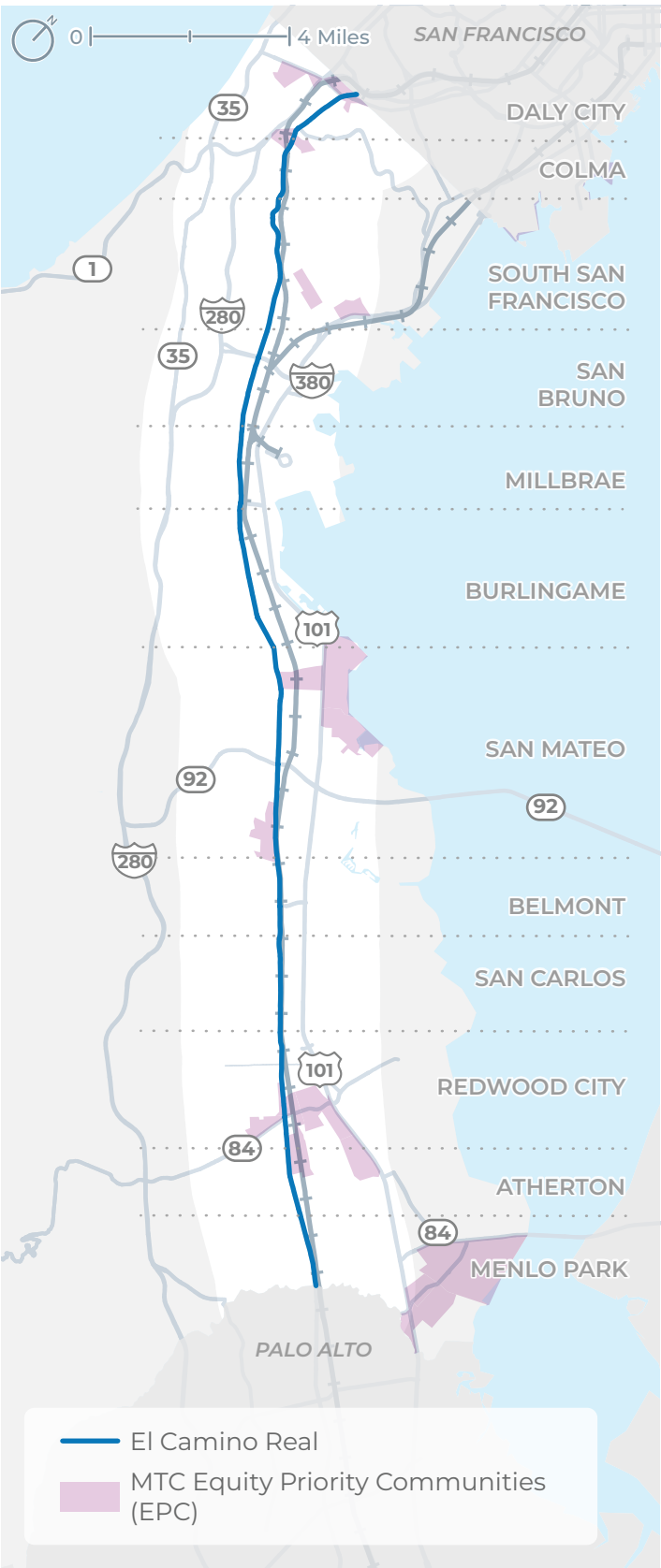
Source: Fehr & Peers, based on a review of city Housing Elements and development pipelines in Fall 2024.

# Equity

El Camino Real serves a number of equity priority communities (EPCs), concentrations of low-income households, zero-car households, and racial and ethnic minorities identified by MTC (Figure 2.21). Equity priority areas are clustered around Daly City, South San Francisco, San Bruno, Millbrae, San Mateo, and Redwood City, and tend to coincide with clusters of high transit ridership and higher rates of walking and bicycling.

Route ECR riders are disproportionately lower income compared to San Mateo County residents and SamTrans riders overall. As illustrated in Figure 2.22, the average household income of ECR riders is about 80 percent lower than the county average. Approximately 85 percent of ECR riders are people of color, which is greater than the countywide population share of 65 percent (Figure 2.23). Only 25 percent of Route ECR riders have access to a car at home, compared to 94 percent of San Mateo County households (Figure 2.24).

Figure 2.21. Equity Priority Communities (EPCs) in San Mateo County



Source: MTC.

Figure 2.22. Route ECR Rider Median Household Income

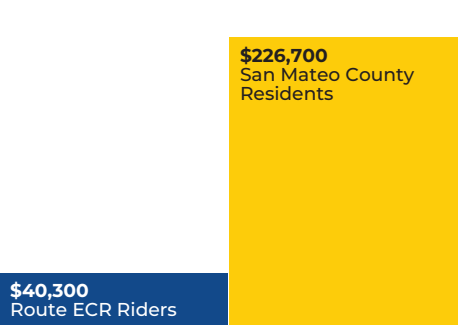


Figure 2.23. Route ECR Rider Race and Ethnicity

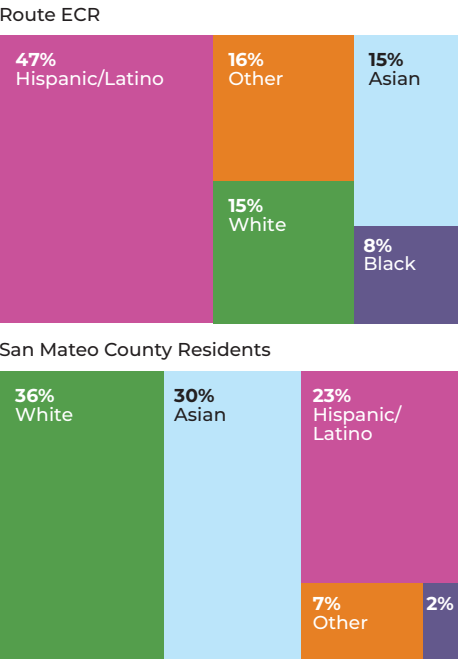
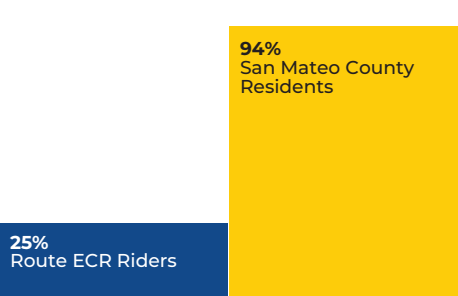


Figure 2.24. Route ECR Rider Vehicle Ownership



Source: Figures 2.22.-2.24., SamTrans 2024 Triennial Survey.

# Conclusion

The following safety and mobility problem statements synthesize current challenges on El Camino Real. This list includes key challenges identified in this Needs Assessment and from stakeholder input from the GBI Task Force, and it is not an exhaustive list of areas of improvement for El Camino Real.

## PROBLEM STATEMENTS



### SAFETY

**El Camino Real has an unusually high rate of fatal or serious injury crashes, particularly for people walking and biking.**

- Rates of fatal or serious injury crashes are substantially higher on El Camino Real than other streets within San Mateo County. High vehicle speeds, highway-like infrastructure, and densifying land use contribute to a high rate of conflicts between modes.



### MOBILITY

**El Camino Real's highway-like design discourages walking, biking, and transit use.**

- People walking and biking encounter barriers and uncomfortable conditions, including missing or narrow sidewalks, unpainted crosswalks, long gaps between pedestrian crossings at traffic lights conflicts with cars making left turns, a lack of pedestrian-scaled lighting, and an absence of low-stress bicycle facilities.
- Buses travel much slower than automobiles. Route ECR, which serves as the backbone of SamTrans' bus network, experiences one-way travel times in excess of two hours between Daly City and Palo Alto. Few transit priority measures are present; buses encounter delays and on-time performance challenges due to near- side and pull-out stops, traffic signals, and exposure to traffic congestion.





# Planning & Policy Framework

## Caltrans Planning & Policy Framework

Caltrans has established several foundational plans and policies around safety, active transportation, and transit on state highways including El Camino Real.

### Caltrans Planning and Policy Framework

#### Directors Policy 36 (2022)

DP-36 commits to a **safety-first** approach to street design that strives to proactively address risk factors that contribute to fatalities and serious injuries on the state highway system.

California Department of Transportation (Caltrans) has a vision to eliminate fatalities and serious injuries on California's roadways by 2050 and provide safer outcomes for all communities.

To realize this vision Caltrans commits to:

- A safety-first mindset prioritizing road safety.
- Prioritize the elimination of fatal and serious injury crashes through our existing safety improvement programs along with development and implementation of new programs to enhance the safe use of our roadways.
- Eliminating race-, age-, ability- and mode-based disparities in road safety outcomes.

#### Directors Policy 37 (2021)

DP-37 requires that all Caltrans-led projects incorporate **complete streets** improvements for transit and active transportation users.

All transportation projects funded or overseen by Caltrans will provide comfortable, convenient, and connected complete streets facilities for people walking, biking, and taking transit or passenger rail unless an exception is documented and approved. When decisions are made not to include complete streets elements in capital and maintenance projects, the justification will be documented with final approval by the responsible District Director.

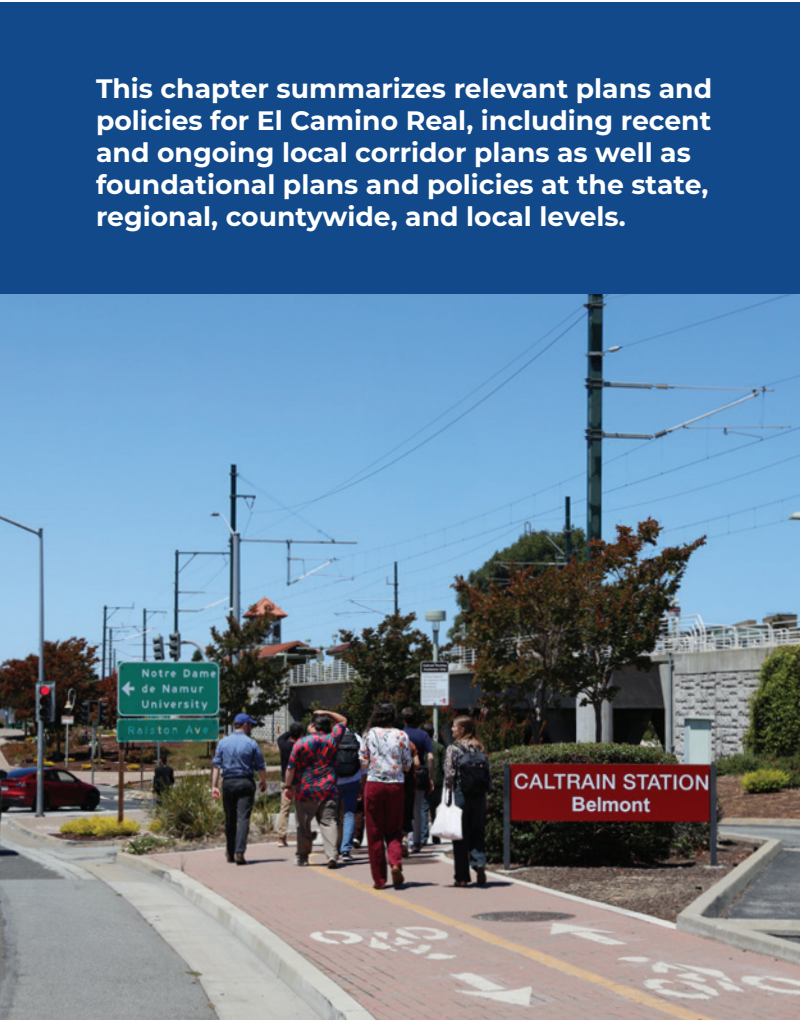


Figure 3.1. DIB-94 Modal Priority by Roadway Context

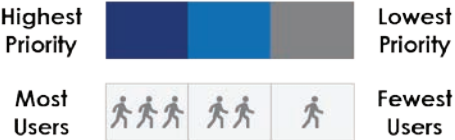
| Place Type    |                    | Modal Priority on Conventional Highways and Local Roads within State Right of Way |           |         |         |                  |
|---------------|--------------------|---|-----------|---------|---------|------------------|
|               |                    | Pedestrian  | Bicyclist | Transit | Freight | Personal Vehicle |
| Urban Area    | City Center        |   |           |         |         |                  |
|               | Urban Community    |   |           |         |         |                  |
| Suburban Area | Suburban Community |   |           |         |         |                  |
| Rural Area    | Rural Main Street  |   |           |         |         |                  |
|               | Transitional Area  |   |           |         |         |                  |
|               | Undeveloped Area   |   |           |         |         |                  |

Source: Caltrans Design Information Bulletin-94 (2024)

#### Note:

Colors in this table indicate relative priority of modes in the given place type.

Number of icons indicate relative number of anticipated users in the place type.



Additionally, DP-37 seeks to help streamline the implementation of complete streets projects:

Caltrans commits to removing unnecessary policy and procedural barriers and partnering with communities and agencies to ensure projects on local and state transportation systems improve the connectivity to existing and planned pedestrian, bicycle, and transit facilities, and accessibility to existing and planned destinations, where possible.

#### Draft Transit Policy (2025)

In July 2025, Caltrans published a draft Transit Policy that lays out the agency's goal to improve **transit reliability and speeds** on the State Highway System. The draft policy commits Caltrans to "construct and improve transit-supportive infrastructure on the state highway system such as transit priority facilities, transit stops, and bicycle and pedestrian connections to transit." The policy also reinforces Caltrans' goal to deliver infrastructure projects that provide better first- and last mile connections to transit stops.

#### Caltrans Design Guidance

Following DP-37, Caltrans issued **Design Information Bulletin 89 (DIB-89)**, which provides design guidance for separated bikeways, and **Design Information Bulletin 94 (DIB-94)**, which clarifies context-sensitive design guidance to serve travelers of all ages and abilities, addressing topics such as modal priority, operating speeds, bicycle facilities, sidewalk width, lane width, crosswalk placement, and bus stops, as shown in **Figure 3.1**. Together, DIB-89 and DIB-94 equip Caltrans and its partners with a context-sensitive design toolkit to advance the goals of DP-36 and DP-37.

In parallel, Caltrans has updated its Intersection Control Evaluation process with **Intersection Safety and Operational Assessment Process (ISOAP)**, which guides the evaluation of proposed traffic control and design geometrics for intersections and other access improvements proposed on the State Highway System. ISOAP places a greater emphasis on road safety performance consistent with DP-36, evaluating geometry and traffic control through a performance-based analysis that considers all users and supports the principles of the Safe System Approach.



Caltrans Plans

Caltrans District 4, which serves the nine-county San Francisco Bay Area, has published a series of plans to improve transit and active transportation on the state highway system, including El Camino Real.

Caltrans District 4 Bicycle Plan Update (2025)

The Caltrans District 4 Bike Plan identifies bicycle infrastructure improvements to improve safety and to remove barriers to bicycling. The plan identifies priority projects by county and includes multiple segments of El Camino Real in San Mateo County. Recommended improvements for El Camino Real include Class I Shared-Use Paths, Class IV Separated Bikeways, and various intersection crossing upgrades.

Caltrans District 4 Pedestrian Plan (2021)

The Caltrans District 4 Pedestrian Plan documents existing sidewalk and crosswalk conditions along the State Highway System, with El Camino Real mostly receiving “fair” and “poor” rankings for its pedestrian infrastructure. The plan also places the Bay Area’s state highways into three tiers based on the density of pedestrian collisions on each roadway, with El Camino Real in the highest tier due to its large number of pedestrian-involved collisions. The plan prioritizes roadways for future improvements, and it places El Camino Real in the highest prioritization category.

Caltrans Bay Area Transit Plan (2025)

The Caltrans Bay Area Transit Plan aims to enhance transit speeds and reliability on state highways. The draft plan prioritizes transit improvements on corridors in the Bay Area, which includes El Camino Real throughout San Mateo County. The plan also presents a Complete Streets Transit Toolbox, which includes implementation guidance for transit-priority and transit-access infrastructure such as bus lanes, queue jump lanes, bus bulbs, and boarding islands.

State Route 82 Comprehensive Multimodal Corridor Plan (CMCP)

Caltrans is developing a Comprehensive Multimodal Corridor Plan (CMCP) for State Route 82 in San Francisco, San Mateo, and Santa Clara counties. The CMCP will identify existing and future needs and identify improvements. Projects included in the CMCP will be eligible for future funding under the Solutions for Congested Corridors Program, a state funding program discussed in Chapter 7. SamTrans and Caltrans are meeting monthly to coordinate the Grand Boulevard Initiative and CMCP planning processes and develop a shared understanding of corridor-wide needs and priority projects. The CMCP will be finalized in 2026 after the GBI Action Plan is completed.



Figure 3.2. Caltrans SHOPP Projects along El Camino Real in San Mateo County



Ongoing and Upcoming Construction Projects

Caltrans is moving forward with smaller scale State Highway Operation and Protection Program (SHOPP) projects across much of the corridor, shown in Table 3.1 and Figure 3.2. SHOPP projects primarily address roadway maintenance and incorporate small-scale pedestrian and bicycle safety improvements where possible. SHOPP Projects along El Camino Real are all currently in the design phase and construction is anticipated to begin in the next few years.

Table 3.1. Summary of Caltrans SHOPP Projects along El Camino Real

| SHOPP ID | EXTENTS   | EST. START OF CONSTRUCTION |
|----------|---|----------------------------|
| OQ140    | Daly City, Colma, and South San Francisco from I-280 to Arroyo Drive                              | 2026                       |
| OAA32    | South San Francisco, San Bruno, Millbrae, and Burlingame from Arroyo Drive to Murchison Drive     | 2028                       |
| OK810    | Burlingame and San Mateo from Murchison Drive to East Santa Inez Avenue                           | 2025                       |
| 4W730    | San Mateo from East Santa Inez Avenue to 43rd Avenue  | 2028                       |
| OX280    | San Mateo to Palo Alto from 43rd Avenue to Sand Hill Road, excluding extents of 1W130             | TBD                        |
| 1W130    | Redwood City and Atherton, from Brewster Avenue to Selby Lane                                     | 2028                       |
| 4J89U    | Palo Alto, Los Altos, Mountain View, and Sunnyvale between Sand Hill Road and Knickerbocker Drive | Completed in 2025          |



# Countywide Planning & Policy Framework

San Mateo County has several countywide documents that help guide transportation planning along El Camino Real. These plans address safety, active transportation, traffic operations, transit, and stormwater management along El Camino Real.

## SamTrans El Camino Real Bus Speed and Reliability Study (2022)

The El Camino Real Bus Speed and Reliability Study seeks to improve bus speeds and reliability on SamTrans' Route ECR to improve rider experience, attract new riders, improve operational efficiency, and provide a better experience for bus drivers. The plan analyzes contributing factors to speed and reliability challenges and identifies a set of corridor-wide and city-by-city recommendations such as bus lanes, bus bulbs, transit signal priority, bus stop

balancing, and access improvements. Bus lanes are recommended along segments with three travel lanes per direction and potential for improved travel times, including in South San Francisco, San Bruno, Millbrae, northern Burlingame, San Mateo, San Carlos (southbound only), and northern Redwood City (southbound only). The plan's appendix provides stop-by-stop recommendations to identify improvements (Figure 3.3).

## San Mateo C/CAG Countywide Local Road Safety Plan (2024)

C/CAG's Countywide Local Road Safety Plan seeks to identify safety improvements, strategies, and programs using the Safe System Approach to eliminate facilities and severe injuries on streets within San Mateo County. The plan aims to promote a culture across agencies and communities that puts roadway safety first in all actions. The plan identifies a countywide High Injury Network that account for a disproportionate concentration of injury collisions, which includes the entirety of El Camino Real. It also notes emphasis areas (Figure 3.4), including

Figure 3.4. Emphasis Areas from the C/CAG Countywide Local Roadway Safety Plan

-  Pedestrian and bicyclist safety
-  Nighttime/low light safety
-  Unsignalized intersections on arterials/collectors
-  Vulnerable age groups (youth and aging)
-  Motor vehicle speed related roadway segment crashes
-  High-speed roadways (35+ mph)
-  Alcohol involvement

Source: CCAG Countywide Local Roadway Safety Plan, 2024

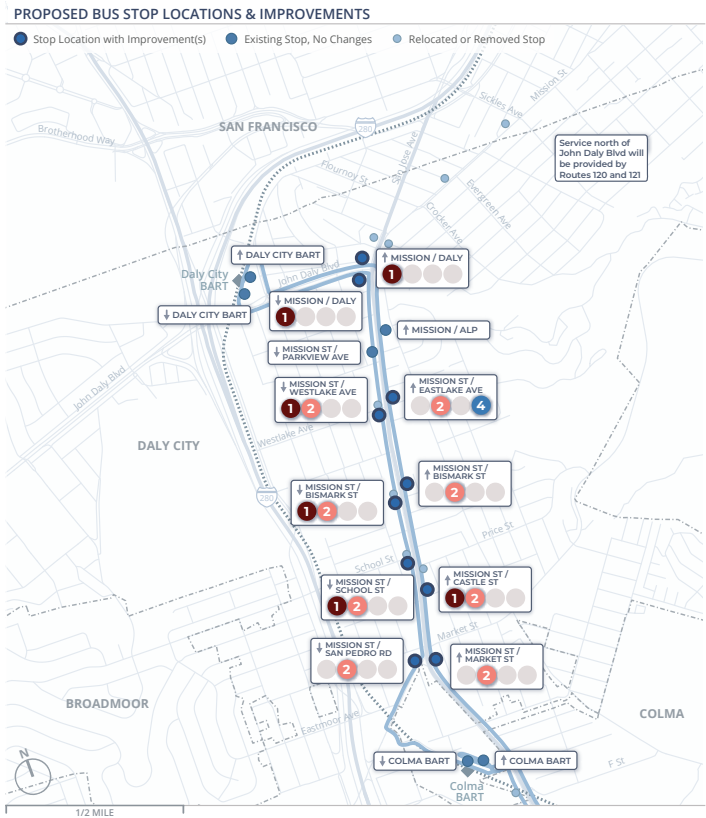
pedestrian and bicycle safety, nighttime/low-light safety, unsignalized intersections on arterials, vulnerable age groups, motor vehicle speed related roadway segment crashes, high-speed roadways, and alcohol involvement. The plan recommends implementing a toolkit of improvement measures targeting specific roadway to maximize their reduction of fatalities and severe injuries.

## C/CAG San Mateo County Comprehensive Bicycle And Pedestrian Plan (2021)

C/CAG's Bicycle and Pedestrian Plan documents existing bicycle and pedestrian infrastructure conditions in San Mateo County and provides recommendations for future improvements. El Camino Real is part of the plan's countywide Bicycle Backbone Network, which are cross-county bikeways that are prioritized for improvements. The plan also designates Pedestrian Focus Areas for priority improvements to sidewalks and crosswalks, which includes most of El Camino Real (Figure 3.5).

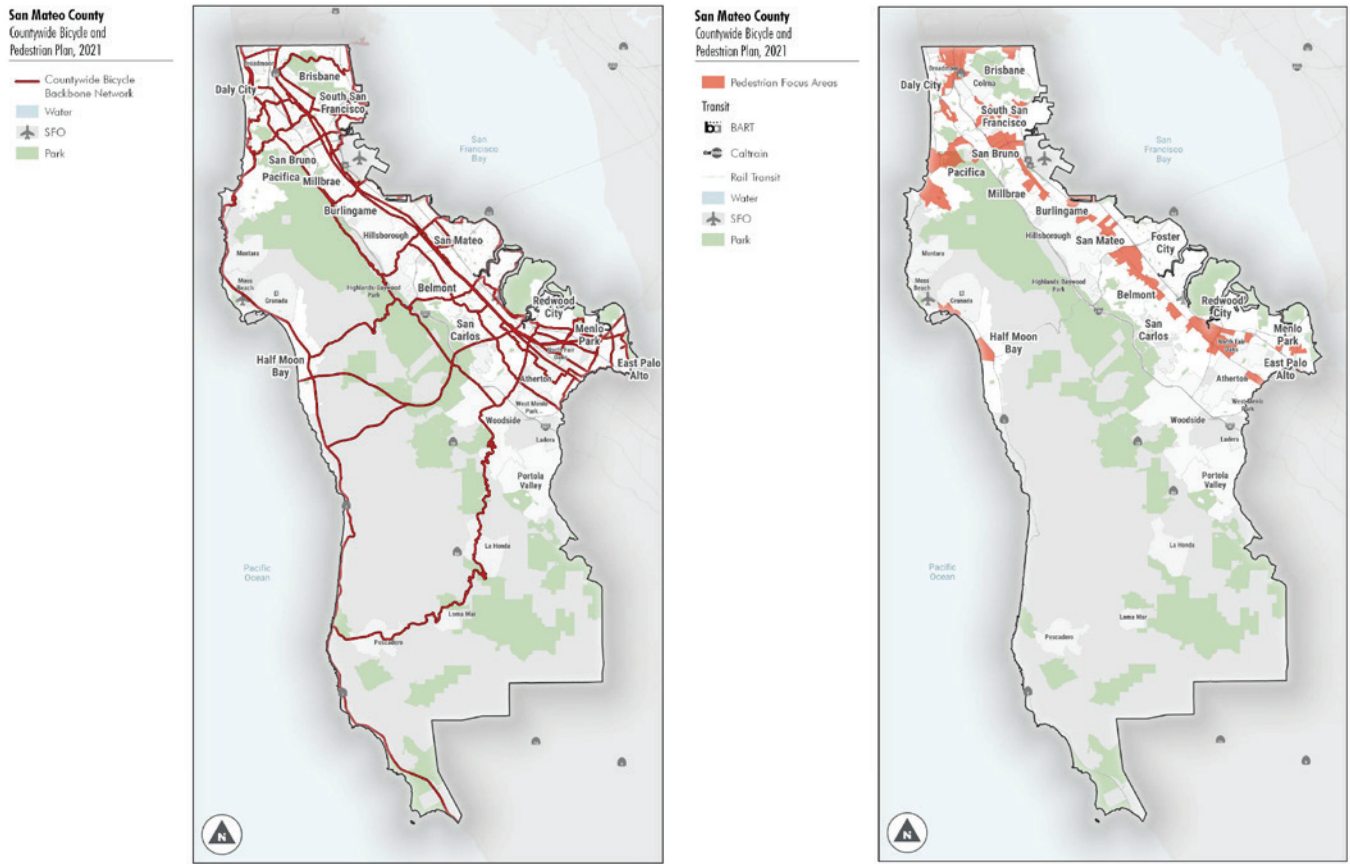
Figure 3.3. Example City Recommendations from the El Camino Real Bus Speed and Reliability Study

## Proposed Route ECR Improvements



Source: El Camino Real Bus Speed and Reliability Study, 2022.

Figure 3.5. Pedestrian Focus Areas and the Countywide Bicycle Backbone Network



Source: C/CAG San Mateo County Comprehensive Bicycle and Pedestrian Plan, 2021.





### SamTrans Bus Stop Improvement Plan (2024)

The Bus Stop Improvement Plan establishes standardized policy and an implementation approach for bus stop improvements. The plan includes an inventory of existing amenities at bus stops across the service area, engagement to understand preferences for amenities, design guidelines to establish minimum criteria for bus stop amenities, recommended improvements for different stop typologies, and an implementation plan. The plan recommends bus shelters at all Route ECR stops on El Camino Real.

### C/CAG Sustainable Streets Master Plan (2021)

The C/CAG Sustainable Streets Master Plan provides a roadmap and set of tools to advance sustainable streets that integrate pedestrian, bicycle, and transit improvements with green infrastructure components like stormwater planters and pervious pavement. The plan documents strategies to provide transit and active transportation improvements, expand the treatment of roadway runoff using green infrastructure to achieve water quality

improvements, adapt the transportation network to better address rainfall and heat-related climate change impacts, sequester carbon and provide shade through street trees, and improve habitat for birds and other urban wildlife. The Plan includes concept designs for El Camino Real as a priority project and documents typical design details for sustainable streets (**Figure 3.6**).

### C/CAG Congestion Management Program (Biannual Updates)

C/CAG's Congestion Management Program identifies strategies to respond to future transportation needs, develop procedures to alleviate and control congestion, and promote countywide solutions. The Congestion Management Program establishes traffic operations performance standards on highways and arterials including El Camino Real, which many cities in San Mateo County reference in local standards. The program also incorporates transportation demand management planning and monitoring to improve efficiency of existing transportation system and infrastructure.

### C/CAG Countywide Transportation Plan (2017)

C/CAG's Countywide Transportation Plan provides a long-range plan that sets forth a coordinated framework and a systematic planning process for identifying and resolving transportation issues. The plan establishes a vision for a transportation system that is safe and convenient for all people whether travelling on foot, by bicycle, via public transportation, or in an automobile, to reach places they wish to go. The Plan identifies projects for the Regional Transportation Plan including implementing complete streets improvements, bus rapid transit, and transit signal priority on El Camino Real consistent with the Grand Boulevard Initiative.

### Caltrans and C/CAG Joint Principles For Improvement to El Camino Real (2006)

Caltrans and C/CAG established a memorandum of understanding in 2006 to guide key principles for future changes to El Camino Real. The joint principles include commitments to retain the roadways footprint for transportation purposes, maintain existing through lanes along the corridor, and consider adding bus rapid transit infrastructure. Key excerpts are provided below.

- Allow for potential enhancements for Express Bus or Bus Rapid Transit including the capability of a possible dedicated bus lane. No land use or transportation project should reduce or eliminate a segment of El Camino Real from the potential for a dedicated bus lane.
- Facilitate Incident Management.

This means as a minimum:

- No elimination of through lanes
- Two through lanes in each direction of travel on El Camino Real must be preserved.
- Must retain the current through lane footprint for transportation purposes only.
- Other actions that reduce capacity on El Camino Real must be evaluated under the C/CAG adopted traffic impact policies for the Congestion Management network. Changes found to have significant unmitigated traffic impacts under that policy will not be permitted.

Fully consider development of Express Bus or Bus Rapid Transit including the possibility of a dedicated bus lane to increase the person throughput. Encourage transit ridership through easy and attractive pedestrian connection between the downtown centers and Caltrain/ BART stations through design, aesthetics, and special crosswalk treatments.

**Figure 3.6. Concept Design for El Camino Real from the C/CAG Sustainable Streets Master Plan**



Source: C/CAG Sustainable Streets Master Plan Priority Projects Concept Designs, Appendix E.

**Mobility** - Seek to optimize mobility on El Camino Real as a thoroughfare connecting communities from County line to County line. This includes mobility for multiple modes of transportation such as public transit, private and commercial vehicles, bicycles and pedestrians.

**Through Capacity** - Preserve the throughput capacity on El Camino Real to:

- Allow for future traffic increase due to population growth and increased housing densities.

### San Mateo County Trails Plan (2001)

San Mateo County's Trails Plan identifies a countywide trail network to support recreational and commuter travel. The plan identifies El Camino Real as a part of the Juan Bautista de Anza National Historic Trail, which represents the route taken on his 1775-76 expedition from present-day Mexico to found a colony for Spain at San Francisco. However, the plan notes that the volume of traffic on El Camino Real makes recreational use difficult.



# Regional Planning & Policy Framework

## Regional Plans & Policies

MTC, which is responsible for regional transportation planning in the Bay Area, has adopted several plans and policies that apply to El Camino Real. These regional plans seek to increase the use of sustainable transportation modes by prioritizing transit, active transportation, and transit-oriented development.

### Plan Bay Area 2050+ (Underway)

Plan Bay Area 2050+ is MTC’s 30-year plan for the Bay Area. The plan lays out a vision to improve transportation, housing, and the environment in the region. Plan Bay Area identifies bus rapid transit (BRT) improvements along El Camino Real from Daly City BART to the Palo Alto Caltrain Station, including dedicated bus lanes for approximately 45 percent of the route, transit priority infrastructure, and transit signal priority. Plan Bay Area also identifies Priority Development Areas (PDA), places near frequent transit corridors and job centers that have been identified by cities for housing and jobs growth. Twelve San Mateo County jurisdictions have identified parts of El Camino Real as a PDA.

### MTC Regional Active Transportation Plan (2022)

The Regional Active Transportation Plan is MTC’s implementation plan for Plan Bay Area 2050, the region’s long-range transportation strategy. The plan designates El Camino Real as a part of the Bay Area’s Regional Active Transportation Network. This network aims to connect MTC defined Equity Priority Communities, Priority Development Areas, and Transit-Rich Areas.

### MTC Complete Streets Policy (2022)

MTC’s Complete Streets Policy is the primary tool for implementing the Regional Active Transportation Network. The policy requires that projects funded with regional funds implement local Complete Streets plans and build bicycle infrastructure to “All Ages and Abilities” design guidelines.

### MTC Transit-Oriented Communities Policy (2022)

MTC’s Transit-Oriented Communities (TOC) Policy

aims to center housing, jobs, and community amenities near transit. The policy, which is part of Plan Bay Area 2050, seeks to increase density and housing within one half-mile of major transit stops and stations, which includes El Camino Real. MTC has minimum land use density, affordability, and transit access requirements for these areas. Cities that follow these TOC requirements will be prioritized for MTC funding, and 12 San Mateo County jurisdictions are within one of these TOC areas.

### MTC Bay Area Transit Priority Policy For Roadways (Draft, 2025)

MTC’s Bay Area Transit Priority Policy for Roadways seeks to strengthen coordination between transit agencies and jurisdictions that manage public streets to improve transit travel times and reliability to help transit better serve the needs of Bay Area residents. Through its Transit Priority Roadway Assessment, MTC is developing a regional Transit Priority Network that will inform prioritization of regional funding and define where projects should apply transit-supportive design principles.

## Station Access Policies

Twelve Caltrain stations and five BART stations are located within one half-mile of El Camino Real. Each agency has adopted station access policies that guide and prioritize investments in access programs and infrastructure to promote safe, convenient, and sustainable multimodal transit connections.

### BART Station Access Policy (2016)

BART’s Station Access Policy defines a modal hierarchy to guide access investments by station type. Along El Camino Real, the Daly City, Colma, South San Francisco, San Bruno, and Millbrae BART stations are identified as “Balanced Intermodal” or “Intermodal/Auto Reliant,” emphasizing primary investment in active transportation, secondary investment for transit and passenger loading, and maintenance of existing taxi, TNC, and parking facilities.

### Caltrain Station Access Policy (2024)

Caltrain’s Station Access Policy defines a hierarchy to guide station area planning and investment, and ensure sustainable modes are the highest access priority. Walking is defined as the highest priority followed by biking and shared mobility, transit and shuttle, drop off and rideshare, and private automobile parking.

# City Planning & Policy Framework

## Local Corridor Studies

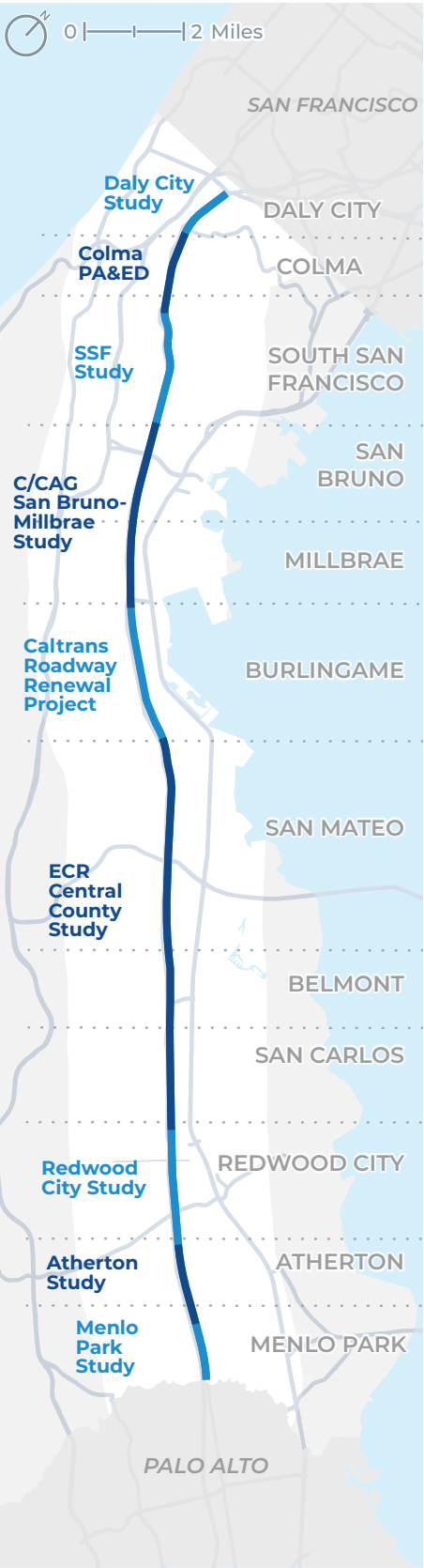
As of Fall 2025, every city along El Camino Real in San Mateo County is working on or recently completed a corridor plan identifying local needs and priorities. These corridor plans summarized in **Figure 3.7** and in **Table 3.2** include more focused analysis and community engagement to identify recommendations for complete streets improvements. SamTrans developed the GBI Action Plan in coordination with these local studies to advance their preferred alternative(s) through the Project Initiation Document (PID) and Project Approval and Environmental Document (PA&ED) phases of the Caltrans process.

While much progress has been made at the local level, most cities remain in the initial planning stages; only Burlingame has reached construction via a Caltrans-led SHOPP project (described in the following section), while Caltrans is pursuing a bicycle and pedestrian improvement project in Redwood City and Colma is advancing its own complete streets project through the Project Approvals & Environmental Document phase of the Caltrans project development process.

Table 3.2. Recent and Ongoing Local Corridor Plans for El Camino Real

| PLAN/PROJECT                                   | CITIES                                       | LEAD AGENCY         | COMPLETION DATE  |
|--|--|---------------------|--|
| El Camino Real/Mission Street Technical Study  | Daly City                                    | SamTrans            | 2025   |
| El Camino Real Bicycle and Pedestrian Project  | Colma  | Colma               | 2020; Project Approval and Environmental Document underway |
| El Camino Real Mobility Plan                   | South San Francisco                          | South San Francisco | 2026   |
| C/CAG San Bruno-Millbrae Study                 | San Bruno, Millbrae                          | C/CAG               | 2026   |
| El Camino Real Streetscape Plan                | Millbrae                                     | Millbrae            | 2022   |
| El Camino Real Roadway Renewal Project         | Burlingame                                   | Caltrans            | Under Construction   |
| Central El Camino Real Multimodal Plan         | San Mateo, Belmont, San Carlos, Redwood City | SamTrans            | 2026   |
| Bike & Ped Safety Improvement Study            | Redwood City, North Fair Oaks                | Redwood City        | 2019   |
| El Camino Real Complete Streets Corridor Study | Atherton, North Fair Oaks, and Menlo Park    | Atherton            | 2025   |
| El Camino Real Technical Study                 | Menlo Park                                   | SamTrans            | 2025   |

Figure 3.7. Local Corridor Plans for El Camino Real



Source: Fehr & Peers, 2025.



Other City Plans & Policies

Various cities have addressed transportation visions for El Camino Real via citywide general plans, specific plans, active transportation plans, and safety plans. **Table 3.3** summarizes recommendations for El Camino Real in these plans.

In addition to plans listed in Table 3.3, various citywide plans are underway, including the City of Burlingame’s Vision Zero Action Plan, the City of San Mateo’s Complete Streets Plan, and the City of San Carlos’ Northwest Area Specific Plan.

Table 3.3. City Plans with Recommendations for El Camino Real, 2010-Present

| JURISDICTION        | RELEVANT PLAN   | JURISDICTION | RELEVANT PLAN  |
|---------------------|---|--------------|--|
| Daly City           | Daly City General Plan (2013)   | Millbrae     | City of Millbrae 2040 General Plan (2022)                            |
| Daly City           | Walk Bike Daly City Pedestrian and Bicycle Master Plan (2020)                     | Millbrae     | City of Millbrae Local Roadway Safety Plan (2022)                    |
| Daly City           | Vision Zero Action Plan (2020)  | Burlingame   | Envision Burlingame General Plan (2019)                              |
| Colma               | Town of Colma Bicycle and Pedestrian Master Plan (2023)                           | Burlingame   | City of Burlingame Bicycle and Pedestrian Master Plan (2020)         |
| Colma               | 2040 General Plan (2021)  | San Mateo    | City of San Mateo Citywide Pedestrian Master Plan (2012)             |
| South San Francisco | Shape SSF 2040 General Plan (2022)  | San Mateo    | City of San Mateo Bicycle Master Plan (2020)                         |
| South San Francisco | Active South City South San Francisco’s Bicycle and Pedestrian Master Plan (2022) | San Mateo    | San Mateo Transit-Oriented Development Pedestrian Access Plan (2022) |
| South San Francisco | City of South San Francisco Local Road Safety Plan (2022)                         | San Mateo    | Strive San Mateo General Plan 2040 (2024)                            |
| San Bruno           | San Bruno General Plan (2009)   | San Mateo    | City of San Mateo Local Roadway Safety Plan (2024)                   |
| San Bruno           | Transit Corridors Plan (2014)   | Belmont      | City of Belmont Comprehensive Pedestrian and Bicycle Plan (2016)     |
| San Bruno           | City of San Bruno Walk ‘n Bike Plan (2016)  | Belmont      | City of Belmont 2035 General Plan (2017)                             |
| San Bruno           | Local Road Safety Plan (2023)   | Belmont      | Belmont Village Specific Plan (2017)                                 |
| Millbrae            | City of Millbrae Active Transportation Plan (2021)                                | San Carlos   | San Carlos General Plan (2009)                                       |
| Millbrae            | Millbrae Downtown and El Camino Real Specific Plan (2022)                         | San Carlos   | City of San Carlos Bicycle and Pedestrian Master Plan (2020)         |
| Millbrae            | Millbrae Station Area Specific Plan (2022)  | San Carlos   | Downtown Specific Plan and Streetscape Master Plan (2025)            |

Table 3.3. City Plans with Recommendations for El Camino Real, 2010-Present (cont.)

| JURISDICTION                     | RELEVANT PLAN   |
|----------------------------------|---|
| Redwood City                     | Redwood City General Plan (2010)                                  |
| Redwood City                     | Downtown Precise Plan (2011)                                      |
| Redwood City                     | Redwood City El Camino Real Corridor Plan (2017)                  |
| Redwood City                     | RWC Moves (2018)  |
| Redwood City                     | RWC Walk Bike Thrive (2022)                                       |
| North Fair Oaks (unincorporated) | North Fair Oaks Community Plan (2011)                             |
| North Fair Oaks (unincorporated) | Unincorporated San Mateo County Active Transportation Plan (2021) |
| North Fair Oaks (unincorporated) | Unincorporated San Mateo County Local Road Safety Plan (2022)     |
| Atherton                         | Town of Atherton Bicycle and Pedestrian Master Plan (2014)        |
| Atherton                         | Town of Atherton General Plan (2019)                              |
| Menlo Park                       | Menlo Park El Camino Real/ Downtown Specific Plan (2012)          |
| Menlo Park                       | El Camino Real Corridor Study (2015)                              |
| Menlo Park                       | Connect Menlo General Plan (2016)                                 |
| Menlo Park                       | Transportation Master Plan (2020)                                 |
| Menlo Park                       | Vision Zero Action Plan (2024)                                    |





# Previous Efforts by the Grand Boulevard Initiative

## Guiding Principles (2006)

In 2006, the Grand Boulevard Initiative established 10 Guiding Principles and potential implementation strategies to guide development along El Camino Real. These Guiding Principles were endorsed by every city along the corridor.

### 1. Target housing and job growth in strategic areas along the corridor

- Amend General Plans and implement zoning and Specific Plans that facilitate increases in density, particularly around transit stations and key intersections.
- In accordance with city goals, encourage more housing and business opportunities, with a greater range of affordability and choices, exemplifying high-quality architecture and urban design.
- Preserve significant buildings.
- Provide a system of local and corridor-wide incentives to attract private development and economic investment along the corridor

### 2. Encourage compact mixed-use development and high-quality urban design and construction

- Develop design guidelines to assist in the attainment of the Grand Boulevard vision and challenge statements.
- Accommodate housing.
- Implement zoning and precise plans with design-specific elements that address street orientation, facades, parking and setbacks
- Provide planning aides and design guidelines, such as the Community Design and Transportation Manual, to developers

### 3. Create a pedestrian-oriented environment and improve streetscapes, ensuring full access to and between public areas and private developments

- Provide an integrated pedestrian environment with wide, continuous sidewalks, landscaping, lighting, and signage, all with human-scale details, with a commitment to maintain those amenities. Such amenities should conform to Caltrans standards.
- Continuously clean and maintain the Grand Boulevard streetscape and public spaces.
- Preserve sightlines between activity areas.
- Create landmarks and signature buildings to shape the street environment to a pedestrian orientation.
- Repair barriers between activity areas such as discontinuous sidewalks.

- Reduce street crossing distances where appropriate.

### 4. Develop a balanced multi-modal corridor to maintain and improve mobility of people and vehicles along the Corridor

- Support transit-oriented development (TOD) and increased density around station areas.
- Orient buildings toward transit stops.
- Design transit stops for easy passenger loading, unloading and fare payment.
- Improve signal timing.
- Implement transit-preferential street treatments such as signal priority, bulb out stops, bus by-pass lanes and high occupancy vehicle (HOV)/Bus-only lanes where needed and feasible.
- Implement programs designed to reduce auto trips during congestion periods.

### 5. Manage parking assets

- Consider trip reduction due to transit when designing parking requirements.
- Pursue the development of public/public and public/private partnerships to develop multiuse parking structures in strategic locations along the corridor.
- Consider shared parking facilities (I.e. for business during the day, restaurants at night).
- Consider the trade-offs between TOD and parking at rail stations.
- Preserve street frontage for active uses by placing parking behind buildings.
- Develop and use a network of alleys to access parking and limit vehicular crossings of sidewalks.
- Where appropriate, install parking meters or time-limited parking spaces to encourage turnover.
- Review parking requirements when considering new developments, possibly substituting reliance on Transportation Demand Management (TDM) strategies and reducing required parking.

### 6. Provide vibrant public spaces and gathering places

- Create public spaces of all sizes that will stand the test of time and provide lasting value for future generations.

- Design public areas to attract usage.
- Orient new development around existing or new gathering places and transit stations.
- Design public spaces to be functional as well as decorative through the careful use of space and amenities.
- Encourage the development of small public spaces and pocket parks

### 7. Preserve and accentuate unique and desirable community character and the existing quality of life in adjacent neighborhoods

- Encourage design that is compatible with or shares design elements with adjacent development and neighborhoods.
- Identify local themes and express them through landscape, architecture and urban design guidelines.
- Preserve diverse local small businesses and create economic opportunities for their continued presence in the revitalized corridor.

### 8. Improve safety and public health

- Design intersections for a balance between the needs of autos and pedestrians.
- Design parallel access routes where needed to separate pedestrian and bike movements.
- Provide high-quality pedestrian amenities such as distinct crosswalks, countdown signals and curb ramps.
- Ensure adequate public and private facilities for disabled individuals.

### 9. Strengthen pedestrian and bicycle connections with the corridor

- Reduce the distance between corridor crossings to improve connectivity with adjacent neighborhoods where appropriate.
- For projects near the corridor, encourage design that provides easy access to the corridor or to cross streets.
- Provide pedestrian cut-through linkages to access parking lots, alleys and neighborhood routes between blocks, including additions to "Safe Route to Schools" paths.

### 10. Pursue environmentally sustainable and economically viable development patterns.

- Provide incentives for LEED (leadership in energy and environmental design) certified projects.
- Pursue design, engineering and construction techniques that assist with the management of storm water runoff, preserve (and possibly increase) soil permeability, and reduce heat island and other negative effects of urban development.
- Pursue cross-jurisdictional shared revenue projects, such as parking structures, that provide mutual benefits to all partners.
- Provide a system of local and corridor-wide incentives to attract private development and economic investment along the corridor.

## Corridor Studies

SamTrans led several corridor plans during the first phase of the Grand Boulevard Initiative that reviewed existing conditions and identified potential improvements. These studies included a corridor-wide Existing Conditions Report in 2006 (updated in 2011); Transforming El Camino Real, a corridor study in partnership with the cities of Belmont, San Carlos, and Redwood City (2007); and the Grand Boulevard Multimodal Corridor Plan, a corridor-wide complete streets study (2010). SamTrans also led a Bus Rapid Transit Phasing Study in 2014 that considered transit improvements for the corridor.



## Implementation Challenges

Despite pockets of progress, El Camino Real has not yet seen a transformation consistent with the visionary plans developed over the past two decades. There are many contributing factors for this slow rate of progress:

- **Caltrans approvals process:** As a state highway, projects on El Camino Real require a complex project development and approvals process that is more costly and time-consuming compared to city streets.
- **City staff resources:** Most cities lack the staff resources and institutional knowledge to individually navigate the Caltrans approvals process, especially when similar projects on local streets can be done faster and more cost-effectively.
- **Policy misalignment:** While cities, countywide agencies, and Caltrans have largely converged around safety and mobility goals for El Camino Real, historically there has been conflicting policy goals that slowed compete streets improvements over traffic operations concerns.
- **Funding:** Large streetscape projects can be costly and challenging to fund, although the passage of Measure W in 2018 substantially expanded funding opportunities for multimodal projects on corridors like El Camino Real compared to years past.

The Process Problem Statement summarizes challenges implementing projects on El Camino Real. The GBI Action Plan aims to address these implementation challenges. Recommended actions are identified in [Chapter 5](#).

### PROBLEM STATEMENT



### PROCESS

**It's too challenging for individual cities to develop, implement, and fund transportation projects on El Camino Real.**

As a state highway, projects on El Camino Real require a complex project development and approvals process that is more costly and time-consuming compared to city streets. Moreover, it can be challenging for cities to piece together a full funding package for a large streetscape project. Less than one mile of redesigned streetscape has been implemented over the past decade.

## Recently Completed Improvements on El Camino Real

Despite the tremendous amount of planning completed across local, countywide, regional, and state agencies, El Camino Real has experienced limited streetscape changes over the past decade. Implementation of streetscape improvements have typically been focused on spot improvements associated with development projects or capital improvements led by cities or Caltrans addressing individual intersections or blocks. Some recent examples include:

### South San Francisco

South San Francisco implemented three-quarters of a mile of new sidewalk, Class II bike lanes, bus bulbs, and stormwater management facilities, representing the largest single streetscape project implemented over the past decade.



### Development Projects

Several blocks of sidewalks have been widened associated with development projects in San Mateo (Hillsdale Mall), San Carlos (San Carlos Transit Village), Redwood City (various downtown developments), Menlo Park (Springline and Middle Plaza), and other cities.



### Belmont

Belmont implemented a one block gap closure of a Class I trail between Emmett Avenue and Ralston Avenue accompanied by a pedestrian hybrid beacon at Emmett Avenue to facilitate bicycle and pedestrian travel and improve access to the Belmont Caltrain Station.



### Crosswalk improvements

Caltrans and cities have implemented pedestrian hybrid beacons at several uncontrolled crosswalks throughout the corridor. Additional upgrades are planned via upcoming SHOPP projects.







# Working Together

OCTOBER 2024  
GBI KICKOFF MEETING

This section summarizes the process undertaken by the Grand Boulevard Initiative to develop the Action Plan, coordinating planning across cities, countywide and regional agencies, and Caltrans. It also highlights the role of the GBI Task Force and Working Group in shaping the Action Plan: identifying priority problems and solutions, developing a vision, and providing input into design alternatives and the evaluation framework. It also synthesizes recent and ongoing public engagement efforts and documents next steps for gathering community input.

## Stakeholder Engagement

### About the Grand Boulevard Initiative

GBI began in 2006 as a partnership focused on El Camino Real led by SamTrans involving cities, countywide agencies, Caltrans, advocates, business groups, and other stakeholders spanning both San Mateo and Santa Clara Counties. One of GBI's first accomplishments was developing Guiding Principles for land use and transportation changes that were endorsed by every city on the corridor, referenced in **Chapter 3**. Over the past two decades, GBI has supported cities with land use and transportation planning on the corridor.

Despite significant progress in land use planning and development over the past two decades, GBI stakeholders expressed a desire to refine a corridor-wide vision, process, and funding approach to implement transportation improvements. SamTrans reconvened GBI in Fall 2024 to address this need through the GBI Action Plan.

Between Fall 2024 and Fall 2025, GBI convened seven meetings involving a Working Group of city and agency staff, and a Task Force consisting of Working Group participants as well as advocates, business groups, and other stakeholders. SamTrans organized half-day workshops in San Carlos, South San Francisco, Redwood City, San Mateo, and Belmont, where participants identified key challenges and solutions for the corridor. The interactive format encouraged participants to share their agency or organization's perspectives and ongoing work along El Camino Real. SamTrans also established a steering committee comprised of partner agencies including SMCTA, C/CAG, MTC, and Caltrans to provide strategic guidance on corridor-wide planning and implementation to guide the development of the Action Plan. The key elements of the Action Plan – the problem statements, vision statement, goals, actions, and design alternatives – reflect the input and collaboration of the GBI Working Group, Task Force, and Steering Committee.



MAY 2025 GBI  
TASK FORCE MEETING



MARCH 2025 GBI  
WORKING GROUP MEETING

### GBI TASK FORCE PARTICIPANTS

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#### ORGANIZATIONS

- Chamber San Mateo County
- Housing Leadership Council
- Paratransit Advisory Council
- Peninsula Open Space Trust
- Rails to Trails Conservancy
- Redwood City Safe Routes to School
- San Mateo County Economic Development Association
- Silicon Valley Bicycle Coalition
- South San Francisco Chamber of Commerce
- Stanford University
- Sustainable San Mateo County
- Youth Leadership Institute

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#### LOCAL JURISDICTIONS

- Atherton
- Belmont
- Burlingame
- Colma
- Daly City
- Hillsborough
- Menlo Park
- Millbrae
- Palo Alto
- Redwood City
- San Bruno
- San Carlos
- San Mateo
- South San Francisco
- San Mateo County

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#### AGENCIES

- Caltrans
- Caltrain
- C/CAG
- Commute.org
- MTC
- National Park Service
- SamTrans
- San Mateo County Commission on Aging
- San Mateo County Office of Education
- San Mateo County Parks Department
- SMCTA
- Santa Clara Valley Transportation Authority



FEBRUARY 2025 GBI  
WORKING GROUP WALKING TOUR



The following sections summarize findings from the Task Force and Working Group meetings.

Identifying & Prioritizing Problems

The first round of Task Force and Working Group meetings focused on identifying key challenges facing El Camino Real. While a range of topics were covered, three problems emerged as key priorities: mobility, safety, and process.

Mobility & Safety

Consistent with the findings of the Needs Assessment, participants discussed how El Camino Real's highway-like design limits mobility choices and contributes toward a high rate of injury collisions. Participants identified safety challenges on El Camino Real resulting from auto-oriented street design that facilitates high-speed vehicle traffic and includes narrow sidewalks, uncomfortable crosswalks, limited pedestrian-scaled lighting, and an absence of bicycle infrastructure. Mobility challenges were similarly linked to discontinuous bicycle and pedestrian facilities, slow and unreliable bus travel, and barriers to BART and Caltrain access, which reinforce auto-dependency and discourage transit and active transportation use. Participants helped develop the following problem statements summarizing mobility and safety challenges.

Process

Despite the tremendous amount of planning completed across local, countywide, regional, and state agencies, El Camino Real has yet to see transformative changes. Participants identified many contributing factors for this slow rate of progress, including the Caltrans approvals process, lack of city staff resources, policy misalignment, and funding (as discussed in Chapter 3). Participants helped develop the following problem statements summarizing challenges associated with the implementation process for improving the corridor.



PROBLEM STATEMENTS



SAFETY

El Camino Real has an unusually high rate of fatal or serious injury crashes, particularly for people walking and biking.



MOBILITY

El Camino Real's highway-like design discourages walking, biking, and transit use.



PROCESS

It's too challenging for individual cities to develop, implement, and fund transportation projects on El Camino Real.

Developing a Vision

Participants developed vision statements to articulate the desired form and function of El Camino Real, resulting in consensus around the following:

VISION STATEMENT

El Camino Real is a safe and vibrant street where people of all ages and abilities travel comfortably.



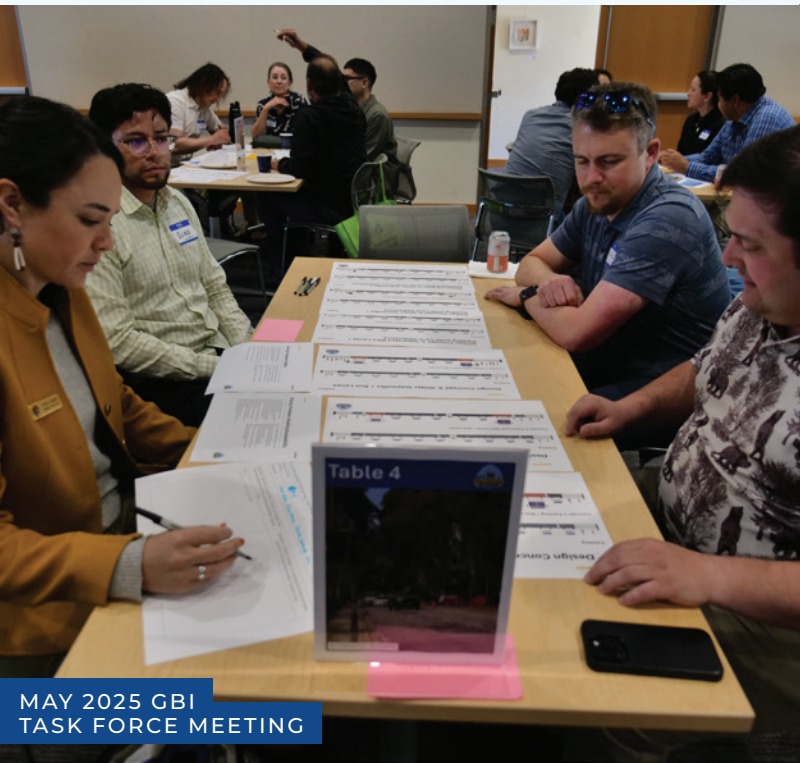


### Brainstorming Solutions

Participants brainstormed potential solutions to improve safety and mobility on El Camino Real. Discussions focused on pedestrian, bicycle, and transit improvements as a means of reducing injury collisions and expanding mobility options on the corridor. Participants also discussed an implementation process for these improvement measures. Ideas generated during these meetings were incorporated into the Goals, Actions, Target Outcomes, and Key Performance Indicators in **Chapter 5**.

Throughout these discussions, participants noted that **El Camino Real serves multiple functions as a state highway, countywide arterial, and local main street.**

Consequently, a coordinated implementation process is necessary that balances local needs with countywide consistency and connectivity.



Here are the key items participants identified:

#### Pedestrian Improvements

There is a clear need for pedestrian improvements across the corridor, including widening sidewalks, enhancing crosswalks, incorporating pedestrian-scaled lighting, and adding street trees and landscaping. Walkability serves as the foundation for vibrant neighborhoods, thriving businesses, and accessible transit facilities.



#### Bicycle Improvements

A desire for corridor-wide bicycle facilities, while acknowledging that right-of-way constraints at some pinch points may require use of parallel corridors. Building a connected bicycle network that facilitates both north-south travel on El Camino Real and east-west travel across El Camino Real was emphasized as an important priority. Consistent with DIB-94's guidance summarized in **Chapter 3**, bicycle improvements on El Camino Real should be physically separated from traffic to appeal to all ages and abilities.



#### Transit Improvements

Transit improvements should be incorporated alongside pedestrian and bicycle improvements, targeting improvements at bus stops (e.g. bus bulbs and bus boarding islands), enhancing pedestrian and bicycle access to bus stop and BART/Caltrain stations, and improving travel times and reliability for SamTrans service. Bus lanes were discussed as a potential solution on the wider six lane segments of El Camino Real, which could be accomplished via converting a general purpose lane.



#### On-Street Parking Tradeoffs

On-street parking presents tradeoffs given limited space for active transportation and transit improvements on the corridor. While on-street parking can play a key role for facilitating access to businesses on parts of the corridor, there was consensus that on-street parking has lower value than active transportation and transit improvements for addressing mobility and safety needs, and is not well utilized on much of the corridor given ample off-street parking.

### Evaluating Tradeoffs

Following the brainstorming of potential solutions, participants reviewed a series of potential cross-sections for El Camino Real that illustrated a universe of possibilities for the corridor. These cross-sections became the design alternatives shown in **Chapter 6**. A consensus emerged for design alternatives that incorporated bus lanes, separated bike lanes, and wider sidewalks to address mobility and safety needs. In contrast, there was limited interest in preserving the status quo that tends to prioritize traffic operations and on-street parking.

#### Continuing Coordination Efforts

Concluding the Action Plan work program, the Task Force and Working Group reviewed the Action Plan document and weighed in on next steps in the Caltrans project development process and funding approach. The Task Force and Working Group will continue to serve as the forum for engaging across agencies, advocacy organizations, and business groups as work on the corridor continues.



## Community Outreach

### City-Led Outreach

Community outreach on El Camino Real is currently being led at the local level, with each city seeking input on their respective corridor studies (see **Chapter 3** for a summary of these studies). As of Fall 2025, community outreach is ongoing in South San Francisco, San Bruno, Millbrae, San Mateo, Belmont, and San Carlos, while outreach has been completed in Colma, Burlingame, Redwood City, and Atherton as part of recent studies. The GBI Action Plan has exercised care to avoid duplicating these efforts; corridor-wide input has been received via a synthesis of recently completed countywide outreach efforts and presentations at city council meetings. Preliminary findings suggest a shared interest throughout the corridor in advancing active transportation, transit, and safety improvements, and agreement that maintaining status quo on El Camino Real is generally unacceptable.





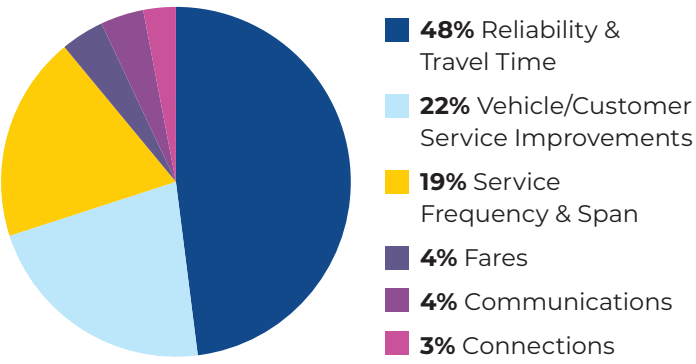
Countywide Outreach Findings

GBI builds on public outreach findings from prior countywide planning studies including the SamTrans El Camino Real Bus Speed and Reliability Study, the C/CAG Local Roadway Safety Plan (LRSP), and the C/CAG Countywide Active Transportation Plan. Collectively, public input across all three studies emphasizes the importance of transformative transportation investments on El Camino Real to improve safety, connectivity, and access for people walking, biking, and taking transit.

SamTrans Rider Outreach (2018-2024)

In 2018, SamTrans conducted an extensive on-board survey of Route ECR riders SamTrans to better understand travel behavior, rider demographics, and assess how the agency could improve Route ECR. Riders indicated that improving bus reliability and travel time should be the agency's top priority. These findings were echoed in public outreach for Reimagine SamTrans in 2020-2021 and SamTrans' 2024 Triennial Customer Survey.

Figure 4.1. SamTrans Rider Priority Improvements for Route ECR



Source: SamTrans Rider Outreach Survey, 2018.

In 2022, SamTrans conducted outreach to riders to hear their priorities for specific bus improvements along Route ECR. Outreach materials focused on a multilingual project website, interactive map, pop-up events, and a virtual public hearing. Riders shared concerns about reliability issues, including inconsistent service frequencies and buses showing up late or not at all. Riders expressed strong support for bus lanes, reducing the number of stops, and improving bus stops.

Recent outreach efforts have found a desire for multimodal transportation improvements to improve conditions for walking, biking, and using transit on El Camino Real.

“  
**Crossing El Camino Real to get to the bus stop is dangerous. Cars don't stop for pedestrians.**  
C/CAG LRSP

“  
**Route ECR is never on time and causes me to be late to work.**  
REIMAGINE SAMTRANS PHASE 1

“  
**People drive too fast down El Camino Real.**  
C/CAG LRSP

“  
**Route ECR needs to be faster. It's always late, then when it finally comes, two buses come back-to-back.**  
SAMTRANS 2024 TRIENNIAL SURVEY

“  
**Biking on El Camino is too difficult. There are too many fast cars, parked cars, cars pulling out, poor bike visibility.**  
C/CAG LRSP

C/CAG Local Roadway Safety Plan (2024)

The C/CAG Local Road Safety Plan engaged the public through a mix of in-person events and an online survey to understand key community safety concerns on both a local and countywide scale. Key themes emerging from public engagement include a need to improve safety, enhance connectivity, pair safety and transit improvements, and address roadway conditions through targeted infrastructure improvements. Specific feedback related to El Camino Real included a need for safety improvements for people walking and biking, and a desire for lane or roadway narrowing.

- **Safety:** Respondents expressed a countywide need to improve conditions for people walking and biking, with concerns about high vehicle speeds, traffic volumes, and unsafe driver behavior. Priority improvements should include new and widened sidewalks, safer crosswalks, pedestrian-scale lighting, accessible curb ramps, separated bicycle facilities (especially at intersections), and traffic calming measures. Respondents noted that there was a particular need for safety improvements for people walking and biking on El Camino Real.
- **Connectivity:** Respondents stated a desire for a continuous pedestrian and bicycle network that provides strong connections to transit stations, schools, parks, and job centers, as well as improved first- and last-mile access.
- **Transit:** Respondents expressed a desire for more reliable and frequent transit service, paired with safer and more convenient walking and biking connections to transit stations.
- **Traffic Operations and Roadway Infrastructure:** Respondents cited concerns with congestion, vehicle conflicts at intersections, and pavement conditions. Priority roadway improvements should include barriers to separate two-way traffic, extended passing lanes, and high-occupancy vehicle lanes. Respondents also noted a desire for lane or roadway narrowing along El Camino Real.

C/CAG Countywide Comprehensive Bicycle and Pedestrian Plan (2021)

The C/CAG Countywide Bicycle and Pedestrian Plan involved two advisory committees, virtual public events including two multilingual community workshops, and a project website and online interactive map. C/CAG received input on community members' top priorities and concerns, priority locations for improvements, as well as any key regional routes and destinations that should be included in the countywide bicycle and pedestrian networks. As part of the study, the public and stakeholders expressed interest in the following improvements:

- **Connectivity improvements** including a more continuous countywide bikeway network, a comfortable north-south connection (including a backbone 'bicycle superhighway' on El Camino Real), continuous bicycle facilities across jurisdictional boundaries, and easy and safe access to key destinations.
- **Safety improvements** including more separated bicycle facilities, traffic calming programs to address high motor vehicle speeds, and crosswalk improvements.
- **Equity focused improvements** including implementing projects in lower income communities and developing projects that provide safe and comfortable travel conditions users of all ages and abilities.
- **Process improvements** including aligning countywide and local plans and providing funding, programs, and policies to support maintenance and project delivery.

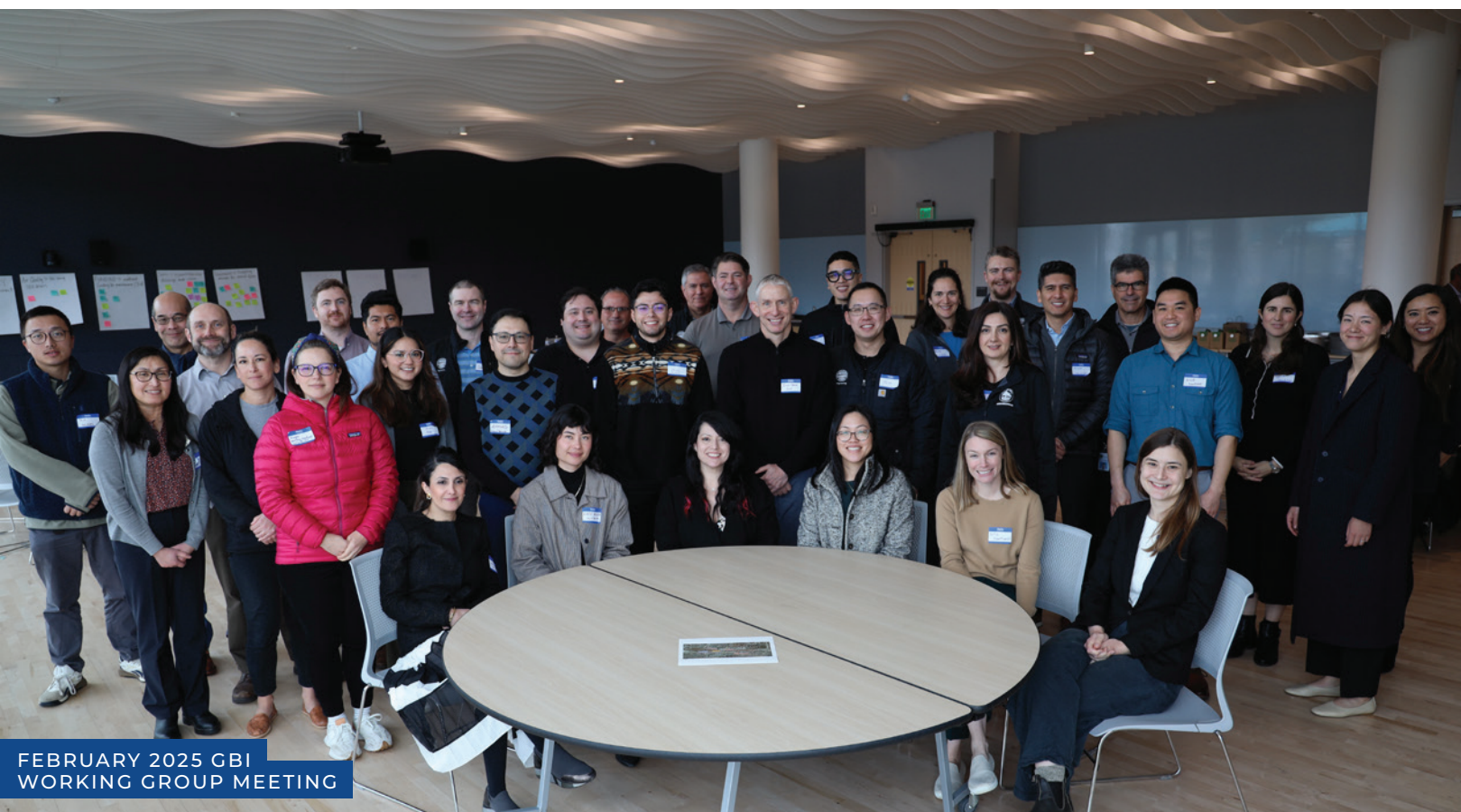




## GBI Task Force & Working Group Meetings



FEBRUARY 2025 GBI WORKING GROUP MEETING



FEBRUARY 2025 GBI WORKING GROUP MEETING

## GBI City Council Roadshow

**SamTrans**, with support from **SMCTA** and **Caltrans**, presented at city council and committee meetings in every city along El Camino Real in San Mateo County in the Fall of 2025. The purpose of the city council roadshow was to share updates on the Grand Boulevard Initiative, present initial findings from the GBI Action Plan, and provide an opportunity for councilmembers to provide feedback. City councils across the corridor expressed strong support for the Grand Boulevard Initiative and its vision to transform El Camino Real into a safer, more inviting street that serves people walking, biking, and taking transit. Councilmembers acknowledged that infrastructure improvements along El Camino Real have been challenging to implement at the city level, given the number of jurisdictions and agencies involved, and welcomed GBI's renewed regional framework and implementation focus. While supporting a shared regional framework, city councils noted that corridor alternatives should incorporate a context-sensitive approach that adapts the countywide vision to each community's conditions and priorities.

### ROADSHOW LEAD AGENCIES



MAY 2025 GBI WORKING GROUP MEETING



MAY 2025 GBI TASK FORCE MEETING



JULY 2025 GBI WORKING GROUP MEETING

### Next Steps for Community Engagement

Community engagement will continue through local corridor studies and via the Caltrans project development process described in **Chapters 5 and 7**.



5

# Goals & Actions

This chapter summarizes the vision, goals, and actions for El Camino Real, accompanied by target outcomes, key performance indicators, recommended improvement measures, and implementation guidance. The content of this chapter seeks to address the corridor needs and problem statements identified in **Chapter 2** and builds upon the previous plans and policies summarized in **Chapter 3** along with input from the Task Force and Working Group summarized in **Chapter 4**. This chapter provides the GBI Action Plan’s policy framework and key recommendations to advance improvements on El Camino Real.

VISION STATEMENT

**El Camino Real is a safe and vibrant street where people of all ages and abilities travel comfortably.**



The Grand Boulevard Initiative Working Group helped develop the Vision Statement to articulate the desired form and function of El Camino Real:

DEFINITIONS

A **‘safe street’** eliminates fatalities and serious injuries and provides safer outcomes for all users.

A **‘vibrant street’** supports local businesses, accommodates new residents and jobs, strengthens a sense of community, and is a place where people want to spend time.

**‘All ages and abilities’** means that everyone feels comfortable and safe while traveling, including youth, seniors, and people with disabilities.

## Goals & Actions

To realize the corridor-wide vision and address the needs, opportunities, and challenges described in **Chapters 2-4**, the GBI Action Plan identifies a series of Goals and Actions targeting specific topics related to street design on El Camino Real. The Goals and Actions intend to support broader state, regional, and countywide goals related to the reduction of greenhouse gas emissions and vehicle miles traveled, improved climate resiliency, and a more equitable transportation system. Goals and Actions are summarized in **Table 5.1** and described below.

**Key recommendations are highlighted under each Action.** Most of these measures can and should be pursued in tandem with any of the street design alternatives pursued on the corridor described in **Chapter 6**.

Table 5.1. Goals and Actions

| TOPIC    | PROBLEM STATEMENT   | GOAL   | ACTIONS  |
|----------|---|--|--|
| SAFETY   | El Camino Real has an unusually high rate of fatal or serious injury crashes, particularly for people walking and biking. | Adopt an injury-prevention mindset for El Camino Real.               | <b>1A:</b> Prioritize changes that improve safety for vulnerable roadway users.<br><b>1B:</b> Manage conflicts to reduce the potential for crashes.<br><b>1C:</b> Manage speeds to reduce the severity of crashes.   |
| MOBILITY | El Camino Real’s highway-like design discourages walking, biking, and transit use.  | Transform El Camino Real into a complete street.                     | <b>2A:</b> Advance corridor-wide bike and transit improvements to expand mobility choices<br><b>2B:</b> Enhance walkability and amenities to support vibrant communities and a sense of place<br><b>2C:</b> Incorporate a context-sensitive approach that adapts the countywide vision to local conditions |
| PROCESS  | It’s too challenging for individual cities to develop, implement, and fund transportation projects on El Camino Real.     | Create a framework for change aligning vision, process, and funding. | <b>3A:</b> Pursue a countywide project development process in partnership with Caltrans<br><b>3B:</b> Maintain interagency collaboration through construction, operations, and maintenance activities<br><b>3C:</b> Use the GBI Action Plan to guide decision-making                                       |



## Goal 1 Adopt an Injury-Prevention Mindset for El Camino Real



### Problem Statement

El Camino Real has a high concentration of fatal or serious injury crashes, particularly for people walking and biking.

### Goal

Adopt an injury-prevention mindset to eliminate fatal and serious injury crashes on El Camino Real.

### Context

Caltrans has committed to prioritizing safety on state highways, including the elimination of fatal and serious injury crashes as well as race-, age-, ability- and mode-based disparities in road safety outcomes. Cities and C/CAG have each identified El Camino Real as a part of local and countywide high injury networks, which represent a disproportionate concentration of fatal and serious injury crashes. Adopting an injury prevention mindset means infusing every project on El Camino Real with measures to proactively reduce the likelihood and severity of injury collisions, especially for vulnerable roadway users.

### Supporting Documents

- Caltrans Directors Policy 36 and 37 (DP-36 and DP-37)
- Caltrans Design Information Bulletin 89 and 94 (DIB-89 and DIB-94)
- Caltrans Intersection Safety and Operational Assessment Process (ISOAP)
- C/CAG Countywide Local Road Safety Plan
- C/CAG Sustainable Streets Master Plan
- City Local Road Safety Plans and Vision Zero Plans

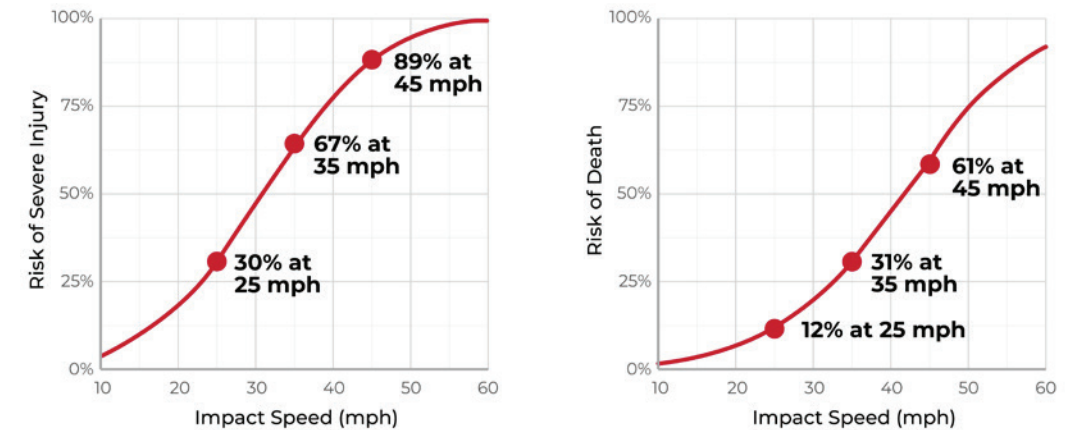
### Actions

#### ACTION 1A: PRIORITIZE CHANGES THAT IMPROVE SAFETY FOR VULNERABLE ROADWAY USERS

Eliminating fatal and serious injury crashes starts with prioritizing vulnerable roadway users, namely pedestrians, bicyclists, and transit riders. Vulnerable users lack the physical protection of a motor vehicle and are therefore more susceptible to injury or death in traffic crashes. Pedestrians, including transit riders, are exposed to a range of stressful conditions when traveling on El Camino Real that contribute to a greater likelihood of fatal or serious injury collisions, including but not limited to unmarked or unsignalized crosswalks, poor lighting, long crosswalks, wide curb radii, sidewalk gaps, frequent driveways, constrained bus stops, and lack of separation from high-speed vehicle travel. Bicyclists encounter a similar set of issues, as El Camino Real has no separated bike lanes. **Prioritizing vulnerable users means advancing pedestrian, bicycle, and transit improvements even when it presents tradeoffs for traffic operations or parking.**

Specific recommendations for improvement measures are detailed further in Actions 2A-2B.

Figure 5.1. Relationship of Vehicle Speed to Risk of Severe Injury and Death for Pedestrian Crashes



Source: Limpert, R. (1994). Motor Vehicle Accident Reconstruction and Cause Analysis (4th ed.).

#### ACTION 1B: MANAGE CONFLICTS TO REDUCE POTENTIAL FOR CRASHES

El Camino Real experiences a high concentration of conflict points due to its density of uncontrolled driveways and intersections. Driveways are the most common source of uncontrolled conflicts between vehicles, pedestrians, and bicyclists, and can pose particular challenges when clustered together or near intersections, overlapping bus stops, and paired with uncontrolled left turns. Uncontrolled intersections often result in higher speed conflicts associated with left turning vehicles across oncoming vehicle traffic as well as people walking and biking. These conflict points are further exacerbated by the mixing of vehicles, buses, bicyclists, and pedestrians in limited street spaces, and lack of physical and temporal separation measures between these users.

**Conflict points should be minimized to the extent possible on El Camino Real, especially driveways and uncontrolled left turns.** Street improvements and development projects should aim to remove or consolidate driveways where feasible, and new driveways should be avoided. Uncontrolled left turns should be limited by closing gaps in medians, incorporating new traffic signals and protected left turn phases, or implementing turn restrictions.

**Where conflict points occur, users should be separated in space and time.** Physical separation measures should include separated bikeways, bus lanes, sidewalk gap closures, curb extensions, and medians. Temporal separation measures should include adding traffic signals, pedestrian hybrid beacons, and turn restrictions.

Specific recommendations for improvement measures are detailed further in Actions 2A-2B.

#### ACTION 1C: MANAGE SPEEDS TO REDUCE THE SEVERITY OF CRASHES

Risk of severe injury or death rises exponentially with vehicle speed: a pedestrian hit at 35 miles per hour is more than twice as likely to experience a severe injury or death compared to a pedestrian hit at 25 miles per hour as shown in **Figure 5.1**. El Camino Real generally has a posted speed limit of 35 miles per hour, and drivers often travel in excess of this speed limit.

**Changes to street design on El Camino Real should target operating speeds of 25 to 30 miles per hour.** Caltrans' DIB-94 suggests streets in urban communities (such as those served by El Camino Real) should target operating speeds of 25 to 30 miles per hour. Lowering speed limits and target operating speeds through roadway design and traffic calming reduces the severity of crashes to improve safety for all road users. Suggested design treatments are included in Caltrans' Traffic Calming Guide and the FHWA Safe System Speed Management Guide, and are further detailed under Actions 2A-2B.

**Geometric design changes should be reinforced by retiming signal progression and pursuing state legislation to implement speed enforcement cameras.** During late night hours when traffic volumes are low and visibility is poor, incorporating 'rest on red' signal timing should also be considered to help prevent speeding by setting traffic signals on red until vehicles approach. **Combined, these measures would holistically reduce vehicle operating speeds on El Camino Real.**



## Goal 2 Transform El Camino Real into a Complete Street



### Problem Statement

El Camino Real's highway-like design discourages walking, biking, and transit use.

### Goal

Transform El Camino Real into a complete street that works for all users.

### Context

El Camino Real's antiquated infrastructure no longer reflects the needs and objectives of the communities it serves. In coordination with various local corridor studies (summarized in [Chapter 4](#)), the GBI Action Plan identifies a universe of design alternatives that are possible across the corridor's varying sections to carry into the Project Initiation Document for further study and evaluation (see [Chapter 6](#)). Actions 2A-2C articulate countywide priorities voiced by the Task Force and Working Group to achieve a complete street consistent with countywide, regional, and state plans. A preferred alternative is not identified at this stage; these decisions will occur during the Project Approval & Environmental Document (PA&ED) phase of the Caltrans project development process.

### Supporting Documents

- Caltrans DP-36, DP-37, and Draft Director's Transit Policy
- Caltrans District 4 Transit, Bicycle, and Pedestrian Plans
- C/CAG Countywide Bicycle and Pedestrian Master Plan
- C/CAG Countywide Local Road Safety Plan
- C/CAG Sustainable Streets Mater Plan
- SamTrans El Camino Real Bus Speed & Reliability Study
- Local Active Transportation Plans, Safety Plans, and Corridor Plans

### Actions

#### ACTION 2A: ADVANCE CORRIDOR-WIDE BICYCLE AND TRANSIT IMPROVEMENTS TO EXPAND MOBILITY CHOICES

El Camino Real serves as a backbone for the countywide bicycle and transit networks. Consequently, people bicycling and riding buses should have a seamless, efficient, and comfortable experience using the corridor. A consistent and cohesive approach to bicycle and transit facilities is necessary to achieve countywide, regional, and state policy goals for the corridor.

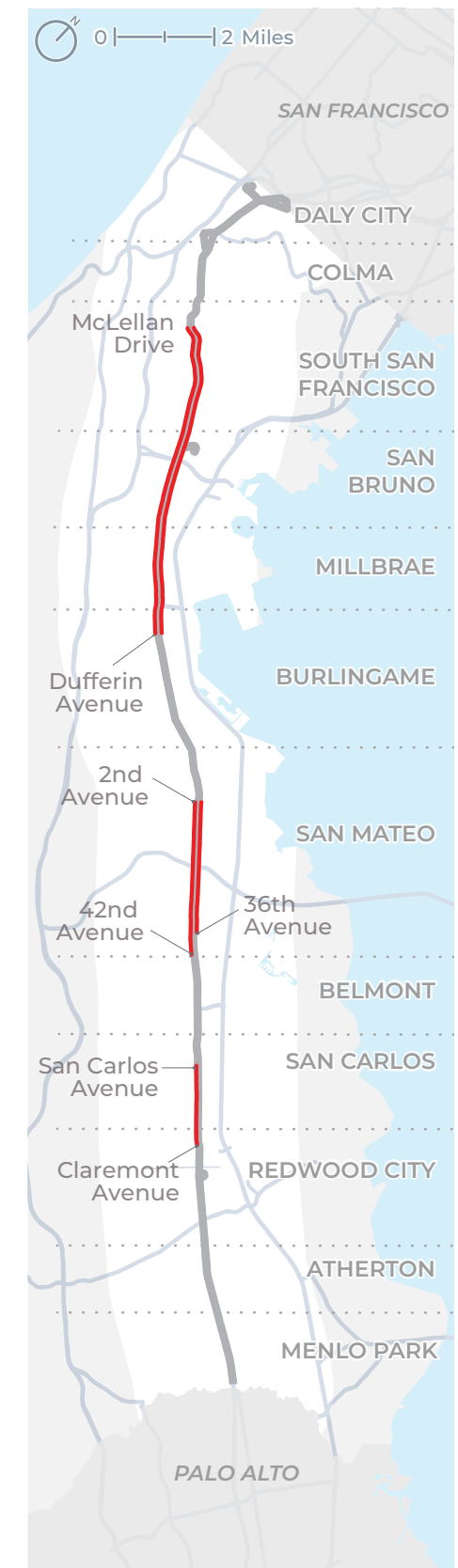
**El Camino Real (and/or parallel streets) should incorporate a continuous all ages and abilities bikeway.** An all ages and abilities bikeway would be accomplished either via advancing a Class IV separated bikeway or Class I bike path on El Camino Real or comparable facilities serving all ages and abilities on nearby parallel routes. A Class IV separated bikeway or Class I bike path on El Camino Real is preferred to provide direct connections between key destinations along the corridor. If such a facility is not provided on El Camino Real, improvements to parallel street(s) should be identified within roughly one half-mile of El Camino Real to achieve consistency with Caltrans, MTC, and C/CAG plans for a continuous backbone bikeway serving the corridor. Parallel street improvements should be fully funded prior to construction of corridor streetscape improvements on El Camino Real. In either case, El Camino Real should incorporate comfortable bicycle crossings for intersecting bike facilities to reduce barriers for biking.

**El Camino Real should feature transit improvements that reduce travel times, improve reliability, and enhance the user experience.** The El Camino Bus Speed & Reliability Study includes specific guidance on bus stop placement and suitable improvement measures, while SamTrans' Bus Stop Design Guidelines provide specifications for bus stop layout and bus shelters. Specific recommendations include the following:

- **Bus bulbs** (curb extensions at bus stops) help buses drop off and pick up passengers without weaving in and out of traffic.
- **Bus boarding islands** (bus bulbs with a separated bikeway bypass) provide the added benefit of separating bicyclists from buses.
- **Far-side stops** (located after an intersection) typically minimize conflicts with vehicles and pedestrians, whereas near-side stops (located before an intersection) can result in conflicts with right-turning vehicles and limit pedestrian visibility.
- **Transit signal priority** helps reduce delay for buses at traffic signals by extending green phases when buses are approaching.
- **Bus shelters** facilitate more comfortable waiting environments for riders, providing protection from sun, rain, wind, and noise.

**Bus lanes should be prioritized where there are slow to moderate bus speeds and excess travel lanes.** Consistent with the El Camino Real Bus Speed & Reliability Study, curbside bus lanes are best suited to sections with three travel lanes per direction and potential for improved travel times ([Figure 5.2](#)). Such conditions occur along roughly one-third of the corridor, including in South San Francisco, San Bruno, Millbrae, and Burlingame (6.1 miles) and in San Mateo (2.6-3.1 miles), and San Carlos and northern Redwood City (1.5 miles). Bus lanes along these segments would help reduce bus travel times by 10 to 20 minutes while also serving emergency vehicles and right-turn movements.

**Figure 5.2. Recommended Segments for Curbside Bus Lanes**



Source: SamTrans.





### What Bicycle Facility Types are Suitable for El Camino Real and Parallel Corridors?

Caltrans' Design Information Bulletin 94 (DIB-94) recommends bicycle facilities for different street types depending on posted speed and average daily traffic. As shown in **Figure 5.3**, Class IV separated bikeways or Class I bike paths are recommended for streets like El Camino Real that serve 20,000 to 50,000 vehicle per day with posted speeds of 35 to 40 MPH. Class IV separated bikeways and Class I bike paths provide the most separation from motorized vehicles and can achieve a low stress, all ages and abilities facility especially when paired with other traffic calming measures to reduce vehicle operating speeds. Caltrans' DIB-89 provides additional guidance around designing separated bikeways.

On parallel streets, a wider range of potential bikeway facilities may be suitable for all ages and abilities depending on traffic volumes and vehicle speeds, including shared facilities like class IIIB bicycle boulevards for low volume, low speed streets, and class II bike lanes or class IIB buffered bike lanes for low- to moderate-volume streets. Caltrans' DIB-89 provides bikeway design guidance.

### ACTION 2B: ENHANCE WALKABILITY AND AMENITIES TO SUPPORT VIBRANT COMMUNITIES AND A SENSE OF PLACE

Walkability is a function of a pedestrian's interactions with infrastructure, density and mix of land use, and variety of landscaping and amenities. On El Camino Real, the building blocks to improve walkability within the public realm include widening sidewalks, separating and buffering pedestrians from vehicles, reducing conflicts at intersections and driveways, and enhancing amenities, landscaping, and stormwater management features to support a more comfortable experience on foot.

**El Camino Real should incorporate pedestrian improvements everywhere to provide a seamless, connected, and inviting environment for walking.**

- **Provide signals or pedestrian hybrid beacons at all marked crosswalks:** Uncontrolled marked crosswalks experience a disproportionately high rate of pedestrian KSI collisions; traffic signals or pedestrian hybrid beacons more effectively separate pedestrian movements from oncoming vehicles.
- **Close gaps in sidewalks and crosswalks:** Continuous sidewalks along the entirety of El Camino Real and crosswalks at all legs of signalized intersections improves pedestrian safety accessibility while enhancing first/last mile connections to transit.
- **Address long gaps between traffic signals:** New traffic signals and pedestrian hybrid beacons improve accessibility for pedestrians and bicyclists crossing El Camino Real and help manage traffic flows.
- **Reduce wait times for pedestrians crossing El Camino Real:** Shorter wait times at traffic signals and pedestrian hybrid beacons reduce barriers to crossing El Camino Real and likelihood of pedestrians crossing during a "Don't Walk" phase due to avoid long waits.
- **Provide curb extensions at intersections (i.e. bulbouts):** Curb extensions at intersections increase the visibility of pedestrians and reduce crosswalk distances, especially when accompanied with reductions in curb radii to reduce vehicle turning speeds. Curb extensions can be paired with landscaping and stormwater management features.

- **Incorporate pedestrian-scaled lighting and high-visibility crosswalk striping:** Lighting oriented toward pedestrians helps improve visibility at night when pedestrian KSI collisions are more likely to occur, while high-visibility crosswalks help improve visibility of pedestrians crossing the street.
- **Incorporate landscaping and stormwater management features with new sidewalks, bulbouts, and medians:** Street trees and other landscaping provides shade and buffers pedestrians from vehicles, while stormwater management reduces flooding and creates more resilient infrastructure.
- **Repurpose excess street space for pedestrian plazas, parklets, and other public uses:** Seek placemaking opportunities to repurpose excess street space at oversized or skewed intersections. Wider sidewalks create the potential for wayfinding, public art, and other ways to highlight the history, cultural significance, and economic vitality of the corridor.

**New developments present the best opportunity to widen sidewalks and create a more vibrant pedestrian realm.** Developments present opportunities to incorporate easements and setbacks to provide additional space for wider sidewalks, street trees, stormwater management features, and amenities, as well as removing driveways and shifting vehicle access off of El Camino Real where possible. Ideally, sidewalks should be 15 feet wide (inclusive of a 5-foot planting strip buffer zone for landscaping and a 10-foot through zone), though 12 feet or less may be necessary in constrained areas. Local zoning codes, objective design standards, and transportation

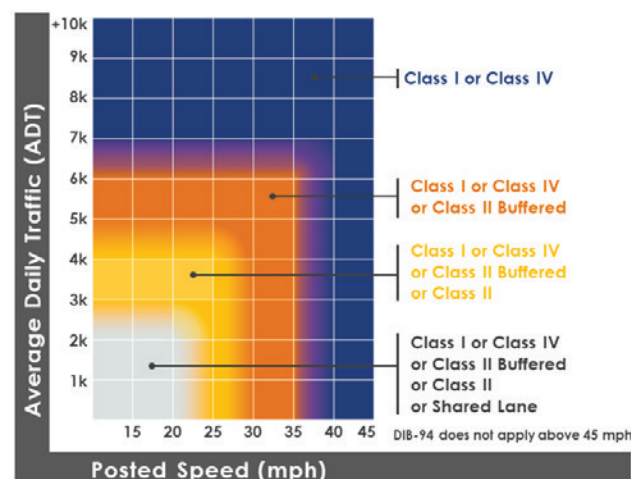
demand management ordinances should aim to advance walkable, transit-oriented development on El Camino Real, while development review processes should evaluate consistency of development projects with the GBI Action Plan's goals. It is generally preferable to preserve existing street right-of-way for bicycle and transit improvements in lieu of widening sidewalks. However, widening sidewalks within the existing street right-of-way may be suitable along segments where limited development is expected to occur, and it is infeasible to pursue sidewalk easements within existing sites.

### ACTION 2C: INCORPORATE A CONTEXT-SENSITIVE APPROACH THAT ADAPTS THE COUNTYWIDE VISION TO LOCAL CONDITIONS

GBI provides a countywide framework to advance safety, transit, and active transportation improvements across the 25-mile El Camino Real corridor. Within this framework, there is flexibility to tailor and customize local streetscape projects to address local transportation needs and incorporate design features such as lighting, landscaping, stormwater management, wayfinding signage, and other elements. Continued collaboration between countywide and local planning efforts will help realize a Grand Boulevard that reflects the unique contexts of the communities it serves.

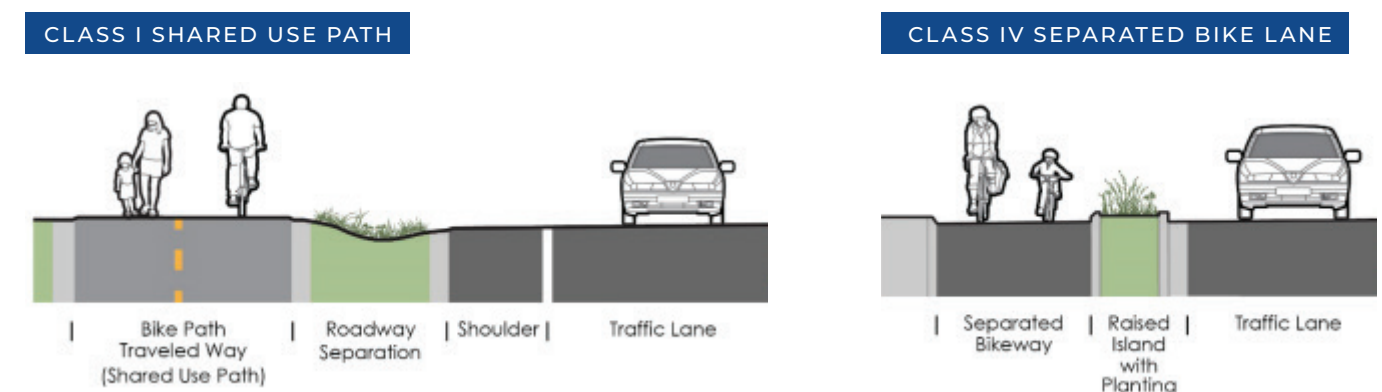
A single one-size-fits-all cross-section is unlikely to emerge as a preferred alternative. **However, a unified approach to safety improvements should be present throughout the corridor to ensure consistency and minimize confusion when transitioning across cities.**

**Figure 5.3. DIB-94 Recommendations for Bicycle Facilities by Posted Speed and Average Daily Traffic**



Source: Caltrans DIB-94, 2024.

**Figure 5.4. DIB-94 Recommended Bicycle Facilities on El Camino Real**



Source: Caltrans DIB-94, 2024.



## Goal 3 Create a Framework for Change



### Problem Statement

It's too challenging for individual cities to develop, implement, and fund transportation projects on El Camino Real.

### Goal

Create a framework for change, aligning vision, process, and funding under the leadership of SamTrans, SMCTA, and C/CAG.

### Context

Advancing transportation projects on El Camino Real requires collaboration between cities, countywide and regional agencies, and Caltrans to identify the scope of improvements, navigate project approvals, and secure funding. In the past, this process has been further complicated by a misalignment of processes, policy, design standards, and funding criteria across agencies. However, by working together, a countywide project development process led by SamTrans and SMCTA presents the opportunity to pool resources and technical expertise. Moreover, the recent adoption of Caltrans DP-36, DP-37, and DIB-94, along with the pending approval of Caltrans' Transit Policy and SB-960 streamlining, has equipped Caltrans and cities with the tools necessary to work together more efficiently.

### Supporting Documents

- Caltrans DP-36, DP-37, and Draft Director's Transit Policy
- Caltrans Design Information Bulletin 94 (DIB-94)
- Caltrans Intersection Safety and Operational Assessment Process (ISOAP)
- Senate Bill 960

### Actions

#### ACTION 3A: PURSUE A COUNTYWIDE PROJECT DEVELOPMENT PROCESS IN PARTNERSHIP WITH CALTRANS

Historically, cities were individually responsible for implementing projects on El Camino Real, including managing, planning, designing, funding, and Caltrans approvals. This required significant time and resources from both cities and Caltrans, and extended the timeline for project development. Consequently, very few projects have been constructed on El Camino Real over the past two decades. Feedback from cities and Caltrans suggests that a coordinated process will help alleviate local challenges and better address shared countywide needs across El Camino Real.

The Caltrans project development process consists of three main phases: the Project Initiation Document (PID), Project Approval and Environmental Document (PA&ED), and Plans, Specifications, and Estimates (PS&E). **SamTrans and SMCTA will coordinate the Caltrans project development process at a countywide level, including a comprehensive strategy for implementation, phasing, and funding.** Jointly, SamTrans and SMCTA will consider sponsoring the future phases of work following approval by cities to minimize costs needed from local jurisdictions to implement the large-scale project.

#### ACTION 3B: MAINTAIN INTERAGENCY COLLABORATION THROUGH CONSTRUCTION, OPERATIONS, AND MAINTENANCE ACTIVITIES

Transforming El Camino Real will be one of the largest transportation projects pursued in San Mateo County in recent memory. The scale and complexity of this challenge is greater than any individual agency and will necessitate continued involvement and collaboration throughout the process. **GBI will remain a forum to facilitate collaboration from planning and design through construction, operations, and maintenance activities on the corridor.** This ongoing collaboration will help resolve key questions such as roles and responsibilities during construction, approaches to optimizing traffic operations while enhancing transit and active transportation, and developing standard maintenance agreements that agencies can use to advance transportation projects more easily in partnership with Caltrans.

#### ACTION 3C: USE THE GBI ACTION PLAN TO GUIDE DECISION-MAKING

The GBI Action Plan should be used to evaluate tradeoffs and guide challenging decisions on El Camino Real to ensure a seamless and cohesive corridor. The Action Plan builds upon a wide range of adopted plans and policies at the city, county, regional, and state levels that aim to achieve a safer street that supports more walking, biking, and transit use (see [Chapter 3](#)). **SamTrans, SMCTA, C/CAG, MTC, and Caltrans will use the GBI Action Plan to help plan, design, and fund improvements to El Camino Real.**



# Target Outcomes & Key Performance Indicators

The GBI Action Plan identifies four target outcomes associated with advancing the plans' goals and actions: a walkable pedestrian environment, a continuous all ages and abilities bikeway, an efficient and comfortable transit corridor, and the elimination of fatalities and serious injuries. Each target outcome has several key performance indicators to help evaluate progress toward implementation.

KEY

- + KPI aims to increase
- KPI aims to decrease

Table 5.2. Target Outcomes and Key Performance Indicators

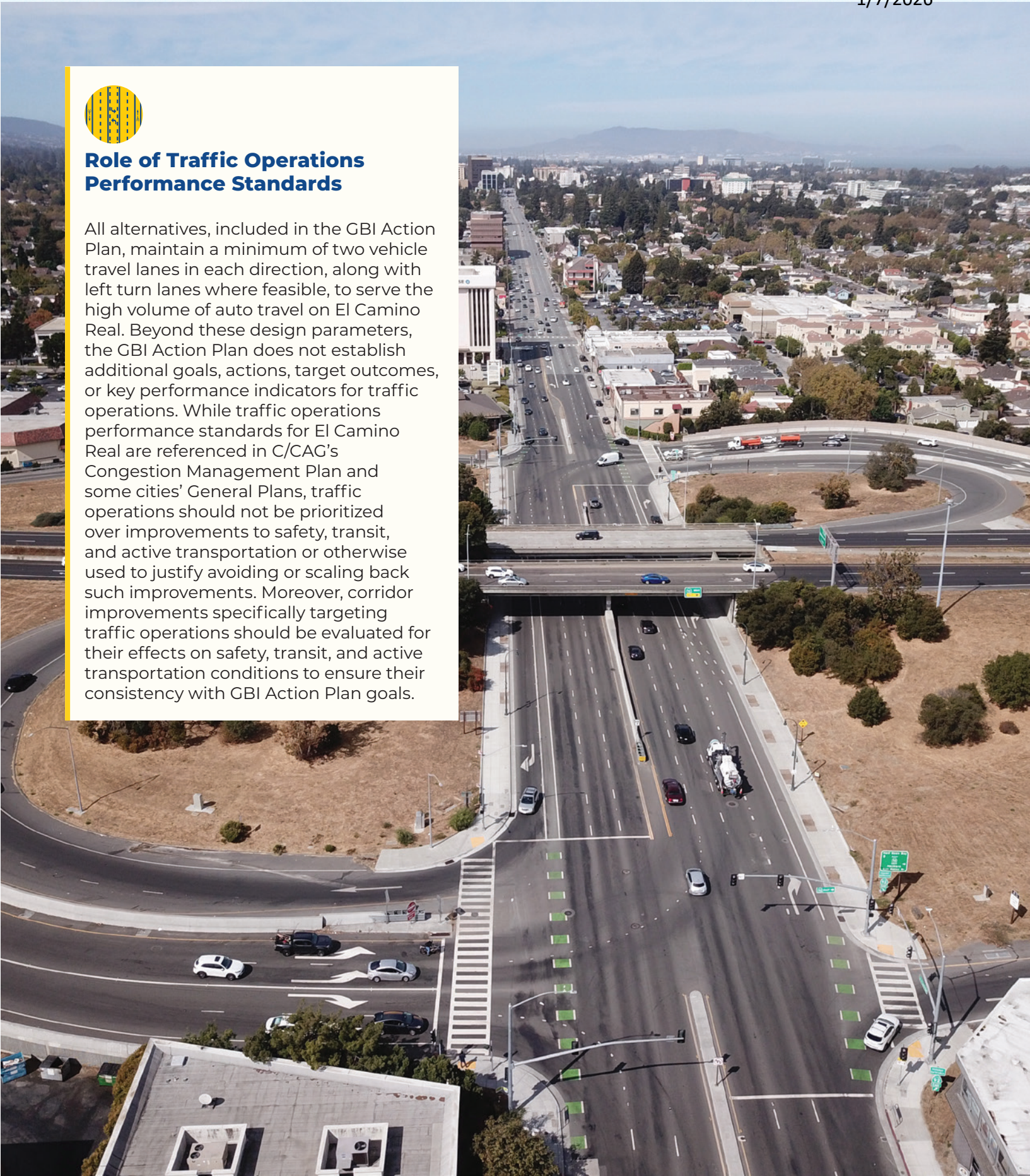
| TARGET OUTCOME                                 | KEY PERFORMANCE INDICATOR  | EXISTING CONDITIONS (2025)                          |
|--|--|---|
| A walkable pedestrian environment              | - Mileage without sidewalks on both sides of the street  | 3.5 miles   |
|  | - Number of marked crosswalks without signals or pedestrian hybrid beacons   | 15 marked crosswalks                                |
|  | - Number of intersections without marked crosswalks on all legs  | 63 intersections                                    |
|  | + Mileage of sidewalks greater than 15 feet wide (inclusive of planting strips)  | <1 mile   |
|  | - Mileage missing medians  | 6 miles   |
| A continuous all ages and abilities bikeway    | + Mileage of Class IV or Class I bikeway on El Camino Real   | 0 miles   |
|  | + Mileage of designated bikeways on parallel streets within ½ mile of El Camino Real with a level of traffic stress 1 or 2 designation | 9 miles   |
| An efficient and comfortable transit corridor  | One-way bus travel times reliably under 100 minutes throughout the day   | 115 to 145 minutes                                  |
|  | On-time performance >85% at all time points  | 63%   |
|  | + Percentage of stops located far-side and in-lane   | 27%   |
|  | + Miles of bus lanes   | 0 miles   |
|  | + Percentage of stops with bus shelters  | 34%   |
| Elimination of fatalities and serious injuries | - Number fatalities or serious injuries on El Camino Real  | 81 (2019-2023)                                      |
|  | + Mileage of 25 MPH posted speed limits <sup>1</sup>   | 0 miles (entire corridor is signed at 35 to 40 MPH) |

<sup>1</sup> Changes to posted speed limits would be advanced through updated roadway design and signal timing consistent with DIB-94 recommendations for urban communities.



## Role of Traffic Operations Performance Standards

All alternatives, included in the GBI Action Plan, maintain a minimum of two vehicle travel lanes in each direction, along with left turn lanes where feasible, to serve the high volume of auto travel on El Camino Real. Beyond these design parameters, the GBI Action Plan does not establish additional goals, actions, target outcomes, or key performance indicators for traffic operations. While traffic operations performance standards for El Camino Real are referenced in C/CAG's Congestion Management Plan and some cities' General Plans, traffic operations should not be prioritized over improvements to safety, transit, and active transportation or otherwise used to justify avoiding or scaling back such improvements. Moreover, corridor improvements specifically targeting traffic operations should be evaluated for their effects on safety, transit, and active transportation conditions to ensure their consistency with GBI Action Plan goals.





6

# Design Alternatives

The GBI Action Plan represents the first step toward redesigning El Camino Real, a process that is advancing alongside local corridor studies and a coordinated Caltrans project development process. This chapter defines the universe of design alternatives that are possible across the corridor's varying sections, including concepts discussed in adopted plans and ongoing corridor studies. This chapter also compares these alternatives against countywide priorities voiced by the Task Force, and makes recommendations to ensure countywide consistency in accordance with Actions 2A-2C.

## Existing Conditions

El Camino Real has four- and six-lane sections that are as narrow as 60 feet (in Burlingame) and as wide as 140 feet (in Millbrae). Most sections are somewhere in between, and have sidewalks up to 10 feet wide, on-street parking, left turn lanes, and medians, although the presence of these features vary from city to city.

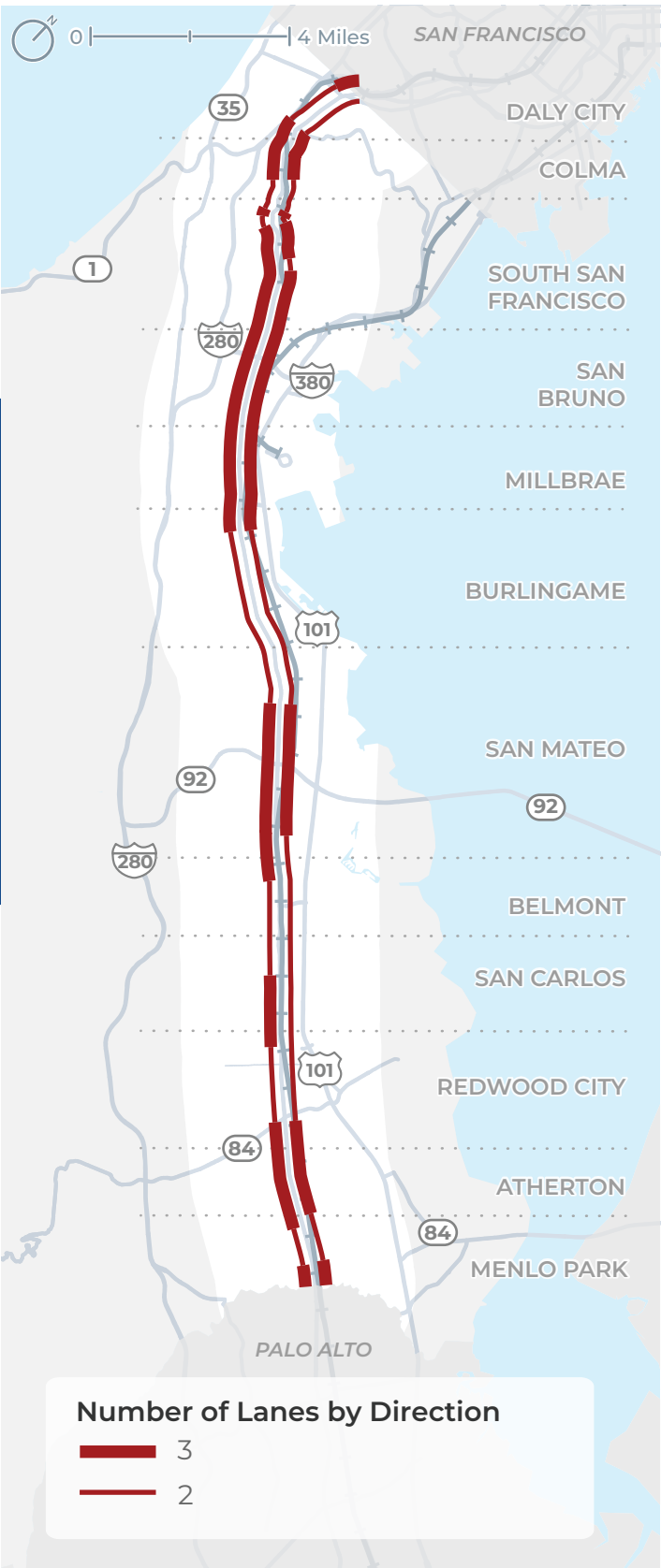
### Existing Typical 4 Lane Section



### Existing Typical 6 Lane Section

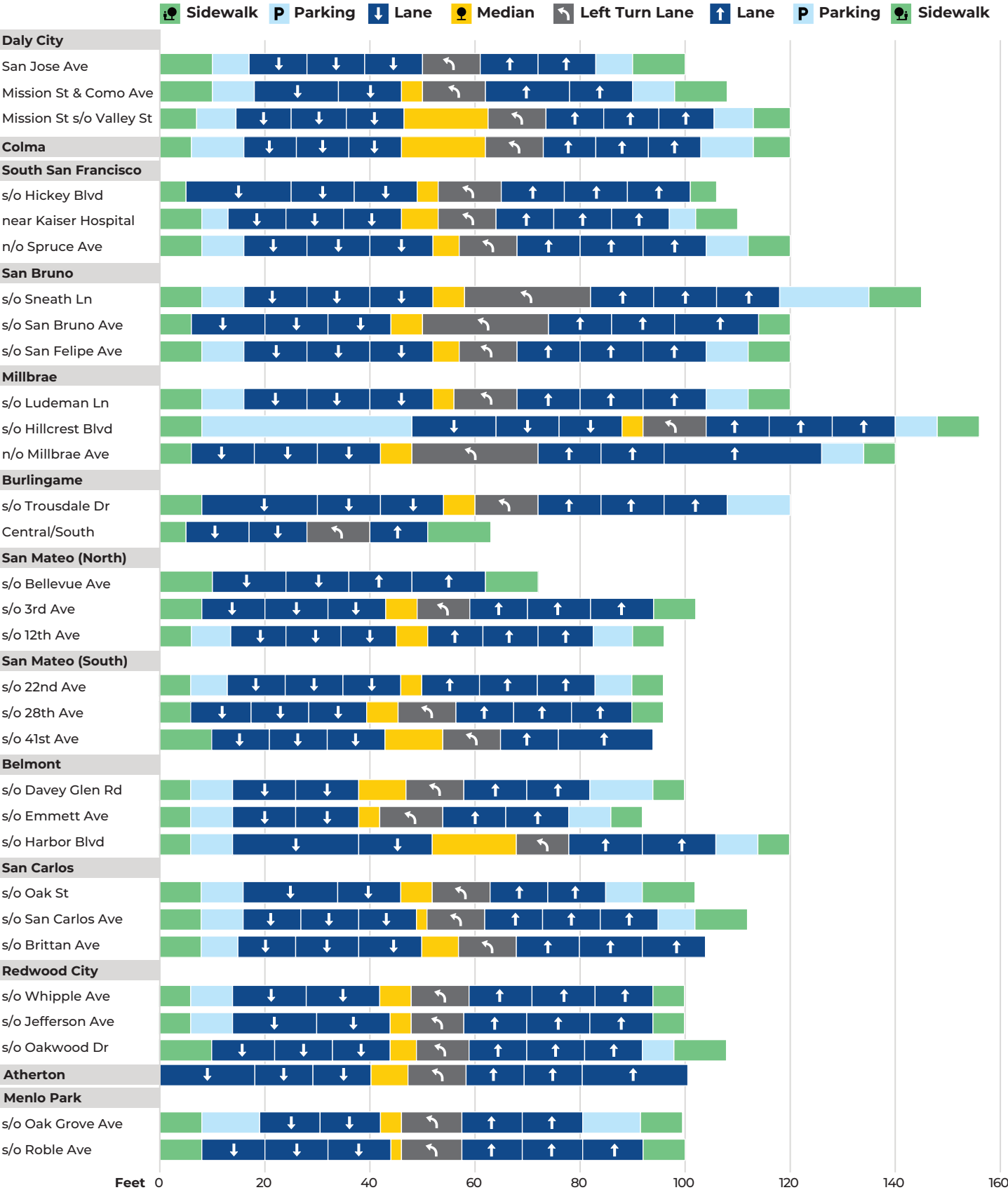


Figure 6.1. Number of Through Lanes by Direction



Source: Fehr & Peers.

Figure 6.2. Sample Cross-Sections by City



Notes: s/o = south of; n/o = north of.  
Generalization based on sample section locations; some variation occurs throughout the corridor. Details such as double left turn lanes, right turn lanes, shoulders, and local access parking lanes not depicted.



### Definition of Alternatives

The GBI Action Plan identifies cross-section alternatives – generalized representations of how street space could be reallocated – that could fit on either the four- or six-lane sections on the corridor. The alternatives include the number of general purpose travel lanes (including lane reductions or conversions) and compatibility with different approaches to curb space presently under study in various local complete streets studies. Each alternative incorporates the following baseline design parameters:

- Maintains a minimum cross-section of four travel lanes (two lanes in each direction) to serve existing and future traffic volumes, which are expected to remain relatively high (20,000 to 40,000 across most of the corridor); where excess travel lanes are present, alternatives for a lane

- conversion (bus lanes) or lane reduction (road diet) are considered.
- Provides sidewalks and a median with a left turn lane (where feasible within the right-of-way).
- Preserves flexibility to be paired with various curb space uses, including on-street parking or loading, wider sidewalks, or separated bike lanes where space permits; however, there is often not enough right-of-way on these sections to incorporate more than one curb space use.
- Incorporates programmatic changes to intersections, curb space, parking, transit, and active transportation facilities consistent with Actions 1A-1C and 2A-2C.

Four alternatives are presented below (Figure 6.3). For planning purposes, each alternative is defined by the layout of travel lanes, with options

to pair those layouts alongside changes to curb space uses (i.e., maintaining on-street parking, adding separated bike lanes, or widening sidewalks) pending the outcomes of local corridor studies. These alternatives represent a generalization of the possibilities across the 25-mile El Camino Real corridor; however, each city has unique characteristics that may result in some variation across these alternatives.<sup>1</sup>

<sup>1</sup> While the alternatives strive to capture the range of conditions on El Camino Real, there are some notable outliers. For example, Burlingame has a very constrained cross-section without left turn lanes or parking, while Daly City has extra space that provide more flexibility to accommodate widening sidewalks or adding separated bicycle lanes while maintaining on-street parking.



Source: NACTO

Figure 6.3. Alternatives for Further Evaluation

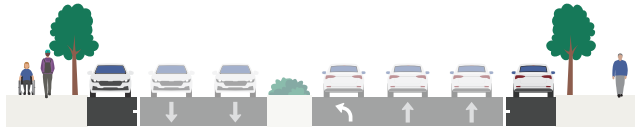
#### Four-Lane Sections

##### MAINTAIN 4 LANES

##### Alternative 1. Maintain 4 Lanes



##### 1-A. 4 Lanes + Parking



##### 1-B. 4 Lanes + Separated Bike Lanes



##### 1-C. 4 Lanes + Wider Sidewalks



#### Six-Lane Sections

##### MAINTAIN 6 LANES

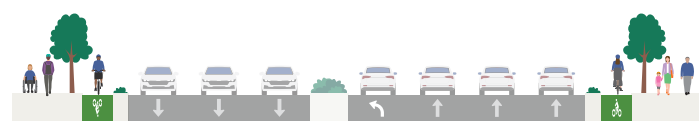
##### Alternative 2. Maintain 6 Lanes



##### 2-A. 6 Lanes + Parking



##### 2-B. 6 Lanes + Separated Bike Lanes



##### 2-C. 6 Lanes + Wider Sidewalks

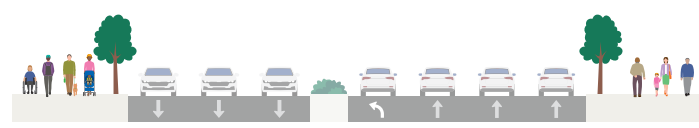


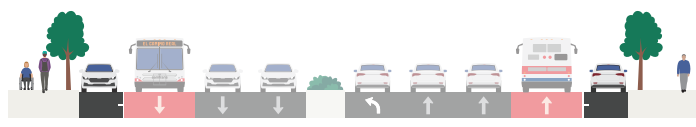
Figure 6.3. Alternatives for Further Evaluation (cont.)

##### BUS LANE CONVERSION

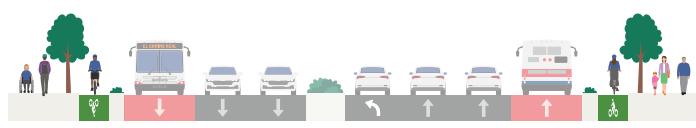
##### Alternative 3. Bus Lane Conversion



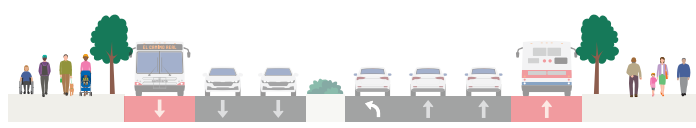
##### 3-A. Bus Lanes + Parking



##### 3-B. Bus Lanes + Separated Bike Lanes



##### 3-C. Bus Lanes + Wider Sidewalks

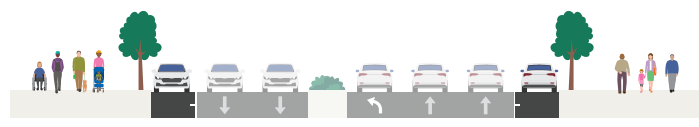


##### ROAD DIET

##### Alternative 4. Road Diet



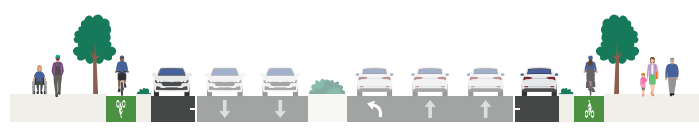
##### 4-A. Road Diet + Wider Sidewalks + Parking



##### 4-B. Road Diet + Wider Sidewalks + Separated Bike Lanes



##### 4-C. Road Diet + Parking + Separated Bike Lanes



Four-Lane Sections

Four-lane cross-sections represent the most constrained segments of El Camino Real where limited changes are under consideration. One design alternative is under consideration for four-lane sections along with three curbspace options.

ALTERNATIVE 1: MAINTAIN 4 LANES

**Options:** Maintain parking, add separated bike lanes, or widen sidewalks

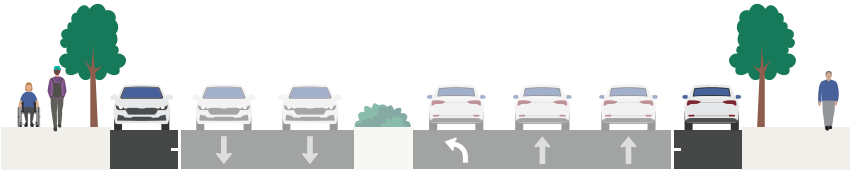
Alternative 1 maintains four travel lanes and a median/left turn lane on the narrowest sections of El Camino Real. Depending on available right-of-way and the outcome of local planning studies, Alternative 1 can be paired with maintaining parking, adding separated bicycle lanes, or widening sidewalks. This alternative would also incorporate programmatic changes to intersections, curb space, parking, transit, and active transportation facilities consistent with Actions 1A-1C and 2A-2C.

Figure 6.4. Four-Lane Sections, Alternative 1

Alternative 1. Maintain 4 Lanes



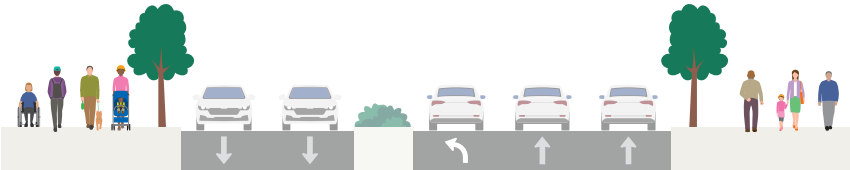
1-A. 4 Lanes + Parking



1-B. 4 Lanes + Separated Bike Lanes



1-C. 4 Lanes + Wider Sidewalks



On-Street Parking Tradeoffs

A key choice in redesigning El Camino Real is whether or not to maintain on-street parking. On-street parking is present along roughly two-thirds of the corridor, but utilization varies widely. Utilization tends to be higher when on-street parking serves high-turnover businesses that lack their own parking lots, and lower when ample off-street parking is present to serve local businesses.

Across all alternatives, maintaining on-street parking usually comes at the expense of providing separated bike lanes or widening sidewalks. In contrast to active transportation, transit, and safety policies identified in **Chapter 3**, there are no countywide, regional, or state policy commitments pertaining to on-street parking on El Camino Real. Consequently, the GBI Task Force concluded that on-street parking provides lower value to achieve corridor-wide mobility and safety goals.

Nonetheless, a curbspace management strategy will be necessary along some segments to address parking and loading needs of local businesses. Decisions to maintain parking should weigh these access tradeoffs against countywide goals and policies. Even where on-street parking is maintained, spot improvement measures such as bulbouts and bus bulbs should be prioritized.



Sidewalk Widening Considerations

Many sidewalks on El Camino Real are too narrow to facilitate a walkable pedestrian environment. Most sidewalks are 10 feet wide or less, whereas 15 feet is a typical minimum for multimodal boulevards. Ideally, sidewalk widening would occur within easements and setbacks of new developments in order to preserve existing right-of-way for bicycle and transit improvements (see Action 2B). Widening sidewalks within existing right-of-way constraints can limit options for bicycle and transit improvements and is better suited in built-out areas unlikely to experience infill development.

Six-Lane Sections

Six lane cross-sections provide more flexibility to consider lane conversions (bus lanes) or lane reductions (road diets). Three design alternatives are under consideration for six-lane sections along with three curb space options.

ALTERNATIVE 2: MAINTAIN 6 TRAVEL LANES

**Options:** Maintain parking, add separated bike lanes, or widen sidewalks

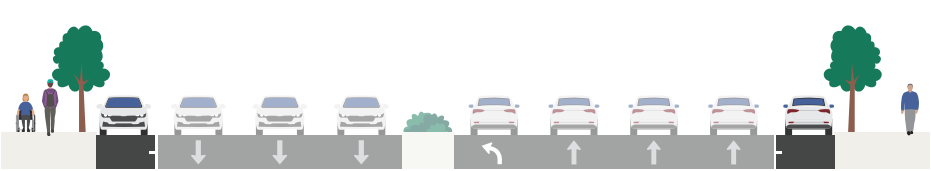
Alternative 2 maintains six travel lanes and a median/left turn lane. Depending on available right-of-way and the outcome of local planning studies, Alternative 2 can be paired with maintaining parking, adding separated bicycle lanes, or widening sidewalks. This alternative would also incorporate programmatic changes to intersections, curb space, parking, transit, and active transportation facilities consistent with Actions 1A-1C and 2A-2C. Alternative 2 is best suited for segments of the corridor with exceptionally high traffic volumes where a lane conversion or reduction may be operationally challenging.

Figure 6.5. Six-Lane Sections, Alternative 2

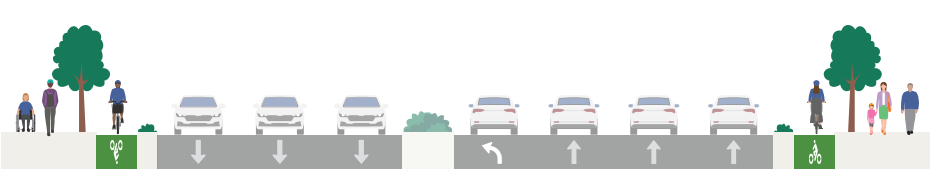
Alternative 2. Maintain 6 Lanes



2-A. 6 Lanes + Parking



2-B. 6 Lanes + Separated Bike Lanes



2-C. 6 Lanes + Wider Sidewalks





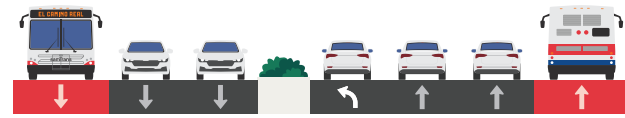
ALTERNATIVE 3:  
BUS LANE CONVERSION

**Options:** Maintain parking, add separated bike lanes, or widen sidewalks

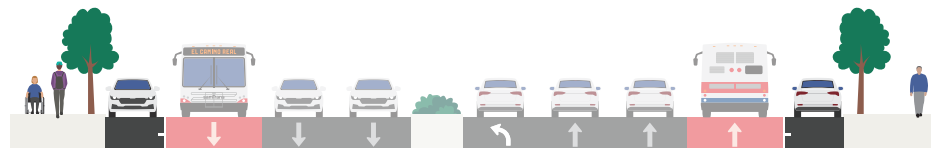
Alternative 3 converts the outside lanes to bus lanes while maintaining two travel lanes and a median/left turn lane. Depending on available right-of-way and the outcome of local planning studies, Alternative 3 can be paired with maintaining parking, adding separated bicycle lanes, or widening sidewalks. This would also incorporate programmatic changes to intersections, curb space, parking, transit, and active transportation facilities consistent with Actions 1A-1C and 2A-2C.

Figure 6.6. Six-Lane Sections, Alternative 3

Alternative 3. Bus Lane Conversion



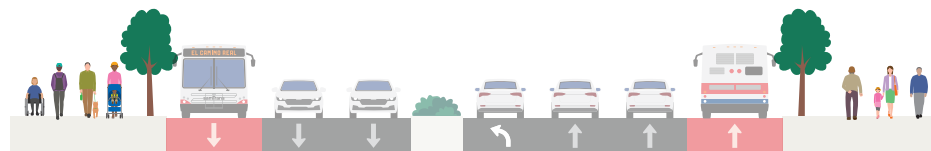
3-A. Bus Lanes + Parking



3-B. Bus Lanes + Separated Bike Lanes



3-C. Bus Lanes + Wider Sidewalks



Recommended Bus Lane Segments

Bus lanes are among the most transformative and cost-effective transit prioritization strategies to benefit the nearly 10,000 existing daily bus riders on El Camino Real and make transit more appealing for new riders. Bus lane extents on El Camino Real would be consistent with recommendations identified in the El Camino Real Bus Speed and Reliability Study, which prioritized segments that would provide the greatest benefits to bus speeds, reliability, and overall ridership (Figure 5.2). These segments include:

**South San Francisco to northern Burlingame via San Bruno and Millbrae** (McLellan Drive to Dufferin Avenue), 6.1 miles

**San Mateo** (northbound 36th Avenue to 2nd Avenue; southbound 2nd Avenue to 42nd Avenue), 2.6 miles northbound, 3.1 miles southbound

**San Carlos/Redwood City** (San Carlos Avenue to Claremont Avenue, southbound only), 1.5 miles

Curbside bus lanes are recommended for these segments, dedicating the rightmost lane to buses while accommodating local business access and right-turning vehicles. Bus lanes are compatible with on-street parking, separated bike lanes, or wider sidewalks.

Bus lanes present an opportunity to reduce bus travel times by 10 to 20 minutes and maintain more reliable operations, based on a review of Route ECR data and comparable corridors. Bus lanes also provide traffic calming, improve safety, and help reduce vehicle miles traveled, while maintaining a clear path of travel for emergency vehicles.



Road Diet Tradeoffs

A road diet presents an opportunity to provide traffic calming and repurpose additional roadway space for a combination of two of the following: widening sidewalks, preserving parking, or adding separated bike lanes. However, road diets that funnel buses into mixed traffic flow can risk increasing bus travel times and reducing reliability. In segments with higher traffic volumes that are more susceptible to increased congestion, 10 miles of road diets on El Camino Real could increase bus travel times by 20 to 40 minutes and worsen overall reliability, reducing mobility for bus passengers and increasing overall bus operating expenses. Consequently, road diets are usually best suited to segments with lower traffic volumes and limited traffic congestion, such as Colma or Atherton.

ALTERNATIVE 4:  
ROAD DIET/LANE REDUCTION

**Options:** Maintain parking + add separated bike lanes, maintain parking + widen sidewalks OR Add separated bike lanes + widen sidewalks

Alternative 4 reduces the number of travel lanes on El Camino Real from six to four lanes, commonly known as a road diet. A road diet provides additional space for a combination of curb space uses, such as maintaining parking and adding separated bike lanes, maintaining parking and widening sidewalks, or adding separated bike lanes and widening sidewalks. This alternative would also incorporate programmatic changes to intersections, curb space, parking, transit, and active transportation facilities consistent with Actions 1A-1C and 2A-2C. Alternative 4 is best suited to segments with low traffic volumes and limited traffic congestion, as lane reductions could result in a substantial increase in traffic congestion and bus travel times elsewhere.

Figure 6.7. Six-Lane Sections, Alternative 4

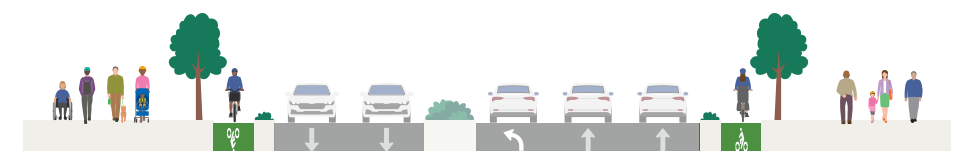
Alternative 4. Road Diet



4-A. Road Diet + Wider Sidewalks + Parking



4-B. Road Diet + Wider Sidewalks + Separated Bike Lanes



4-C. Road Diet + Parking + Separated Bike Lanes



Alternatives Comparison

While all alternatives intend to incorporate unifying elements associated with safety, active transportation, and transit improvements, some alternatives are better suited to advance these goals than others. The GBI Task Force contributed to a comparison of alternatives to assess how they address target outcomes for the corridor. The alternatives evaluation is presented in **Table 6.1**.

For six lane sections, **Alternatives 3B** (Bus Lanes + Separated Bike Lanes) and **3C** (Bus Lanes + Wider Sidewalks) ranked highest among Task Force participants for responsiveness to corridor-wide goals, while **3A** (Bus Lanes + Parking) and **4B** (Road Diet + Wider Sidewalks + Separated Bike Lanes) were raised as potentially suitable for some segments.

Among four-lane segments, **Alternative 1B** (4 Lanes + Separated Bike Lanes) and **1C** (4 Lanes + Wider Sidewalks) were identified as most responsive to corridor-wide goals, recognizing that potential options on these segments are more limited.

ALTERNATIVES KEY

**Excellent:** Likely to achieve the target outcome.

**Good:** May help achieve the target outcome with some adjustments (e.g. widening sidewalks into development setbacks or incorporating bus bulbs and transit signal priority).

**Fair:** While improvements are possible, the alternative requires some compromises to achieve the target outcome (e.g. investing in parallel bike corridors, accepting some level of existing transit delay, or a lower likelihood of achieving an operating speed of 25 MPH).

**Poor:** A regression relative to existing conditions (e.g. transit travel times would increase relative to existing conditions).

Alternatives Selection & Recommendations













Over the next two years, SamTrans and SMCTA will work with Caltrans, C/CAG, MTC, and cities to develop and evaluate corridor designs consistent with these design alternatives. The GBI Action Plan does not identify a preferred alternative, and a single one-size-fits-all cross-section is unlikely to emerge as a preferred alternative. The selection of a preferred alternative for each segment will occur during the PA&ED phase of the Caltrans project development process, and local corridor studies are concurrently identifying and evaluating how these alternatives fit within different community contexts.

Consistent with Actions 2A-2C, the GBI Action Plan recommends that **unifying elements associated with safety, active transportation, and transit improvements should be present throughout the corridor to ensure consistency and minimize confusion when transitioning across cities.** Specifically, key recommendations include:

- **El Camino Real (and/or parallel corridors) should incorporate a corridor-wide all ages and abilities bikeway.**
- **El Camino Real should feature transit improvements that reduce travel times, improve reliability, and enhance the user experience.**
- **Bus lanes should be prioritized where there are slow to moderate bus speeds and excess travel lanes.**
- **El Camino Real should incorporate pedestrian improvements everywhere to provide a seamless, connected, and inviting environment for walking.**
- **New developments present the best opportunity to widen sidewalks and create a more vibrant pedestrian realm.**

The Caltrans project development process and its relationship to alternatives evaluation and selection of a preferred alternative is described in the following section.

Figure 6.1. Alternatives Comparison

| ALTERNATIVE            | VARIANT  |  | EXPECTED PERFORMANCE AGAINST TARGET OUTCOMES |                               |                            |                                    | GBI TASK FORCE - OVERALL ASSESSMENT |
|------------------------|--|--|--|-------------------------------|----------------------------|------------------------------------|-------------------------------------|
|                        |  |  | WALKABLE PEDESTRIAN ENVIRONMENT              | CONTINUOUS LOW-STRESS BIKEWAY | EFFICIENT TRANSIT CORRIDOR | CONTEXT-SENSITIVE OPERATING SPEEDS |                                     |
| 1: Maintain 4 Lanes    | 1A: 4 Lanes + Parking                                  |    | Good   | Fair                          | Fair                       | Excellent                          | Fair                                |
|                        | 1B: 4 Lanes + Separated Bike Lanes                     |    | Good   | Excellent                     | Fair                       | Excellent                          | Good                                |
|                        | 1C: 4 Lanes + Wider Sidewalks                          |  | Excellent                                    | Fair                          | Fair                       | Excellent                          | Good                                |
| 2: Maintain 6 Lanes    | 2A: 6 Lanes + Parking                                  |  | Good   | Fair                          | Good                       | Fair                               | Fair                                |
|                        | 2B: 6 Lanes + Separated Bike Lanes                     |  | Good   | Excellent                     | Good                       | Fair                               | Fair                                |
|                        | 2C: 6 Lanes + Wider Sidewalks                          |  | Excellent                                    | Fair                          | Good                       | Fair                               | Fair                                |
| 3: Bus Lane Conversion | 3A: Bus Lanes + Parking                                |  | Good   | Fair                          | Excellent                  | Excellent                          | Good                                |
|                        | 3B: Bus Lanes + Separated Bike Lanes                   |  | Good   | Excellent                     | Excellent                  | Excellent                          | Excellent                           |
|                        | 3C: Bus Lanes + Wider Sidewalks                        |  | Excellent                                    | Fair                          | Excellent                  | Excellent                          | Excellent                           |
| 4. Road Diet           | 4A: Road Diet + Wider Sidewalks + Parking              |  | Excellent                                    | Fair                          | Poor                       | Excellent                          | Fair                                |
|                        | 4B: Road Diet + Wider Sidewalks + Separated Bike Lanes |  | Excellent                                    | Excellent                     | Poor                       | Excellent                          | Good                                |
|                        | 4C: Road Diet + Parking + Separated Bike Lanes         |  | Good   | Excellent                     | Poor                       | Excellent                          | Fair                                |





# Funding & Implementation

## Funding Approach

Though the scope of changes to El Camino Real is yet to be determined, a corridor-wide redesign will be one of the largest transportation projects in San Mateo County. Based on costs of comparable projects, redesigning El Camino Real is expected to cost up to \$1 billion. Projects of this size involve a range of funding sources and usually are split into phases and segments; SamTrans and SMCTA will refine an implementation and phasing approach as the project development process moves forward. The following funding sources are expected to play a role in funding projects on El Camino Real.

### Countywide & Regional Funding Sources

Funding from San Mateo County's Measure A and Measure W, which is distributed by SMCTA, is anticipated to be the main funding source for improvements to El Camino Real. As a project of countywide significance, SMCTA may fund up to 50 percent of total project costs. SMCTA's Highway Call for Projects is expected to be the primary funding source for major streetscape projects, while the agency's Pedestrian & Bicycle Program, Transportation Demand Management Program, and Regional Transit Connections Program are possible funding sources for smaller scale, more focused

projects. SMCTA intends to update policies related to the Measure A and W to only fund projects consistent with the Action Plan on El Camino Real.

The Metropolitan Transportation Commission distributes capital improvement grants via various programs that distribute state and federal funding sources in addition to revenue from the Bay Area's bridge tolls. Many of these funding sources are administered by C/CAG in San Mateo County. These MTC programs include One Bay Area Grants (OBAG), the Lifeline Transportation Program, Bus Accelerated Infrastructure Delivery (BusAID), and the Transportation Development Act (TDA) Article 3 Bicycle and Pedestrian Program:

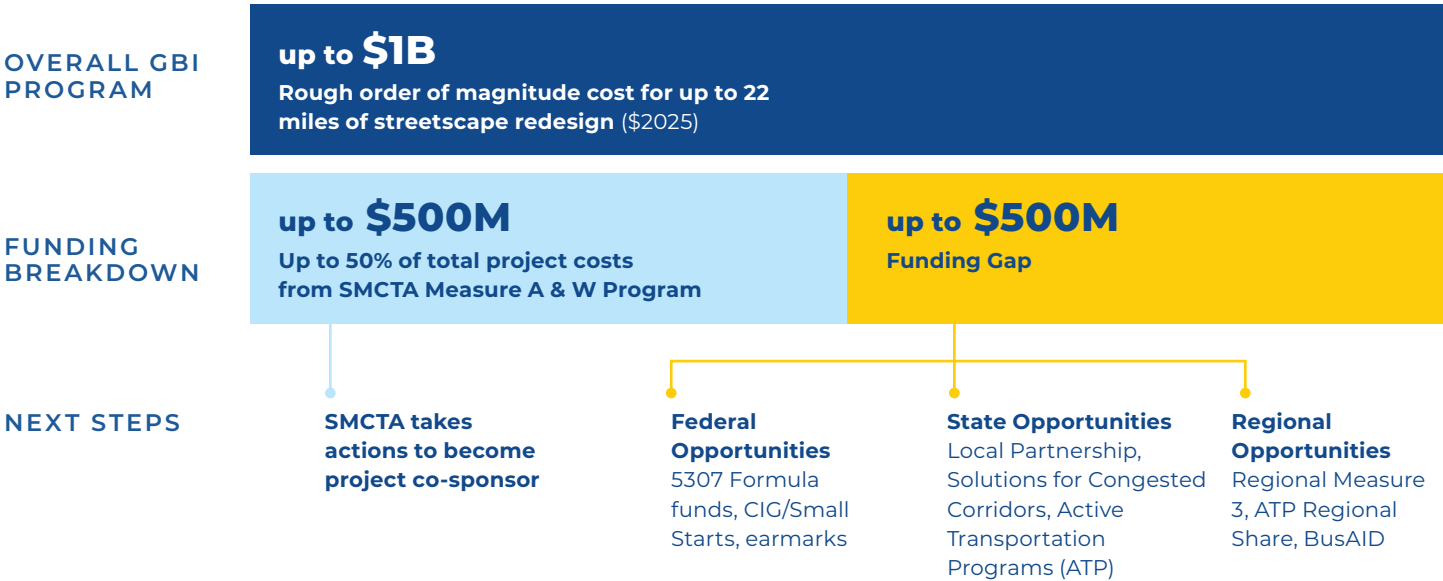
- **BusAID** provides funding toward lower-cost capital improvements that improve transit reliability and travel times. The program funds a variety of infrastructure projects including transit lanes, signal priority, stop relocations, and bus stop speed improvements.
- **TDA** is a state program that uses revenue from fuel taxes to fund transportation improvements. Article 3 of the TDA allows up to two percent of these revenues to be distributed to cities and counties for local transportation projects. MTC reviews project applications for TDA 3 funding in the Bay Area and C/CAG solicits projects from San Mateo County's cities.

The **Bay Area Air Quality Management District (BAAQMD)** also distributes funding from car vehicle registration fees in the Bay Area toward sustainable transportation projects. Of this funding, which is collected from a \$4 surcharge on Bay Area vehicle registration fees, 40 percent of revenue is distributed to county transportation agencies for local transportation and clean air vehicle projects. C/CAG administers these funds in San Mateo County.

- **OBAG** is a program that directs federal transportation funding toward projects and programs in the Bay Area. The program consists of two components: a regional fund administered by MTC targeting projects that align with Plan Bay Area; and a county fund where C/CAG and other Bay Area county transportation agencies nominate local projects for selection by MTC.
- **MTC's Lifeline Transportation Program** uses federal and state funding to finance transportation projects in Equity Priority Communities across the Bay Area. The program, administered by C/CAG in San Mateo County, prioritizes projects identified in the community-based transportation planning process.

**SMCTA and C/CAG** are also exploring future funding mechanisms that can be used to mitigate environmental impacts associated with increasing vehicle miles traveled (VMT) from development projects and highway expansions. A possible VMT bank, exchange, or similar VMT mitigation program for transportation and land use projects may fund improvements to El Camino Real, for example, and would not be included in the 50 percent funding cap for SMCTA funds.

Figure 7.1. Funding Strategy



### State Funding Sources

The State of California administers various funding programs for complete streets and transit improvements on El Camino Real. Caltrans funding sources include a portion of the State Transportation Improvement Program (STIP). STIP is a joint federal and state funding source that includes two sub programs: the Regional Transportation Improvement Program (RTIP) and the Interregional Transportation Improvement Program (ITIP). Caltrans manages the ITIP program, which accounts for 25 percent of STIP funding. MTC, in cooperation with county congestion management agencies like C/CAG, manages the remaining 75 percent through the RTIP program.

Caltrans also administers the SHOPP program, which mostly focuses on repair and resurfacing projects on state highways. SHOPP projects must be initiated by Caltrans, meaning that locally prepared PIDs are not eligible for SHOPP funding, but SHOPP projects can incorporate pedestrian, bicycle, and transit improvements. The Proactive Safety and Reactive Safety programs are subprograms of SHOPP and fund safety improvements targeting specific intersections or segments with a high risk or recent history of collisions.

The California Transportation Commission (CTC) administers multiple programs applicable to El Camino Real, including the bicycle- and pedestrian-focused Active Transportation Program (ATP), the congestion reduction focused Solutions for Congested Corridors Program (SCCP), and the Local Partnership Program (LPP) which provides funding toward various transportation improvements.

The California State Transportation Agency (CalSTA) administers several grant programs, including the Transit and Intercity Rail Capital Program (TIRCP) which funds capital improvements that reduce greenhouse gas emissions and increase transit ridership and is best suited to transformative projects such as bus lanes and transit center access improvements.

### Federal Funding Sources

In addition to the federal funding distributed by MTC, the U.S. Department of Transportation administers various grant programs funded by the Infrastructure Investment and Jobs Act, such as the Better Utilizing Investments to Leverage Development (BUILD) grants, which target regionally significant infrastructure projects, and the Safe Streets and Roads for All program, which provides grants focused on safety improvements. The Federal Transit Administration administers the Small Starts program and Core Capacity program, each of which can fund bus rapid transit projects. Federal funding programs are expected to evolve with the next transportation bill, as the Infrastructure Investment and Jobs Act will expire at the end of 2026.

### Local Funding Sources

Cities may require development impact fees, environmental impact mitigations, or community benefit contributions associated with new development projects on or near El Camino Real. Cities may also designate community facilities districts (also known as Mello-Roos districts) to levy special property taxes within specific areas to fund streetscape projects. Public-private partnerships represent a potential ongoing funding source for streetscape maintenance, either conditioned on specific development projects or as a business improvement district where maintenance costs are shared across various entities.

## Where We Go From Here

The GBI Action Plan represents the first step toward analyzing, evaluating, designing, and constructing streetscape projects on El Camino Real. The GBI Action Plan, alongside local corridor studies discussed in [Chapter 4](#), provides a framework to assess corridor-wide needs and identify project alternatives.<sup>1</sup> Following the GBI Action Plan, SamTrans will begin a Project Initiation Document (PID) in 2026 that formally kicks off the Caltrans project development process, establishing the scope, analysis methodology, schedule, and rough order of magnitude costs

of a complete streets project on El Camino Real in San Mateo County. After the PID, the Project Approval and Environmental Document (PA&ED) phase will advance another round of public engagement and identify a preferred alternative (estimated to occur in 2027 to 2028). The Project Specifications and Estimates (PS&E) phase will carry forward the final design and engineering of the preferred alternative (around 2028 to 2029). Depending on funding, construction could begin in the early 2030s. [Figure 7.1](#) and [7.2](#) summarize this process and the proposed GBI approach.

Figure 7.2. Caltrans Project Development Process Timeline





Figure 7.3. Caltrans Process Approach

### Project Initiation Document (PID)

The PID is a planning level document that establishes the scale and purpose of planned improvements to Caltrans' right-of-way. The document includes the project's purpose and need statement, a preliminary scope of improvements, and the proposed analysis methodology. The PID usually includes multiple project alternatives to appropriately capture the potential range of changes under consideration.

#### Proposed GBI Approach by SamTrans and SMCTA

SamTrans will lead the development of a countywide PID building upon the GBI Action Plan along El Camino Real. A countywide PID presents an opportunity to streamline and accelerate scoping and analysis while maintaining flexibility to continue advancing local planning efforts. All cities along El Camino with recent or ongoing corridor planning studies would be included in the PID. By participating in the countywide PID process, cities will not need to pursue their own overlapping project development process within the study area.

### Project Approval & Environmental Document

The PA&ED phase provides a more detailed analysis of project alternatives, such as traffic operations, safety, and environmental analysis. A preferred alternative is selected during the PA&ED phase.

#### Proposed GBI Approach by SamTrans and SMCTA

The level of effort necessary to complete the PA&ED and PS&E phases is uncertain. Depending on the phasing and funding strategy, the PA&ED and PS&E phases may be led by SamTrans/SMCTA or by individual cities.

### Project Specifications & Engineering

The PS&E phase involves final design and engineering of the preferred alternative.



### SB 960 and Potential Effects on Caltrans Approval Process

Senate Bill 960 (SB 960), approved in 2024, supports the implementation of transit priority and complete streets projects on state highways like El Camino Real. SB 960 requires Caltrans to adopt a new transit policy to guide the implementation of transit priority measures on the state highway system. The draft policy was released for review in July 2025. The bill also requires Caltrans to develop and adopt a project intake, evaluation, and encroachment permit review process for complete streets facilities sponsored by a local jurisdiction or a transit agency, with the intent of streamlining such projects. El Camino Real represents a strong candidate to demonstrate how Caltrans' transit policy and review process can expedite project approvals.

The Grand Boulevard Initiative Task Force and Working Group will continue to collaborate through this process, including during the selection of a preferred alternative for each segment of El Camino Real. Selection of a preferred alternative will involve public engagement as well as collaboration between SamTrans, SMCTA, C/CAG, cities, and Caltrans to advance the shared corridor-wide vision and goals identified in the GBI Action Plan while tailoring design approaches to local contexts. The Working Group will also provide input in project delivery approaches.

In parallel, Caltrans, SamTrans, and cities will continue to fund and implement spot improvements advancing the GBI Action Plan goals, such as changes to intersections, pedestrian facilities, bus stops, or traffic calming. These improvements are typically advanced through SHOPP projects, grants from SMCTA, C/CAG or MTC, or development projects; however, they are usually smaller-scale and lack resources to fully redesign multi-block segments of the corridor.



## Tracking Progress & Staying in Touch

The Grand Boulevard Initiative will track project designs progress, facilitate public engagement, and advance key performance indicators. For more information and updates on the Grand Boulevard Initiative, please visit [www.Samtrans.com/GBI](http://www.Samtrans.com/GBI).



**San Mateo County Transit District  
Staff Report**

To: Board of Directors

Through: April Chan, General Manager/CEO

From: Emily Beach, Chief Communications Officer

Subject: **Updating the San Mateo County Transit District Measure W Citizens Oversight Committee Appointment Process**

**Action**

Staff proposes the Board of Directors (Board) amend the San Mateo County Transit District (District) Measure W Citizens Oversight Committee (COC) Appointment Process to reflect the current structure and activities of staff and the Board in facilitating appointments to the COC, as shown in Attachment A.

**Significance**

The current appointment process, adopted by the Board through Resolution No. 2020-02, was drafted for creation of a new committee. Now that the COC has been formed and operational for five years, staff recommends the Board update the appointment process to reflect current procedures, including staff's recommendation of candidates to the full Board for consideration, without seeking separate endorsement from the Community Relations Committee. Under the proposed updated process, the Board would continue to appoint the final candidates to the COC, and the Board Chair would retain the ability to form an ad hoc advisory committee to review applications and/or conduct interviews if needed.

**Budget Impact**

There is no impact on the budget.

**Background**

In 2018, San Mateo County voters approved Measure W, a 30-year half cent sales tax beginning July 1, 2019, by a vote of 66.9 percent. The Measure W COC was formed in 2020, as required by Measure W. The Board adopted the COC Appointment Process pursuant to Resolution No. 2020-02 on February 5, 2020, and appointed the first set of 15 COC members on December 2, 2020, with initial terms of one, two or three years.

The COC's first meetings were held in 2021, and the COC's bylaws govern its oversight of Measure W administration to ensure that tax proceeds are invested in a way that is consistent with the Measure's Congestion Relief Plan. The COC is composed of 15 volunteer representatives from various segments of the community and acts in an advisory capacity to the Board.



Due to the staggered nature of COC member terms, staff conducts annual recruitments each fall, with Board appointments typically taking place at the end of the year.

Prepared By: Charlsie Chang

Government and Community  
Affairs Officer

650-647-3494

**Resolution No. 2026-**

**Board of Directors, San Mateo County Transit District  
State of California**

\* \* \*

**Updating the San Mateo County Transit District Measure W Citizens  
Oversight Committee Appointment Process**

**Whereas**, in 2018, San Mateo County voters approved Measure W, a 30-year half cent sales tax beginning July 1, 2019; and

**Whereas**, the Measure W Citizens Oversight Committee (COC) was formed in 2020 to oversee administration of Measure W to ensure that tax proceeds are invested in a way that is consistent with the Measure's Congestion Relief Plan; and

**Whereas**, the current COC Appointment Process was adopted by the San Mateo County Transit District Board of Directors (Board) through Resolution No. 2020-02; and

**Whereas**, staff recommends the Board update the Measure W COC appointment process, as shown in Attachment A, to reflect the current structure and activities of staff and the Board in facilitating appointments to the COC, including staff's recommendation of candidates to the full Board for consideration, without seeking separate endorsement from the Community Relations Committee.

**Now, Therefore, Be It Resolved** that the Board of Directors of the San Mateo County Transit District hereby adopts the updated Measure W Citizens Oversight Committee appointment procedures, as shown in Attachment A.



Regularly passed and adopted this 7th day of January, 2026 by the following vote:

Ayes:

Noes:

Absent:

---

Chair, San Mateo County Transit District

Attest:

---

District Secretary

## **ATTACHMENT A**

### **MEASURE W CITIZENS OVERSIGHT COMMITTEE APPOINTMENT PROCESS**

#### **ROLE:**

As specified in Measure W, the role of the Citizens Oversight Committee is to receive findings of an independent audit, hold a public hearing, and issue a report annually to provide County residents with information regarding how Measure W tax proceeds are being spent.

#### **MEMBERSHIP:**

The 15-member Citizens Oversight Committee includes the following members:

- One member of the San Mateo County Transit District's Citizens Advisory Committee
- One member of the San Mateo County Transportation Authority's Citizens Advisory Committee
- One member of the Caltrain Citizen Advisory Committee representing San Mateo County
- One Public Member of the City/County Association of Governments of San Mateo County's Bicycle and Pedestrian Advocacy Committee
- One member representing private-sector employers
- One member representing organized labor
- One member representing an environmental or sustainability related organization
- One member representing people with disabilities
- One member representing youth transit riders
- One member representing the senior community
- One member from each of the County's five Supervisorial Districts.

#### **TERMS:**

Measure W specifies that no term will exceed three years.

Five members served initial terms of one year, five other members served two-year initial terms, and the remaining five members served full three-year initial terms. Initial terms began on January 1, 2021 with lengths selected randomly prior to the application process. All subsequent terms are three years.

#### **APPLICATION AND APPOINTMENT**

Members are selected through an open, online application period and process. Applicants are asked to specify which of the 15 seats they are applying for and to state their qualifications for the position. San Mateo County Transit District staff recommend candidates for appointment by the Board of Directors. If needed, the Chair of the Board of Directors may appoint an ad hoc advisory committee of the Board of Directors to review the applications and/or conduct interviews.



**San Mateo County Transit District  
Staff Report**

To: Community Relations Committee

Through: April Chan, General Manager/CEO

From: Emily Beach, Chief Communications Officer

Subject: **Approve Appointments to the Measure W Citizens Oversight Committee**

**Action**

Staff recommends the Committee propose that the Board of Directors (Board) make the following appointments to the San Mateo County Transit District (District) Measure W Citizens Oversight Committee (COC) for a three-year term running January 1, 2026, through December 31, 2028:

- James Chan: Representing People with Disabilities
- John Selin: Representing Senior Community
- Sandra Lang: Resident of County Supervisorial District 1
- Rosanne Foust: Resident of County Supervisorial District 4
- Adrian Brandt: Representing Caltrain Citizens Advisory Committee (CAC)
- John Baker: Representing SamTrans Citizens Advisory Committee (CAC)

**Significance**

The District's voter-approved Measure W sales tax calls upon a 15-member Citizen's Oversight Committee to "ensure tax proceeds are invested in a way that is consistent with the Congestion Relief Plan." The COC currently has four filled positions with terms that expired at the end of 2025:

- Representing the Senior Community
- Resident of County Supervisorial District 4
- Representing the SamTrans CAC
- Representing the Caltrain CAC

In addition, the COC currently has two vacant positions:

- Representing People with Disabilities
- Resident of County Supervisorial District 1

Board action today will fill all four of the expiring seats and both vacancies.

**Budget Impact**

There is no impact on the budget.

**Background**

As specified in Measure W, the COC includes one member each:

- From the District's CAC
- From the San Mateo County Transportation Authority's CAC
- From the Caltrain CAC (representing San Mateo County)
- From the City/County Association of Governments of San Mateo County (C/CAG) Bicycle and Pedestrian Advisory Committee (BPAC)
- Representing private-sector employers
- Representing organized labor
- Representing an environmental or sustainability related organization
- Representing people with disabilities
- Representing youth transit riders
- Representing the senior community
- From each of the County's five Supervisorial Districts.

The Board adopted a COC appointment process pursuant to Resolution No. 2020-02 and appointed the first set of 15 COC members on December 2, 2020, with initial terms of one, two or three years. Due to the staggered nature of member terms, the COC has four positions with terms through 2025.



### **Application Process**

A month-long application process officially opened on October 16, 2025. The proposed COC appointees are recommended by District staff and Executive Team members following an open, online application process facilitated via the SamTrans website. A mail-in option was available for applicants wishing to submit printed copies, and applications were available in English, Spanish and Simplified Chinese.

Applicants specified which of the six open seats they were applying for and their qualifications for the position. Applicants were encouraged to apply for any/all seats they were eligible to fill, ranking their choices if multiple seats were identified. Current COC members were eligible to re-apply for their own seats and/or other open seats.

### **Outreach and Promotion**

On October 16, a press release was issued to promote involvement in the COC and recruit new applicants. Promotion efforts also included multiple posts on SamTrans social media pages and direct outreach to current COC members, county staff and other stakeholders.

Eight applicants – four whom currently serve on the COC – applied for the six open positions.

Prepared By: Charlsie Chang

Government And Community  
Affairs Officer

650-551-6172

**San Mateo County Transit District  
Staff Report**

To: Finance Committee

Through: April Chan, General Manager/CEO

From: David Santoro, Chief Administrative Officer  
Kate Jordan Steiner, Chief Financial Officer

Subject: **Authorizing Execution of an Amendment to the Public Safety Communications Services Agreement with the County of San Mateo to Extend the Term for Five Years for an Estimated Aggregate Cost to the District of \$848,373**

**Action**

Staff proposes the Committee recommend the Board of Directors (Board) of the San Mateo County Transit District (District):

1. Exercise a five-year option to extend the term of an agreement (Agreement) with the County of San Mateo (County) and Peninsula Corridor Joint Powers Board (JPB) for 911 dispatching services (Services) for the County to continue providing the Services through Fiscal Year (FY) 2030 for an estimated aggregate cost to the District of \$848,373.
2. Authorize the General Manager/CEO or designee to execute the amendment to the Agreement to extend to term and increase the annual price, in a form approved by legal counsel.
3. Authorize the General Manager/CEO, in coordination with the JPB Executive Director, to adjust the agencies' cost-sharing arrangement to reflect actual use of the Services.

**Significance**

Amendment of the Agreement will allow uninterrupted 911 dispatching services for both the District and the Peninsula Corridor Joint Powers Board (JPB). The JPB will be asked to approve the proposed amendment at its February Board of Directors meeting.

The Services support and complement the transit law enforcement services provided by the San Mateo County Sheriff under a separate contract.

The current Agreement, which was executed in 2017, included a three-year base term and a single five-year option term. On January 26, 2021, the County, District and JPB amended the Agreement to extend the term through June 30, 2025, update the prices, and add a new option to extend the term through June 30, 2030. Under the Agreement, the County was to inform the



District and JPB of its proposed pricing for the option years by January 1, 2025. However, the County was undergoing a cost-of-service study that delayed its communication of this information.

The County has continued to provide the Services since June 30, 2025, while the County completed its cost study, and the parties negotiated, prepared, and reviewed a contract amendment to accommodate exercise of the five-year option term. The proposed amendment includes a substantial (280 percent) increase to cost of Services, from \$257,677 per year (for the District and JPB combined) for FY25 to \$726,341 in FY26. After the first year of the option term, annual increases will be approximately 3 percent per year, as shown in the following table:

|                   | <b>FY26</b> | <b>FY27</b> | <b>FY28</b> | <b>FY29</b> | <b>FY30</b> | <b>Total</b> |
|-------------------|-------------|-------------|-------------|-------------|-------------|--------------|
| <b>Annual Fee</b> | \$726,341   | \$748,131   | \$770,575   | \$793,692   | \$817,503   | \$3,856,242  |

Historically, the cost of Services has been shared between the District (22 percent) and JPB (78 percent) based on emergency response needs and call volumes. Staff is examining whether this cost-sharing ratio continues to be appropriate, or whether an adjustment may be needed to account for fluctuations in relative uses of the Services by the two agencies.

#### **Budget Impact**

The combined cost of Services to the District and JPB over the full five-year option will be \$3,856,242; the District will be responsible for an estimated \$848,373 of this amount if the 22 percent - 78 percent cost share continues. Funds to cover the first year of the proposed amendment were included in the District and JPB Operating Budgets for FY26. Future year budgets will include funds for the remainder of the contract term and will reflect any needed adjustments to the cost sharing calculation.

Prepared By: Scott Kirkpatrick      Deputy Director, Safety and Security      650-622-8045

**Resolution No. 2026 -**

**Board of Directors, San Mateo County Transit District  
State of California**

**\*\*\***

**Authorizing Execution of an Amendment to the Public Safety Communications Services  
Agreement with the County of San Mateo to Extend the Term for Five Years for an Estimated  
Aggregate Cost to the District of \$848,373**

**Whereas**, the County of San Mateo Public Safety Communications Department (County) has provided 911 emergency response dispatch services (Services) for SamTrans bus operations for the San Mateo County Transit District (District) and Caltrain rail operations for the Peninsula Corridor Joint Power Board (JPB) since 2015; and

**Whereas**, pursuant to District Board of Directors (Board) Resolution No. 2018-7, the County, the District and the JPB entered into an Agreement for the County to provide the Services for a three-year term commencing July 1, 2017 (Agreement); and

**Whereas**, pursuant to Resolution No. 2020-42, the Board authorized an amendment to extend the term of the Agreement through Fiscal Year 2025 and adding an option to extend the term for an additional five years, through June 30, 2025; and

**Whereas**, the costs of the Services historically have been allocated between the District and JPB, with the District paying 22 percent and the JPB paying 78 percent based on emergency response needs and call volumes; and

**Whereas**, the Services support and complement the transit law enforcement services that are provided by the San Mateo County Sheriff; and



**Whereas**, though the term of the Agreement expired several months ago, the County has continued to provide the Services while the County completed a cost-of-services study and the parties engaged in negotiation, preparation and review of an appropriate contract vehicle to accommodate a five-year extension of the Services at substantially increased prices; and

**Whereas**, staff recommends and the Finance Committee concurs, that the Board of Directors authorize the General Manager/CEO to execute an amendment to the Agreement to extend the term for five years (July 1, 2025 - June 30, 2030) at an estimated aggregate cost to the District of \$848,373, based on the current cost-sharing arrangement between the District and the JPB, which may be adjusted as needed to reflect fluctuations in each agency's respective use of the Services.

**Now, Therefore, Be It Resolved** that the Board of Directors of the San Mateo County Transit District hereby:

1. Exercises a five-year option to extend the term of an agreement with the County of San Mateo and Peninsula Corridor Joint Powers Board for 911 dispatching services for the County to continue providing the Services through Fiscal Year 2030 for an estimated aggregate cost to the District of \$848,373;
2. Authorizes the General Manager/CEO or designee to execute the amendment to the Agreement to extend to term and increase the annual price, in a form approved by legal counsel; and
3. Authorizes the General Manager/CEO, in coordination with the JPB Executive Director, to adjust the cost-sharing arrangement to reflect actual use of the Services.

Regularly passed and adopted this 7th day of January, 2026 by the following vote:

Ayes:

Noes:

Absent:

---

Chair, San Mateo County Transit District

Attest:

---

District Secretary



# Proclamation

## Declaring January as National Slavery and Human Trafficking Prevention Month

**Whereas**, the San Mateo County Transit District (District) supports the observation of National Slavery and Human Trafficking Prevention Month during January to raise awareness of, and opposition to, modern slavery and human trafficking; and

**Whereas**, according to the United States Department of State, around the globe, an estimated 27 million people are exploited for labor, services and commercial sex. Human trafficking is a crime that deprives millions of people of their dignity and freedom; and

**Whereas**, the Trafficking Victims Protection Act of 2000, as amended (TVPA), has defined severe forms of trafficking in persons as sex trafficking in which a commercial sex act is induced by force, fraud, or coercion, or in which the person induced to perform such an act is under 18 years of age; and

**Whereas**, in 2018, the District supported Assembly Bill 2034, which required specified businesses and other establishments that operate intercity passenger rail, light rail or bus stations to provide employee training on how to both recognize the signs of human trafficking and report those signs to the appropriate law enforcement agency; and

**Whereas**, all bus operators receive human trafficking prevention training on an annual basis, in addition to new hire trainees; and

**Whereas**, in the year to come, the District will place signage inside buses and send out messaging through social media to help spread awareness about human trafficking prevention; and

**Whereas**, in the past few years, District employees took part in the Human Trafficking Awareness Walk at San Francisco International Airport (SFO) to bring awareness to the global crisis that occurs in all types of places, especially transportation facilities like airports and transit. This event also was shared on SamTrans' various social media platforms; and

**Whereas**, because the people of the United States remain committed to protecting individual freedom, there is a national imperative to eliminate human trafficking and modern slavery; and

**Now, Therefore, Be It Resolved** that the San Mateo County Transit District Board of Directors does hereby recognize January as National Slavery and Human Trafficking Prevention Month.

Regularly passed and adopted this 7th day of January, 2026.



---

Chair, San Mateo County Transit District

BOARD OF DIRECTORS 2026



JEFF GEE, CHAIR  
MARIE CHUANG, VICE-CHAIR  
DAVID J. CANEPA  
BROOKS ESSER  
MARINA FRASER  
RICO E. MEDINA  
JOSH POWELL  
PETER RATTO  
JACKIE SPEIER

APRIL CHAN  
GENERAL MANAGER/CEO

## Memorandum

**Date:** December 30, 2025  
**To:** SamTrans Board of Directors  
**From:** April Chan, General Manager/CEO  
**Subject:** Report of the General Manager/CEO

**SamTrans fixed-route bus** ridership achieved a 99.3 percent recovery rate for the 4 months ending October 2025 compared to the 4 months ending October 2019 (pre-pandemic). The 99.3 percent is above the 82.8 percent experienced for bus service throughout the nation.

| Ridership       | 4 Months Ending<br>October 2019 | 4 Months Ending<br>October 2025 | Ridership<br>Recovery Rate |
|-----------------|---------------------------------|---------------------------------|----------------------------|
| SamTrans        | 3,811,263                       | 3,785,847                       | 99.3%                      |
| AC Transit      | 19,068,053                      | 13,917,601                      | 73.0%                      |
| SFMTA           | 70,869,609                      | 59,188,954                      | 83.5%                      |
| VTA             | 9,532,573                       | 8,413,621                       | 88.3%                      |
| Dallas          | 13,115,194                      | 9,882,495                       | 75.4%                      |
| Seattle - King  | 41,819,632                      | 31,033,540                      | 74.2%                      |
| Chicago         | 82,502,707                      | 65,519,343                      | 79.4%                      |
| Atlanta         | 18,139,975                      | 12,280,179                      | 67.7%                      |
| New York MTA    | 245,579,098                     | 233,388,815,                    | 95.0%                      |
| National Bus    | 1,570,337,653                   | 1,300,518,689                   | 82.8%                      |
| Caltrain        | 6,713,960                       | 4,906,457                       | 73.1%                      |
| BART Extension  | 4,739,584                       | 2,364,979                       | 49.9%                      |
| BART System     | 44,486,951                      | 22,610,245,                     | 50.8%                      |
| National Rail   | 1,678,425,849                   | 1,316,560,902                   | 78.4%                      |
| Total NTD Trips | 3,427,347,232                   | 2,756,449,155                   | 80.4%                      |



### **Bus Operator Staffing**

|               | <b><u>Approved FTEs</u></b> | <b><u>Trainees</u></b> | <b><u>No. Bus Operators*</u></b> |
|---------------|-----------------------------|------------------------|----------------------------------|
| Bus Operators | 350                         | 21                     | 348                              |

\* This number excludes the 21 Bus Operator Trainees.

### **Miles Between Preventable Accidents**

The table below illustrates the miles between accidents performance by mode and location for the month of November 2025.

An *accident* is defined as an event that involves any of the following: fatality, serious injury, collision of a District vehicle, or major property damage. A *preventable accident* is one in which the driver failed to do everything reasonably to prevent it.

|                           | <b><u>November 2025</u></b> |                                     |   |
|---------------------------|-----------------------------|-------------------------------------|---|
|                           | <b><u>Total Miles</u></b>   | <b><u>Preventable Accidents</u></b> | <b><u>Miles Between Preventable Accidents</u></b> |
| North Base                | 336,070                     | 7                                   | 48,010  |
| South Base                | 229,530                     | 9                                   | 25,503  |
| Trainee In-service        | 7,166                       | 0                                   | nm  |
| CUB                       | 230,911                     | 1                                   | 230,911   |
| <b>Fixed Route Total*</b> | <b>803,677</b>              | <b>17</b>                           | <b>47,275</b>                                     |
|                           |                             |                                     |   |
| ADA                       | 191,478                     | 2                                   | 95,739  |
| Micro Transit             | 17,074                      | 0                                   | nm  |

\*Note: Staff has identified that more than 50 percent of the preventable accidents involved operators with less than five years of operating experience, and as a result, increased early-career coaching and reinforcement. Staff is also working on acquiring technology to help improve safety in operations, including the procurement of drive cam Artificial Intelligence (AI).

### **Safety Updates**

The Safety Campaign focuses on “Pedestrian Awareness” especially near intersections and crosswalks. Operators are reminded to scan interior and exterior mirrors in a consistent pattern before, during and after every turn. Look around the A-pillar and mirrors to confirm pedestrians are not obscured from sight and always yield to pedestrians in crosswalks. Expect the unexpected.

### **Dumbarton Busway Feasibility Study Plans Upcoming Outreach**

The Dumbarton Busway Feasibility Study – also known as *Reimagine Dumbarton* – kicked off in Summer 2025. The project team will hold a first round of public engagement starting in mid-January through late February 2026. The project website ([www.samtrans.com/dumbarton](http://www.samtrans.com/dumbarton)) contains project information and will be updated with a multilingual public survey and information on community meetings and other outreach events. Staff will return to the Board of Directors in Spring 2026 for a project update including findings from public outreach.

### **Purchase 31 Non-Revenue Vehicles – Item deferred from December 3, 2025 Board meeting**

The item requesting the Board to authorize the purchase of up to 31 Non-Revenue Support Vehicles through State of California’s Department of General Services for a total not-to-exceed \$1,338,500 and the disposition of up to 25 surplus support vehicles was deferred to the January 7, 2026 Board meeting. Due to additional time needed to research whether the State contract has availability of San Mateo County vendors that the District can work with, and if not, what the trade-offs (e.g. cost and time) may be to go off of the State contract, this item has now been deferred to the February 4, 2026 Board meeting.

### **Regional/ Metropolitan Transportation Commission Matters**

#### **Regional Transportation Funding Measure**

Senate Bill (SB) 63 will take effect on January 1, 2026, establishing a new regional Public Transit Revenue Measure District as a separate entity governed by the same board as the Metropolitan Transportation Commission (MTC) Revenue Measure District. The MTC Revenue Measure District is scheduled to hold its first meeting on January 7, at which the Commissioners will consider whether to place a revenue measure on the November 2026 ballot. In December 2025, MTC selected consultants—including Kathleen Kelly, San Mateo County Transit District’s former interim Chief Financial Officer — to conduct the first phase of the financial efficiency review of Bay Area Rapid Transit District (BART), San Francisco Municipal Transportation Agency (SFMTA), Peninsula Corridor Joint Powers Board (JPB), and Alameda-Contra Costa County Transit District (AC Transit), as required under SB 63.

#### **Next Generation Clipper**

The Next Generation Clipper customer transition officially began on December 10, 2025, with existing Clipper cards being gradually migrated to the new system. During the transition, transit passengers may use both existing and the Next Generation Clipper cards, as well as contactless credit or debit cards and virtual cards in mobile wallets, to ride all transit systems in the Bay Area. Transition from the prior to the new Clipper system does have some stabilization issues. Due to the regional Clipper website being unstable, both SamTrans and Caltrain customers may experience difficulties logging into their Clipper online accounts via [www.clippercard.com](http://www.clippercard.com) or the Clipper app, particularly customers who are in the middle of the system migration process or still in the prior system. While District staff is directing customers to Clipper Customer Service, District staff has been monitoring the system, and will assist as District staff determines how best to help our riders navigate the transition process.



**Employee of the Month (EOM) Recognitions, November 2025**

Bus Operator EOM for North Base is **Daniel Victorio**. This is Daniel's first EOM Award during his 2.5 years of service with the District.

Bus Operator EOM for South Base is **Francisco Monteiro**. This is Francisco's first EOM Award during his two years of service with the District.

Bus Maintenance EOM for North Base is **Mechanic A Joseph Borrero**. This is Joseph's fourth EOM Award during four plus years of service with the District.

Bus Maintenance EOM for South Base is **Mechanic A Winston Castro**. This is Winston's seventh EOM Award during his fourteen years of service with the District.

## SamTrans Millbrae Headquarters Project



## EXECUTIVE MONTHLY PROGRESS REPORT December 2025



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## Project Introduction

On December 18, 2023, the Board approved the acquisition of a 180,000 square-foot headquarters (HQ), consisting of approximately 157,000 square feet of office space and 23,000 square feet of retail space, through a lease-to-purchase agreement. (The original developer has since sold its interest in the HQ building to a new owner/landlord.) The new HQ building is located at the Gateway at Millbrae Station, right next to the Millbrae BART and Caltrain Station, with SamTrans Routes ECR and 292 conveniently close-by. The first three floors of the building include a lobby, retail space, loading facilities, and parking, while the 4<sup>th</sup>, 5<sup>th</sup>, and 6<sup>th</sup> floors consist of office space. As part of this agreement, the District agreed to lease the entirety of the office space, after the landlord completes all necessary tenant improvements, for at least 8 months, with an option to purchase the entire building after 8 months, and before 30 months, for \$126 million. The building is located on a 99-year ground lease from the Bay Area Rapid Transit District (BART), which requires that the prevailing wages be paid for all construction work on site, including tenant improvements.

## Section 1: Cost and Budget

### Tenant Improvement

The total budget for the tenant improvement is \$48,320,294. This is comprised of the Lease's Tenant Improvement Allowance of \$36,850,820 (inclusive within the \$126 million purchase price) and \$11,469,474 approved by the Board on December 4, 2024. The total tenant improvement budget includes contingency, which amount will be determined after the Guaranteed Maximum Price (GMP) is executed in April 2025.

### Non-Tenant Improvement

The total budget for the non – tenant improvement is \$26,116,619 inclusive of \$4,113,696 / 15.75% Contingency. This contingency will be reported monthly when used.

| Category/Item   | Budget (in 1000 of \$) |                      | Expended + Committed % |
|---|------------------------|----------------------|------------------------|
|   | Approved               | Expended + Committed |                        |
| Owner Allowance for TI  | 36,851                 | 36,851               | 100%                   |
| HQ Tenant Improvement (TI)  | 11,469                 | 11,469               | 100%                   |
| Non-TI, Furniture, Fixtures, & Equipment (FF&E), and Auxiliary Equipment                    | 9,380                  | 6,906                | 73.62%                 |
| Non-TI, Information, Communications, & Technology (ICT), Audio/Visual, and Security Systems | 6,794                  | 5,582                | 82.16%                 |
| Non-TI, Parking Garage Fencing, EV Charging, Ticket Booth, and Owner Paid Permit Fees       | 1,735                  | 1,548                | 89.23%                 |



| Category/Item   | Budget (in 1000 of \$) |                      | Expended + Committed % |
|---|------------------------|----------------------|------------------------|
|   | Approved               | Expended + Committed |                        |
| Non-TI, Moving Services, Move Management, Digitization, Equipment & Furniture Disposal, and Document Disposal | 1,793                  | 501                  | 27.94%                 |
| Non-TI, Project Management, Construction Management, Change Management, Procurement, and Legal Services       | 3,790                  | 1,832                | 48.34%                 |
| Non-TI, Architectural & Engineering Design  | 2,625                  | 2,625                | 100%                   |
| <b>Total</b>  | <b>74,437</b>          | <b>67,315</b>        | <b>90.43%</b>          |

## Section 2: Progress and Schedule

| Summary Activities   | Baseline Start | Est/ Act. Start | Baseline Finish | Est/Act. Finish | Start Var. (Days) | Finish Var. (Days) |
|--|----------------|-----------------|-----------------|-----------------|-------------------|--------------------|
|  | (A)            | (B)             | (C)             | (D)             | A-B               | C-D                |
| TI, 100%CDs + Value Engineering Drawings                     |                |                 | 01/23/25        | 01/23/25        | 0                 | 0                  |
| TI, Subcontractor Bidding and Pricing Schedule Review        | 01/24/25       | 01/24/25        | 04/02/25        | 04/02/25        | 0                 | 0                  |
| TI, Execute GMP  |                |                 | 04/02/25        | 04/02/25        | 0                 | 0                  |
| TI, Submit for Permit / Permit Approval (2 rounds)           | 01/24/25       | 01/24/25        | 04/28/25        | 04/28/25        | 0                 | 0                  |
| TI, Construction Mobilization and Buildout: Level 1, 5, 4, 6 | 04/18/25       | 04/18/25        | 01/02/26        | 01/02/26        | 0                 | 0                  |
| TI, Final Inspections  | 10/07/25       | 10/07/25        | 01/05/26        | 01/05/26        | 0                 | 0                  |
| TI, Substantial Completion / Lease Commencement              |                |                 | 01/05/26        | 01/05/26        | 0                 | 0                  |
| TI, Closeout   | 01/05/26       | 01/05/26        | 01/28/26        | 01/28/26        | 0                 | 0                  |
| Non - TI FF&E, Design Approval                               |                |                 | 01/21/25        | 01/21/25        | 0                 | 0                  |
| Non - TI FF&E, Contract Procurement                          | 01/21/25       | 01/21/25        | 05/06/25        | 05/06/25        | 0                 | 0                  |
| <b>Non - TI FF&amp;E, Contract for Board Approval</b>        |                |                 | 05/07/25        | 05/07/25        | 0                 | 0                  |
| Non - TI FF&E, Procurement                                   | 05/08/25       | 05/08/25        | 01/02/26        | 01/02/26        | 0                 | 0                  |
| Non - TI FF&E, Installation                                  | 01/05/26       | 01/05/26        | 04/24/26        | 04/24/26        | 0                 | 0                  |
| Non - TI GC, Design  | 01/24/25       | 01/24/25        | 03/31/25        | 03/31/25        | 0                 | 0                  |
| Non - TI GC, Contract Procurement                            | 04/01/25       | 04/01/25        | 10/01/25        | 10/01/25        | 0                 | 0                  |

# samTrans

| Summary Activities  | Baseline Start | Est/ Act. Start | Baseline Finish | Est/Act. Finish | Start Var. (Days) | Finish Var. (Days) |
|---|----------------|-----------------|-----------------|-----------------|-------------------|--------------------|
|   | (A)            | (B)             | (C)             | (D)             | A-B               | C-D                |
| <b>Non - TI GC, General Contract for Board Approval</b>         |                |                 | 10/01/25        | 10/01/25        | 0                 | 0                  |
| Non - TI GC, Permit Approval                                    | 10/02/25       | 10/02/25        | 01/05/26        | 01/05/26        | 0                 | 0                  |
| Non - TI GC, GC Mobilization / Buildout                         | 01/06/26       | 01/06/26        | 05/05/26        | 05/05/26        | 0                 | 0                  |
| Non - TI Move, Complete Questionnaires and Name Ambassadors     | 03/03/25       | 03/03/25        | 04/07/25        | 04/07/25        | 0                 | 0                  |
| Non - TI Move, Finalize RFP and Contract Procurement            | 04/08/25       | 04/08/25        | 10/31/25        | 10/31/25        | 0                 | 0                  |
| <b>Non - TI Move, Move Services Contract for Board Approval</b> |                |                 | 11/05/25        | 11/05/25        | 0                 | 0                  |
| Non - TI Move, Move Services Contract Award                     | 11/17/25       | 11/17/25        | 11/21/25        | 11/21/25        | 0                 | 0                  |
| Non - TI Move, Moving Process                                   | 12/01/25       | 12/01/25        | 05/30/26        | 05/30/26        | 0                 | 0                  |

## Section 3: Accomplishments and Upcoming Work

| KEY ACTIVITIES - Current Reporting Month (top 5)   |  |
|--|--|
| Tenant Improvement   | Move management                          |
| In the field, the Project wrapped up with final trim, final clean, commissioning and coordination. | Coordinate Physical Inventory            |
| Day 2 permit was obtained.   | Faces to Space Coordination              |
| Day 2 submittals were processed / material procurement continued                                   | Continued Discussions with IT & Security |
| Artwork Program continued to be developed.   | Change Management Coordination           |
| Substantial Completion was met with City permit sign-off.  | Change Champions Coordination            |



| <b>KEY ACTIVITIES - Next Reporting Month (top 5)</b>   |   |
|--|---|
| <b>Tenant Improvement</b>  | <b>Move management</b>                        |
| Day 1 closeout activities will begin: owner and maintenance manuals assembled, as-builts finalized | Continued Activation Planning                 |
| In the field: Day 1 punchlist will be created and tasks will be addressed                          | Change Management Survey Results              |
| In the field: Day 2 activities will commence with framing/drywall in the parking structure.        | Change Management Welcome Packet Coordination |
| Day 2 submittal processing / material procurement is ongoing                                       | Master Move Matrix Updates.                   |
| Artwork Program is being further developed.  | Floor Plan Move Updates                       |

#### Section 4: Risk Register / Critical Issues

| <b>Risk</b>   | <b>Mitigation</b>   |
|---|---|
| Budget: Additional scope items are identified that are not currently reflected in the construction drawings.  | Proactive coordination with the design and construction teams is underway to confirm scope alignment and avoid potential budget impacts.  |
| Schedule: Long lead items are delayed due to industry-wide and/or product-specific constraints.   | The Project Team is actively processing submittals and coordinating with manufacturers to maintain schedule alignment. Where necessary, alternate products equal to or higher-quality equivalents are under review to reduce or eliminate delays. |
| Budget: With the Day 2 subcontractors now onboard, detailed trade and field coordination with the design team and drawings is underway. If coordination conflicts arise, adjustments to the design or construction approach may be required, potentially resulting in a change order. | The Design Team and Trades are closely coordinating to address conflicts and adjacencies. Collaborative solutions are being implemented to resolve issues with minimal impact on the budget.  |

# SamTrans' HQ January Update

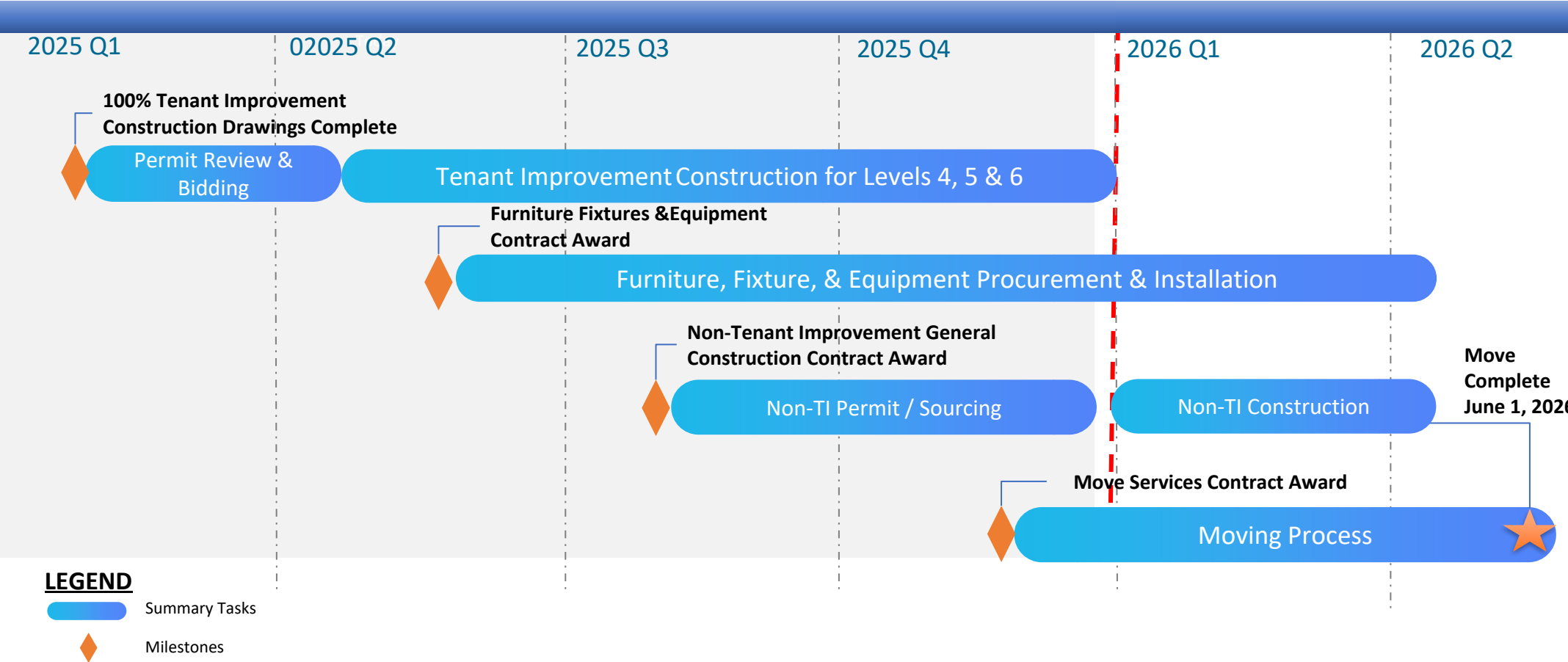


# Committed / Percent Complete

| Category/Item   | Budget (in 1000 of \$) |                      | Expended + Committed % |
|---|------------------------|----------------------|------------------------|
|   | Approved               | Expended + Committed |                        |
| Tenant Improvement (TI)   | 48,320                 | 48,320               | 100.00%                |
| Non-TI, Furniture, Fixtures, & Equipment (FF&E), and Auxiliary Equipment                                      | 9,380                  | 6,906                | 73.62%                 |
| Non-TI, Information, Communications, & Technology (ICT), Audio Visual, and Security Systems                   | 6,794                  | 5,582                | 82.16%                 |
| Non-TI, Parking Garage Fencing, EV Charging, Ticket Booth, and Owner Paid Permit Fees                         | 1,735                  | 1,548                | 89.23%                 |
| Non-TI, Moving Services, Move Management, Digitization, Equipment & Furniture Disposal, and Document Disposal | 1,793                  | 501                  | 27.94%                 |
| Non-TI, Project Management, Construction Management, Change Management, Procurement, and Legal Services       | 3,790                  | 1,832                | 48.34%                 |
| Non-TI, Architectural & Engineering Design  | 2,625                  | 2,625                | 100%                   |
| <b>Total</b>  | <b>74,437</b>          | <b>67,315</b>        | <b>90.43%</b>          |



# Project Schedule



ThePhoto by PhotoAuthor is licensed under CCYYSA.

# Upcoming Activities in January 2026

**Substantial completion was obtained on 12/22/2025**

Day 1 Closeout will begin: owner and maintenance manuals assembled, as-builts verified/finalized

Day 1 Punchlist will be created and tasks addressed

Day 2 activities will commence (field, submittal processing / material procurement)

Artwork program will be further developed.

Change Management and Move Management coordination continues



## PUBLIC RECEPTION AREA

The public-facing entry to the headquarters, designed to support visitor reception, orientation, and engagement, with final furnishings and wayfinding elements forthcoming.





## OPEN WORK AREAS

Future workstation areas filled with natural light, designed to support focused work, flexibility, and connection once fully furnished and occupied.



## BREAKROOMS

Two per floor. Designed as everyday gathering spaces – home to morning coffee/tea, shared lunches, staff celebrations, and the informal conversations that build community.





## PUBLIC HEARING ROOM

A purpose-built space for public engagement and decision-making, carrying forward the SamTrans emblem from the existing Board Room into the new headquarters – honoring continuity while establishing a new setting for civic dialogue.



# Project Partners



# Anticipated Board Approvals

Spring 2026: 4th Floor Office Lease

Spring 2026: Caltrain Lease

Spring/Summer 2026: Off-Site Agency Vehicle Parking

Early Summer 2026: Purchase Notice and Finalize Financing Plan

Summer 2026: Execute Purchase Sale Agreement (PSA)

Fall 2026: Ratings Presentation

Late Fall 2026: Approval of Debt Issuance and Purchase and Close Bonds

TBD: Leasing of Retail Spaces after Purchase

# Questions



**San Mateo County Transit District  
Staff Report**

To: Board of Directors

Through: April Chan, General Manager/CEO

From: Mehul Kumar, Chief Information and Technology Officer

Subject: **State of Artificial Intelligence at San Mateo County Transit District**

**Action**

This is an Informational item, and no action is required by the Board of Directors (Board).

**Significance**

At the January 7, 2026 Board meeting, staff will provide the Board with an overview of the current state of Artificial Intelligence (AI) integration in the District's operations, including the technology's potential to optimize service delivery, enhance customer experience, and improve operational efficiency.

Artificial Intelligence(AI) represents a significant opportunity for the District to enhance service reliability, safety, and operational efficiency while using public resources responsibly.

As transit systems grow more complex and rider expectations increase, AI provides tools to modernize operations, manage risk, and deliver consistent, high-quality service. Establishing a clear, Board-aligned strategic approach to AI ensures the District can leverage these benefits while maintaining transparency, accountability, and public trust.

When applied responsibly and thoughtfully, Artificial Intelligence (AI) can revolutionize public transit by enabling smarter, data-driven solutions that enhance both the operational and customer-facing aspects of transit services. The integration of AI within the District operations can assist in several areas like:

- **Improved Service Efficiency:** AI-powered systems can help optimize routes, reduce wait times, and ensure better fleet management, improving overall reliability for riders.
- **Predictive Maintenance:** AI tools can predict when buses or vehicles are likely to need maintenance, allowing for proactive repairs and reducing breakdowns, which directly impacts service reliability.
- **Enhanced Customer Experience:** AI can provide real-time updates to passengers, offering accurate information on schedules, delays, and traffic conditions, improving rider satisfaction.

- **Data-Driven Decisions:** AI analytics will allow the district to better understand travel patterns, optimize service offerings, and make more informed decisions about infrastructure investment and future planning.
- **Environmental Benefits:** AI can assist in optimizing fuel use, reducing emissions, and contributing to the district's sustainability goals by managing routes and energy consumption more efficiently.
- **Cybersecurity and System Resilience:** AI can strengthen cybersecurity and system resilience by continuously monitoring networks, detecting threats and anomalies in real time, and enabling faster, more proactive responses to potential disruptions.

### **Budget Impact**

There is no budget impact for this informational item.

Funding for current AI assessment and pilot efforts are already included in current Information and Technology (IT) budgets.

### **Background**

The District continues to advance its AI strategy with a focus on delivering operational value while maintaining strong governance and public trust. The District's approach is guided by Responsible AI principles that emphasize transparency, data privacy, cybersecurity, equity, and human oversight. Staff is actively identifying and managing AI-related risks, including data protection, regulatory compliance, cybersecurity, and workforce impacts, and are incorporating appropriate controls into the evaluation and use of AI technologies.

As part of the District's AI journey, initial progress has included internal assessments, targeted pilots, and staff engagement to better understand opportunities across operations, customer service, and data analytics. The AI roadmap and next steps will focus on formalizing governance, expanding high-value and low-risk use cases, strengthening data and security foundations, and building organizational readiness through training and change management to ensure responsible, secure, and mission-aligned adoption of AI.

Prepared By: Mehul Kumar

Chief Information and Technology Officer 650-801-9004



# Embracing AI for Smarter Public Transit

Item #8.c.  
1/7/2026



SamTrans Board Meeting  
January 7, 2026



# Agenda

1. AI Strategy
2. Responsible AI Principles
3. AI Risks
4. AI Journey / Current Progress
5. AI Roadmap & Next Steps

# AI Strategy Approach

1

## **Establish an AI Vision and Align AI & Organizational Strategy**

Spend time upfront building a unified strategy by aligning organizational strategies with the AI strategies.

2

## **Establish Responsible AI Guiding Principles**

The use of AI within the organization will follow these responsible AI principles.

3

## **Assess Current AI Maturity**

Assess current state: discuss with key stakeholders and SMEs and review documentation and current initiatives.

4

## **Prioritize Initiatives**

Assess if the opportunities align with the business, responsible AI, and guiding principles. Are there sufficient resources to execute?

5


## **Build an AI Roadmap**

The roadmap should provide a vision of how you will deliver the identified AI applications by prioritizing and simplifying the actions required to deliver these new initiatives.




# AI Maturity Pillars

## AI GOVERNANCE




Our ability to govern AI-related risks and ensure expected value realization from AI.

## DATA MANAGEMENT




Our ability to deliver accessible, high-quality data sets that drive business insights in line with our principles and best practices.

## PEOPLE




The skills, experience, knowledge, and resources required to support governance, data, processes, and technology to support AI capabilities.

## PROCESS



The processes and resources to design, develop, deliver, and support AI applications.

## TECHNOLOGY



The technology infrastructure required to support AI applications.



# AI Governance

## Organization

Structure, roles, and responsibilities of the AI governance organization.

## Monitoring

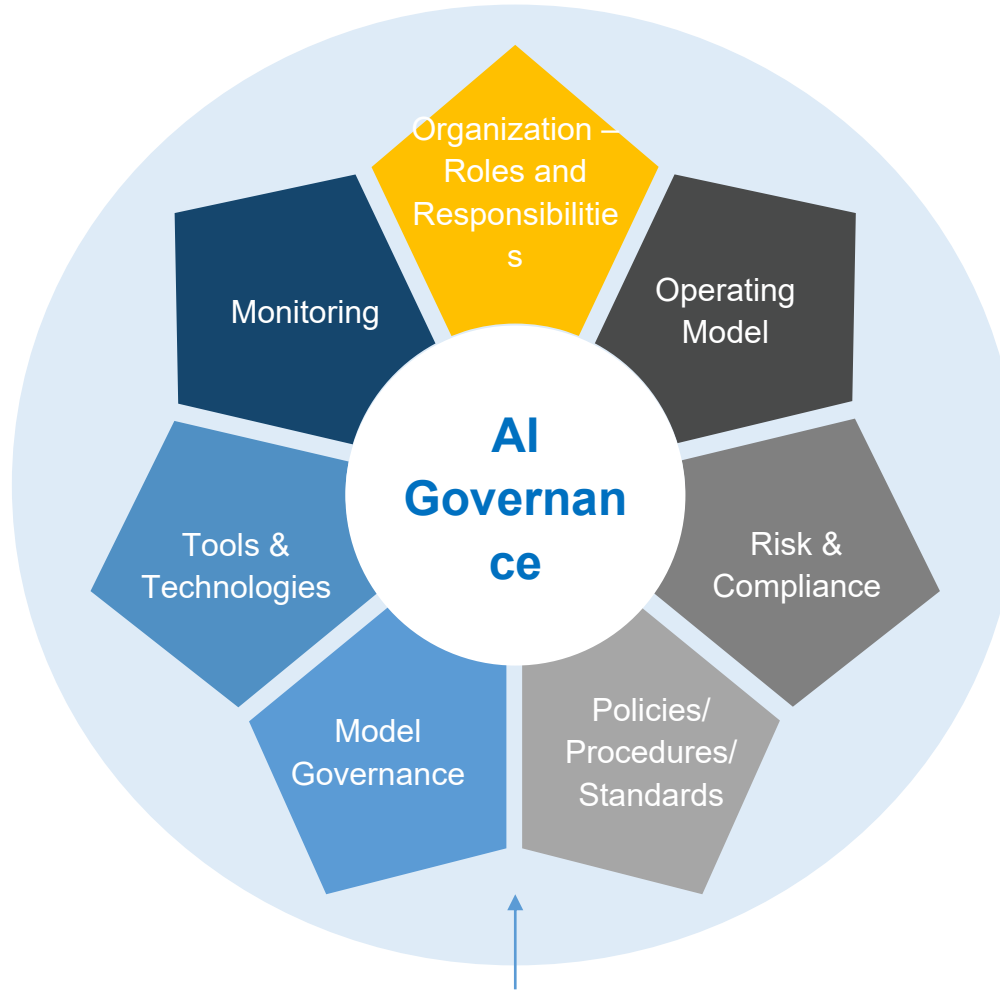
Monitoring compliance and risk of AI/ML systems/models in production.

## Tools & Technologies

Tools and technologies to support AI governance framework implementation.

## Model Governance

Ensuring accountability and traceability for AI/ML models.



**Responsible AI Principles**  
are a part of how you manage and govern AI.

## Operating Model

How AI governance operates and works with other organizational structures to deliver value.

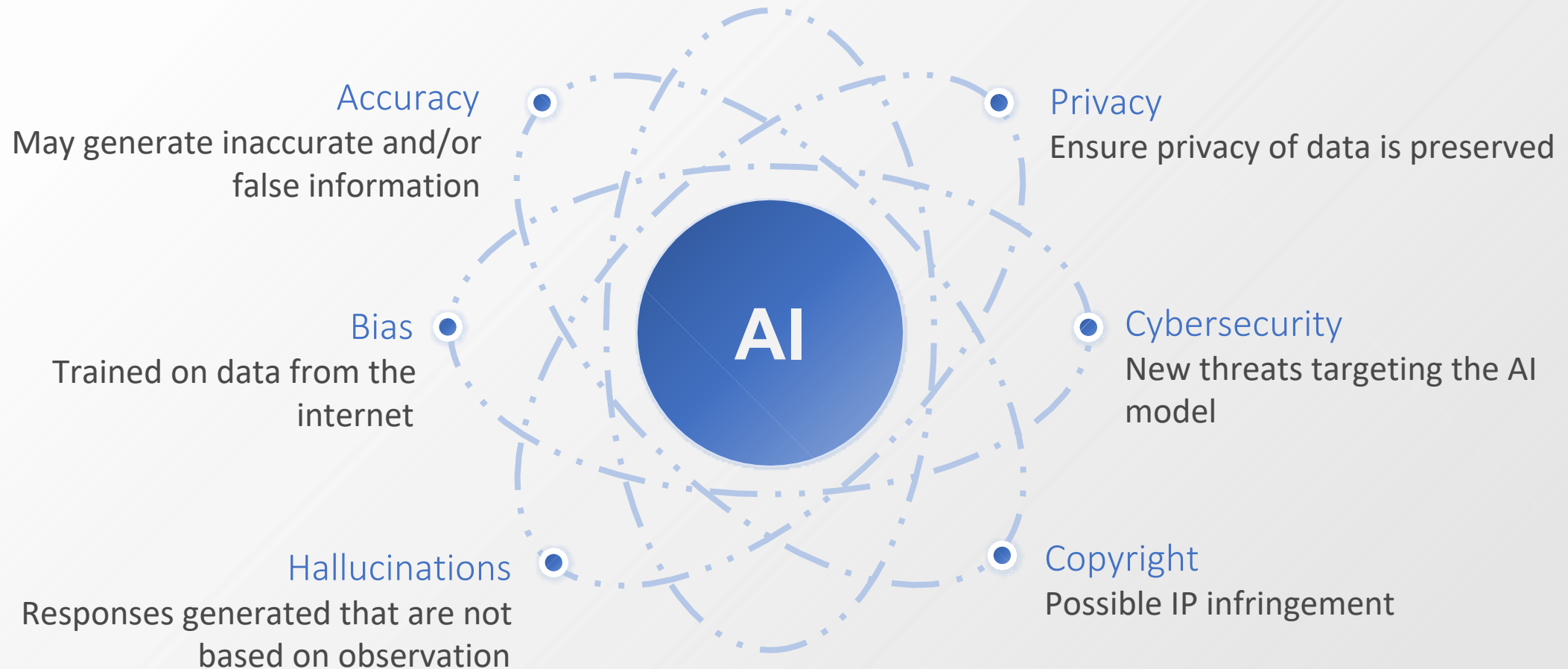
## Risk & Compliance

Alignment with agency's risk management and ensuring compliance with regulations and assessment frameworks.

## Policies/Procedures/ Standards

Policies and procedures to support implementation of AI governance.

# Risks With Generative AI



# Responsible AI principles

The use of AI within the SMCTD will follow these responsible AI principles.

## Validity & Reliability

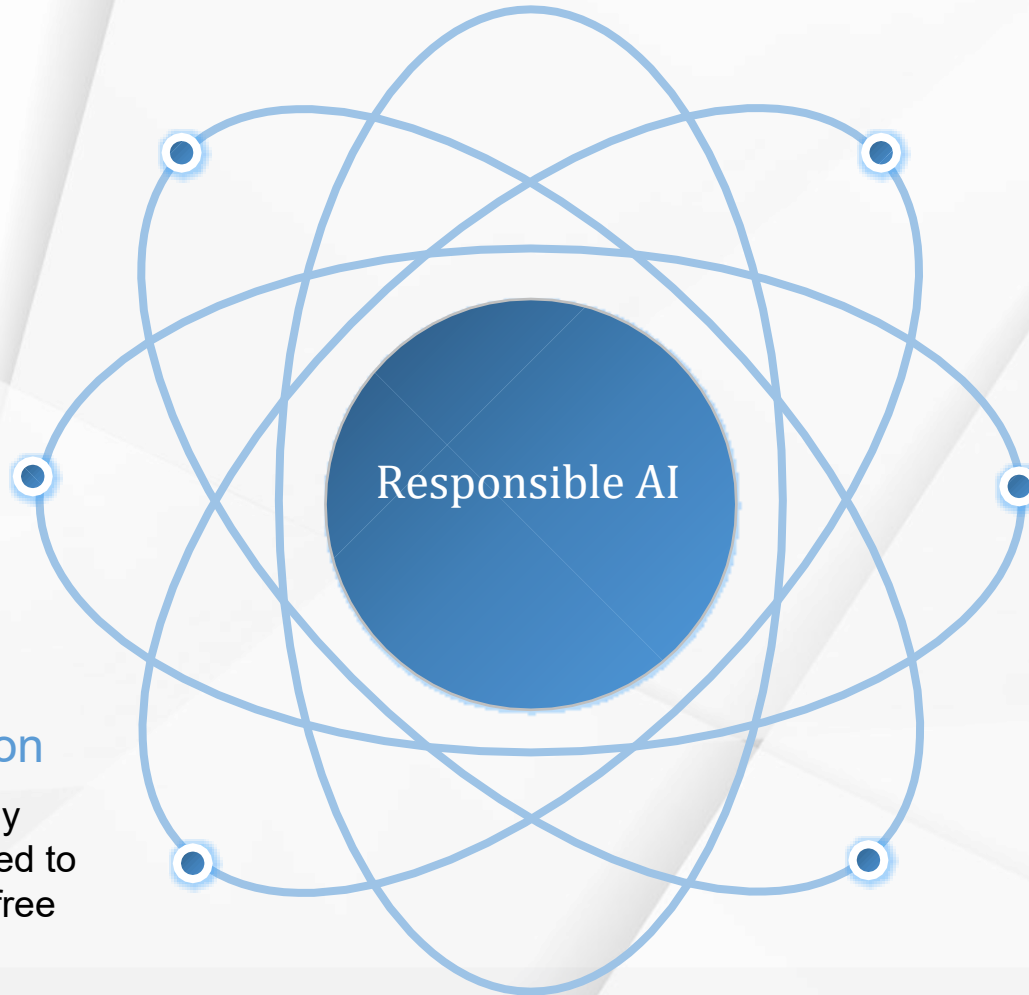
AI systems should perform reliably and as expected.

## Accountability

We will identify accountability for the outcomes of AI systems and decisions that are made as a result of the model.

## Fairness & Bias Detection

We will endeavor to ensure any models, systems, and data used to make predictions are fair and free from bias.



## Safety & Security

AI models and systems should be resilient, secure, and safe throughout their entire lifecycle.

## Data Privacy

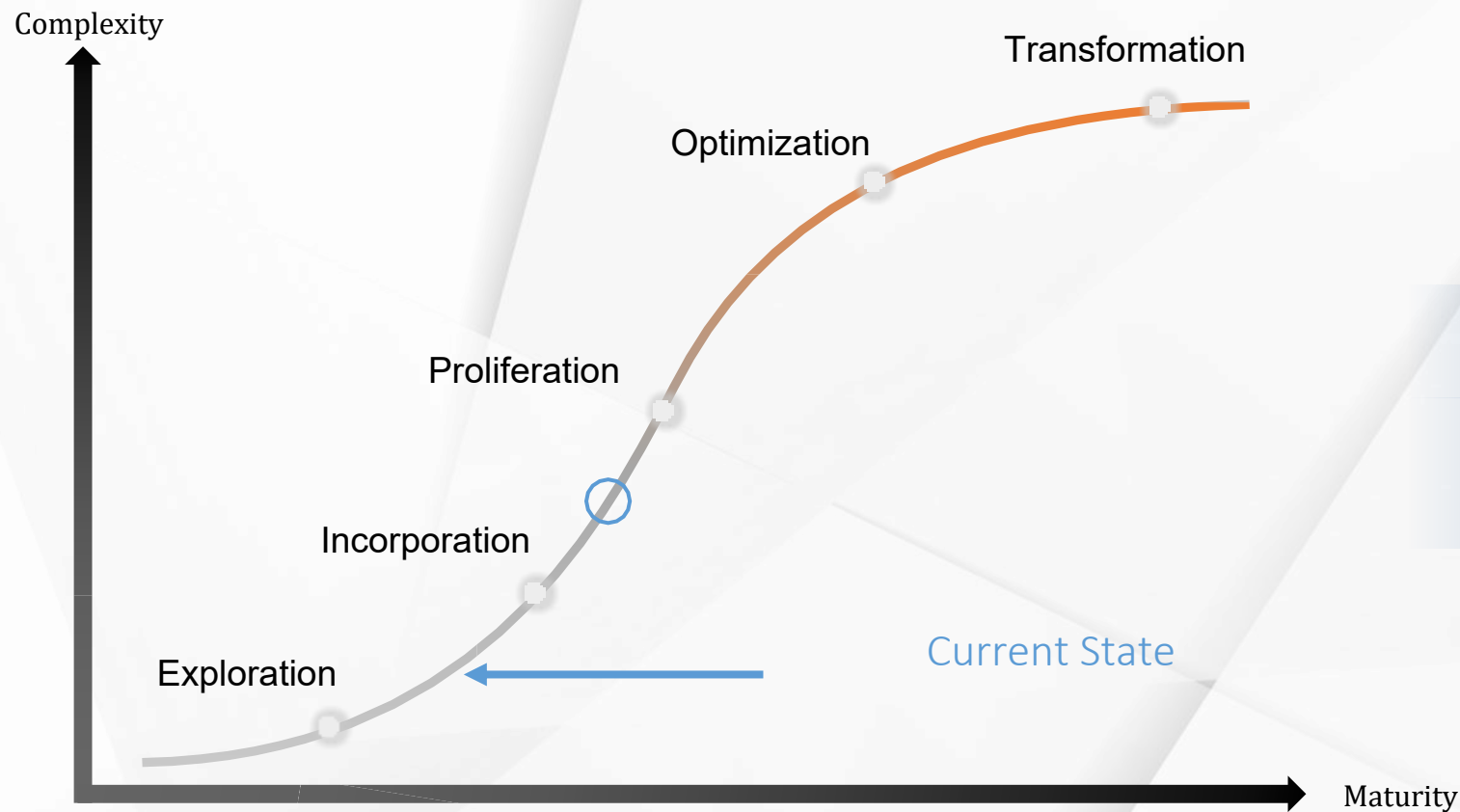
Privacy values such as anonymity, confidentiality, and control will guide our choices for AI model/system design.

## Explainability & Transparency

AI models/systems should provide meaningful information and be transparent and explainable to end users.



# Current State



Based on the five key AI domains we are the current maturity scale.

## Technology Centric

Exploring and piloting AI technologies, starting by addressing the technical challenges of building a functional AI model.

## Principles Based

Principles are adopted to guide model development in a responsible manner to address consumer and government demands.

# What is GovAI

- Government specific general purpose AI Assistant.
- Built on OpenAI(CHATGPT) platform with a security wrapper.
- Better Risk Management.
- Used by 70+ Public sector agencies.

# Why GovAI

## Zero – Ingestion

Block PII and sensitive data from reaching the LLM/AI

## Zero – Retention

Contractually ensure Zero Data Retention (ZDR) with LLM/AI provider

## Zero – Ignorance

Guide users on best-practices for LLM/AI use;  
Include gov context in data/responses to reduce AI errors



### Secure & Compliant

Built on **OpenAI** with government-grade security  
Compliant with **CCPA/CRPA, SOC2, FOIA, FIPPA**



### Data Privacy First

Zero Training on agency data by LLM  
Ensures **no data leakage**, PII detection & mitigation



### Contextual Intelligence

Adds **gov-specific context** to reduce AI errors  
Folios - Safely Ingest & Manage Org. Data / Knowledge



### Dashboards & Risk Center

Full **Visibility & Control** over AI Usage  
Monitor usage, flag risks, ensure compliance



### Smart Content Creation

Summarize reports & transcripts, Compare documents  
Draft emails, docs, Analyze Feedback, Brainstorm ideas



### Onboarding & Support

Low-friction UI; No need for every team to build models  
Hands-on **training**, documentation, and ongoing support



## Data Shield

Configure your Data Shield settings and alerts.

### Data Shield Detect ^ ✔ Enabled

Data Shield Detect is a tool that helps you to identify and classify personal data in your organization. It scans your organization's data sources and identifies personal data. It then classifies the data into categories such as personal data, sensitive personal data, and special categories of personal data.

|  |  |
|--|--|
| <div><div>Address <span>✔ Enabled</span></div><div>Review Redact</div><div>A physical address, such as "100 Main Street, Anytown, USA" or "Suite #12, Building 123". An address can include information such as the street, building,...</div></div>                           | <div><div>Age <span>✔ Enabled</span></div><div>Allow Substitute</div><div>An individual's age, including the quantity and unit of time. Data Shield recognizes "40 years" as an age.</div></div>   |
| <div><div>Credit or Debit CVV <span>✔ Enabled</span></div><div>Block Risk</div><div>A three-digit card verification code (CVV) that is present on VISA, MasterCard, and Discover credit and debit cards. For American Express credit or debit cards, the...</div></div>        | <div><div>Credit or Debit Expiry <span>✔ Enabled</span></div><div>Allow Redact Risk</div><div>The expiration date for a credit or debit card. This number is usually four digits long and is often formatted as month/year or MM/YY. Data Shield recognizes...</div></div> |
| <div><div>Credit or Debit Card Number <span>✔ Enabled</span></div><div>Block Risk</div><div>The number for a credit or debit card. These numbers can vary from 13 to 16 digits in length. However, Data Shield also recognizes credit or debit card numbers whe...</div></div> | <div><div>Driver ID <span>✔ Enabled</span></div><div>Block Risk</div><div>The number assigned to a driver's license, which is an official document permitting an individual to operate one or more motorized vehicles on a public road. A drive...</div></div>             |
| <div><div>Email <span>✔ Enabled</span></div><div>Allow Redact</div><div>An email address, such as jdoe@example.com.</div></div>  | <div><div>International Bank Account Number (IBAN) <span>✔ Enabled</span></div><div>Block Risk</div><div>An International Bank Account Number has specific formats in each country. See <a href="http://www.iban.com/structure">www.iban.com/structure</a>.</div></div>    |
| <div><div>License Plate <span>✔ Enabled</span></div><div>Block Risk</div><div>A license plate for a vehicle is issued by the state or country where the vehicle is registered. The format for passenger vehicles is typically five to eight digits</div></div>                 | <div><div>MAC Address <span>✔ Enabled</span></div><div>Block Risk</div><div>A media access control (MAC) address is a unique identifier assigned to a network interface controller (NIC).</div></div>  |

# SMCTD Implementation Stats



✓ **400+ employees trained**

Completed Basic and Advanced GovAI training across all departments in the agency.



✓ **100+ active users**

Teams are actively using GovAI to support day-to-day operational and administrative activities.



✓ **2000+ prompts**

Users are leveraging GovAI Platform for various usecases ranging from document comparisons to technical support.



✓ **Driving digital transformation**

GovAI empowers staff with AI-driven insights, improving efficiency, collaboration, and decision-making.

# Top AI Use Cases

## Initial use Cases

### Use Cases – Cross-Functional



**Transcribing Meetings** – Copilot’s transcription feature in Teams to summarize meeting and generate action items



**Creating Presentations** – Copilot’s PowerPoint capabilities to create presentations, job aids, and trainings



**Drafting and Summarizing Emails** – Copilot’s Outlook capabilities to summarize lengthy email chains, aid in inbox management, and email drafting



**Drafting Documents** – Copilot’s Word capabilities to draft formal communications, FAQs, and SOPs



**Research and Brainstorming** – Used Copilot in M365 Chat for brainstorming ideas and external / internal research



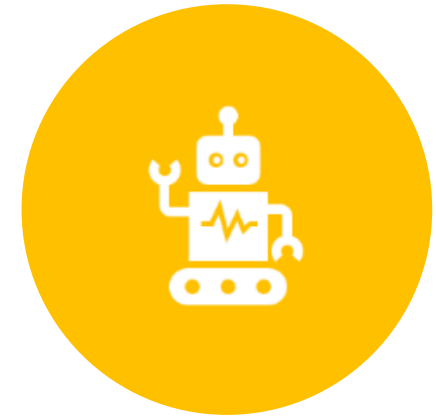
# Future Roadmap



**DETAILED ASSESSMENT &  
COLLABORATION  
OPPORTUNITIES**



**IDENTIFY NEW BUSINESS  
USE CASES**



**PILOT AI TOOLS TO SERVE  
SPECIFIC USE CASES**



**Thank You**

Please email [kumarm@samtrans.com](mailto:kumarm@samtrans.com) with any questions.

**BOARD OF DIRECTORS 2026**

JEFF GEE, CHAIR  
MARIE CHUANG, VICE CHAIR  
DAVID J. CANEPA  
BROOKS ESSER  
MARINA FRASER  
RICO E. MEDINA  
JOSH POWELL  
PETER RATTO  
JACKIE SPEIER

APRIL CHAN  
GENERAL MANAGER/CEO



## AGENDA

### San Mateo County Transit District

Community Relations Committee Meeting  
Committee of the Whole  
(Accessibility, Senior Services, and Community Issues)

January 7, 2026 – 2:30 pm

Bacciocco Auditorium, 2nd Floor  
1250 San Carlos Avenue, San Carlos, CA 94070

Committee Members: David J. Canepa (Chair), Marina Fraser, Jackie Speier

- |       |  |               |
|-------|--|---------------|
| 10.a. | Call to Order  |               |
| 10.b. | Approval of Minutes of the Community Relations Committee Meeting of December 3, 2025                                     | Motion        |
| 10.c. | Accessible Services Update   | Informational |
| 10.d. | Paratransit Advisory Council Update  | Informational |
| 10.e. | Brown Act Informational Report and Authorizing Remote Meetings for the Citizens Advisory Committee under Senate Bill 707 | Motion        |
| 10.f. | Update on Citizens Advisory Committee Membership: Recruitment for Vacancies and Terms Ending April 30, 2026              | Informational |
| 10.g. | Monthly State of Service Report   November 2025  | Informational |
| 10.h. | Adjourn  |               |

**Note:**

- This Committee meeting may be attended by Board Members who do not serve on this Committee. In the event that a quorum of the entire Board is present, this Committee shall act as a Committee of the Whole. In either case, any item acted upon by the Committee or the Committee of the Whole will require consideration and action by the full Board of Directors as a prerequisite to its legal enactment.
- All items appearing on the agenda are subject to action by the Committee. Staff recommendations are subject to change by the Committee.



**San Mateo County Transit District  
1250 San Carlos Avenue, San Carlos, California**

**Community Relations Committee Meeting / Committee of the Whole  
DRAFT Minutes of December 3, 2025**

**Members Present (In Person):** M. Fraser, J. Speier, D. Canepa (Chair)

**Members Absent:** None

**Other Board Members Present Constituting Committee of the Whole:** M. Chuang, B. Esser, J. Gee, R. Medina, P. Ratto

**Other Board Members Absent:** J. Powell

**Staff Present:** J. Cassman, A. Chan, A. Feng, T. Dubost, L. Lumina-Hsu, J. Steketee, M. Tseng, S. van Hoften

**10.a. Call to Order**

Committee Chair Canepa called the meeting to order at 2:39 pm.

**10.b. Approval of Minutes of the Community Relations Committee Meeting of November 5, 2025**

Motion/Second: Esser/Medina

Ayes: Canepa, Esser, Fraser, Medina, Ratto, Speier, Chuang, Gee

Noes: None

Absent: Powell

**10.c. Accessible Services Update**

Tina Dubost, Manager, Accessible Services, stated December 17 marks two years of providing same day paratransit service; same-day transit program remains within budget, serving 709 riders with 39 percent medical trips and the rest for social, errands, shopping, and grocery shopping.

**10.d. Citizens Advisory Committee Update – Deferred.**

**10.e. Paratransit Advisory Council Update**

Ben McMullan, PAC Chair, stated the Paratransit Advisory Council (PAC) is developing its workplan with continued focus on increasing membership.

Items 10.f. and 10.g. were heard together.

**10.f. Monthly State of Service Report | October 2025**

**10.g. State of Service Report | Fiscal Year 2026 Quarter 1**

Jonathan Steketee, Manager, Operations Planning, provided the presentation, which included the following:

- Ridership up 3.1 percent and 2.7 percent in equity areas; weekday average around 10.5 percent
- On-time performance (OTP) 80 percent and improving
- Service calls decreased 19.5 percent, goal met
- Preventable accidents: down 44.3 percent
- Ride Plus up 2.2 percent year-over-year (YOY); higher usage in East Palo Alto

Staff provided further clarification in response to the following Board comments and questions regarding Ride Plus' higher ridership in East Palo Alto versus Half Moon Bay with steady growth in both areas.

**10.h. Adjourn** – The meeting adjourned at 2:47 pm.

**San Mateo County Transit District  
Staff Report**

To: Community Relations Committee

Through: April Chan, General Manager/CEO

From: David Olmeda, Chief Operating Officer, Bus  
Tina Dubost, Manager, Accessible Transit Services

Subject: **Accessible Services Update**

**Action**

This item is for information only. No action is required.

**Significance**

Several groups advise SamTrans on accessible service issues. The Paratransit Advisory Council (PAC) provides a forum for consumer input on paratransit issues. The Policy Advocacy and Legislative Committee (PAL-Committee) is the advocacy arm of the PAC.

The PAC and the PAL meet monthly (except for August).

The minutes from the PAC and PAL meeting for November 2025 are attached.

**Budget Impact**

There is no impact to the budget.

**Background**

No additional information.

Prepared By: Lynn Spicer      Accessibility Coordinator      650-508-6475



**SAN MATEO COUNTY**  
**PARATRANSIT COORDINATING COUNCIL (PCC)**  
*Minutes of November 18, 2025, Meeting*

**Members Present:** D. Do, T. Dubost, M. Epstein, S. Lang (Vice Chair), B. McMullan (Chair), L. Vaserman, M. Violet

**Members Absent:** R. Agarwal, S. Capeloto, C. Santoni, K. Uhl

**Staff Present:** L. Spicer

**Guests Present:** S. Atkinson (SMCTA), J. Feliciano (Transdev), P. Gilster (SMCTA), M. Randalson (Nelson\Nygaard, on Zoom), K. Richardson (Transdev), M. Thomasmeyer (Nelson\Nygaard)

**1. Call to Order**

Chair Ben McMullan called the meeting to order at 1:35 pm.

**2. Roll Call**

Council members and guests introduced themselves.

**3. Public Comment for Items Not on the Agenda**

Larisa Vaserman shared some feedback on a recent Redi-Wheels trip and expressed a general concern for fellow passengers who may not be able to speak up for themselves.

Ben McMullan pointed out the importance of getting more paratransit riders to join the Council.

**4. Presentation on Countywide Transportation Plan Update**

Patrick Gilster from San Mateo County Transportation Authority gave a presentation on the Countywide Transportation Plan (CTP) update that is starting this fall. The presentation provided an overview the previous CTP and the planning process that will be used for the update.

Council members provided their feedback and asked questions. Larisa Vaserman asked how the CTP relates to paratransit services. She noted the need for more coordination between agencies and the importance of transportation for vulnerable communities since loneliness is a major problem.

Dao Do identified affordability of transportation as an area for improvement.

Michele Epstein suggested dedicating more resources to promoting SamTrans's mobility resource center.

Sandra Lang mentioned the need to support people's transportation to walking audits as part of the CTP planning process.

## **5. PAC Committee Reports**

### **5.a. Policy/Advocacy/Legislative (PAL) Report**

Tina Dubost reminded the Council that SamTrans is asking Redi-Wheels Lifeline participants to renew their eligibility for low fare and this process doesn't affect riders' eligibility for paratransit.

### **5.b. Education Committee Report**

Tina Dubost noted that the next Education Committee meeting will be Tuesday, December 2, at 3pm.

### **5.c. Executive Committee Report**

Ben McMullan reported on the Executive Committee's meeting, which included a discussion on the new PAC website and next steps for the work plan.

## **6. SamTrans / Redi-Wheels Reports**

Tina Dubost provided key takeaways for the following reports.

### **6.a. SamTrans Updates**

No updates.

### **6.b. Performance Summary**

Ms. Dubost reviewed the ridership reports in the packet and noted that ridership has been consistent with recent months.

### **6.c. Comment Statistics Report**

Ms. Dubost reported that there was an uptick in complaints and that most complaints came in as consumer reports, not via comment cards.

### **6.d. Safety Report**

Jocelyn Feliciano stated that there was one preventable event and five nonpreventable events in October.

## **7. Updates and Items of Interest**

### **7.a. Agencies**

No updates.

Dao Do mentioned her appreciation for the improvement in on-time performance but noted that there are still instances of long travel times.

**7.b. County Commissions (CoA and CoD)**

No updates.

**7.c. Center for Independence (CID)**

No updates.

**7.d. Coastside Transportation Committee (CTC)**

No updates.

**7.e. Transportation Authority Citizens Advisory Committee (TA-CAC)**

Sandra Lang summarized what was discussed during the September and November meetings. The September meeting covered financial reports, Safe Routes to School program, and the US 101/SR 92 Mobility Hub & Smart Corridor Plan. The November meeting covered financial reports, the Transportation Demand Management Call for Projects, and the Draft North County and Mid-County Multimodal Strategies. There was no meeting in October.

**7.f. Department of Rehabilitation (DOR)**

No updates.

**7.g. ADA Policy Refresher**

Tina Dubost provided a reminder about the bag limit on paratransit. Riders are limited to four standard grocery bags.

**8. Other Business**

Larisa Vaserman discussed her art exhibit as part of the annual Disability Arts Showcase organized by the Commission on Disabilities and hosted by the Center for Creativity.

Marie Violet announced her upcoming retirement.

The Council discussed getting other medical centers such as Mills-Peninsula, Kaiser, and Stanford involved with the Council.

**9. Adjournment**

The meeting was adjourned at 2:48 pm.



**San Mateo County Transit District  
Staff Report**

To: Board of Directors

Through: April Chan, General Manager/CEO

From: Joan Cassman, Legal Counsel  
Margaret Tseng, District Secretary

Subject: **Brown Act Informational Report and Authorizing Remote Meetings for the Citizens Advisory Committee under Senate Bill 707**

**Action**

Staff proposes that the Board of Directors (Board) of the San Mateo County Transit District (District):

1. Receive information on Senate Bill (SB) 707's amendments to the Brown Act local government open meetings law; and
2. Consider adopting a resolution authorizing the Citizens Advisory Committee (CAC) to meet remotely under new procedures created by SB 707 for six months, with the understanding that similar resolutions would be required every six months hereafter to facilitate continuation of remote meetings.

**Significance**

**SB 707 and its Application to the District**

Following a series of changes to the Brown Act open over the past several years, SB 707, adopted in 2025, was the most significant. Its provisions, which take effect in stages on January 1 and July 1, 2026, include changes including, but not limited to the following:

- Combining what has been multiple justifications for remote meeting participation into a single alternative to traditional teleconferencing;
- Clarifying that a member of a local legislative body participating remotely as a reasonable accommodation of a disability is (a) not subject to a limit on the frequency of such participation and (b) can be counted towards in-person, in-jurisdiction quorum requirements;
- Expanding requirements for public access to meetings with remote participation, including new website postings on how to attend a meeting remotely and what to do if remote participation technology fails;

- Requiring public outreach to community organizations to invite them and their members to attend meetings;
- Mandating agenda translation for certain agencies;
- Expanding a requirement for oral announcement of proposed increases to agency executive compensation so that it also covers department heads or functional equivalents; and
- Allowing certain advisory bodies, referred to as "eligible subsidiary bodies," to hold meetings when all members may be remote, without (a) having to open remote locations to the public, or (b) limiting the frequency of or requiring justifications for remote participation.

Most changes made by SB 707 can be implemented by staff. However, Board action is required before the District can take advantage of the new allowance for fully remote meetings of "eligible subsidiary bodies."

#### Remote Meetings of Eligible Subsidiary Bodies

Based on definitions set forth in SB 707, Legal Counsel advises that the CAC<sup>1</sup> qualifies as an "eligible subsidiary body." As required by SB 707, before the CAC could begin meeting remotely, the Board would need to adopt a resolution making findings that (1) the Board has considered the circumstances of the CAC; (2) the public has been made aware of the type of remote participation being contemplated and has been provided with an opportunity to comment at this in-person meeting of the Board; and (3) fully remote, teleconference meetings of the CAC will improve the attraction, retention, and diversity of CAC members. The findings expressed in the attached resolution, which would need to be adopted again every six months, reflect that:

1. Staff has reviewed the operational needs of the CAC, which consist of volunteers who represent a broad geographic area. Requiring (a) in-person attendance, (b) limiting the frequency and reasons for remote participation, or (c) public disclosure of and access to private residences as required under the Brown Act's traditional teleconference rules, are likely to (i) be a continuing barrier to service and (ii) hinder the committee's ability to attract a quorum for every scheduled meeting.
2. Through the publication of this report and this public meeting, (a) the public has been notified that remote participation for this body will be provided through two-way audio-

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<sup>1</sup> The Measure W Citizens Oversight Committee's (COC) sole duties relate to the District's implementation of a sales tax. Accordingly, Legal Counsel has advised that the Measure W COC likely is not permitted to take advantage of fully remote meetings under SB 707. The proposed action also would not apply to the Paratransit Advisory Council as it is a subsidiary body of the San Mateo County Board of Supervisors rather than the District's Board of Directors. The SamTrans Accessibility Advisory Committee (SAAC) was not created by charter, ordinance, resolution, or any formal action of the Board, and no Board members serve on the SAAC. Therefore, the SAAC is not subject to the Brown Act.

video Zoom teleconferencing, and (b) the public is being provided the opportunity to comment on the use of remote meeting technology.

3. Allowing remote participation will directly enhance the District's ability to recruit and retain a diverse membership for the CAC. Use of remote meetings would remove barriers for individuals with disabilities, those with caregiving responsibilities, and those with jobs and other schedule limitations or lack of predictability, and those without reliable evening transportation. Staff also expects that allowing fully remote participation will support and encourage involvement of residents from the coastside of San Mateo County.

If the Board adopts these findings, the CAC may then vote to authorize remote meetings. Thereafter, CAC members may participate from remote locations for any or no stated reason, and without posting their addresses or opening their locations to the public. They would, however, need to appear on camera during the entire open portion of each meeting and only shut off their cameras if they are having connectivity problems (or if needed as a reasonable accommodation for a disability). The District still would be required to provide a staffed, publicly accessible physical location for each meeting.

#### **Budget Impact**

There is no budget impact associated with the proposed action.

#### **Background**

The Brown Act, codified at California Government Code section 54950, et seq. requires meetings of local legislative bodies to be open and accessible to the public. Rules cover everything from the contents, publication and posting of meeting notices and agendas; to the timing and structure of public comment; to the use of teleconferencing by local legislators.

The law has been modified via a string of executive orders and bills (including but not limited to Assembly Bill (AB) 361, AB 2449 and SB 707) over the past six years, initially to address pandemic-related needs for remote meetings. The most recent of these amendments focus on technological advancements in teleconferencing and the public's changing expectations regarding the need for in-person meeting attendance.

|              |   |              |
|--------------|---|--------------|
| Prepared By: | Shayna van Hoften, Legal Counsel            | 415-995-5880 |
|              | Loana Lumina-Hsu, Deputy District Secretary | 650-508-6466 |



**Resolution No. 2026-**

**Board of Directors, San Mateo County Transit District  
State of California**

\* \* \*

**Authorizing Remote Meetings for the Citizens Advisory Committee under Senate Bill 707**

**Whereas**, the Board of Directors (Board) of the San Mateo County Transit District (District) established the Citizens Advisory Committee (CAC) to represent transit users and provide input on the experiences and needs of current and potential transit customers; and

**Whereas**, beginning January 1, 2026, Senate Bill 707 (SB 707) amends the Ralph M. Brown Act (California Government Code 54950 et seq.) to permit certain advisory committees, designated as “eligible subsidiary bodies,” to hold remote meetings once (1) a board of directors has considered the circumstances of the committee; (2) the board of directors finds that teleconference meetings of the eligible subsidiary body(ies) will improve the attraction, retention, and diversity of committee members; (3) the public has been made aware of the type(s) of remote participation available and has been provided with an opportunity to comment at an in-person meeting of the board of directors concerning the transition to remote meetings; and (4) the eligible subsidiary body(ies) take subsequent action to approve their use of remote meetings; and

**Whereas**, “eligible subsidiary bodies” are defined as committees that serve exclusively in an advisory capacity and are not authorized to take final action on legislation, regulations, contracts, licenses, permits, or any other entitlements, grants, or allocations of funds, nor have subject matter jurisdiction, as defined by charter, ordinance, resolution, or any formal action of the legislative body that created the subsidiary body, over elections, budgets, police oversight,

privacy, removal or restriction of materials in public libraries, or taxes or related spending proposals; and

**Whereas**, the CAC meets this definition of “eligible subsidiary body;” and

**Whereas**, the Board has considered the circumstances of the CAC and finds that allowing the CAC to hold remote meetings via Zoom teleconferencing (with options for online and telephonic participation) under SB 707 would promote the attraction, retention, and diversity of CAC members; and

**Whereas**, the public has been made aware of the types of remote participation being contemplated and has been provided with an opportunity to comment at an in-person meeting of the Board regarding the use of remote meetings; and

**Whereas**, the Board desires to authorize the CAC to hold remote meetings, with the understanding that at least one staffed physical location will be made available to committee members and the members of the public who wish to attend in person, though there will be no need for a quorum of the committee to attend in person or for members to publish their respective remote locations, or open such locations to the public; and

**Whereas**, the Board further recognizes that any recommendations made by the CAC during a remote meeting must be presented to the Board through an oral report at one meeting before the Board may take action on such recommendation at a subsequent meeting; and

**Whereas**, the Board understands that SB 707 limits the authority granted hereunder to be in effect for up to six months.

**Now, Therefore, Be It Resolved** that the Board of Directors of the San Mateo County Transit District hereby authorizes the Citizens Advisory Committee (CAC) to meet remotely as an eligible subsidiary body under Senate Bill 707.

**Be it Further Resolved** that this resolution will be in effect for six months, and the Board directs staff to agendize reconsideration of the authority granted hereunder at the Board's July 2026 meeting.

Regularly passed and adopted this 7<sup>th</sup> day of January, 2026 by the following vote:

Ayes:

Noes:

Absent:

---

Chair, San Mateo County Transit District

Attest:

---

District Secretary





# Citizens Advisory Committee Membership Update

Item #10.f  
1/7/2026



Ana Rivas | January 7, 2025

# CAC Purpose & Meetings

- Represent transit users and provide input on the needs of current and potential transit customers
- Help inform community residents of transit programs
- January to October: Last Wednesdays at 6:30pm
- November – Field Trip and Holiday Reception
- December – Recess
- 1 to 2 hours at SamTrans HQ

# CAC Representatives

- Fifteen (15) members appointed-at-large
- **Bus Riders** represent San Mateo County and fixed-route ridership
- **Multi-modal Riders** represent fixed-route ridership to connect to another transit mode
- **Community** represent community interest which also interact with fixed-route service



## Current Vacancies

- Multimodal Riders (2)
  - One term ending April 30, 2026
  - One partial term ending April 30, 2027
- Community (2)
  - One partial term ending April 30, 2027
  - One partial term ending April 30, 2028

## Upcoming Vacancies

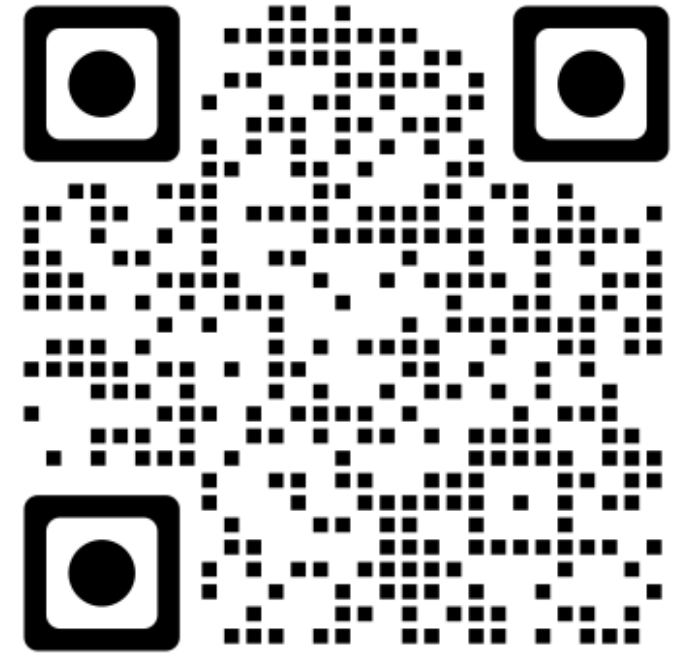
- Multimodal Riders (1)
- Community (1)
- Bus Riders (2)
- Terms ending April 30, 2026

# Recruitment Cycle

- Now through February 28, 2026
  - Active recruitment and outreach
- March 2026
  - Interviews with CAC Nominating Committee
- April 1, 2026 SamTrans Board of Directors Meeting
  - Appointments Recommendations

# CAC Application

- Website: [samtrans.com/about-samtrans/cac](https://samtrans.com/about-samtrans/cac)
- Hardcopy available
  - SamTrans Headquarters
  - **Email** [CACSecretary@SamTrans.com](mailto:CACSecretary@SamTrans.com)
  - **Call** 650-508-6466
  - **Mail** Attn: SamTrans CAC Secretary,  
1250 San Carlos Ave, San Carlos, CA 94070

[ENGLISH](#)[ESPAÑOL](#)[简体中文](#)





Item #10.f.  
1/7/2026

# Thank You



Please email [CACSecretary@SamTrans.com](mailto:CACSecretary@SamTrans.com) with any questions.

**San Mateo County Transit District  
Staff Report**

To: Community Relations Committee

Through: April Chan, General Manager/CEO

From: Josh Mello, Chief Planning Officer  
David Olmeda, Chief Operating Officer, Bus

Subject: **Monthly State of Service Report | November 2025**

**Action**

This report is for information only. No action is required.

**Significance**

**SamTrans:** Average weekday ridership across all four modes (Bus, Paratransit, Shuttles, and Microtransit) increased by 2.3 percent in November 2025 compared to November 2024. The total monthly ridership increased by 0.2 percent in November 2025 compared to November 2024.

**Microtransit:** Average weekday ridership on all microtransit services was 144, and total ridership was 3,902. The average weekday ridership increased 18.3 percent compared to November 2024, and the total ridership increased 18.6 percent compared to November 2024.

**Youth Unlimited Pass:** For November 2025, Youth Unlimited Pass usage decreased 6.4 percent compared to November 2024. November 2025 had one fewer weekday than November 2024, which likely contributed to the decline year-over-year.

**Other SamTrans Key Performance Indicators (includes Contracted Urban Bus Service [CUBS]):**

- **Preventable Accidents** – There were 17 preventable accidents in November 2025 (16 from District and 1 from contracted services). The goal is to have one or fewer preventable accidents per 100,000 miles; SamTrans did not meet its goal with 2.1 accidents per 100,000 miles.
- **Miles Between Service Calls (MBSC)** – There were 27 service calls in November 2025 (14 from District and 13 from contracted services). The goal is to have one or fewer service calls per every 25,000 miles. Fixed-route service met its goal with 0.8 service calls per 25,000 miles.
- **On-Time-Performance (OTP)** – November 2025 systemwide OTP was 82.6 percent. The goal is to have 85 percent systemwide on-time performance. Fixed-route service did not

meet this goal; however, on time performance improved by 1.0 percent compared to November 2024.

- **Did Not Operate (DNOs)** – In November 2025, there were 14 total DNOs. The goal is to miss less than 0.1 percent of scheduled trips. Fixed-route service met this goal with 0.03 percent missed trips.

| RIDERSHIP (ALL MODES)                                       |                |                |                |                 |                  |                  |                  |                 |
|---|----------------|----------------|----------------|-----------------|------------------|------------------|------------------|-----------------|
| SAMTRANS   Average Weekday Ridership                        |                |                |                |                 |                  |                  |                  |                 |
| Mode  | Nov-23         | Nov-24         | Nov-25         | %Δ <sup>1</sup> | YTD FY24         | YTD FY25         | YTD FY26         | %Δ <sup>2</sup> |
| Bus   | 32,554         | 34,089         | 34,991         | 2.6%            | 31,403           | 34,379           | 35,358           | 2.8%            |
| Paratransit   | 719            | 742            | 753            | 1.5%            | 723              | 765              | 771              | 0.8%            |
| Shuttles  | 1,840          | 1,864          | 1,785          | -4.2%           | 1,831            | 1,859            | 1,885            | 1.4%            |
| Microtransit  | 145            | 121            | 144            | 18.3%           | 126              | 131              | 151              | 15.6%           |
| <b>Total</b>  | <b>35,258</b>  | <b>36,816</b>  | <b>37,673</b>  | <b>2.3%</b>     | <b>34,082</b>    | <b>37,134</b>    | <b>38,166</b>    | <b>2.8%</b>     |
| SAMTRANS   Total Ridership                                  |                |                |                |                 |                  |                  |                  |                 |
| Mode  | Nov-23         | Nov-24         | Nov-25         | %Δ <sup>1</sup> | YTD FY24         | YTD FY25         | YTD FY26         | %Δ <sup>2</sup> |
| Bus   | 829,289        | 860,887        | 864,590        | 0.4%            | 4,151,251        | 4,558,371        | 4,650,436        | 2.0%            |
| Paratransit   | 18,265         | 18,449         | 18,503         | 0.3%            | 92,825           | 98,621           | 99,290           | 0.7%            |
| Shuttles  | 36,751         | 35,336         | 32,561         | -7.9%           | 191,678          | 195,810          | 197,476          | 0.9%            |
| Microtransit  | 3,930          | 3,289          | 3,902          | 18.6%           | 17,115           | 17,546           | 20,937           | 19.3%           |
| <b>Total</b>  | <b>888,235</b> | <b>917,961</b> | <b>919,556</b> | <b>0.2%</b>     | <b>4,452,869</b> | <b>4,870,348</b> | <b>4,968,139</b> | <b>2.0%</b>     |
| CALTRAIN   Average Weekday Ridership                        |                |                |                |                 |                  |                  |                  |                 |
| Mode  | Nov-23         | Nov-24         | Nov-25         | %Δ <sup>1</sup> | YTD FY24         | YTD FY25         | YTD FY26         | %Δ <sup>2</sup> |
| Caltrain  | 20,901         | 25,868         | 37,779         | 46.0%           | 20,565           | 25,505           | 39,749           | 55.8%           |
| CALTRAIN   Total Ridership                                  |                |                |                |                 |                  |                  |                  |                 |
| Mode  | Nov-23         | Nov-24         | Nov-25         | %Δ <sup>1</sup> | YTD FY24         | YTD FY25         | YTD FY26         | %Δ <sup>2</sup> |
| Caltrain  | 488,597        | 625,100        | 887,550        | 42.0%           | 2,485,843        | 3,311,718        | 5,135,263        | 55.1%           |
| OTHER MODES in San Mateo County   Average Weekday Ridership |                |                |                |                 |                  |                  |                  |                 |
| Mode  | Nov-23         | Nov-24         | Nov-25         | %Δ <sup>1</sup> | YTD FY24         | YTD FY25         | YTD FY26         | %Δ <sup>2</sup> |
| Dumbarton   | 99             | 86             | 86             | 0.0%            | 102              | 98               | 93               | -4.5%           |
| BART (San Mateo County)                                     | 17,619         | 18,350         | 20,675         | 12.7%           | 18,726           | 19,418           | 21,331           | 9.8%            |
| OTHER MODES in San Mateo County   Total Ridership           |                |                |                |                 |                  |                  |                  |                 |
| Mode  | Nov-23         | Nov-24         | Nov-25         | %Δ <sup>1</sup> | YTD FY24         | YTD FY25         | YTD FY26         | %Δ <sup>2</sup> |
| Dumbarton   | 2,075          | 1,718          | 1,630          | -5.1%           | 10,828           | 10,485           | 9,933            | -5.3%           |
| BART (San Mateo County)                                     | 475,935        | 469,402        | 524,785        | 11.8%           | 2,551,820        | 2,625,993        | 2,889,764        | 10.0%           |

**IMPORTANT NOTES:**

Total row may not add up due to rounding.

SamTrans (Bus) ridership includes Fixed-Route service.

Microtransit ridership includes Ride Plus and SamCoast.

Shuttle ridership includes SamTrans, JPB Caltrain, and other Transportation Authority funded shuttles.

BART ridership in San Mateo County does not include Daly City BART Station.

%Δ<sup>1</sup> indicates the percentage change for the month, current year to previous year.

%Δ<sup>2</sup> indicates the percentage change current year to previous, Year to Date.



| SAMTRANS (BUS)   Fare Usage |                |                |                |
|-----------------------------|----------------|----------------|----------------|
| Fare Type                   | Nov-23         | Nov-24         | Nov-25         |
| Adult                       | 504,105        | 536,313        | 547,429        |
| Eligible Discount           | 180,713        | 181,197        | 186,798        |
| Youth                       | 144,471        | 143,377        | 130,140        |
| --- Youth Unlimited Pass    | 70,096         | 81,078         | 75,925         |
| <b>Total</b>                | <b>829,289</b> | <b>860,887</b> | <b>864,367</b> |

The **Youth Unlimited Pass** number is a subset of the Youth Fare Type. The program started in January 2022.

## KEY PERFORMANCE INDICATORS

| SAMTRANS (BUS)   Operations Key Performance Indicators |        |        |        |
|--|--------|--------|--------|
| KPI  | Nov-23 | Nov-24 | Nov-25 |
| On-Time Performance                                    | 82.1%  | 81.8%  | 82.6%  |
| Preventable Accidents                                  | 16     | 16     | 17     |
| --- District   | 7      | 14     | 16     |
| --- Contracted Services                                | 9      | 2      | 1      |
| Service Calls  | 27     | 52     | 27     |
| --- District   | 18     | 22     | 14     |
| --- Contracted Services                                | 9      | 30     | 13     |
| Trips Scheduled  | 39,175 | 47,257 | 46,929 |
| Did Not Operate DNOs                                   | 0      | 107    | 14     |

| SAMTRANS (BUS)   Fleet Key Performance Indicators |         |         |         |
|---|---------|---------|---------|
| KPI   | Nov-23  | Nov-24  | Nov-25  |
| Revenue Hours (Sched.)                            | 49,194  | 58,357  | 56,808  |
| Revenue Miles (Sched.)                            | 493,173 | 575,863 | 567,594 |
| Total Fleet Miles (Actual)                        | 754,314 | 816,149 | 811,740 |

| MICROTRANSIT   Ride Plus Key Performance Indicators |        |        |        |
|---|--------|--------|--------|
| KPI   | Nov-23 | Nov-24 | Nov-25 |
| Total Ridership                                     | 3,634  | 2,891  | 3,902  |
| --- East Palo Alto Trips                            | 2,702  | 2,037  | 2,738  |
| --- Half Moon Bay Trips                             | 932    | 854    | 1,164  |
| Active Users  | 419    | 359    | 409    |
| New Registrations                                   | 187    | 129    | 68     |
| Total Downloads                                     | 494    | 348    | 377    |
| --- iOS Downloads                                   | 247    | 319    | 333    |
| --- Android Downloads                               | 53     | 29     | 44     |
| Load Factor   | 1.34   | 1.33   | 1.16   |

| PARATRANSIT   Operations Key Performance Indicators |        |        |        |
|---|--------|--------|--------|
| KPI   | Nov-23 | Nov-24 | Nov-25 |
| On-Time Performance (RW)                            | 87.4%  | 86.6%  | 83.5%  |
| On-Time Performance (RC)                            | 93.0%  | 90.0%  | 79.4%  |
| Preventable Accidents (RW)                          | 3      | 3      | 2      |
| Preventable Accidents (RC)                          | 0      | 2      | 0      |
| Service Calls (RW)                                  | 4      | 2      | 3      |
| Service Calls (RC)                                  | 0      | 0      | 0      |

| PARATRANSIT   Fleet Key Performance Indicators |         |         |         |
|--|---------|---------|---------|
| KPI  | Nov-23  | Nov-24  | Nov-25  |
| Revenue Miles (RW)                             | 150,462 | 153,460 | 155,467 |
| Revenue Miles (RC)                             | 21,364  | 23,812  | 10,094  |
| Fleet Miles (RW)                               | 167,993 | 172,385 | 173,980 |
| Fleet Miles (RC)                               | 28,007  | 30,603  | 17,499  |

**SamTrans' OTP goal is 85.0 percent.** On-Time Performance (OTP) is calculated by evaluating time points within the route's schedules across the system for late, early, and on-time arrival and departure. A route is considered late if it exceeds 5 minutes. A route is considered early if it departs 59 seconds ahead of schedule.

**SamTrans' Miles between Preventable Accidents goal is 100,000 miles.** There were 47,749 miles between Preventable Accidents this month.

**SamTrans' Miles between Service Calls goal is 25,000 miles.** There were 30,064 miles between Service Calls this month.

Sched. = Scheduled, which includes in-service and layover.

**Note:** All KPIs include all SamTrans service operated directly and by contract.

**Ride Plus** started in June 2023.

The **load factor** represents the average number of passengers in a vehicle. It is calculated by dividing the total number of passengers by the number of trips in service.

RW = Redi-Wheels

RC = RediCoast

## PRE-PANDEMIC RIDERSHIP COMPARISON

| SAMTRANS   Average Weekday Ridership |               |               |               |               |                |
|--------------------------------------|---------------|---------------|---------------|---------------|----------------|
| Mode                                 | Nov-19        | Nov-23        | Nov-24        | Nov-25        | % <sup>3</sup> |
| Bus                                  | 37,598        | 32,554        | 34,089        | 34,991        | 93.1%          |
| Paratransit                          | 1,111         | 719           | 742           | 753           | 67.8%          |
| Shuttles                             | 11,938        | 1,840         | 1,864         | 1,785         | 15.0%          |
| Microtransit                         | 17            | 145           | 121           | 144           | 844.3%         |
| <b>Total</b>                         | <b>50,664</b> | <b>35,258</b> | <b>36,816</b> | <b>37,673</b> | <b>74.4%</b>   |

| SAMTRANS   Total Ridership |                  |                |                |                |                |
|----------------------------|------------------|----------------|----------------|----------------|----------------|
| Mode                       | Nov-19           | Nov-23         | Nov-24         | Nov-25         | % <sup>3</sup> |
| Bus                        | 908,708          | 829,289        | 860,887        | 864,590        | 95.1%          |
| Paratransit                | 26,599           | 18,265         | 18,449         | 18,503         | 69.6%          |
| Shuttles                   | 234,188          | 36,751         | 35,336         | 32,561         | 13.9%          |
| Microtransit               | 440              | 3,930          | 3,289          | 3,902          | 886.8%         |
| <b>Total</b>               | <b>1,169,935</b> | <b>888,235</b> | <b>917,961</b> | <b>919,556</b> | <b>78.6%</b>   |

| CALTRAIN   Average Weekday Ridership |           |         |         |         |                |
|--------------------------------------|-----------|---------|---------|---------|----------------|
| Mode                                 | Nov-19    | Nov-23  | Nov-24  | Nov-25  | % <sup>3</sup> |
| Caltrain                             | 69,607    | 20,901  | 25,868  | 37,779  | 54.3%          |
| CALTRAIN   Total Ridership           |           |         |         |         |                |
| Mode                                 | Nov-19    | Nov-23  | Nov-24  | Nov-25  | % <sup>3</sup> |
| Caltrain                             | 1,472,693 | 488,597 | 625,100 | 887,550 | 60.3%          |

| OTHER MODES in San Mateo County   Average Weekday Ridership |           |         |         |         |                |
|---|-----------|---------|---------|---------|----------------|
| Mode  | Nov-19    | Nov-23  | Nov-24  | Nov-25  | % <sup>3</sup> |
| Dumbarton   | 136       | 99      | 86      | 86      | 63.1%          |
| BART (San Mateo County)                                     | 45,598    | 17,619  | 18,350  | 20,675  | 45.3%          |
| OTHER MODES in San Mateo County   Total Ridership           |           |         |         |         |                |
| Mode  | Nov-19    | Nov-23  | Nov-24  | Nov-25  | % <sup>3</sup> |
| Dumbarton   | 2,725     | 2,075   | 1,718   | 1,630   | 59.8%          |
| BART (San Mateo County)                                     | 1,041,450 | 475,935 | 469,402 | 524,785 | 50.4%          |

## PRE-PANDEMIC FARES COMPARISON

| SAMTRANS (BUS)   Fare Usage |                |                |                |                |                |
|-----------------------------|----------------|----------------|----------------|----------------|----------------|
| Fare Type                   | Nov-19         | Nov-23         | Nov-24         | Nov-25         | % <sup>3</sup> |
| Adult                       | 476,049        | 504,105        | 536,313        | 547,429        | 115.0%         |
| Youth                       | 195,207        | 144,471        | 143,377        | 130,140        | 66.7%          |
| Eligible Discount           | 237,452        | 180,713        | 181,197        | 186,798        | 78.7%          |
| <b>Total</b>                | <b>908,708</b> | <b>829,289</b> | <b>860,887</b> | <b>864,367</b> | <b>95.1%</b>   |

### IMPORTANT NOTES:

Total row may not add up due to rounding.

SamTrans (Bus) ridership includes Fixed-Route service.

Microtransit ridership includes Ride Plus and SamCoast.

Shuttle ridership includes SamTrans, JPB Caltrain, and other Transportation Authority funded shuttles.

BART ridership in San Mateo County does not include Daly City BART Station.

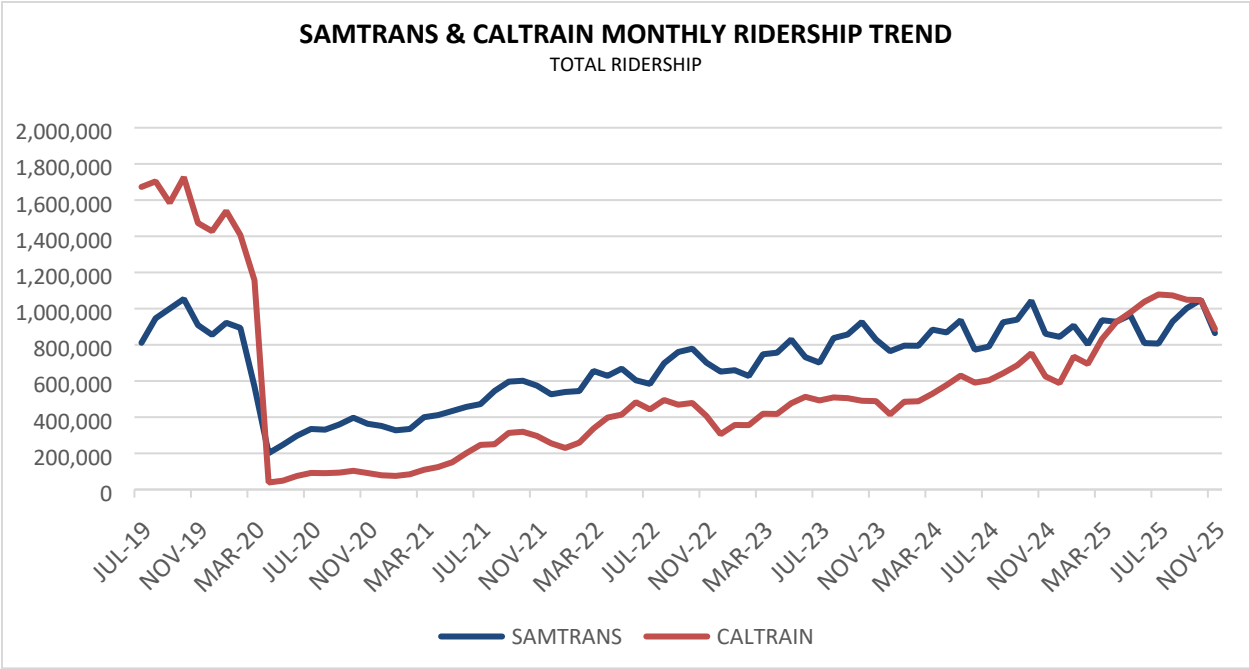
The following tables show the change in ridership over the last four years to encompass changes due to the COVID-19 pandemic.

%<sup>3</sup> indicates the rate of ridership recovery, current year (FY2026) to pre-pandemic year (FY2020). For example, SamTrans Bus Average Weekday Ridership reached 93.1 percent of pre-pandemic levels (November 2019) for this month of November 2025.

%<sup>3</sup> indicates the rate of ridership recovery, current year (FY2026) to pre-pandemic year (FY2020).

Dumbarton and demand-response service are excluded.





**CUSTOMER EXPERIENCE**

| SAMTRANS (BUS)   Customer Experience |        |        |        |
|--------------------------------------|--------|--------|--------|
| KPI                                  | Nov-23 | Nov-24 | Nov-25 |
| Complaints                           | 117    | 103    | 106    |
| Accessibility                        | 12     | 9      | 12     |
| Compliments                          | 19     | 8      | 12     |
| Service Requests                     | 47     | 42     | 34     |
| Reports Total                        | 195    | 162    | 164    |

The table is a detailed summary of SamTrans Consumer Reports received by the Customer Experience Department.

The total number of reports for SamTrans increased 1.2% from 162 reports in November 2024 to 164 reports in November 2025.

**COMMUNICATIONS & MARKETING**

The following is a list of the Communications Division’s marketing and promotional efforts in November 2025.

**SamTrans Monthly Press Releases and Earned Media**

**Press Releases/Blogs/Podcasts:**

- SamTrans survey shows strong rider satisfaction
- SamTrans adjusting several routes to improve on-time performance
- SamTrans to run Sunday schedule on Thanksgiving

## **Article Mentions:**

- Rider satisfaction:
  - Metro Magazine
- Grand Boulevard Initiative:
  - San Mateo Daily Journal
- Financial challenges:
  - NewsBreak, Hoodline, San Mateo Daily Journal
- Transit planning and partnerships:
  - Citizen Portal Artificial Intelligence (AI), San Mateo County Transportation Authority (TA)
- Sheriff:
  - San Jose Mercury News, County of San Mateo, News for Chinese
- Service updates:
  - KPIX
- Sustainability:
  - Citizen Portal AI, Industry Today
- Thanksgiving:
  - KPIX, San Mateo Daily Journal, Mountain View Voice, KTVU, Contra Costa Pulse

## **Social Media Activities**

### **Digital Marketing Report**

- SamTrans attended the Redwood City Day of the Dead / Dia de los Muertos event on November 2, accompanied by the District's brand new 2025 Dia de los Muertos wrapped bus
- Runbook 152 schedule changes went into effect this month, with a press release, social media graphic, and various posts going out to inform riders about schedule changes

- The 'Hop Off Here' podcast launched this month, highlighting various destinations, events, and places to visit in the Peninsula for riders
- The SamTrans store launched both its 2025 holiday sweater and new die-cast models of both vintage and current buses
- Coastside services, specifically SamCoast, were added to the standard messaging rotation to highlight our curb-to-curb service
- Clipper Next Generation (Clipper 2.0) messaging started this month to inform riders about the new system-wide, regional change with the Clipper card system

#### Other Digital Marketing Highlights

- Use SamTrans to Vote (Election Messaging)
- Employee Retirement - Operator Husni Zara (25 years)
- Veteran's Day
- Thanksgiving Day
- Drive With Us Bus Operator Recruitment Campaign
- Gear Up Mechanic Utility Worker Recruitment Campaign
- Ride Plus Microtransit Campaign

#### Social Metrics: Year to Year

An impression is anytime our content (post, webpage, Instagram photo) is seen in a user's feed or browser. Engagement is any action taken, such as a click, like, retweet or comment.

| NOVEMBER 2024           | NOVEMBER 2025          | % Change |
|-------------------------|------------------------|----------|
| Impressions: 399,666    | Impressions: 1,114,101 | +178.8%  |
| Engagements: 5,822      | Engagements: 5,640     | -3.1%    |
| Post Link Clicks: 2,220 | Post Link Clicks: 782  | -64.8%   |

*\*Please note this does not include any web metrics*



## **Marketing Activity Highlights**

### **Ride Plus Campaign**

#### *November Ride Plus Marketing Metrics*

Ride Plus web content views:

- Web views: 2,629 (English: 1,648; Spanish: 975; Sign-up page: 6)
- Total Impressions: 4,686
- Total Ad/Post Clicks: 19
- Ad Spend: \$0

Ads ran in Coastside Magazine's annual Coastside Guide and monthly editions.

### **Effortless Travel Campaign (ETEP)**

#### *Bay Area Newsgroups Ad Network*

Running digital ads on Bay Area news websites, social media and other ad partners. Ads are continuing to perform within industry performance indicator standards.

- SamTrans ETEP Ads:
  - Web views: 31,371
  - Total Impressions: 1.3 million
  - Ad Clicks: 17,457
  - Ad Spend: \$0 (odd month – no payment)

### **Way2Go Pass Promotion**

Campaign to move free Way2Go passes for community college students.

- Web views: 1,610
- Total Impressions: 57,735
- Total Ad/Post Clicks: 1,591
- Ad Spend: \$369.57

**Marketing Look Ahead**

Hispanic campaign to increase ridership, discounted/low-income programs (GoCard, START).  
Hometown Holidays reporting.

|              |                   |  |              |
|--------------|-------------------|--|--------------|
| Prepared By: | Emily Chen        | Senior Planner, Operations<br>Planning | 650-551-6127 |
|              | Tasha Bartholomew | Director, Strategic<br>Communications  | 650-508-7927 |



JEFF GEE, CHAIR  
MARIE CHUANG, VICE CHAIR  
DAVID J. CANEPA  
BROOKS ESSER  
MARINA FRASER  
RICO E. MEDINA  
JOSH POWELL  
PETER RATTO  
JACKIE SPEIER

APRIL CHAN  
GENERAL MANAGER/CEO

## AGENDA

### San Mateo County Transit District

#### Finance Committee Meeting Committee of the Whole

January 7, 2026 – 2:45 pm

*or immediately following the Community Relations Committee meeting*

Bacciocco Auditorium, 2nd Floor  
1250 San Carlos Avenue, San Carlos, CA 94070

Committee Members: Brooks Esser (Chair), David J. Canepa, Rico E. Medina

- |       |  |        |
|-------|--|--------|
| 11.a. | Call to Order  |        |
| 11.b. | Approval of Minutes of the Finance Committee Meeting of December 3, 2025   | Motion |
| 11.c. | Awarding a Contract to Deloitte Consulting, LLP to Provide the Product, Implementation and Maintenance Services of an Enterprise Performance Management System for a Total Not-To-Exceed Amount of \$749,620 for a Three-Year Base Term, with Three Additional One-Year Option Terms for an Aggregate Not-To-Exceed Amount of \$108,936, and an Optional End User Training and Video Recording for a Fee of \$21,600 | Motion |
| 11.d. | Authorizing Modification of Compensation Rates for Services Provided by General Counsel  | Motion |
| 11.e. | Adjourn  |        |

Note:

- This Committee meeting may be attended by Board Members who do not serve on this Committee. In the event that a quorum of the entire Board is present, this Committee shall act as a Committee of the Whole. In either case, any item acted upon by the Committee or the Committee of the Whole will require consideration and action by the full Board of Directors as a prerequisite to its legal enactment.
- All items appearing on the agenda are subject to action by the Committee. Staff recommendations are subject to change by the Committee.



**San Mateo County Transit District  
1250 San Carlos Avenue, San Carlos, California**

**Finance Committee Meeting / Committee of the Whole  
DRAFT Minutes of December 3, 2025**

**Members Present (In Person):** D. Canepa, R. Medina, B. Esser (Chair)

**Members Absent:** None

**Other Board Members Present Constituting Committee of the Whole:** M. Chuang, M. Fraser, J. Gee, P. Ratto, J. Speier

**Other Board Members Absent:** J. Powell

**Staff Present:** J. Cassman, A. Chan, A. Feng, K. Jordan Steiner, L. Lumina-Hsu, M. Tseng, S. van Hoften

**11.a. Call to Order**

Committee Chair Esser called the meeting to order at 2:48 pm.

**11.b. Approval of Minutes of the Finance Committee Meeting of November 5, 2025**

Motion/Second: Ratto/Chuang

Ayes: Canepa, Esser, Fraser, Medina, Ratto, Speier, Chuang, Gee

Noes: None

Absent: Powell

**11.c. Receive Quarterly Financial Report Fiscal Year 2026 Quarter 1 Results and Financial Outlook**

Kate Jordan Steiner, Chief Financial Officer, provided the presentation, which included the following:

- Quarter 1 deficit at \$8.6 million, better than budget; non-labor favorable, labor slightly over due to overtime
- Operating costs rising; sales tax stable but needed capital projects adding pressure to using some of the fund sources from operations
- Staff pursuing revenue growth, cost controls, and external funding
- Rising costs addressed via expense controls and potential budget adjustments

Staff provided further clarification in response to the following Board comments and questions regarding the following:

- Rising cost per passenger (14 percent increase in Quarter 1)
- Controlling operating and capital expenses

- Seek Board guidance at upcoming Board workshop on options to control and reduce costs
- Implementing changes via budget amendments within two-year cycle

**11.d. Adjourn** – The meeting adjourned at 2:54 pm.

DRAFT

**San Mateo County Transit District  
Staff Report**

To: Finance Committee

Through: April Chan, General Manager/CEO

From: David Santoro, Chief Administration Officer  
Kate Jordan Steiner, Chief Financial Officer  
Mehul Kumar, Chief Information and Technology Officer

Subject: **Awarding a Contract to Deloitte Consulting, LLP to Provide the Product, Implementation and Maintenance Services of an Enterprise Performance Management System for a Total Not-To-Exceed Amount of \$749,620 for a Three-Year Base Term, with Three Additional One-Year Option Terms for an Aggregate Not-To-Exceed Amount of \$108,936, and an Optional End User Training and Video Recording for a Fee of \$21,600**

**Action**

Staff proposes that the Finance Committee recommend that the Board of Directors (Board) of the San Mateo County Transit District (District):

1. Award a contract to Deloitte Consulting, LLP of San Francisco, CA (Deloitte) to provide the product, implementation and maintenance services (Services) of an Enterprise Performance Management (EPM) system for a not-to-exceed amount of \$749,620 for a three-year base term, with three additional one-year option terms for an aggregate not-to-exceed amount of \$108,936; plus an optional end user training and video recording for a fee of \$21,600.
2. Authorize the General Manager/CEO or designee to execute a contract with Deloitte in full conformity with the terms and conditions set forth in the solicitation documents and negotiated agreement, and in a form approved by legal counsel.
3. Authorize the General Manager/CEO or designee to exercise up to three additional one-year option terms, and/or to obtain end user training and a related video recording, if in the best interest of the District.

**Significance**

Approval of the above actions will provide the District with a dedicated and qualified contractor to provide implementation services of an EPM system, including systems integration, technical support, project management and staff training.



The EPM system will primarily be used for planning, budgeting, forecasting, modeling, and monitoring budget and financial performance. It will interface with the District's enterprise applications, including both current and future systems for integrated functionality. The EPM system will generate and present data, including reports, graphs, and charts; and facilitate compliance with local, state, and federal regulations. The EPM system will be cloud-based, aligning with District's technology strategy plan.

### **Budget Impact**

The total project cost is estimated to be \$3.1 million, including needs assessment, software implementation, project management services, internal staff time for design, testing and training in addition to administrative overhead. The \$3.1 million total includes the cost of the \$749,620 needed for the Three-Year Base Term as discussed above, along with the three additional one-year option terms, and the video and recording fee.

The EPM Project (Project) has previously been approved by the Board over the years for a total \$2.3 million. Going forward, any ongoing contracted annual subscriptions and maintenance costs, of \$78,000, will be included in future operating budgets. Staff will return to the Board in the Spring 2026 to request a capital budget amendment to fund the difference of \$3.1million in project costs and \$2.3 million in prior year funding. Staff will return to the Board in the Spring 2026 to request a capital budget amendment to fund the difference of \$3.1 million in project costs and \$2.3 million in prior year funding.

The EPM system benefits all four agencies: District, Peninsula Corridor Joint Powers Board (JPB), San Mateo County Transportation Authority (TA), and San Mateo County Express Lanes Joint Powers Authority (SMCEL-JPA). The project costs including implementation will be capitalized over 3 years. The annual depreciation will be allocated to each of the four agencies through the internal cost allocation plan (ICAP) over a 3-year term.

### **Background**

On June 13, 2023, the District issued Request for Proposals (RFP) 23-S-T-033 for an EPM system. The RFP was advertised on the District's e-procurement website. As part of the procurement outreach efforts, and with an understanding that this is a specialized market with a limited number of firms capable to provide the Services, staff sent solicitation notices to firms identified as potential proposers. Staff held a pre-proposal conference on June 20, 2023; 15 potential proposers attended.

By the June 25, 2023 due date, the District received proposals from seven firms:

1. AST, LLC, Chicago, IL (AST)
2. AVAAP, Inc., Columbus, OH (AAVAP)
3. Clarity Partners, LLC, Chicago, IL (Clarity Partners)

4. Deloitte Consulting, LLP, San Francisco, CA (Deloitte)
5. OpenGov, Inc., San Francisco, CA
6. Questica LTD, Chicago, IL
7. TruEd Consulting, Boulder, CO

A Selection Committee (Committee), composed of qualified District staff, reviewed and scored the proposals in accordance with the evaluation criteria set forth in the RFP.

| <b>Evaluation Criteria</b>                            | <b>Maximum Points</b> |
|---|-----------------------|
| SI* Company Qualifications, Experience and References | 10 Points             |
| Application Software Viability (Product)              | 15 Points             |
| SI Qualifications and Experience of Key Personnel     | 15 Points             |
| SI Approach to Scope of Services and Implementation   | 40 Points             |
| Reasonableness of Cost                                | 20 Points             |
| SBE** Preference                                      | 5 Points              |
| <b>Total</b>  | <b>105 Points</b>     |

*\*SI (Software Implementor); \*\*SBE (Small Business Enterprise)*

After the initial screening of proposal submittals, staff and legal counsel determined that all seven proposals were responsive to the requirements in the RFP. The Committee scored and ranked the seven responsive proposals and determined four firms to be in the competitive range: AST, AVAAP, Clarity Partners, and Deloitte. The Committee then invited those four proposers to provide (a) product demonstrations so the Committee could evaluate their respective abilities to implement the EPM system and train staff in its use, and (b) best and final offers.

After the presentations and a thorough review of best and final offers, the Committee was prepared to determine the highest ranked firm when the District's Finance Department requested a temporary hold on the solicitation process in January 2024 due to unexpected District resource constraints and competing high priority projects. Staff reached out to all four proposers in the competitive range, and all agreed with the District's plan to pause, re-engage in Spring 2025, and consider updated proposals.

On April 14, 2025, the four firms were notified of the re-engagement of the RFP process. Clarity Partners and AST withdrew their proposals stating they no longer had the resources to support the implementation process. Deloitte and AVAAP both submitted updated proposals, which were due on June 9, 2025. A subsequent round of product demonstrations by the remaining two firms was held on July 7, 2025, followed by proposal clarification meetings on July 16 and July 25. Best and final offers were submitted by both proposers, and the final consensus scoring was completed on September 29. The Committee found Deloitte to be the highest-ranked firm

that possesses the experience and qualifications needed for successful provision of the EPM and implementation of the scope of services as defined in the solicitation documents.

Staff and legal counsel reviewed Deloitte's response to the RFP, and determined that it complies with the requirements of the solicitation documents. Staff performed a follow-up clarification meeting with Deloitte to review in detail the updated proposal. Negotiations were conducted on the scope of work, price, contract terms, and key personnel to be involved during implementation and training. During this process, staff successfully negotiated with Deloitte to reduce the implementation cost by 43 percent. Staff conducted a price analysis of Deloitte's negotiated cost proposal, and determined Deloitte's prices to be fair and reasonable.

|              |                     |  |              |
|--------------|---------------------|--|--------------|
| Prepared By: | Cathie Silva        | Procurement Administrator III            | 650-622-7857 |
|              | Ladi Millard-Olmeda | Director, Budgets and Financial Analysis | 650-508-7755 |



**Resolution No. 2026-**

**Board of Directors, San Mateo County Transit District  
State of California**

\* \* \*

**Awarding a Contract to Deloitte Consulting, LLP to Provide the Product, Implementation and Maintenance Services of an Enterprise Performance Management System for a Total Not-To-Exceed Amount of \$749,620 for a Three-Year Base Term, with Three Additional One-Year Option Terms for an Aggregate Not-To-Exceed Amount of \$108,936, and an Optional End User Training and Video Recording for a Fee of \$21,600**

**Whereas**, on June 13, 2023, the San Mateo County Transit District (District) issued Request for Proposals (RFP) 23-S-T-033 for an Enterprise Performance Management (EPM) system; and

**Whereas**, in response to the RFP, the District received seven proposals, all of which staff found to be responsive to the solicitation documents; and

**Whereas**, a Selection Committee (Committee), composed of qualified District staff, reviewed, evaluated, and scored the proposals in accordance with the evaluation criteria set forth in the RFP; and

**Whereas**, the Committee determined four firms were in the competitive range:

1. AST, LLC, Chicago, IL (AST)
2. AVAAP, Inc., Columbus, OH (AAAP)
3. Clarity Partners, LLC, Chicago, IL (Clarity Partners)
4. Deloitte Consulting, LLP, San Francisco, CA (Deloitte); and

**Whereas**, the Committee (a) invited these four firms to present demonstrations of their proposed EPM systems and (b) requested that the four firms make best and final offer

proposals, both in anticipation of finalizing scoring to determine the highest ranked proposer;  
and

**Whereas**, in January 2024, the RFP was put on hold due to insufficient District resources to implement the EPM project, with an expected re-engagement in Spring 2025; and

**Whereas**, on April 14, 2025, the District notified the four firms in the competitive range of the re-engagement of the RFP and requested submission of updated proposals; and

**Whereas**, Clarity Partners and AST withdrew their proposals, citing a lack of resources for implementation, while Deloitte and AVAAP both submitted updated proposals; and

**Whereas**, on July 7, 2025, the Committee held subsequent demonstrations based on the updated proposals, and reviewed and requested further clarifications from the two remaining firms in August 2025; and

**Whereas**, in September 2025, the Committee requested Best and Final Offers from the two remaining firms; and

**Whereas**, the Committee met for consensus scoring in accordance with the evaluation criteria set forth in the RFP, and determined Deloitte to be the highest ranked proposer; and

**Whereas**, staff and legal counsel reviewed Deloitte's proposal and determined that it complies with the requirements of the solicitation documents; and

**Whereas**, staff conducted negotiations with Deloitte and reduced the implementation cost by 43 percent; and

**Whereas**, staff conducted a price analysis and determined that Deloitte's negotiated prices are fair and reasonable; and

**Whereas,** staff recommends that the Board of Directors (Board) award a contract to Deloitte to provide the product, implementation and maintenance services (Services) of an EPM system for a not-to-exceed amount of \$749,620 for a three-year base term, with three additional one-year option terms for an aggregate not-to-exceed amount of \$108,936, and an option to obtain end user training and video recording for a fee of \$21,600.

**Now, Therefore, Be It Resolved** that the Board of Directors of the San Mateo County Transit District hereby awards a contract to Deloitte Consulting, LLP to provide the product, implementation and maintenance services of an Enterprise Performance Management system for a not-to-exceed amount of \$749,620 for a three-year base term, with three additional one-year option terms for an aggregate not-to-exceed amount of \$108,936, and an option for Deloitte to provide end user training and video recording for a fee of \$21,600; and

**Be It Further Resolved** that the Board authorizes the General Manager/CEO or designee to execute a contract with Deloitte in full conformity with the terms and conditions set forth in the solicitation documents and negotiated agreement, and in a form approved by legal counsel; and

**Be It Further Resolved** that the Board authorizes the General Manager/CEO or designee to exercise up to three additional one-year option terms for an aggregate not-to-exceed amount of \$108,936 for all three option terms, and/or an option to obtain end user training and a related video recording for a fee of \$21,600, if in the best interest of the District.

Regularly passed and adopted this 7<sup>th</sup> day of January, 2026, by the following vote:

Ayes:

Noes:

Absent:

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Chair, San Mateo County Transit District

Attest:

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District Secretary





# Enterprise Performance Management System for Budget & Forecast

Item #11.c  
1/7/2026



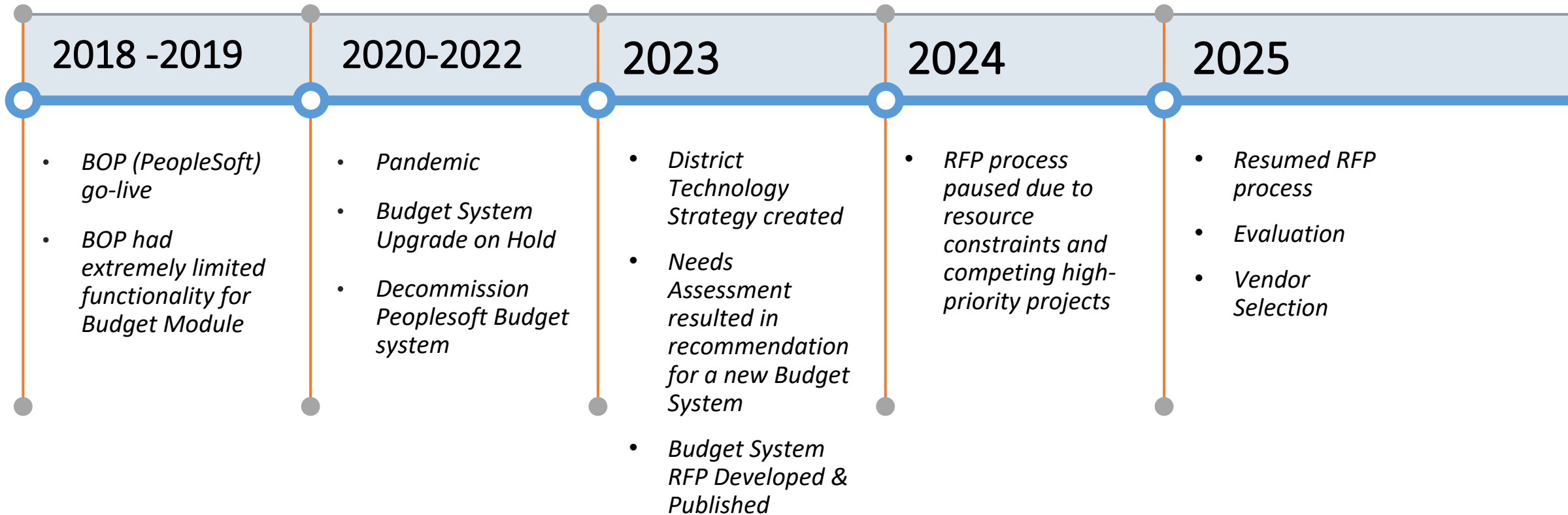
# Executive Summary

- The District does not have an integrated budgeting tool with the existing Enterprise Resource Planning (ERP) system, and staff has identified an Oracle Enterprise Performance Management (EPM) system, a modern budgeting application that can bring the following capabilities to the District:
  - Increased functionality, automation, and access to real-time data
  - Improved connection of data between areas such as linking general ledger, HR, Grants, and budget
  - Improved ease of use to allow employees to fully leverage the capabilities of the new budgeting application and more efficiently train new users
  - Identify opportunities to redesign, improve, and streamline business processes

# Scope of Services

- **Project Delivery:** Project management, system implementation, data conversion, training, and documentation
- **Operating Budget:** Biennial budgets with revenue, expenditure, and resource planning; scenario analysis
- **Capital Budget & CIP:** Biennial capital budgeting; project administration and monitoring; CIP tracking (scope, schedule, funding)
- **Position Budget:** Agency-wide position budgeting aligned with Board-approved staffing and salary ordinances
- **Budget Adjustments:** Processing and monitoring of internal transfers and Board-approved amendments
- **Long-Term Planning:** Multi-year operating projections incorporating assumptions, risks, and scenarios

# EPM History





# Project Implementation Schedule

10 Month Implementation Schedule (Jan 2026 – Oct 2026):

- System Design and Configuration
- Change Management
- Integration
- Testing
- Cut Over
- Maintenance (HyperCare)

# Solicitation Process

- June 13, 2023: District issued a Request for Proposals for an EPM system
- RFP advertised on District's eProcurement website
- Staff held a pre-proposal conference on June 20, 2023; 15 potential proposers attended
- District received seven responsive proposals

# Solicitation Process (cont.)

- Selection Committee reviewed, evaluated, scored, and ranked proposals in accordance with evaluation criteria in RFP
- Committee shortlisted four firms in the competitive range:
  - AST, LLC, Chicago, IL (AST)
  - AVAAP, Inc., Columbus, OH (AAVAP)
  - Clarity Partners, LLC, Chicago, IL (Clarity Partners)
  - Deloitte Consulting, LLP, San Francisco, CA (Deloitte)

# Solicitation Process (cont.)

- In January 2024, the District secured agreement from the four shortlisted firms to pause the process, due to the District's unexpected competing high-priority projects and resource constraints
- In April 2025, the District notified all four firms to re-engage the procurement process
- Clarity Partners and AST withdrew their proposal citing they no longer have the resources to support the project
- Committee re-ranked the updated proposals from Deloitte and AVAAP and determined Deloitte to be the highest-ranked firm
- Deloitte possesses the requisite experience and has the required qualifications to successfully perform the scope of services as defined in the solicitation documents



# Budget Impact

## EPM Project Budget

|                    |  |
|--------------------|--|
| <b>\$2,300,000</b> | <b>Funded Project Cost</b>   |
| <b>1,467,144</b>   | <b><i>Subtotal: Non Labor</i></b>  |
| 880,156            | System Integration - Deloitte (\$749.6k base + \$108.9k option for maint + \$21.6k for training materials) |
| 508,988            | Needs Assessment, RFP development, and overhead  |
| 78,000             | Annual licensing   |
| <b>1,708,856</b>   | <b><i>Subtotal: Labor</i></b>  |
| <b>3,176,000</b>   | <b>Total Project Budget</b>  |
| <b>\$876,000</b>   | <b>Unfunded Project Cost*</b>  |

\* Staff will return to the Board in Spring 2026 to request allocation of the remaining \$876,000

# Price Analysis

- Staff negotiated with Deloitte and was able to reduce the implementation cost by 43%
- Staff conducted a price analysis and determined the negotiated prices are fair and reasonable

# Proposed Actions

1. **Award a contract to Deloitte Consulting, LLP** to provide the product, implementation and maintenance services of an Enterprise Performance Management system for a not-to-exceed amount of **\$749,620** for a **three-year base term**, with three additional one-year **option terms** for an aggregate not-to-exceed amount of **\$108,936**; plus an optional end-user **training and video recording** for a fee of **\$21,600**
2. **Authorize General Manager/CEO** or designee to:
  - **Execute a contract with Deloitte** in full conformity with RFP and negotiated agreement, and in a form approved by legal counsel
  - **Exercise up to three one-year option terms and/or obtain a training video**, if in the best interest of the District

# Thank You





**San Mateo County Transit District  
Staff Report**

To: Board of Directors

From: Board Chair

Subject: **Authorizing Modification of Compensation Rates for Services Provided by General Counsel**

**Action**

The Advisory Committee of the Board of Directors (Board) recommends that the Board approve a new compensation rate for General Counsel Services to be provided by Hanson Bridgett to go into effect retroactively to January 1, 2026 at a blended hourly rate of \$555.00. This new rate will be effective for two years through and including December 31, 2027.

**Significance**

Current compensation rates for services provided by the District's General Counsel were established previously in Resolution No. 2021-31 in July 2021. The current rates are as follows: hourly rate for the non-fixed fee component of General Counsel services at \$510, and the monthly fixed fee portion at \$65,000, with both of these rates in effect since July 1, 2023.

The Board Advisory Committee concluded that, based upon its positive performance evaluation of the quality of legal services provided by the District's General Counsel and her team at Hanson Bridgett, that the compensation be updated to \$555.00 per hour starting in January 2026. The \$555 is a blended hourly rate and would be billed by attorneys at Hanson Bridgett regardless of their seniorities and titles for services rendered to the District. The monthly fixed fee portion will be eliminated effective January 1, 2026. Previously the fixed fee portion (also known as the retainer) was a set amount billed to the District each month covering work by General Counsel and Hanson Bridgett that included services such as general advice to the management team and Board, attention to Brown Act, Public Records Act and basic governmental compliance laws and regulations, basic procurement services and attendance at staff, committee and Board meetings.

**Budget Impact**

No amendment to the Fiscal Year 2026 (FY26) Budget is recommended at this time. The FY26 Budget has included \$3.5 million for legal services, which was calculated based on historic trends of legal services rendered in prior years. The new rate of \$555 an hour represents approximately a 9 percent increase for the remainder of FY26, from January through June 2026. Staff will continue to closely monitor the FY26 Budget to determine whether additional budget is needed to cover this increase for legal services. Staff is currently assessing whether existing budgetary savings may be sufficient to absorb such costs.

The FY27 adopted budget includes \$3.85 million for legal services and was developed assuming a 10 percent increase in estimated costs. Based on current projections, staff believe the FY27 budget allocation should be sufficient to fund anticipated legal services expenditures.

**Background**

The enabling legislation of the San Mateo County Transit District provides for the appointment by the Board of Directors of the General Manager/CEO and General Counsel. An Advisory Committee, which included Directors Jeff Gee, Marie Chuang, and Brooks Esser, was appointed to conduct a performance evaluation of the General Counsel services provided by Hanson Bridgett. The performance evaluation process started in Fall 2025 and was concluded by November 2025.

**RESOLUTION NO. 2026 -**

**BOARD OF DIRECTORS, SAN MATEO COUNTY TRANSIT DISTRICT  
STATE OF CALIFORNIA**

\* \* \*

**Authorizing Modification of Compensation Rates for  
Services Provided by General Counsel**

**Whereas**, the enabling legislation of the San Mateo County Transit District provides for the appointment by the Board of Directors of the General Manager/CEO and General Counsel; and

**Whereas**, at the direction of an Advisory Committee appointed for the purposes of conducting a performance evaluation for General Counsel services; and

**Whereas**, current compensation rates for services provided by the District's General Counsel were established as follows in Resolution No. 2021-31: hourly rate for the non-fixed fee component of General Counsel services at \$510, and monthly fixed fee portion of the overall legal services established at \$65,000, with both of those rates in effect since July 1, 2023; and

**Whereas**, the Advisory Committee has recommended, based upon its positive performance evaluation of the quality of legal services provided by the District's General Counsel and her team at Hanson Bridgett, that the compensation arrangements set forth below be approved by the Board of Directors.

**Now, Therefore, Be It Resolved** by the Board of Directors of the San Mateo County Transit District that the following compensation rate for services provided by the District's General Counsel are approved retroactively to January 1, 2026: the hourly rate shall be increased from \$510 to \$555. The \$555 an hour rate is a blended rate, and would be billed by

the attorneys at Hanson Bridgett regardless of their seniorities and titles for services rendered to the District. The monthly fixed fee portion will be eliminated effective January 1, 2026.

Regularly passed and adopted this 7th day of January, 2026 by the following vote:

Ayes:

Noes:

Absent:

---

Chair, San Mateo County Transit District

Attest:

---

District Secretary



BOARD OF DIRECTORS 2026

JEFF GEE, CHAIR  
MARIE CHUANG, VICE CHAIR  
DAVID J. CANEPA  
BROOKS ESSER  
MARINA FRASER  
RICO E. MEDINA  
JOSH POWELL  
PETER RATTO  
JACKIE SPEIER

APRIL CHAN  
GENERAL MANAGER/CEO



## AGENDA

### San Mateo County Transit District

#### Legislative Committee Meeting Committee of the Whole

January 7, 2026 – 3:00 pm

*or immediately following the Finance Committee meeting*

Bacciocco Auditorium, 2nd Floor  
1250 San Carlos Avenue, San Carlos, CA 94070

Committee Members: Josh Powell (Chair), Peter Ratto, Jackie Speier

12.a. Call to Order

12.b. Approval of Minutes of the Legislative Committee Meeting of December 3, 2025 Motion

12.c. Receive Legislative Update and Presentation by Federal Lobbyist Informational

12.d. Adjourn

Note:

- This Committee meeting may be attended by Board Members who do not serve on this Committee. In the event that a quorum of the entire Board is present, this Committee shall act as a Committee of the Whole. In either case, any item acted upon by the Committee or the Committee of the Whole will require consideration and action by the full Board of Directors as a prerequisite to its legal enactment.
- All items appearing on the agenda are subject to action by the Committee. Staff recommendations are subject to change by the Committee.

**San Mateo County Transit District  
1250 San Carlos Avenue, San Carlos, California**

**Legislative Committee Meeting / Committee of the Whole  
DRAFT Minutes of December 3, 2025**

**Members Present (In Person):** P. Ratto, J. Speier

**Members Absent:** J. Powell (Chair)

**Other Board Members Present Constituting Committee of the Whole:** D. Canepa, M. Chuang, B. Esser, M. Fraser, J. Gee, R. Medina

**Other Board Members Absent:** None

**Staff Present:** J. Cassman, A. Chan, J. Epstein, A. Feng, L. Lumina-Hsu, M. Petrik, M. Tseng, S. van Hoften

**12.a. Call to Order**

Acting Committee Chair Ratto called the meeting to order at 2:54 pm.

**12.b. Approval of Minutes of the Legislative Committee Meeting of November 5, 2025**

Motion/Second: Medina/Esser

Ayes: Canepa, Esser, Fraser, Medina, Ratto, Speier, Chuang, Gee

Noes: None

Absent: Powell

**12.c. Receive Legislative Update**

Jessica Epstein, Director, Government and Community Affairs, stated the state lobbyist will present an update and federal lobbyist will present at the January meeting.

Michaela Petrik, Government Affairs Officer, provided the presentation, which included the following:

- Federal Government shutdown ended; funding continues through January 30, 2026
- Fiscal Year (FY) 2026 transportation spending package under discussion
- Transportation reauthorization bill delayed until next year

Michael Pimental and Brendan Repicky, Shaw Yoder Antwih Schmelzer & Lange, presented on state legislature activity which included the following:

- Over 900 bills reviewed; updates on key transit-related legislation
- Alliance for Renewable Clean Hydrogen Energy Systems Hub (ARCHES) hydrogen funding: \$10 billion private investment paused, \$1.2 billion federal rescinded; California \$400 million not yet allocated and potentially could be used for hydrogen projects but still too early to know; will keep SamTrans involved.

- Budget challenges may impact Cap-and-Invest and Greenhouse Gas Reduction Fund (GGRF)

Staff provided further clarification in response to the following Board comments and questions regarding the following:

- Hydrogen investment pending; advocacy needed
- Electric bus limitations
- Budget and Cap-and-Invest impacts

The Directors requested topics for discussion at the February 2026 Board Workshop including the following:

- District's investment in hydrogen and path forward
- Invite Orange County Transportation Authority and Alameda-Contra Contra County Transit District (AC Transit) to speak on investment in hydrogen, experience, and the agencies' opinion on the future of hydrogen
- Battery electric technology range, reliability, limitations

#### Public Comment

Roland commented on battery-electric, hydrogen, and SB 63 state loan.

Adina Levin, Seamless Bay Area, commented on battery-electric and hydrogen Board workshop discussion, capabilities and costs; state loan for public transit.

Aleta Dupree, Team Folds, commented on advocating the needs for SamTrans and Bay Area public transit as a whole.

#### **12.d. 2026 Legislative Program**

Ms. Petrik provided the presentation, which included the following:

- Ensure SamTrans remains competitive for funding programs
- Protect funding and support major transit projects
- Advance zero-emission bus transition and streamline approvals
- Align with climate and federal transportation policies

#### **12.e. Adjourn** – The meeting adjourned at 3:29 pm.

**San Mateo County Transit District  
Staff Report**

To: Legislative Committee

Through: April Chan, General Manager/CEO

From: Emily Beach, Chief Communications Officer  
Jessica Epstein, Director, Government and Community Affairs

Subject: **Receive Legislative Update and Presentation by Federal Lobbyist**

**Action**

Staff proposes the Committee recommend the Board of Directors (Board) receive the attached federal, state, and regional legislative updates.

**Significance**

The 2026 Legislative Program establishes the principles that will guide the legislative and regulatory advocacy efforts. Based on those principles, staff coordinates closely with our federal and state advocates on a wide variety of issues that are considered in Congress and the state legislature. The attached reports highlight the recent issues and actions that are relevant to the Board and specify those bills on which staff proposes that the District take a formal position.

Prepared By: Michaela Wright Petrik    Government and Community    650-730-4951  
   Affairs Officer





December 17, 2025

TO: Board of Directors  
San Mateo County Transit District

FM: Matt Robinson, Michael Pimentel and Brendan Repicky  
Shaw Yoder Antwih Schmelzer & Lange

RE: **STATE LEGISLATIVE UPDATE – January 2026**

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***General Update***

The Legislature will reconvene on January 5, 2026 for the start of the second year of the two-year session. Any two-year bills introduced in 2025 that are still in their first house (House of Origin) will need to be heard in policy committees by January 16, 2026, and passed out of their House of Origin by January 31, 2026. For bills newly introduced in 2026, the last day to submit bill requests to the Office of Legislative Counsel is January 23, 2026, and the deadline for bill introductions is February 20, 2026. For information about key legislative and budget deadlines for next year, please see the tentative 2026 Legislative Calendar [here](#).

***Update on CalSTA Transit Transformation Task Force Report***

On December 9, 2025, the California State Transportation Agency publicly released the [Transit Transformation Task Force Report](#). The public release of the report followed CalSTA's submittal of the report to Task Force members and the Legislature on December 2, 2025 – more than a month after the October 31, 2025 submittal deadline established under Senate Bill 125 (Committee on Budget and Fiscal Review ) [Chapter 54, Statutes of 2023].

While drafted by CalSTA, the report was informed by the Transit Transformation Task Force, which was convened by CalSTA in December 2023 to solicit and develop recommendations to grow transit ridership and improve the transit experience for all transit riders. As we have previously reported, the Task Force was comprised of 25 members, representing state government, transit operators, academic institutions, advocacy organizations, and other stakeholders. The report includes a detailed analysis of the services provided by California transit operators, transit ridership demographics, existing transit funding sources, and their eligible uses, the cost to maintain and operate the public transit network, the cost of federal and state mandates, workforce recruitment and retention, state and local policies that impact service efficiency, transit performance measures and oversight, and advances detailed recommendations on a wide range of topics.

The transit industry's participation in the Task Force process was principally steered by the California Transit Association (the trade organization to which SamTrans belongs). The Association was represented on the Task Force by 12 members across California. The Association convened a Transit Transformation Advisory Committee, comprised of the transit agency members of the Task Force, which

met regularly over the past two years to review Task Force proposals and develop industry recommendations for the Task Force's consideration.

The Board should be aware that the reception to the report from the Association – and likely, other industry stakeholders – is already mixed.

The Association has found that the Task Force report establishes a comprehensive landscape analysis of the challenges transit operators face, including the regulatory, administrative, and policy barriers that impede more effective transit project and service delivery; the external factors, like housing costs, land use decision-making, and remote work, impacting transit ridership; the external drivers of operational cost increases, like wages, insurance, and fuel; and the significant financial impacts of transit operators' efforts to comply with the California Air Resources Board's Innovative Clean Transit regulation, which mandates that operators transition their bus fleets to dramatically more expensive zero-emission technologies without dedicated new funding support. The Association has also found that the Task Force report appropriately outlines the near-term funding crisis faced by transit operators due to the continued prevalence of remote work, persistent inflation, and the state's mandated transition to zero-emission technology; the risk to once-stable transit funding sources, like the State Transit Assistance program, which relies on the sales tax on diesel fuel; and the potential cascading impacts of revenue losses on transit operators' financial stability.

The Association has shared, however, that the report's recommendations are likely to be of varied benefit to transit operators and their riders. The Association has commended the report for its recommendations on several topics, including transit safety and security, transit prioritization, first-mile / last-mile connections to transit, land-use, transit fleet and asset management, and construction. The Association has voiced concerns about the limited recommendations on state transit funding, which largely focus on repurposing existing funding and creating opportunities for ancillary revenue development, and not the creation of new revenue sources; and, the limited recommendations on Transportation Development Act reform, which fall short of presenting a full replacement for the existing oversight mechanisms and performance measures.

The Association officially [memorialized its response](#) to the Task Force report in a letter to the Legislature on December 12, 2025.

### ***Legislative Analyst's Office Budget Projection***

In mid-November, the Legislative Analyst's Office released its [annual report](#) for the upcoming budget year, projecting a \$18 billion budget deficit for the 2026-27 fiscal year. This initial formal assessment of the state's financial health signals another tough year for state and local programs. The deficit is about \$5 billion larger than the administration's June estimate, despite revenue improvements. This is due to constitutional spending rules under Proposition 98 (1988) and Proposition 2 (2014), which nearly offset revenue gains. In their report, the LAO recommends that the Legislature address the budget problem through a combination of ongoing solutions—namely, achievable spending reductions and/or revenue increases. The deadline for the Governor to submit his proposed budget is January 10, 2026. It is worth noting that the Administration's fiscal projections often significantly differ from the LAO's.

### ***Cap-and-Invest Program Auction Results***

On November 26, the California Air Resources Board announced the results of the November 19 auction for Cap-and-Invest Program allowances. This auction, the first since the Cap-and-Invest Program was reauthorized in [AB 1207 \(Irwin\) \[Chapter 117, Statutes of 2025\]](#), produced \$840 million for the Greenhouse Gas Reduction Fund (GGRF), roughly \$150 million less than last year's November auction.

As a reminder, the legislation extending this program effectively established priority tiers for the GGRF appropriations outlined in the Cap-and-Invest Expenditure Plan. Off the top, the legislation appropriates GGRF revenue for a variety of backfills and administrative expenses – “Tier 1.” The legislation then appropriates \$1 billion in GGRF revenue for high-speed rail and \$1 billion in GGRF revenue for the Legislature’s discretionary priorities – “Tier 2.” Then, the legislation appropriates nearly \$2 billion for the historic continuous appropriations, including the Transit and Intercity Rail Capital Program (TIRCP), Low Carbon Transit Operations Program (LCTOP), and Affordable Housing and Sustainable Communities Program (AHSCP) – “Tier 3.”

Importantly, if Cap-and-Trade doesn’t raise enough GGRF to fund Tier 1 and Tier 2 programs at the levels prescribed, the funds for “Tier 3” programs will be decreased proportionally in the future. In explicit terms, if Cap-and-Trade fails to bring in \$4.2 billion in proceeds, the TIRCP, LCTOP, and AHSCP will receive less than the \$400 million, \$200 million, and \$800 million committed to the programs, respectively.

#### ***CEC 2025-26 Investment Plan Update for the Clean Transportation Program***

On November 24, the California Energy Commission published the [2025-2026 Investment Plan Update for the Clean Transportation Program](#).

The plan guides allocation of program funding for Fiscal Year 2025-2026 and the reallocation of funds from previous fiscal years, totaling \$364.9 million, to support the deployment of charging and refueling infrastructure for zero-emission vehicles.

The CEC will review the proposed allocations of program funding annually and will consider approving the plan at its December 8 business meeting.

#### ***Two-Year Bills of Interest***

##### **AB 810 (Irwin) Internet Website Requirements**

This bill would expand on existing law to require special districts, joint powers authorities, or other political subdivisions to maintain an internet website with a “.gov” or “.ca.gov” domain. Special districts, joint powers authorities, or other political subdivisions would have until January 1, 2031 to comply with this requirement. While these domains themselves are free, the associated downstream costs for local agencies and districts are very concerning. These include added costs to migrate to the new domain and corresponding email addresses, implementing network login changes, multi-factor authentication, encryption, website redesign, and updating public materials, social media, and more. This would result in significant costs and staff time, for arguably marginal benefits. The author pulled this bill from consideration in the Assembly Appropriations Committee in May. There is no indication it will move forward by the January deadline, but we will continue to watch for any movement. ***This is a two-year bill.***

##### **AB 1070 (Ward) Transit District Governing Boards**

This bill would prohibit a transit district from compensating a member of the governing board unless the member demonstrates personal use of the transit system each month. The bill would also require the governing board of a transit district to include 2 nonvoting members. One nonvoting member would be required to be a user of the transit service, and the other nonvoting member would be recommended by the labor organization representing transit employees. The author pulled this bill from consideration in the Assembly Local Government Committee in April. There is no indication it will move forward by the January deadline, but we will continue to watch for any movement. ***This is a two-year bill.***

**SamTrans  
Federal Report  
December 2025**

**Congressional Update**

Lawmakers Work to Advance Appropriations Legislation

- Congress is racing to pass FY26 appropriations legislation, but has not reached final passage on any bills since they found agreement on reopening the government. House Appropriations Chairman Tom Cole (R-OK) indicated that he had reached consensus with his Senate counterpart, Senate Appropriations Chair Susan Collins (R-ME), on overall spending limits for discretionary programs for five of the six following bills: Transportation-HUD, CJS, Interior-Environment, State-Foreign Operations, Homeland Security, and Financial Services. Finding agreement on these figures is a crucial step towards finishing appropriations legislation.
- Given the size of Defense, Labor-HHS, and Energy & Water, they are still discussing topline for those bills. While Senate Majority Leader John Thune (R-SD) indicated he would like to have another minibus appropriations bill on the floor this month, he acknowledged last week that it is unlikely to happen given that the Senate has very few legislative days remaining in its schedule this month. There also seems to be competing ideas between the House & Senate as to which bills they would like to see in the next minibus. The House appropriations leadership has indicated they want to move a minibus that does not include DoD and Labor-HHS (they prefer to move those separately), while the Senate has indicated they would like to move a combination of the DoD, Labor-HHS, CJS, and Transportation-HUD. SamTrans' \$250,000 Bus Stop Amenity Improvements earmark request remains pending in the House's Transportation-Housing and Urban Development bill.
- Congress returns next week for its last work period before returning home through the winter holidays. When lawmakers reconvene in Washington in the new year, they will have just over three weeks to find agreement on funding bills before the January 30 deadline set by the continuing resolution passed in November.

Streamline Transit Projects Act Introduced

- Sen. Mike Lee (R-UT) introduced legislation to streamline environmental reviews for transit projects. The Streamline Transit Projects Act ([S. 3284](#)) would authorize the Secretary of Transportation to enter into a memorandum of understanding with interested state transit agencies to assume responsibility under the National Environmental Policy Act (NEPA) for one or more transit projects.



- Participating states would be required to determine whether certain activities are included within classes of action identified by the Secretary that are categorically excluded from requirements for environmental assessments or environmental impact statements. Proponents of the bill hope its reforms will accelerate project delivery timelines and reduce costs for transit projects.
- Cosponsoring the legislation are Sens. John Curtis (R-UT), Mark Kelly (D-AZ), and Raphael Warnock (D-GA). Additionally, the APTA issued a statement of support, asserting that “this legislation brings long-overdue modal parity by providing public transit agencies with the same authority long afforded to our highway partners. Empowering transit agencies to approve their own categorical exclusions will cut red tape, speed project delivery, and help communities realize the benefits of better public transportation sooner.”

#### Senate Committee Advances Top DOT Nominee

- The Senate Commerce Committee advanced Ryan McCormack’s nomination to serve as the DOT undersecretary for policy, 18-10. Currently serving as the department’s deputy chief of staff, McCormack would be elevated to one of the department’s top positions, sitting just below Secretary Sean Duffy and Deputy Secretary Steven Bradbury.
- In his written responses to questions, McCormack asserted that his top priority will be reducing highway deaths. He also criticized DOT’s “overly complex” grant programs, adding that computer systems for tracking such funding are “cumbersome,” “redundant,” and “opaque.” McCormack also defended the various grant withdrawals and terminations carried out by the department this year, claiming that the actions were lawful. McCormack must be confirmed by the full Senate, but floor action has not been scheduled yet.

#### **Administration Update**

##### FTA Releases Major Event Playbook

- On December 4, the Federal Transit Administration (FTA) released its Major Events Playbook following the Department of Transportation’s (DOT) World Cup kickoff summit. The FTA Major Event Playbook is a practical guide with key considerations to help public transportation agencies navigate federal transit requirements as they relate to hosting major events.
- In advance of major sporting events like the 2026 FIFA World Cup, FTA intends for the playbook to help transit agencies prepare for an influx of transit riders. During a panel moderated by FTA Administrator Marc Molinaro at DOT’s World Cup summit, Molinaro, along with representatives of FIFA, said transit agencies should also prepare to interact with thousands of visitors unfamiliar with U.S. transit.

- The Major Events Playbook is organized by the following topics: spare, contingency, and loaned transit vehicles; charter service; accessibility and civil rights; safety and security; and incidental use. FTA, in addition to DOT, clarifies its responsibilities during major events to ensure agencies are cognizant of ways federal departments can assist in planning and coordination.

#### DOT Releases BUILD NOFO

- On November 26, DOT released the FY 2026 Notice of Funding Opportunity (NOFO) for the Better Utilizing Investments to Leverage Development (BUILD) Grant Program. The goal of the BUILD program is to fund transportation infrastructure projects with significant local or regional impact. There is \$1.5 billion in available funding through this round. All applications are due by February 24, 2026 at 5 PM ET. Award selections are expected to be announced by June 28, 2026. The NOFO is attached and can also be found on [grants.gov](https://www.grants.gov).
- BUILD funds can support a variety of different transportation initiatives. These include projects for transit authorities. DOT intends to release an amended NOFO soon, clarifying its priorities and eligible uses. However, it is expected that most of the acceptable activities under BUILD are to remain the same.

#### Trump Administration Considers Ending Weekly Transit Reporting

- FTA is considering ending the weekly collection and reporting of data on the nation's transit ridership. Information on Americans' use of trains, buses, and other transit options would no longer be reported weekly by transit agencies. In a request for comment on the Federal Register, FTA suggests that weekly reports are no longer fiscally responsible or necessary.
- During the COVID-19 pandemic, FTA determined it necessary to collect ridership data to track nationwide trends in public transportation. FTA notes that with the end of the federal response to the COVID-19 pandemic, weekly reports are "not required by statute, and after two years of experience with this data collection, FTA has now determined the WE-20 reporting requirement no longer offers sufficient value relative to the administrative burden on transit agencies and is inconsistent with this Administration's deregulatory priorities." Going forward, FTA suggests that recipients of federal transit dollars will report data on an annual or monthly basis.

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| <a href="#">AB 23</a><br><a href="#">DeMaio</a> R<br><br>The Cost of Living Reduction Act of 2025. | <b>This is a two-year bill.</b> | Existing law vests the Public Utilities Commission (PUC) with regulatory authority over public utilities, including electrical corporations and gas corporations. Existing law vests the State Energy Resources Conservation and Development Commission (Energy Commission) with various responsibilities for developing and implementing the state's energy policies. This bill, the Cost of Living Reduction Act of 2025, would require the Energy Commission and the PUC to post, and update monthly, dashboards on their internet websites that include the difference in average gasoline prices and the average total price of electricity or natural gas in California compared to national averages, and any California-specific taxes, fees, regulations, and policies that directly or indirectly contribute to higher gasoline and electricity or natural gas prices within the state, as specified. The bill would require the Energy Commission and the PUC, on or before July 1, 2026, to each submit a report to the Legislature on the governmental and nongovernmental drivers of California's higher gasoline prices and higher electricity and natural gas prices, and recommendations for policy changes to reduce the costs associated with those drivers, as specified. If the average price of gasoline in California exceeds 10% of the national average in the preceding quarter, the bill would require all taxes and fees on gasoline, as specified, to be suspended for a period of 6 months, and, if the average price of electricity or natural gas in California exceeds 10% of the national average in the preceding quarter, the bill would require the PUC to suspend the collection of all fees, as specified, charged on electricity and natural gas bills for a period of 6 months. This bill contains other related provisions and other existing laws. | Watch    |
| <a href="#">AB 33</a><br><a href="#">Aguiar-Curry</a> D<br><br>Autonomous vehicles.                | <b>This is a two-year bill.</b> | Existing law authorizes the operation of an autonomous vehicle on public roads for testing purposes by a driver who possesses the proper class of license for the type of vehicle operated if specified requirements are satisfied. Existing law prohibits the operation of an autonomous vehicle on public roads until the manufacturer submits an application to the Department of Motor Vehicles, as specified, and that application is approved. A violation of the Vehicle Code or a local ordinance adopted pursuant to that code is an infraction. This bill would prohibit the delivery of commercial goods, as defined, directly to a residence or to a business for its use or retail sale through the operation of an autonomous vehicle without a human safety operator on any highway within the State of California. The bill would make a first violation of this provision subject to a \$10,000 administrative fine and a \$25,000 administrative fine for subsequent violations. The bill would authorize the department to suspend or revoke the permit of an autonomous vehicle manufacturer for repeated violations of this provision. This bill contains other related provisions.  | Watch    |

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| Bill ID/Topic  | Location                        | Summary   | Position                |
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| <a href="#">AB 35</a><br><a href="#">Alvarez</a> D<br><br>California<br>Environmental<br>Quality Act: clean<br>hydrogen<br>transportation<br>projects. | <b>This is a two-year bill.</b> | The California Environmental Quality Act (CEQA) requires a lead agency, as defined, to prepare, or cause to be prepared, and certify the completion of an environmental impact report on a project that it proposes to carry out or approve that may have a significant effect on the environment or to adopt a negative declaration if it finds that the project will not have that effect. CEQA also requires a lead agency to prepare a mitigated negative declaration for a project that may have a significant effect on the environment if revisions in the project would avoid or mitigate that effect and there is no substantial evidence that the project, as revised, would have a significant effect on the environment. This bill would provide for limited CEQA review of an application for a discretionary permit or authorization for a clean hydrogen transportation project, as defined, by requiring the application to be reviewed through a clean hydrogen environmental assessment, unless otherwise requested by the applicant, as prescribed. The bill would, except as provided, require the lead agency to determine whether to approve the clean hydrogen environmental assessment and issue a discretionary permit or authorization for the project no later than 270 days after the application for the project is deemed complete. By imposing new duties on a lead agency, this bill would create a state-mandated local program. The bill would repeal these provisions on January 1, 2036. This bill contains other related provisions and other existing laws.   | Watch                   |
| <a href="#">AB 259</a><br><a href="#">Rubio, Blanca</a> D<br><br>Open meetings:<br>local agencies:<br>teleconferences.                                 | <b>This is a two-year bill.</b> | Existing law, the Ralph M. Brown Act, requires, with specified exceptions, that all meetings of a legislative body, as defined, of a local agency be open and public and that all persons be permitted to attend and participate. The act authorizes the legislative body of a local agency to use teleconferencing, as specified, and requires a legislative body of a local agency that elects to use teleconferencing to comply with specified requirements, including that the local agency post agendas at all teleconference locations, identify each teleconference location in the notice and agenda of the meeting or proceeding, and have each teleconference location be accessible to the public. Existing law, until January 1, 2026, authorizes the legislative body of a local agency to use alternative teleconferencing if, during the teleconference meeting, at least a quorum of the members of the legislative body participates in person from a singular physical location clearly identified on the agenda that is open to the public and situated within the boundaries of the territory over which the local agency exercises jurisdiction, and the legislative body complies with prescribed requirements. Existing law requires a member to satisfy specified requirements to participate in a meeting remotely pursuant to these alternative teleconferencing provisions, including that specified circumstances apply. Existing law establishes limits on the number of meetings a member may participate in solely by teleconference from a remote location pursuant to these alternative teleconferencing provisions, including prohibiting such participation for more than 2 meetings per year if the legislative body regularly meets once per month or less. This bill would extend the alternative teleconferencing procedures until January 1, 2030. This bill contains other related provisions and other existing laws. | Support<br>June<br>2025 |



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| <a href="#">AB 334</a><br><a href="#">Petrie-Norris</a> D<br><br>Operators of toll facilities: interoperability programs: vehicle information.                      | <b>This is a two-year bill.</b> | Existing law requires the Department of Transportation, in cooperation with the Golden Gate Bridge, Highway and Transportation District and all known entities planning to implement a toll facility, to develop and adopt functional specifications and standards for an automatic vehicle identification system in compliance with specified objectives, and generally requires any automatic vehicle identification system purchased or installed after January 1, 1991, to comply with those specifications and standards. Existing law authorizes operators of toll facilities on federal-aid highways engaged in an interoperability program to provide, regarding a vehicle's use of the toll facility, only the license plate number, transponder identification number, date and time of the transaction, and identity of the agency operating the toll facility. This bill would instead authorize an operator of a toll facility on federal-aid highways engaged in an interstate interoperability program to provide to an out-of-state toll agency or interstate interoperability tolling hub only the information regarding a vehicle's use of the toll facility that is license plate data, transponder data, or transaction data, and that is listed as "required" by specified national interoperability specifications. If the operator needs to collect other types of information to implement interstate interoperability, the bill would prohibit the operator from selling or otherwise providing that information to any other person or entity, as specified. If the operator transmits those other types of information to an out-of-state toll agency or any interstate interoperability tolling hub, the bill would subject the operator to an action by the affected person for no less than \$2,500 per violation, as specified. The bill would require a transportation agency that participates in interstate interoperability to post those national interoperability specifications data types on their internet website. The bill would repeal these provisions relating to an interstate interoperability program. | Watch    |
| <a href="#">AB 421</a><br><a href="#">Solache</a> D<br><br>Immigration enforcement: prohibitions on access, sharing information, and law enforcement collaboration. | <b>This is a two-year bill.</b> | Existing law, the California Values Act, generally prohibits California law enforcement agencies from investigating, interrogating, detaining, detecting, or arresting persons for immigration enforcement purposes. Existing law provides certain limited exceptions to this prohibition, including transfers of persons pursuant to a judicial warrant and providing certain information to federal authorities regarding serious and violent felons in custody. This bill would prohibit California law enforcement agencies from collaborating with, or providing any information in writing, verbally, on in any other manner to, immigration authorities regarding proposed or currently underway immigration enforcement actions when the actions could be or are taking place within a radius of one mile of any childcare or daycare facility, religious institution, place of worship, hospital, or medical office. To the extent this bill would impose additional duties on local law enforcement agencies or officials, the bill would impose a state-mandated local program. This bill contains other related provisions and other existing laws.  | Watch    |

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| <a href="#">AB 467</a><br><a href="#">Fong D</a><br><br>Open meetings:<br>teleconferences:<br>neighborhood<br>councils.             | <b>This is a two-year bill.</b> | Existing law, the Ralph M. Brown Act, requires, with specified exceptions, that all meetings of a legislative body, as defined, of a local agency be open and public and that all persons be permitted to attend and participate. The act generally requires for teleconferencing that the legislative body of a local agency that elects to use teleconferencing post agendas at all teleconference locations, identify each teleconference location in the notice and agenda of the meeting or proceeding, and have each teleconference location be accessible to the public. Existing law also requires that, during the teleconference, at least a quorum of the members of the legislative body participate from locations within the boundaries of the territory over which the local agency exercises jurisdiction, except as specified. Existing law, until January 1, 2026, authorizes specified neighborhood city councils to use alternate teleconferencing provisions related to notice, agenda, and public participation, as prescribed, if, among other requirements, the city council has adopted an authorizing resolution and 2/3 of the neighborhood city council votes to use alternate teleconference provisions, as specified. This bill would extend the authorization for specified neighborhood city councils to use the alternate teleconferencing provisions described above until January 1, 2030. This bill contains other related provisions and other existing laws. | Watch    |
| <a href="#">AB 778</a><br><a href="#">Chen R</a><br><br>Local Agency<br>Public<br>Construction Act:<br>internet website<br>posting. | <b>This is a two-year bill.</b> | Existing law, the Local Agency Public Construction Act, sets forth the requirements for the payment of construction projects by local agencies. Existing law, the State Contract Act, imposes specified requirements on state agencies regarding payment of construction contracts, including requiring, within 10 days of making a construction contract payment, a state agency that maintains an internet website to post on its internet website the project for which the payment was made, the name of the construction contractor or company paid, the date the payment was made or the date the state agency transmitted instructions to the Controller or other payer to make the payment, the payment application number or other identifying information, and the amount of the payment. Existing law exempts from these provisions, among other things, construction contracts valued below \$25,000. This bill would require a local agency that maintains an internet website to post on its internet website the information described above. The bill would exempt from these provisions construction contracts valued below \$25,000. The bill would prohibit a local agency that fails to comply with these provisions from withholding any retention proceeds from any remaining payment, as specified. By adding to the duties of local agencies, the bill would impose a state-mandated local program. This bill contains other related provisions and other existing laws.   | Watch    |

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| <a href="#">AB 810</a><br><a href="#">Irwin</a> D<br><br>Local government:<br>internet websites<br>and email<br>addresses.                      | <b>This is a two-year bill.</b> | Existing law requires that a local agency that maintains an internet website for use by the public to ensure that the internet website uses a “.gov” top-level domain or a “.ca.gov” second-level domain no later than January 1, 2029. Existing law requires that a local agency that maintains public email addresses to ensure that each email address provided to its employees uses a “.gov” domain name or a “.ca.gov” domain name no later than January 1, 2029. Existing law defines “local agency” for these purposes as a city, county, or city and county. This bill would recast these provisions by instead requiring a city, county, or city and county to comply with the above-described domain requirements and by deleting the term “local agency” from the above-described provisions. The bill would also require a special district, joint powers authority, or other political subdivision to comply with similar domain requirements no later than January 1, 2031. The bill would allow a community college district or community college to use a “.edu” domain to satisfy these requirements, and would specify that these requirements do not apply to a K–12 public school district. By adding to the duties of local officials, the bill would impose a state-mandated local program. This bill contains other related provisions and other existing laws.   | Watch    |
| <a href="#">AB 939</a><br><a href="#">Schultz</a> D<br><br>The Safe,<br>Sustainable,<br>Traffic-Reducing<br>Transportation<br>Bond Act of 2026. | <b>This is a two-year bill.</b> | The Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006, approved by the voters as Proposition 1B at the November 7, 2006, statewide general election, authorizes the issuance of bonds in the amount of \$19,925,000,000 pursuant to the State General Obligation Bond Law for specified purposes, including high-priority transportation corridor improvements, State Route 99 corridor enhancements, trade infrastructure and port security projects, schoolbus retrofit and replacement purposes, state transportation improvement program augmentation, transit and passenger rail improvements, state-local partnership transportation projects, transit security projects, local bridge seismic retrofit projects, highway-railroad grade separation and crossing improvement projects, state highway safety and rehabilitation projects, local street and road improvement, congestion relief, and traffic safety. This bill would enact the Safe, Sustainable, Traffic-Reducing Transportation Bond Act of 2026 which, if approved by the voters, would authorize the issuance of bonds in the amount of \$20,000,000,000 pursuant to the State General Obligation Bond Law to finance transit and passenger rail improvements, local streets and roads and active transportation projects, zero-emission vehicle investments, transportation freight infrastructure improvements, and grade separations and other critical safety improvements. The bill would provide for the submission of the bond act to the voters at the November 3, 2026, statewide general election. | Watch    |

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| <a href="#">AB 1058</a><br><a href="#">Gonzalez, Jeff R</a><br><br>Motor Vehicle<br>Fuel Tax Law:<br>suspension of tax.                    | <b>This is a two-year bill.</b> | Existing law, the Motor Vehicle Fuel Tax Law, imposes a tax upon each gallon of motor vehicle fuel removed from a refinery or terminal rack in this state, entered into this state, or sold in this state, at a specified rate per gallon. Existing unfair competition laws establish a statutory cause of action for unfair competition, including any unlawful, unfair, or fraudulent business act or practice and unfair, deceptive, untrue, or misleading advertising and acts prohibited by false advertisement laws. This bill would suspend the imposition of the tax on motor vehicle fuels for one year. The bill would require that all savings realized based on the suspension of the motor vehicle fuels tax by a person other than an end consumer, as defined, be passed on to the end consumer, and would make the violation of this requirement an unfair business practice, in violation of unfair competition laws, as provided. The bill would require a seller of motor vehicle fuels to provide a receipt to a purchaser that indicates the amount of tax that would have otherwise applied to the transaction. This bill would also direct the Controller to transfer a specified amount from the General Fund to the Motor Vehicle Fuel Account in the Transportation Tax Fund. By transferring General Fund moneys to a continuously appropriated account, this bill would make an appropriation. This bill contains other related provisions and other existing laws. | Watch    |
| <a href="#">AB 1070</a><br><a href="#">Ward D</a><br><br>Transit districts:<br>governing boards:<br>compensation:<br>nonvoting<br>members. | <b>This is a two-year bill.</b> | Existing law provides for the formation of various transit districts and specifies the duties and powers of their governing boards. Existing law authorizes a transit district to compensate a member of the governing board for attending a board meeting and for engaging in other district business, as provided. This bill would prohibit a transit district from compensating a member of the governing board unless the member demonstrates personal use of the transit system, as specified. The bill would require the governing board of a transit district to include 2 nonvoting members and 4 alternate nonvoting members, as specified. The bill would require nonvoting members and alternate nonvoting members to have certain rights and protections, including the right to attend and participate in all public meetings of the governing board, except as specified. The bill would require the chair of the governing board of a transit district to exclude these nonvoting members from meetings discussing, among other things, negotiations with labor organizations. By expanding the duties of transit districts, the bill would impose a state-mandated local program. This bill contains other related provisions and other existing laws.  | Watch    |



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| Bill ID/Topic  | Location                        | Summary  | Position |
|--|---------------------------------|--|----------|
| <a href="#">AB 1198</a><br><a href="#">Haney D</a><br><br>Public works:<br>prevailing wages. | <b>This is a two-year bill.</b> | <p>Existing law requires that, except as specified, not less than the general prevailing rate of per diem wages, determined by the Director of Industrial Relations, be paid to workers employed on public works projects. Existing law requires the body awarding a contract for a public work to obtain from the director the general prevailing rate of per diem wages for work of a similar character in the locality in which the public work is to be performed, and the general prevailing rate of per diem wages for holiday and overtime work, for each craft, classification, or type of worker needed to execute the contract. Under existing law, if the director determines during any quarterly period that there has been a change in any prevailing rate of per diem wages in a locality, the director is required to make that change available to the awarding body and their determination is final. Under existing law, that determination does not apply to public works contracts for which the notice to bidders has been published. This bill would instead state, commencing July 1, 2026, that if the director determines, within a semiannual period, that there is a change in any prevailing rate of per diem wages in a locality, that determination applies to any public works contract that is awarded or for which notice to bidders is published after July 1, 2026. The bill would authorize any contractor, awarding body, or specified representative affected by a change in rates on a particular contract to, within 20 days, file with the director a verified petition to review the determination of that rate, as specified. The bill would require the director to, upon notice to the interested parties, initiate an investigation or hold a hearing, and, within 20 days after the filing of that petition, except as specified, make a final determination and transmit the determination in writing to the awarding body and to the interested parties. The bill would make that determination issued by the director effective 10 days after its issuance, and until it is modified, rescinded, or superseded by the director.</p> | Watch    |

# San Mateo County Transit District State Legislative Matrix 12/11/2025

| Bill ID/Topic  | Location                        | Summary  | Position |
|--|---------------------------------|--|----------|
| <a href="#">AB 1243</a><br><a href="#">Addis D</a><br>Polluters Pay<br>Climate Superfund<br>Act of 2025. | <b>This is a two-year bill.</b> | <p>The California Global Warming Solutions Act of 2006, until January 1, 2031, authorizes the State Air Resources Board to adopt a regulation establishing a system of market-based declining aggregate emissions limits for sources or categories of sources that emit greenhouse gases (market-based compliance mechanism) that meets certain requirements. Existing law establishes the Greenhouse Gas Reduction Fund and requires all moneys, except for fines and penalties, collected by the state board from the auction or sales of allowances as a part of a market-based compliance mechanism to be deposited into the fund and requires the Legislature to appropriate moneys in the fund for the purpose of reducing greenhouse gas emissions in the state, as provided. Existing law, the California Climate Crisis Act, declares that it is the policy of the state both to achieve net-zero greenhouse gas emissions as soon as possible, but no later than 2045, and achieve and maintain net-negative greenhouse gas emissions thereafter, and to ensure that by 2045, statewide anthropogenic greenhouse gas emissions are reduced to at least 85% below the 1990 levels. This bill would enact the Polluters Pay Climate Superfund Act of 2025 and would establish the Polluters Pay Climate Superfund Program to be administered by the California Environmental Protection Agency to require fossil fuel polluters to pay their fair share of the damage caused by greenhouse gases released into the atmosphere during the covered period, which the bill would define as the time period between the 1990 and 2024 calendar years, inclusive, resulting from the extraction, production, refining, sale, or combustion of fossil fuels or petroleum products, to relieve a portion of the burden to address cost borne by current and future California taxpayers. The bill would require the agency, within 90 days of the effective date of the act, to determine and publish a list of responsible parties, which the bill would define as an entity with a majority ownership interest in a business engaged in extracting or refining fossil fuels that, during the covered period, did business in the state or otherwise had sufficient contact with the state, and is determined by the agency to be responsible for more than 1,000,000,000 metric tons of covered fossil fuel emissions, as defined, in aggregate globally, during the covered period. This bill contains other related provisions and other existing laws.</p> | Watch    |

San Mateo County Transit District  
State Legislative Matrix 12/11/2025

| Bill ID/Topic   | Location                        | Summary  | Position |
|---|---------------------------------|--|----------|
| <a href="#">AB 1268</a><br><a href="#">Macedo</a> R<br><br>Motor Vehicle Fuel Tax Law: adjustment suspension. | <b>This is a two-year bill.</b> | The Motor Vehicle Fuel Tax Law, administered by the California Department of Tax and Fee Administration, imposes a tax upon each gallon of motor vehicle fuel removed from a refinery or terminal rack in this state, entered into this state, or sold in this state, at a specified rate per gallon. Existing law requires the department to adjust the tax on July 1 each year by a percentage amount equal to the increase in the California Consumer Price Index, as calculated by the Department of Finance. Article XIX of the California Constitution restricts the expenditure of revenues from the Motor Vehicle Fuel Tax Law, Diesel Fuel Tax Law, and other taxes imposed by the state on fuels used in motor vehicles upon public streets and highways to street and highway and certain mass transit purposes. This bill would authorize the Governor to suspend an adjustment to the motor vehicle fuel tax, as described above, scheduled on or after July 1, 2025, upon making a determination that increasing the rate would impose an undue burden on low-income and middle-class families. The bill would require the Governor to notify the Legislature of an intent to suspend the rate adjustment on or before January 10 of that year, and would require the Department of Finance to submit to the Legislature a proposal by January 10 that would maintain the same level of funding for transportation purposes as would have been generated had the scheduled adjustment not been suspended. This bill contains other related provisions and other existing laws. | Watch    |
| <a href="#">AB 1337</a><br><a href="#">Ward</a> D<br><br>Information Practices Act of 1977.                   | <b>This is a two-year bill.</b> | Existing law, the Information Practices Act of 1977, prescribes a set of requirements, prohibitions, and remedies applicable to agencies, as defined, with regard to their collection, storage, and disclosure of personal information, as defined. Existing law exempts from the provisions of the act counties, cities, any city and county, school districts, municipal corporations, districts, political subdivisions, and other local public agencies, as specified. This bill would recast those provisions to, among other things, remove that exemption for local agencies, and would revise and expand the definition of "personal information." The bill would make other technical, nonsubstantive, and conforming changes. Because the bill would expand the duties of local officials, this bill would impose a state-mandated local program. This bill contains other related provisions and other existing laws.   | Watch    |

San Mateo County Transit District  
State Legislative Matrix 12/11/2025

| Bill ID/Topic  | Location                        | Summary  | Position |
|--|---------------------------------|--|----------|
| <a href="#">AB 1372</a><br><a href="#">Papan</a> D<br><br>Renewable electrical generation facilities: electrified commuter railroads: regenerative braking: net billing. | <b>This is a two-year bill.</b> | Existing law vests the Public Utilities Commission with regulatory authority over public utilities, including electrical corporations. Existing law requires every electric utility, except as provided, to develop a standard contract or tariff providing for net energy metering, and to make this standard contract or tariff available to eligible customer-generators using renewable electrical generation facilities, as specified. Pursuant to its authority, the commission issued a decision revising net energy metering tariff and subtariffs, commonly known as the net billing tariff. This bill would include the regenerative braking from electric trains as a renewable electrical generation facility for those purposes, as provided. | Watch    |
| <a href="#">AB 1421</a><br><a href="#">Wilson</a> D<br><br>Vehicles: Road Usage Charge Technical Advisory Committee.   | <b>This is a two-year bill.</b> | Existing law requires the Chair of the California Transportation Commission to create a Road Usage Charge Technical Advisory Committee in consultation with the Secretary of Transportation to guide the development and evaluation of a pilot program assessing the potential for mileage-based revenue collection as an alternative to the gas tax system. Existing law additionally requires the Transportation Agency, in consultation with the commission, to implement the pilot program, as specified. Existing law repeals these provisions on January 1, 2027. This bill would extend the operation of the above-described provisions until January 1, 2035. The bill would also make related findings and declaration.                           | Watch    |
| <a href="#">AB 1472</a><br><a href="#">Hart</a> D<br><br>California Sea Level Rise State and Regional Support Collaborative.   | <b>This is a two-year bill.</b> | Existing law creates within the Ocean Protection Council the California Sea Level Rise State and Regional Support Collaborative to provide state and regional information to the public and support to local, regional, and other state agencies for the identification, assessment, planning, and, where feasible, the mitigation of the adverse environmental, social, and economic effects of sea level rise within the coastal zone, as provided. This bill would make a nonsubstantive change to this provision.  | Watch    |



San Mateo County Transit District  
State Legislative Matrix 12/11/2025

| Bill ID/Topic   | Location                        | Summary  | Position                |
|---|---------------------------------|--|-------------------------|
| <a href="#">SB 239</a><br><a href="#">Arreguín D</a><br><br>Open meetings:<br>teleconferencing:<br>subsidiary body. | <b>This is a two-year bill.</b> | Existing law, the Ralph M. Brown Act, requires, with specified exceptions, that all meetings of a legislative body, as defined, of a local agency be open and public and that all persons be permitted to attend and participate. The act generally requires for teleconferencing that the legislative body of a local agency that elects to use teleconferencing post agendas at all teleconference locations, identify each teleconference location in the notice and agenda of the meeting or proceeding, and have each teleconference location be accessible to the public. Existing law also requires that, during the teleconference, at least a quorum of the members of the legislative body participate from locations within the boundaries of the territory over which the local agency exercises jurisdiction, except as specified. Existing law, until January 1, 2026, authorizes specified neighborhood city councils to use alternate teleconferencing provisions related to notice, agenda, and public participation, as prescribed, if, among other requirements, the city council has adopted an authorizing resolution and 2/3 of the neighborhood city council votes to use alternate teleconference provisions, as specified This bill would authorize a subsidiary body, as defined, to use alternative teleconferencing provisions and would impose requirements for notice, agenda, and public participation, as prescribed. The bill would require the subsidiary body to post the agenda at each physical meeting location designated by the subsidiary body, as specified. The bill would require the members of the subsidiary body to visibly appear on camera during the open portion of a meeting that is publicly accessible via the internet or other online platform, as specified. The bill would also require the subsidiary body to list a member of the subsidiary body who participates in a teleconference meeting from a remote location in the minutes of the meeting. This bill contains other related provisions and other existing laws. | Support<br>June<br>2025 |

San Mateo County Transit District  
State Legislative Matrix 12/11/2025

| Bill ID/Topic  | Location                        | Summary  | Position |
|--|---------------------------------|--|----------|
| <a href="#">SB 667</a><br><a href="#">Archuleta D</a><br><br>Railroads: safety:<br>wayside<br>detectors: train<br>length: emergency<br>vehicle crossing. | <b>This is a two-year bill.</b> | <p>The existing Federal Railroad Safety Act (FRSA) authorizes the United States Secretary of Transportation to prescribe regulations and issue orders for railroad safety and requires the United States Secretary of Homeland Security, when prescribing a security regulation or issuing a security order that affects the safety of railroad operations, to consult with the United States Secretary of Transportation. The FRSA provides for state participation in the enforcement of the safety regulations and orders issued by the United States Secretary of Transportation or the United States Secretary of Homeland Security, pursuant to an annual certification, and authorizes the respective secretaries to make an agreement with a state to provide investigative and surveillance activities. The FRSA provides that, to the extent practicable, laws, regulations, and orders related to railroad safety and security are required to be nationally uniform, but authorizes a state to adopt or continue in force a law, regulation, or order related to railroad safety or security until the United States Secretary of Transportation, with respect to railroad safety matters, or the United States Secretary of Homeland Security, with respect to railroad security matters, prescribes a regulation or issues an order covering the subject matter of the state requirement. A state is additionally authorized to adopt or continue in force an additional or more stringent law, regulation, or order related to railroad safety or security, when necessary to eliminate or reduce an essentially local safety or security hazard, that is not incompatible with a federal law, regulation, or order, and that does not unreasonably burden interstate commerce. This bill would require a railroad corporation to install and operate a network of wayside detector systems on or adjacent to any track used by a freight train with maximum spacing specified for individual detection devices along a continuous track. The bill would define “wayside detector system” to mean an electronic device or series of connected devices that scans passing freight trains and their component equipment and parts for defects. The bill would require the Public Utilities Commission to (1) establish a process for freight train crews to receive alerts from wayside detectors, (2) create standards for freight train inspections to be conducted following the receipt of an alert from a wayside detector, as provided, and (3) adopt rules necessary to implement these provisions. This bill contains other related provisions.</p> | Watch    |

San Mateo County Transit District  
State Legislative Matrix 12/11/2025

| Bill ID/Topic  | Location                        | Summary  | Position |
|--|---------------------------------|--|----------|
| <a href="#">SB 714</a><br><a href="#">Archuleta</a> D<br><br>Zero-emission vehicles:<br>workforce development:<br>Clean Energy Workforce Training Council.                         | <b>This is a two-year bill.</b> | Existing law, upon appropriation by the Legislature, establishes the position of Deputy Secretary for Climate within the Labor and Workforce Development Agency, to be appointed by the Governor and subject to confirmation by the Senate, for the purpose of assisting in the oversight of California's workforce transition to a sustainable and equitable carbon-neutral economy. Existing law requires the deputy secretary to perform specified duties, including creating or coordinating programs with other state agencies to retrain and upskill workers for, among other jobs, clean energy jobs, as specified. This bill would state the intent of the Legislature to enact legislation that would establish a zero-emission vehicle workforce development pilot project and a Clean Energy Workforce Training Council, as provided.   | Watch    |
| <a href="#">SB 741</a><br><a href="#">Blakespear</a> D<br><br>Coastal resources:<br>coastal development permit:<br>exemption: Los Angeles-San Diego-San Luis Obispo Rail Corridor. | <b>This is a two-year bill.</b> | The California Coastal Act of 1976, which is administered by the California Coastal Commission, requires any person wishing to perform or undertake any development in the coastal zone, as defined, to obtain a coastal development permit from a local government or the commission. Existing law exempts from that coastal development permitting process certain emergency projects undertaken, carried out, or approved by a public agency to maintain, repair, or restore existing highways, as provided. This bill would expand that exemption to include certain emergency projects undertaken, carried out, or approved by a public agency to maintain, repair, or restore existing railroad track along the Los Angeles-San Diego-San Luis Obispo Rail Corridor, as provided. This bill would make legislative findings and declarations as to the necessity of a special statute for the Los Angeles-San Diego-San Luis Obispo Rail Corridor. | Watch    |

# Federal Update January 2026



# Agenda

Item #12.c.  
1/7/2026<sub>1</sub>

- **2025 Recap**
- **FY26 Appropriations**
- **Surface Transportation Reauthorization Update**
- **2026 Preview**
- **Questions**

- **Start of Second Trump Administration:** President Trump returned to power on January 20, 2025, and began his second term with a flurry of executive orders and federal directives.
- **One, Big, Beautiful Bill:** Congressional Republicans used the budget reconciliation process to pass H.R. 1, the One, Big, Beautiful Bill. The law repealed many of the energy and EV tax credits created in the Inflation Reduction Act, increased funding for immigration enforcement, and cut corporate taxes and funding for the social safety net.
- **DOT Priorities:** Secretary Sean Duffy has emphasized transit safety and accelerating project delivery as key priorities for the Department of Transportation.
- **FTA:** Marc Molinaro was confirmed as Federal Transit Administrator in August. Molinaro previously served on the House Transportation & Infrastructure Committee while in Congress.

# FY26 Appropriations

- Congress is racing to pass FY26 appropriations legislation but has not reached final passage on any bills since they found agreement on reopening the government.
- Lawmakers must pass legislation to fund the government by January 30, 2026, to avoid a new government shutdown.
- Progress has stalled on the Senate's plan to pass the Defense, Labor-HHS-Education, Transportation-HUD, Commerce-Justice-Science, and Interior-Environment bills as one funding package.
- The Senate's Transportation-HUD bill provides more funding for transit than the House, including \$78 million for transit support for World Cup Host Cities.
- SamTrans' \$250,000 Bus Stop Amenity Improvements earmark request remains pending in the House's Transportation-Housing and Urban Development bill.

# Surface Transportation Reauthorization Update

Item #12.c.  
1/7/2026<sup>4</sup>

- Congress must pass a surface transportation reauthorization by September 30, 2026.
- House and Senate committees have requested feedback for their respective portions of the bill and have begun drafting legislative language.
- House Transportation & Infrastructure Committee Chair Graves is expected to release a draft bill in early 2026.
- Chair Graves indicated that he intends to focus on supporting traditional infrastructure like “roads and bridges” and could look to cut or consolidate programs created in the Infrastructure Investment and Jobs Act.
- Democrats and Republicans will need to find compromise on a final bill, and therefore controversial provisions proposed by the Trump Administration are unlikely to be considered.



- FY26 and FY27 appropriations.
- Surface transportation reauthorization.
- FEMA Reform: Congress could consider legislation to reform the nation's disaster response programs.
- Housing: House and Senate housing leaders introduced dueling proposals to increase housing supply by adding new incentives and cutting environmental reviews.
  - Currently included in the Senate's ROAD to Housing Act is legislation to increase scoring incentives for TOD in Capital Investment Grants (CIG) program applications.
- Midterm elections: Americans will elect a new House of Representatives and Senators in states like Ohio, Maine, Texas, Georgia, and North Carolina.





JEFF GEE, CHAIR  
MARIE CHUANG, VICE CHAIR  
DAVID J. CANEPA  
BROOKS ESSER  
MARINA FRASER  
RICO E. MEDINA  
JOSH POWELL  
PETER RATTO  
JACKIE SPEIER

APRIL CHAN  
GENERAL MANAGER/CEO

## AGENDA

### San Mateo County Transit District

#### Strategic Planning, Development, and Sustainability Committee Meeting Committee of the Whole

January 7, 2026 – 3:15 pm

*or immediately following the Legislative Committee meeting*

Bacciocco Auditorium, 2nd Floor  
1250 San Carlos Avenue, San Carlos, CA 94070

Committee Members: Rico E. Medina (Chair), Marie Chuang, Peter Ratto

- |       |  |               |
|-------|--|---------------|
| 13.a. | Call to Order  |               |
| 13.b. | Approval of Minutes of the Strategic Planning, Development, and Sustainability Committee Meeting of December 3, 2025 | Motion        |
| 13.c. | Bus Stop Improvement Program Amenity Refresh Project Draft Recommendations   | Informational |
| 13.d. | Adjourn  |               |

Note:

- This Committee meeting may be attended by Board Members who do not serve on this Committee. In the event that a quorum of the entire Board is present, this Committee shall act as a Committee of the Whole. In either case, any item acted upon by the Committee or the Committee of the Whole will require consideration and action by the full Board of Directors as a prerequisite to its legal enactment.
- All items appearing on the agenda are subject to action by the Committee. Staff recommendations are subject to change by the Committee.

**San Mateo County Transit District  
1250 San Carlos Avenue, San Carlos, California**

**Strategic Planning, Development, and Sustainability Committee Meeting /  
Committee of the Whole  
DRAFT Minutes of December 3, 2025**

**Members Present (In Person):** M. Chuang, P. Ratto, R. Medina (Chair)

**Members Absent:** None

**Other Board Members Present Constituting Committee of the Whole:** D. Canepa, B. Esser, M. Fraser, J. Gee, J. Speier

**Other Board Members Absent:** J. Powell

**Staff Present:** J. Cassman, A. Chan, K. Christopherson, C. Halls, L. Lumina-Hsu, J. Steketee, M. Tolleson, M. Tseng, S. van Hoften

**13.a. Call to Order**

Committee Chair Medina called the meeting to order at 3:29 pm.

**13.b. Approval of Minutes of the Strategic Planning, Development, and Sustainability Committee Meeting of November 5, 2025**

Motion/Second: Canepa/Fraser

Ayes: Canepa, Esser, Fraser, Medina, Ratto, Speier, Chuang, Gee

Noes: None

Absent: Powell

**13.c. 2025 Update to the SamTrans Service Policy Framework**

Kate Christopherson, Planning Administrator, Jonathan Steketee, Manager, Operations Planning, and Millie Tolleson, Director, Planning, provided the presentation, which included the following:

- Align with 2024 Strategic Plan; emphasizes customer focus, workforce delivery, mobility, and equity
- Equity priority areas, bus stop guidance, and service evaluation metrics updates
- Routes not meeting standards will receive action plans

Staff provided further clarification in response to the following Board comments and questions regarding the following:

- Ride Plus as alternatives to fixed route service
- Bay Area Rapid Transit District (BART) and Caltrain connectivity to support commuters; schedules aim to align with regional transit



- Focus on North County service needs due to the number of equity priority areas
- Approaches to improve farebox recovery
- Equity areas decreased, no proportional service impact to these areas
- Consider smaller buses for future needs

Public Comment

Aleta Dupree, Team Folds, commented on service from lower-density areas to encourage transfer usage to high-performance routes.

Adina Levin commented on Clipper 2, farebox recovery, and micromobility.

Roland commented on the responsible agency for funding fare discounts.

Marlon JHS, San Mateo, commented on farebox recovery, and partnerships with businesses and property owners.

Motion/Second: Chuang/Canepa

Ayes: Canepa, Esser, Fraser, Medina, Ratto, Speier, Chuang, Gee

Noes: None

Absent: Powell

**13.d. Grand Boulevard Initiative (GBI) Action Plan**

Cassie Halls, Manager, Major Corridors Program, provided the presentation, which included the following:

- Modernize El Camino Real (State Route 82) for safety and mobility; improve safety, mobility, and coordinated planning goals
- Build on local corridor studies across all San Mateo cities; enhance interagency collaboration and bus reliability
- 25-mile project, up to \$1 billion; \$500 million funding identified for possible funding, \$500 million needed

Staff provided further clarification in response to the following Board comments and questions regarding the following:

- Prioritize safety and reduce serious injuries
- Improve transit with bus lanes and better stops
- Slow traffic and support pedestrians/cyclists
- Collaborate with cities and implement quick-build improvements

Public Comment

Marlon JHS, San Mateo, commented on bicyclists safety on El Camino Real and diesel buses.

**13.e. Adjourn** – The meeting adjourned at 4:37 pm.

**San Mateo County Transit District  
Staff Report**

To: Strategic Planning, Development and Sustainability Committee

Through: April Chan, General Manager/CEO

From: Joshua Mello, Chief Planning Officer

Subject: **Bus Stop Improvement Program Amenity Refresh Project Draft  
Recommendations**

**Action**

This report is for information only. No Board action is required.

**Significance**

The purpose of this presentation is to present the draft recommendations of the Bus Stop Improvement Plan (BSIP) Amenity Refresh Project (Project). Staff will provide an overview of the Project, including a brief summary of the larger BSIP implementation effort, the design development process, an overview of the refreshed “look and feel” of SamTrans bus stop amenities, and finally discuss next steps and additional stakeholder engagement activities moving forward.

**BSIP Amenity Refresh Project Background and Purpose**

In February 2025, the San Mateo County Transit District (District) launched the BSIP Amenity Refresh Project, which updates the District’s design standards for bus stop amenities. This includes updating designs for existing amenities (e.g., standard-size shelter, benches and other seating), designing new amenities such as a narrow footprint shelter and shade structure, and ensuring that amenities are ready to receive future improvements such as real-time information displays and digital advertising panels.

The ultimate objective of the Project is to develop “refreshed” designs for SamTrans’s amenities that are consistent with the District’s branding, align with industry standards, are responsive to the physical and environmental conditions of bus stops throughout the County; attentive to procurement, installation and maintenance costs; and consider the input and needs of the District’s internal and external stakeholders.

**Amenity Design Development Process**

The design development process included review of industry best practices, peer agency research, and internal design workshops. Draft designs were reviewed at key stages by staff involved in the planning, operations, and maintenance of bus stops, as well as the District’s customer experience, advertising, and branding teams. Internal engagement included soliciting input from Bus Transportation leadership and bus operators to ensure that the updated

amenities addressed existing operational deficiencies, such as bus blade positioning, visibility improvements through design and lighting, and dynamic material choices.

The Project team also engaged with the SamTrans Citizen Advisory Committee, SamTrans Paratransit Advisory Committee, and the SamTrans/San Mateo County Transportation Authority (TA) Stakeholder Advisory Group/Technical Advisory Group (SAG/TAG) and conducted a bus bench pilot to test five different styles of benches at four locations (Daly City, South San Francisco, Linda Mar Park and Ride, and Sequoia Station). For a six-week period between August and September 2025, riders were asked to try out the different benches and provide feedback on design and comfort. Rider feedback was solicited through a multilingual online survey and in-person engagement, and informed selection of the bench and seating options included in the Project recommendations.

#### Project Recommendations

The Project recommends a refreshed menu of bus stop amenities that work together as a “Kit of Parts.” The menu of amenities consists of standardized components with cohesive design that can be configured in various ways. This approach allows staff to select the amenity type and kit-of-part components that are best suited for different site conditions at various bus stops and aligned with BSIP recommendations.

#### Budget Impact

There is no budget impact at this time with this information item. The Board of Directors (Board) previously approved approximately \$3.6 million for BSIP implementation as part of the Fiscal Year (FY) 2025 capital budget. The FY26-29 Capital Improvement Plan recommends allocating an additional \$34.5 million to continue advancing BSIP near-term priority improvements. Additionally, approximately \$2.25 million in grant funding has been secured to support BSIP implementation. Once the amenities are selected for the various bus stop types, staff can better estimate the costs for future implementation. Later in Spring, staff plans to bring back an update on implementation of this project, along with refined cost estimates and project schedules. The updated costs and schedule will also feed into the next phase of the CIP development.

#### Background

In May 2024, the Board approved BSIP, which outlines a comprehensive strategy to enhance the transit experience for all riders by improving bus stop amenities throughout SamTrans’s service area. The goal of BSIP is to provide a comfortable, convenient, and dignified experience for passengers at bus stops. BSIP builds upon Reimagine SamTrans by further enhancing the transit experience in Equity Priority Areas and directly addressing community requests for bus stop improvements.

BSIP established minimum required amenities for each bus stop, including standard poles and signs, shelters, shade structures, benches, system maps, route schedules, and real-time

information displays. The resulting Bus Stop Design Guidelines aimed to provide consistent and actionable recommendations for bus stop amenities throughout the County.

Since approval of BSIP, the District has led the ongoing implementation of BSIP recommendations including funding, design, permitting, and construction of bus stop amenities. BSIP implementation will occur in multiple phases, beginning with near-term improvements at bus stops that received the highest prioritization scores. These stops were identified through a comprehensive evaluation process that considered equity, ridership, and amenity needs. Other projects such as the Bus Shelter Replacement Program and the Americans with Disabilities Act (ADA) Transition Plan Implementation also seek to improve the passenger experience and are progressing at various stages of design and permit review with partner jurisdictions.

|              |                      |                             |              |
|--------------|----------------------|-----------------------------|--------------|
| Prepared By: | Christopher Espiritu | Principal Planner           | 650-508-6313 |
|              | Nichollette Tolmie   | Planning Analyst III        | 650-551-6126 |
|              | Chelsea Schultz      | Manager, Strategic Planning | 650-508-6483 |





# Bus Stop Improvement Program (BSIP) Amenity Refresh - Draft Recommendations

Item #13.c.  
1/7/2026



# Agenda

- Project Background and Overview
- Amenity Design Development
  - Design Objectives
  - Design Process
  - Stakeholder Engagement
- Proposed SamTrans Bus Stop Amenity Designs
- Next Steps

# Project Background & Overview

# Bus Stop Improvement Plan (BSIP)

## SamTrans' Plan to Improve Bus Stops

- BSIP adopted in May 2024 -
- Established the **Bus Stop Design Guidelines**
- BSIP **defined and prioritized amenities for all of SamTrans' bus stops**
  - Includes guidance on which stops should receive shelters, seating, lighting, and other amenities
  - Robust community and stakeholder engagement process
- BSIP recommended which amenities should go where, but it **did not consider designs for these amenities**
  - Added new amenities like a narrow shelter and shade structure





# BSIP & Related Projects Timeline

2022 - 2024

1) BSIP Development

- Design Guidelines
- Prioritized List of Amenity Needs for each City

2) SamTrans Board Adoption (May 2024)

2024 - Present

- 1) Phased Implementation of BSIP
- 2) Bus Stop Shelter Replacement Program
- 3) ADA Plan Implementation

All are proceeding concurrently

2025 - Present

**BSIP Amenity Design Refresh & Bench Pilot**

- 1) Develop an updated menu of bus stop amenities
- 2) Design to be flexible for varying site conditions and climates across San Mateo County

2026 and Beyond

Future Phases of BSIP Implementation to use the updated designs

# Amenity Design Development

# Design Objectives

Develop a refreshed “look and feel” for all SamTrans bus stop amenities that:



Align with industry best practices



Address maintenance and operational concerns with existing shelter designs



Are flexible so they can be used in various locations in the county



Use cost-effective designs that align with BSIP conceptual cost estimates

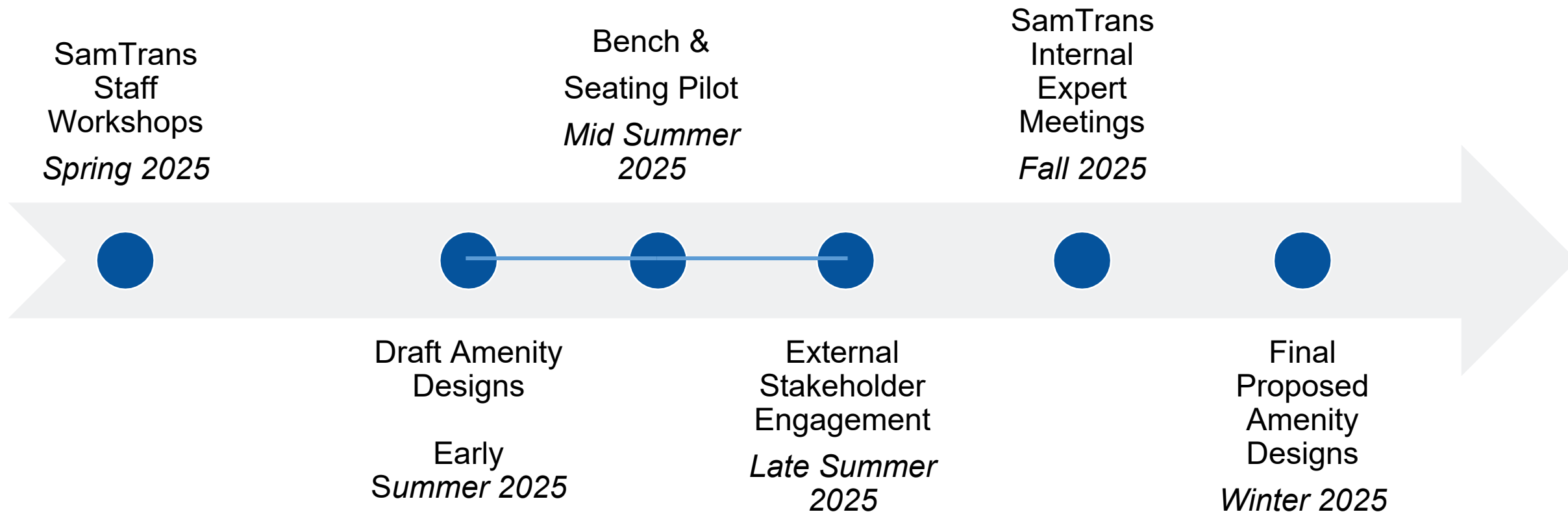


Are consistent with the SamTrans brand



Use off-the-shelf components and a kit-of-parts approach

# Design Process





# Internal Stakeholder Engagement



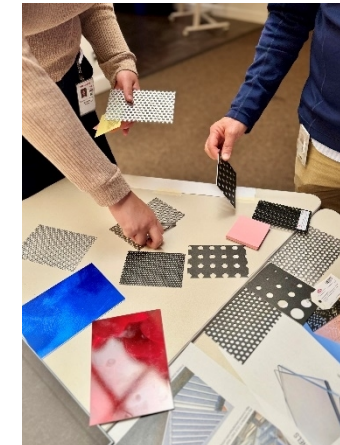
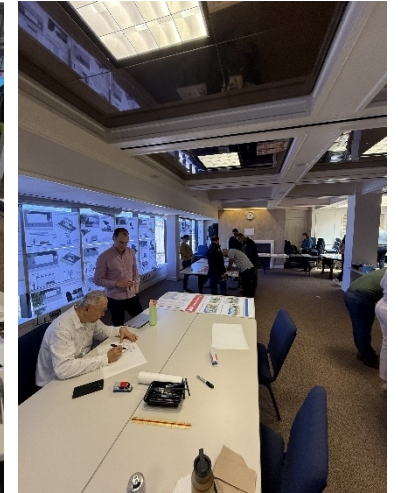
## SamTrans Staff Workshops (Spring 2025)

- Share best practice research
- Understand needs, priorities, preferences
- Seek early feedback on design concepts, material and color choices, etc.



## SamTrans Subject Matter Expert Meetings (Fall 2025)

- Focused discussions to solicit feedback on draft designs
- Included Branding, Marketing, Customer Experience, Safety, Bus Operations, Facilities, Procurement



# External Stakeholder Engagement



## Bench and Seating Pilot (Summer 2025)

- Tested five bench designs at four locations in San Mateo County
- Riders engaged via survey (> 200 responses) to comment on comfort, ease of use, features



## Stakeholder Engagement (Summer 2025)

- Solicited feedback on draft designs from SamTrans stakeholder groups



# Proposed SamTrans Bus Stop Amenity Designs



# Refreshed SamTrans Bus Stop Amenities

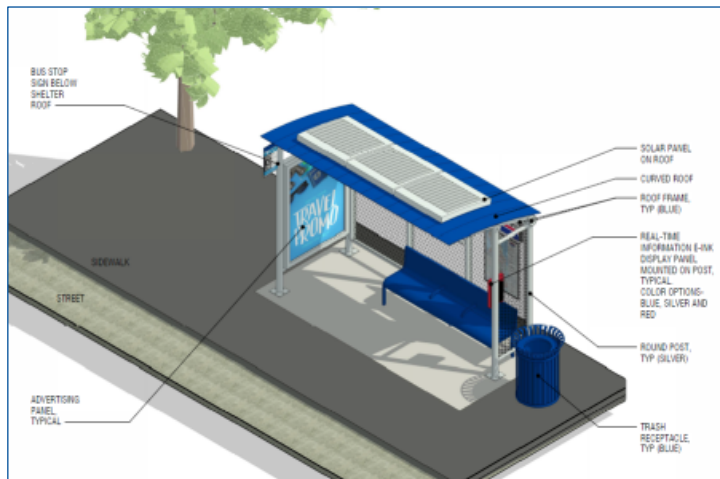
- Cohesive, modern design consistent with SamTrans branding
- Flexible designs and components responsive to site conditions and climates
- Based on industry best practice, stakeholder feedback, and internal expertise
- Ready for real-time information displays and digital advertising
- Ability to maintain, repair and replace components in a cost-effective manner





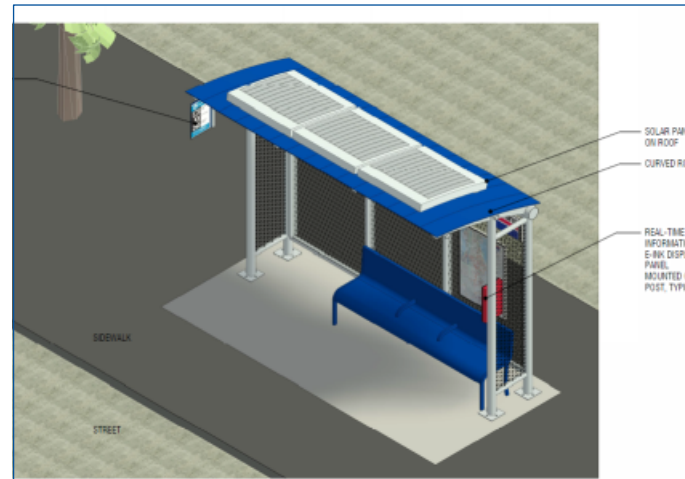
# Improved & Flexible Shelter Designs

## Standard Four-Post Shelter



Standard design, includes advertising panel

## Narrow Four-Post Shelter



Compact shelter for space-constrained locations

## Two-Post Shelter



Alternative compact design for locations with even less space

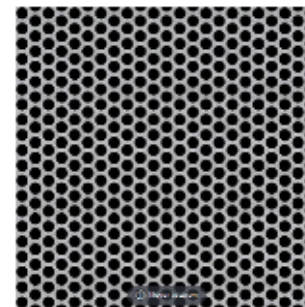
# Flexible Shelter Components and Durable Materials

- Perforated aluminum wall panels instead of glass
- Design balances safety, visibility and weather protection
- For windy areas, a layer of plastic can be added to provide additional weather protection
- SamTrans logo will be overlaid on shelter wall panels

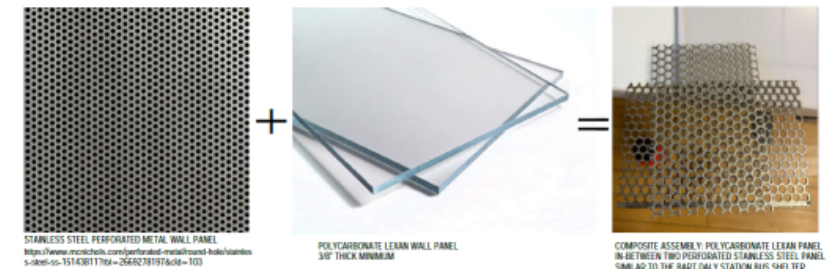


*SamTrans logo decal placed on shelter wall panel*

*(placeholder, decal design is still being developed)*



*Standard shelter wall panel*



*Option to include plastic panel between aluminum sandwich for wind protection*

# Multiple Seating Options



## Perforated Metal Bench

- Standard bench design
- Preferred option for stops where BSIP recommends a bench
- Preferred option for shelters



## Simme Seat

- Option for locations where a full bench cannot fit
- Can be paired with an amenity pole



## Perch Bench

- Potential option for high frequency stops or in areas with extreme space constraints
- Limited / slow rollout recommended to further test this option



# New Bus Stop Amenity Pole

- The menu of bus stop amenities include an upgraded bus stop sign pole (aka Amenity Pole) that will provide **lighting** and **real time information**
- Provides better lighting at bus stops especially along Coastside service areas
- Useful for stops that will not include a shelter
- Real time arrival will be provided by an e-ink display or a QR code
- Includes a small solar panel on the top of the pole to power the light and real time arrival display (if included)





# Ready for Real-Time Information

Bus shelters and amenity pole are ready to include real-time information displays and QR codes. A separate effort is underway to develop SamTrans' ability to provide real-time arrival information to customers.



## E-Paper Display

- Preferred type of real-time information display
- Solar or battery powered with e-paper black and white screen



## QR Code

- Lower cost
- Can be deployed at lower ridership stops and stops without shelters



## Color LED Display

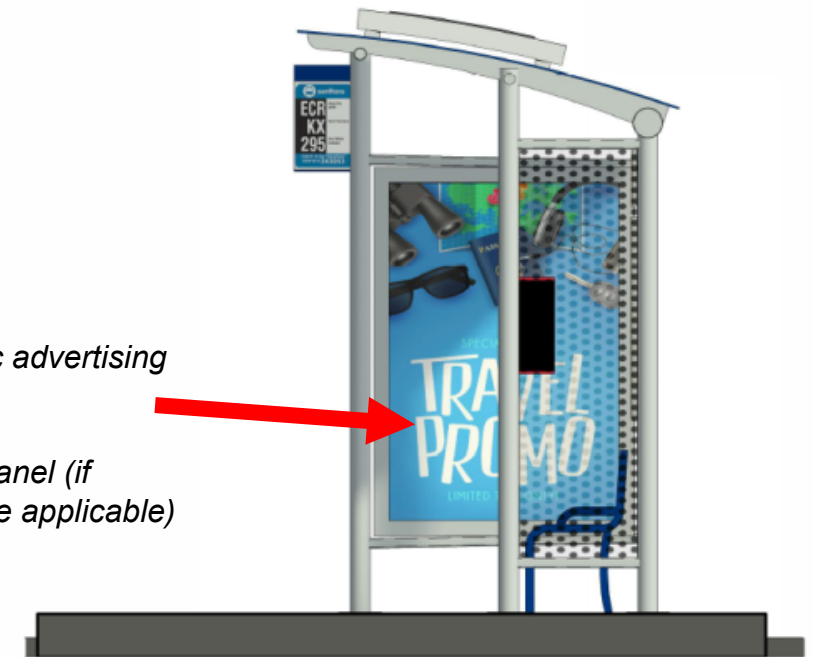
- Requires external power hookup
- Used in very limited circumstances

# Static and Digital Advertising Options

- The standard four-post shelter design includes a two-sided advertising panel that can house paper (static) advertisements
- The menu of bus stop amenities includes a digital advertising panel option, which can be incorporated into the standard shelter at a future date
- Deployment of digital advertising panels will be dependent on factors such as:
  - Availability of external power
  - Interest from potential advertising vendors / future advertising contract
  - Coordination and/or approvals from local jurisdictions

*Two-sided static advertising panel*

*Can be digital panel (if determined to be applicable)*



# Next Steps

# Next Steps

Today:

- Seeking your feedback on the proposed bus stop amenity refreshed designs
  - Will incorporate feedback into final menu of bus stop amenities
  - Seek Board adoption in February meeting

Following Board adoption:

- Update Bus Stop Design Guidelines
- Socialize adopted amenity designs with internal and external stakeholders
- Facilities Team to use these designs for ongoing implementation of BSIP or other amenity replacement project
- Refine project estimates for each bus stop type based on amenities selected

Ongoing:

- Continue to implement BSIP and deliver improved amenities to SamTrans customers and the community





Item #13.c.  
1/7/2026

# Thank You



Please email [EspirituC@samtrans.com](mailto:EspirituC@samtrans.com) with any questions.