



**APPENDIX E:
DETAILED PROGRAM
AND POLICY
RECOMMENDATIONS**



PLANNING, DESIGN, AND MANAGEMENT PROGRAMS AND POLICIES

Topic	Existing Approach	Recommended Support Program or Policy	Responsible Department/ Agency ¹
Complete Streets	The County formally adopted a Complete Streets resolution in 2013, and the County's General Plan includes several goals related to integrating Complete Streets practices into projects and plans. County staff consider elements of Complete Streets during road planning projects and review strategies and designs on a case-by-case basis.	Adopt and implement a Complete Streets Design Toolkit. Building on the existing resolution, adopting standard design details that promote pedestrian and bicyclist safety and comfort as well as integrate green infrastructure practices would ensure that active transportation improvements, to the extent feasible, are implemented systematically throughout the County during new construction and street retrofits. The County should ensure that staff are familiar with the toolkit and understand how to integrate it into their work, for instance when drafting construction plans or updating zoning codes and long-range planning documents, and revise the toolkit based on evolving best practices as needed.	Department of Public Works Supported by: Office of Sustainability, Planning and Building
Traffic Calming	The Department of Public Works has a residential speed control device program whereby residential streets that meet certain criteria (including a validated speeding issue and demonstrated neighborhood support) can qualify for speed humps. The traffic calming program is funded through general road project funds. Traffic calming requests are generally addressed on a first come, first serve basis, with priority typically given to roads with higher volumes of vehicular, bicycle and pedestrian traffic streets. An average of two traffic calming projects are implemented each year.	Employ traffic calming strategies in locations where traffic speeds are too high for pedestrian or bicyclist comfort and areas where anticipated active transportation demand is high. Review the County's current Traffic Calming Program (Residential Speed Control Program) and consider updating it to ensure the equitable distribution of traffic calming measures, and to include a wide variety of context-sensitive traffic calming treatments. The County should prioritize and implement traffic calming on streets near parks, trails, and schools with risk factors for speeding, such as excess roadway width and long, straight viewsheds, streets with a history of bicycle and pedestrian collisions, or in areas with high concentrations of vulnerable populations including low-income and transit-dependent communities. Education and outreach in neighborhoods along roadways with traffic calming treatments can increase public acceptance and support for traffic calming treatments and ensure that road users know how to navigate new or uncommon treatments. Consider establishing 15 mph school zones and other slow zones near parks, community facilities, or senior housing. To protect the most vulnerable members of society, the County should consider reducing speed limits in school zones or other slow zones. Lower speeds in such zones would greatly reduce the chance of a fatality or serious injury if a pedestrian or bicyclist is hit by a motor vehicle.	Office of Sustainability in collaboration with Department of Public Works
Maintenance Practices	The County follows specifications and details outlined by Caltrans and the Manual of Uniform Traffic Control Devices to establish standards and practices for construction within its rights of way. Sidewalks are inspected by County crews and property owners are notified of trip hazards and/or damaged sidewalks so repairs could be addressed by property owners. The County also has a street sweeping program with an enforced sweeping schedule at locations with curbs and gutters; areas without this infrastructure do not have parking restrictions and generally do not follow the sweeping schedule as strictly. The County Planning and Building Department can impose requirements for provision of pedestrian and bicycle facilities and can require maintenance of any required improvements when authorizing land subdivisions or development.	Develop a clear process for identifying and addressing active transportation facility maintenance needs. The process should enable the equitable distribution of maintenance needs throughout the community, and the County could consider utilizing maintenance management programs to solicit public input on maintenance needs. Maintenance and operation needs should be considered in facility design decisions. Identify policy solutions to mitigate garbage can or other obstructions in bikeways. Work with waste contractors to explore the feasibility of widening bikeways and/or requiring garbage cans to be placed on side streets or in driveways in locations where garbage can placement obstructs bikeways. Provide education to residents and property owners along streets with on-street bikeways to encourage proper placement and prompt removal of obstructions in bikeways. Work with maintenance staff to mitigate other obstructions in bikeways such as fallen tree branches and debris.	Office of Sustainability in collaboration with Department of Public Works, Planning, Health
Connections to Transit	The County's General Plan includes several goals related to improving ease of travel between modes, increasing transit ridership, promoting bicycle storage facilities at transit stops, and allowing bicycles on transit vehicles during off-peak times and in off-peak directions.	Work with BART, SamTrans and Caltrain, and neighboring jurisdictions to identify infrastructure and programmatic improvements to increase pedestrian, bicycle, and micromobility access to transit. Participate in audits conducted by transit agencies to ensure the transit stops and stations, and nearby County-maintained streets meet current ADA best practices, and coordinate with transit agencies to ensure walking and cycling are considered in current and future transit projects.	Office of Sustainability in collaboration with Planning and Building Supported by: Health, Department of Public Works
Recreational Bicycling Amenities	-	Provide amenities for recreational bicyclists at key locations, for instance on the coastside. The County should work to provide amenities such as restrooms, parking, fix-it stations, drinking fountains, and trash receptacles to accommodate bicyclists at key locations. A map should be created to highlight preferred parking areas and amenities along major cycling routes.	Office of Sustainability Supported by Department of Public Works, Planning, Parks

¹ Suggested roles and responsibilities are subject to change.

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Equity	<p>The County's Office of Sustainability 2018 Strategic Plan references equity and empowerment as two core values that guide their work. For example, the Sustainable Transportation Encouragement Program was designed to serve a traditionally underserved community and address equity. However, the County does not have a formal goal or policy to implement these values nor a formal mechanism for evaluating the equitable distribution of projects or evaluation of projects with an equity lens. The County's Department of Public Works uses the same standard forms of outreach in underserved communities as in all other communities.</p>	<p>Ensure that public involvement follows best practices for engaging with traditionally underserved communities. The County should consider adjusting public involvement practices to ensure appropriate and best-practice outreach methods are used to inform and engage with traditionally underserved populations. These populations may be unable to attend standing County meetings so outreach methods and events should be modified to increase access for these populations. Examples of best-practice engagement strategies for traditionally underserved communities include directing funding to and partnering with community-based organizations to conduct community engagement, build coalitions, and/or host events, providing transit tickets (or other forms travel compensation), childcare, serving food, or providing other benefits or means of compensation to help participants access outreach events, and soliciting participation from community members on established feedback channels such as advisory committees. Typically, it is more effective to conduct outreach at established events rather than holding separate or additional engagement events.</p> <p>Develop and implement an equity framework for current and future transportation planning and practices. Transportation planning efforts and services should be evaluated to ensure the equitable distribution of transportation services and benefits. The equity framework should prioritize the allocation of funding and investment toward communities that are historically underserved. Since traditionally underserved populations may be especially dependent on public transit and active transportation facilities, it is important to ensure that these populations have equal or better access to active transportation networks suitable for people of all ages and abilities. Public services such as enforcement should be examined to assess their impact on people of color and programs and policies should be implemented to reduce any disparities or harmful impacts resulting from such services. For example, programs like the County's ticket diversion program can reduce disproportionate financial impacts that may arise from enforcement practices.</p> <p>Develop a strategy to mitigate the potential impacts of active transportation improvements on displacement in historically underserved communities. The strategy could include partnering with community-based organizations to conduct in-depth engagement with traditionally underserved populations to better understand the needs, concerns, and resources for these populations, developing a strong understanding of the historical inequities and social context of the unincorporated areas, and researching and implementing best practices for anti-displacement strategies. Hiring community-based organizations and community members can increase local employment opportunities and inform Staff's understanding of and help to address historical inequities through the implementation of this plan.</p> <p>Develop a strategy to address potential disproportionate impacts of enforcement on people of color and safety and security concerns among vulnerable populations. This strategy should include communication and outreach to vulnerable populations and the Sheriff's Department to better understand safety and security concerns. Officers should receive training on an ongoing basis on best practices for conducting traffic safety enforcement and review data on citations to determine if certain communities are being disproportionately targeted. Conduct community outreach to better understand community issues and determine how to best adjust policies related to alternative enforcement and public safety. This could include community ambassador programs and actions to improve relationships between community members and enforcement officers.</p>	<p>Office of Sustainability in collaboration with Planning and Building, Health,</p> <p>Supported by Department of Public Works, Sheriff's Office</p>
Bicycle Parking	<p>The County encourages the provision of bicycle storage facilities at common. The County's Zoning Ordinance requires public and private bike parking in the C-1/WMP, CMU-1, CMU-2, CMU-3, NMU-ECR, M-1/NFO, PC, Chapter 29 (NFO Design Guidelines) and M-1/Edison/NFO zoning districts (several other zones don't require bicycle parking). Subdivision regulations also allow the County to require bicycle parking as an improvement as part of approval of a tentative map.</p>	<p>Incorporate bicycle parking standards as a component of updates to the County's parking ordinance and zoning districts. Providing bicycle parking is an easy and low-cost way to enhance bicycle networks by providing locations for the secure storage of bicycles during a trip. At such time when the County makes updates to the parking ordinance and zoning districts, the County should require new developments in certain locations to provide bicycle parking that meets best practices or the County's standards, as well as address any ordinances that do not allow bicycles to be brought into buildings. There are two primary categories of bike parking, short-term and long-term parking, each has its own unique purpose and design considerations. In general, short-term bike parking should be convenient, easy to use, and visible. The most important characteristics of long-term bike parking are that it's secure and shelters bikes from weather. Long-term parking will typically be used by bicyclists for all-day or overnight parking. Refer to the Association of Bicycle and Pedestrian Professional's Bicycle Parking Guidelines for more information.</p>	<p>Planning and Building</p> <p>Supported by Office of Sustainability</p>
Americans with Disabilities Act (ADA) Design Standards	<p>In the public right of way, the County's Department of Public Works evaluates opportunities for improved ADA access during the design phase of its road projects. Access ramps are routinely constructed or reconstructed in conjunction with road improvements. The County upgrades existing ADA ramps or facilities, as required when conditions are met for capital projects to meet current standards.</p>	<p>Explore opportunities to upgrade existing facilities. As funding and resources permit, engage in a program to upgrade existing bicycle and pedestrian infrastructure in the public Right of Way to ensure compliance with current ADA standards.</p>	<p>Department of Public Works</p> <p>Supported by Office of Sustainability</p>

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Pedestrian and Bicycle Accommodations during Construction	The County does not have a set of adopted standards or guidance for accommodating pedestrians and bicyclists during construction beyond those outlined in the MUTCD guidance regarding accommodating access for all users through a construction zone.	Explore the creation of clear guidelines for accommodating bicyclists and pedestrians in construction zones to build upon MUTCD guidance. Construction zones and other traffic control changes which require temporary lane or sidewalk closures, or detours should be designed to accommodate pedestrian and bicycle travel. Specific accommodations for pedestrians and bicyclists are needed because these populations travel at slower speeds than motor vehicles and are more exposed to the physical impacts of construction zones. Guidelines that establish clear criteria and standards for pedestrian and bicycle construction zone accommodations would provide a useful resource for developers, construction managers, and their employees.	Department of Public Works Supported by Office of Sustainability, Planning and Building

EDUCATION AND ENCOURAGEMENT PROGRAMS AND POLICIES

Topic	Existing Approach	Recommended Support Program or Policy	Responsible Department/ Agency ¹
Safe Routes to School	The County Office of Education (SMCOE) currently operates a countywide Safe Routes to School (SRTS) program. The program includes education and encouragement programs for students, such as bicycle rodeos and participation in International Walk and Roll to School Day, as well as walk audits to identify possible active transportation infrastructure improvements around schools. While there is currently some collaboration between the COE's SRTS program and the Office of Sustainability and Department of Public Works, there is suggested room for improvement.	Improve coordination between the County's Department of Public Works, Office of Education, Office of Sustainability, and Sheriff's Department to expand the existing Safe Routes to School Program. The County should encourage all schools in the county to participate and coordinate efforts between departments to identify and mitigate participation barriers. The Department of Public Works should work with the County's Office of Education and Office of Sustainability to implement recommendations to County-maintained roads that result from school safety walking audits and site evaluations at all schools in the county, and consider these as priority improvements. The County should explore working with the Department of Education to develop maps that highlight preferred school walking and bicycling routes and consider design treatments to encourage drivers to travel at the posted speed.	Department of Public Works, Office of Sustainability, and Office of Education Supported by Health, Sherriff's Office
Encouragement Events	The County hosts a few annual encouragement activities focused on commute trips, such as the International Walk and Roll to School Day hosted by the Office of Education and Bike to Work Day which is supported by the Office of Sustainability, as well as weekly Bicycle Sundays, an Open Streets event during which Cañada Road is closed to motor vehicles and open only to non-motorized traffic like walking, bicycling, jogging, and roller staking.	Coordinate with County departments and other agencies to support and expand encouragement events. The County should continue its existing efforts and work with the Office of Education, Silicon Valley Bicycle Coalition, and other groups to hold community rides, learn to ride courses, and bike rodeos. The County should continue the Sustainable Transportation Encouragement Program (STEP) activities in North Fair Oaks and expand the program throughout the County as well as provide bicycle education and active transportation communications and educational materials. The County could consider hosting a larger Open Streets event each year, in addition to the weekly Cañada Road event. Events like these provide opportunities for people to discover what biking looks like on streets that may not be bicycle friendly today. More importantly, they provide positive experiences for all types of riders, especially the Interested but Concerned, and demonstrate the potential benefits of reconfiguring public space.	Office of Sustainability Supported by Parks, Health
Transportation System Management Programs	The County adopted a Transportation System Management (TSM) ordinance in 1995, which states the County's commitment to the implementation of a Transportation Demand Management Program. The ordinance states that annual fees on employers can be used to contribute to the cost of the program and includes a goal of 25% participation by public- and private-sector employees.	Explore opportunities to strengthen the existing Transportation Systems Management (TSM) program and incorporate bicycle and pedestrian facilities or amenities: <ol style="list-style-type: none"> 1) Participation in the San Mateo City/County Association of Governments (C/CAG) efforts to update the land use component of its Congestion Management Program (CMP), collaboratively working to include improvements and funding for active transportation as part of a suite of potential mitigation strategies for transportation impact analysis, and 2) Updates to the County's TSM policies and the adoption of a TSM strategy. 	Planning and Building Supported by Office of Sustainability and Department of Public Works
Diversions Program	The County does not have a bicycle ticket diversion program, however, the County has sought to promote education over fines when bicyclists are observed carrying out traffic violations through various grant-funded activities.	Implement a bike ticket diversion program. The Bicycle Traffic School Bill (AB 902) was passed in 2015. This legislation allows people ticketed for a vehicle code violation while bicycling in California to attend a class and have the fine reduced or removed. To participate in the program, jurisdictions must opt-in to the program and local law enforcement must approve the materials for programs to be officially sanctioned. The County should work with the Sherriff's Department and local police departments to implement a bike ticket diversion program. The League of American Bicyclists has certified instructors and materials to help establish formal programs.	Sherriff's Office in collaboration with Office of Sustainability
Outreach	The County has a Biking in San Mateo County Brochure that contains tips on how to make bicycling in the county easier and safer. They also maintain an online interactive map at smcbikeways.org, through which anyone can provide feedback on current and desired walking and bicycling conditions in the county.	Develop materials such as neighborhood walking/bicycling maps to promote active transportation. Work with community members to develop artistic and engaging materials to encourage people to walk and bike to local destinations and transit stops. Implement short-term interim, high-visibility bicycle demonstration or 'pop-up' projects to serve as models that can be applied throughout the county. These events can be used to highlight new innovative facility designs and if successfully demonstrated, show the public how to safely navigate the facility before permanent implementation. On the County's website and in communication campaigns, include information about how to use and drive around new bicycle facilities.	Office of Sustainability Supported by Department of Public Works, Parks

FUNDING AND IMPLEMENTATION PROGRAMS AND POLICIES

Topic	Existing Approach	Recommended Support Program or Policy	Responsible Department/ Agency ¹
Active Transportation Project Funding	<p>The County's Engineering and Road Divisions meet annually to review maintenance and improvement needs along the entire County road maintenance system and then jointly determine the highest priorities in a given year. Currently, the Department of Public Works does not have a specific budget set aside for pedestrian and bicycle improvements.</p> <p>The County's Office of Sustainability has received State funding for several active transportation programs, including the Sustainable Transportation Encouragement Program (ATP), this Plan (Sustainable Communities Grant), the San Mateo County Bikeways map (TDA Article 3), and the Mid-coast Parallel Trail (TDA Article 3).</p>	<p>Develop an active transportation project funding and implementation strategy. Active Transportation projects can be funded in a variety of ways. Communities that have well-established active transportation networks use a wide variety of funding sources. There is not one standard source that communities can draw from – funding should come from all different levels of government and the private sector.</p> <ul style="list-style-type: none"> • Develop work plans for prioritized projects identified in the ATP that summarize project purpose and benefits, scope, schedule, costs and potential impacts/issues to be addressed. • Create a line item in the CIP for implementation of the Active Transportation Plan recommendations. • Pursue grant funding for active transportation projects. Refer to the Funding chapter of the Plan for a list of potential funding sources for active transportation projects at the time of publishing of this plan. • Establish a policy that requires new developments to build, or contribute fees toward, active transportation facilities, or consider the inclusion of these requirements as a part of zoning district updates. • Coordinate County- and other agency-led bicycle and pedestrian infrastructure improvements with maintenance and street improvements projects, such as repaving, green infrastructure projects, bridge replacement, or lane reconfiguration. 	<p>Office of Sustainability and Department of Public Works</p> <p>Supported by Planning and Building, Health, Parks</p>
Active Transportation Team	<p>The County currently retains one full-time Active Transportation Resource Conservation Specialist and one Senior Sustainability Specialist working part time on Active Transportation in the Office of Sustainability to coordinate Active Transportation efforts at a programmatic level.</p> <p>Staff from other County departments typically work on active transportation on an as-needed, project-by-project basis. Currently, the County does not benefit from a formalized inter-departmental active transportation planning and implementation team.</p> <p>In early 2020, the County established an internal Transportation Workgroup to facilitate learning and coordination amongst departments on multi-modal transportation-related efforts.</p>	<p>Evaluate staffing and staff capacity needed to establish and maintain an inter-departmental active transportation team to implement this Plan. The County should consider the formation of an inter-departmental active transportation team led by representatives with dedicated staff hours from the Office of Sustainability, the Department of Public Works, the Planning and Building Department, County Health, and others as appropriate, to formalize and improve coordination efforts surrounding the implementation of this Plan. The team's efforts may include project development, workplans for active transportation projects, programs and policies, review of funding opportunities and development of grant applications to help fund projects. A key step in the formation of the team includes the evaluation and dedication of resources and staff time needed from each department for participation in the team's efforts and the implementation of the Plan. The County should also provide staff with resources and capacity-building opportunities to ensure consistent and modern, best-practice based implementation approaches to active transportation programs and infrastructure.</p>	<p>Office of Sustainability in collaboration with Department of Public Works, Planning and Building, Parks, Health</p>
Rapid Implementation and Pilot Projects	<p>The County currently does not have a rapid implementation or pilot project program.</p>	<p>Develop strategies for rapid network implementation treatments. Rapid network implementation projects can take many forms, but the primary goal is to build out comfortable bikeway and pedestrian networks using lower cost installation options. Rapid implementation projects can be used as a final design, or also as an interim treatment while a more complex final design solution is developed. These types of programs can be implemented with support from non-profits, cities, or as part of repaving strategies. Even facilities such as Class IV Separated Bikeways or curb extensions can be implemented rapidly with paint and bollards, depending on context. Determine which facilities can be implemented with primarily signing and striping (e.g., Class II Bike Lanes) to create a simplified connected bicycle network.</p> <p>Identify funding for rapid network implementation treatments. Identify a funding source or apply for grant funding with the network as a complete or partial package of low-cost facilities. Grouping projects together can be an effective strategy for receiving funding because it can highlight the County's work to close network gaps and prioritize cost-effective projects, especially in identified disadvantaged communities.</p>	<p>Department of Public Works</p> <p>Supported by Office of Sustainability</p>

ADDITIONAL POLICIES AND PRACTICES

Topic	Existing Approach	Recommended Support Program or Policy	Responsible Department/ Agency ¹
Vision Zero	<p>The County does not have a Vision Zero policy, however, several cities within the county have adopted such policies. The County tracks its most collision-prone road sections and road intersections on an annual basis. Separately, the County requests reporting data on any collisions that may be considered “severe” to better understand the contributing factors.</p>	<p>Develop a Vision Zero policy and program. Vision Zero is a systemic approach to improving roadway safety. Identify opportunities to fund Vision Zero implementation efforts and conduct a comprehensive analysis to understand collision patterns and determine where to focus safety improvements and education, for instance through the development and assessment of high-injury networks.</p> <p>Develop a systematic practice for reviewing collisions involving active transportation users and publish an annual report. Consider developing a database and/or dashboard to inventory collision data and environmental factors to support comprehensive analyses and improve understanding of collision patterns in unincorporated areas.</p> <p>Review best practices for bicycle intersection treatments and develop a strategy to systematically improve bicycle and pedestrian crossings. Review best practice planning, design, and implementation guidance, including guidance from the National Association of City Transportation Officials, American Association of State Highway Transportation Officials, and the National Cooperative Highway Research Program for implementing bicycle intersection treatments and identify locations where treatments could improve bicycling and walking conditions.</p>	<p>Office of Sustainability</p> <p>Supported by Department of Public Works, Health, Planning and Building</p>
Micromobility	<p>Micromobility programs include programs like bikeshare and short-term electric-scooter rentals. There are currently no micromobility programs serving the unincorporated areas of the county, and the County does not have a formal micromobility policy.</p>	<p>Communicate with C/CAG and other local jurisdictions to gauge interest in and develop micromobility programs. The County should maintain communication with local jurisdictions and transit agencies interested in developing micromobility programs and explore opportunities to include unincorporated areas in local micromobility service areas. Consideration for operation and maintenance costs should be factored into any proposals. Micromobility programs have historically been more successful in dense urban environments where sufficient demand exists, and ongoing public subsidies may be required.</p>	<p>Office of Sustainability</p> <p>Supported by Health, Planning and Building, Department of Public Works</p>
Bicycle and Pedestrian Count Program	<p>San Mateo County participates in the National Bicycle and Pedestrian Documentation (NBPD) Project to collect bicycle and pedestrian count data for planning and for public use. Bicycle and pedestrian counts, using standardized NBPD guidelines, are collected annually throughout the county.</p>	<p>Update the existing bicycle and pedestrian count program. Best practice count programs seek to collect counts at a variety of locations and in a variety of contexts. As such, the County should consider integrating the following count strategies into their existing program:</p> <ul style="list-style-type: none"> • Collect pedestrian and bicycle volumes as part of every traffic count, both for private development transportation impact studies and County-led data collection. • Conduct pedestrian and bicycle volume counts at five focus areas annually, to be informed by areas with high pedestrian and bicycle crash locations. • Collect pedestrian and bicycle volume data before and after installation of new pedestrian and bicycle facilities. • Follow the Metropolitan Transportation Commission’s count program guidance and participate in regional count efforts. 	<p>Office of Sustainability in collaboration with Department of Public Works</p>