



# 2018 Marin County Transportation Sales Tax Renewal Expenditure Plan

May 2018



FINAL PLAN



## TRANSPORTATION AUTHORITY OF MARIN

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## Table of Contents

	Page
<b>Executive Summary</b> .....	<b>ES-1</b>
Why does Marin County need a transportation sales tax extension?.....	ES-2
<b>1 Marin County 30-Year Transportation Sales Tax Expenditure Plan Summary</b> ...	<b>1-1</b>
Plan Background.....	1-1
Plan Components.....	1-3
Plan Implementation.....	1-6
<b>2 Marin County 30-Year Transportation Sales Tax Expenditure Plan Details</b> .....	<b>2-1</b>
<b>3 Transportation Sales Tax Governance and Organizational Structure</b> .....	<b>3-1</b>
<b>4 Implementing Guidelines</b> .....	<b>4-1</b>
 <b>Appendix A: Glossary</b>	
<b>Appendix B: Expenditure Plan Advisory Committee Membership</b>	

## Table of Figures

	Page
Figure ES-1 Expenditure Plan Strategies and Funding Summary .....	ES-6
Figure 1-1 Typical Transportation Funding Sources for Marin County .....	1-2
Figure 1-2 Expenditure Plan Categories and Funding Breakdown .....	1-4

# Executive Summary

In 2004, Marin voters approved the Measure A 20-year half-cent sales tax measure to fund local transportation projects throughout the county. As that funding source approaches its expiration date, the Transportation Authority of Marin (TAM) is recommending voter approval of an extension to this essential transportation-funding source, the Measure A Renewal. After conducting an extensive public input process, TAM has developed the Transportation Sales Tax Renewal Expenditure Plan (Expenditure Plan) for the renewal of the half-cent sales tax to support current transportation priorities in Marin County. The Expenditure Plan's projects and programs are detailed below. The Expenditure Plan culminates from a "bottom up" planning approach, enabled by the Expenditure Plan Advisory Committee (EPAC) and approved by the TAM Board, the County, and the individual cities, and towns of Marin. The sales tax renewal will provide funding for core transportation needs of highest priority to the public, as detailed in this plan, without increasing the current half-cent tax.

This plan is built on a record of success. Marin voters last approved a transportation sales tax in 2004 when they passed Measure A, Marin County's first transportation sales tax. Measure A is a half-cent tax that addressed a severe shortfall in available funds for transportation. These funds have been instrumental in transforming Marin County's transportation programs and infrastructure over the past 14 years: \$25 million was provided to complete the Highway 101 HOV carpool lanes through San Rafael, closing a 3-mile gap that caused severe congestion. The local \$25 million for Highway 101 enabled Marin County to attract over \$75 million in regional, state, and federal funds to finish the project. The 2004 sales tax funds have enabled significant local road improvements that were designed and built to meet the needs of all users. These included 4<sup>th</sup> Street in San Rafael, Miller Avenue in Mill Valley, and Sir Francis Drake through Samuel P. Taylor Park in West Marin. The funds restored and expanded local bus transit service that was being cut back in 2003, and enabled new services, including those for seniors. Finally, the funds have enabled nearly 60 crossing guards to be placed near schools, built nearly \$20 million in Safe Pathway improvements to and from schools, and enabled education and encouragement of walking and biking through the Safe Routes to Schools program in over 60 schools in Marin. Finally, over \$60 million has gone into pothole repair and street rehabilitation, again meeting the needs of cars, bicyclists, pedestrians, and transit.

Our transportation system relies greatly on local funding for local needs. Measure A – Marin County's 2004 voter-approved half-cent transportation sales tax measure – has been a major source of transportation funding in Marin County over the past 14 years, and is set to expire on March 31, 2025. This proposed sales tax renewal measure extends this existing funding source for 24 years beyond the existing expiration date. The Expenditure Plan adjusts the expenditures to address current and future transportation priorities, and allows the County to address urgent needs without increasing the current half-cent tax. The measure provides a long-term, reliable funding stream and creates an opportunity to redistribute these tax dollars in a way that best reflects the county's present-day transportation needs.

TAM is dedicated to making the most of Marin County transportation dollars and creating an efficient and effective transportation system that promotes mobility and accessibility by providing a variety of high-quality transportation options to all users. Its members – all 11 cities and towns,



and all five members of the County Board of Supervisors – have achieved significant progress in meeting Marin’s transportation needs. The new Expenditure Plan allows TAM to continue to achieve these goals.

## WHY DOES MARIN COUNTY NEED A TRANSPORTATION SALES TAX EXTENSION?

- **The current plan is 15 years old, and the needs of our Marin residents and workers have changed.** The current plan does not allow local sales tax funds to be spent on a variety of new needs. As an example, the current sales tax can’t be used to help build a sorely needed direct connector from Northbound Highway 101 to Eastbound I-580 in San Rafael. The current sales tax can’t be used to finish the Highway 101 Marin Sonoma Narrows project, completing the third lane from Novato to Petaluma. In addition, the current sales tax can’t be used on local road interchanges with Highway 101, many of which are outdated and unable to handle current traffic demand. The current sales tax does not address the infrastructure needs of rising sea levels and flooding. And it does not address investing in innovation, including support of infrastructure for electric vehicles, or first and last mile access to major transit hubs. The new Sales Tax Renewal Expenditure Plan allows funds to be spent in all these areas.
- **We need to extend this sales tax measure now to create a reliable funding stream that enables cost-effective planning for the future.** As our current Transportation Sales Tax, Measure A, approaches its expiration date, the ability to enter longer term, more cost-effective contracts is significantly diminished. TAM is very proud of a strong core of over 85 professionally trained school crossing guards. Our schools, parents, and children rely heavily on the safety these guards provide. To maintain the guards in a highly competitive labor environment and to increase the number of guards to address identified safety needs for Marin’s students, a multi-year contract is needed, which is impossible if the funds are set to expire soon. Local transit for seniors and people with disabilities similarly relies on high-quality service such as that provided by Whistlestop Wheels. Without a steady stream of funds, those contract services could expire and quality providers could be lost. Shorter-term contracts will cost more.
- **In order to attract new state and regional revenue sources, local funds are necessary.** Local funds are essential in TAM’s ability to secure the final suite of funds for completing the Highway 101 carpool lanes through the Marin Sonoma Narrows and to attract near-term funds for building the new Highway 101/I-580 Direct Connector, two projects essential to addressing congestion along the Highway 101 corridor.
- **We need local transportation funding now more than ever.** With the ongoing uncertainty of federal and state infrastructure dollars, it is essential for Marin County to protect and strengthen its local funding sources. By renewing this county-based funding source, and resetting how the funds can be spent, Marin’s local jurisdictions can rely on these funds addressing current and future needs.
- **We need to fund those transportation needs that other federal, state and regional funds won’t fund.** While recently approved state funds under Senate Bill 1 will provide funds for local streets and roads improvements, and upcoming Bay Area toll bridge funds will substantially fund several major projects in Marin, a number of high priority needs are not funded by any other fund source, such as federal or state gas taxes, or regional tolls. These include the Safe Routes to Schools Program, the school crossing guards, the Senior

Mobility Program, planning improvements at our major interchanges on Highway 101, needed funding to start addressing flooding and sea level rise impacts on transportation, and a small amount of seed funding to attract innovative solutions to congestion and greenhouse gas emission reduction. Without our local transportation sales tax, none of these needs can be addressed.

- **Every penny generated by this measure will go directly toward local transportation projects and programs in Marin County.** Many of the core projects and programs Marin’s workers and residents rely upon can only proceed with local funding sources. Without these funds it would be difficult to pay for roadway maintenance, paratransit services, school bus services, and the Safe Routes to School program measure. The measure will also provide a source of local matching funds that will qualify essential local projects for millions of dollars in state and regional matching funds.
- **This plan provides strict accountability.** Funds generated by the sales tax can only be applied to transportation improvements that will benefit Marin County. These funds may not be used for any transportation projects or programs other than those specified in the Expenditure Plan. An independent Citizen’s Oversight Committee will be established that will audit and report annually on TAM’s use of the sales tax funds.
- **This plan provides essential transportation infrastructure and services for people who live and work in Marin County.** The Expenditure Plan will improve traffic operations and infrastructure on city streets and highways; fix potholes and maintain local roads; provide transit services within the county, including services for youth, seniors, and people with disabilities; improve air quality; reduce greenhouse gas emissions and create local jobs. It supports an environmentally sustainable future while providing transportation options throughout the county. Specifically, the Expenditure Plan will support the following four categories:
  1. **Reduce congestion on Highway 101 and adjacent roadways.** Critical projects funded under the sales tax renewal plan include the Marin Sonoma Narrows and the Highway 101/I-580 Direct Connector, which are essential to the delivery of workers and goods, and the management of congestion throughout the county. A new funding program will begin improving numerous local road interchanges with Highway 101. The funds will serve to attract state and regional toll funds for these essential projects to be completed. These funds will also continue Marin County’s successful programs to reduce congestion by working with employers and employees on commute alternatives and trip reduction. Strategies such as promoting telecommuting, vanpooling, and carpooling incentives, and first/last mile services to regional transit hubs have all proven to be successful ways to providing quality options to driving.
  2. **Maintain, improve, and manage local roads and other infrastructure.** The new sales tax plan substantially increases funding for pothole repair and other local street and road maintenance and rehabilitation. Funds are eligible for a wide variety of local road needs, to create a well-maintained and resilient transportation system. This category will continue our local jurisdictions’ recent progress rebuilding, repaving, and reconstructing our local roads, including the addition of features that support walking, biking, and taking transit. Additional investment over the current sales tax will occur as funds nearly double that are available to local cities and towns. Funds can be spent on a wide variety of improvements, including to provide safe and connected bicycle and pedestrian

paths to schools, major transit hubs, and other destinations throughout the county. The funding will also launch new infrastructure projects that promote resiliency and innovation, particularly projects that tackle flooding and sea level rise impacts to our transportation infrastructure. The renewed sales tax funding will increase public availability to alternative fuel facilities, such as electric vehicle charging infrastructure. Innovative technology for better managing traffic will also be supported, such as the installation of smart traffic signals and real-time transit information.

3. **Reduce school-related congestion and provide safer access to schools.** The renewed sales tax will expand Marin's award-winning Safe Routes to School program that focuses on education, encouragement, safe pathways, and crossing guards to enable students to bike, walk and take the bus to school. The renewed sales tax will add funds to the current crossing guard program and save more than 20 school crossing guards that would otherwise have to be cut in 2019. It will maintain the Safe Routes to School education and encouragement program in over 60 schools and will provide a steady source of funding for both large and small safety-related improvements around schools. Additionally, school bus transit will receive dedicated funding to help reduce school-related congestion as noted below.
4. **Maintain and expand efficient and effective local transit services.** The renewed sales tax will preserve and enhance the array of local transit services that many residents and workers rely on. With public input, these services are designed to meet community needs. Under this category, the sales tax enables Marin to keep and enhance a robust local public transit system. Local transit services are dedicated to delivering workers and students to their jobs and schools. The measure will continue support for transit and paratransit services for Marin's seniors and persons with disabilities. The measure will continue to provide unique services such as the Muir Woods Shuttle and the West Marin Stagecoach. The renewed sales tax will dedicate funds for yellow school bus and other school transit services. The renewed sales tax will provide matching funds for alternative fuel buses, such as all electric buses, and plan for alternatives to traditional transit services. All local transit will be monitored by the Citizen's Oversight Committee regarding cost-effective performance.

## 2004 Sales Tax Achievements

TAM's 2004 half-cent transportation sales tax (Measure A) provided a reliable funding stream for local streets and roads maintenance, major roadway improvements, Safe Routes to Schools programs, and local transit services. This funding stream has provided significant benefits that have helped improve mobility, reduce local congestion, protect the environment, enhance safety, and provide a variety of high quality transportation options to meet local needs. Completed and successful efforts are highlighted below.



### Highways

- Completion of the Highway 101 Gap Closure Project in San Rafael, the high-occupancy vehicle (HOV) lane, including the new Southbound 101 to eastbound I-580 high speed two-lane connector. The project also included the separated (Class I) multi-use path over Lincoln Hill.

### Local Transit

- Developed a local transit system designed to serve the needs of Marin residents and workers traveling within the county.
- Enabled Marin Transit to pay for and expand local transit services, paratransit services, the West Marin Stagecoach, and the Muir Woods Shuttle.
- Kept local transit and paratransit fares low.

### Local Streets

- Completed major road improvements including 4<sup>th</sup> Street in San Rafael, Miller Avenue in Mill Valley, Sir Francis Drake Boulevard through Samuel P. Taylor Park in West Marin, and portions of Novato Boulevard in Novato.
- Paved and reconstructed hundreds of miles of local streets and roads, representing over \$60 million in investment.

### Safe Routes to Schools

- Ongoing success of the Safe Routes to Schools program, with an average of over 50% green trips in over 60 schools countywide, teaching kids the healthy habits of biking and walking, and reducing congestion on our roadways.
- Funded and implemented nearly \$20 million in Safe Pathways capital projects to increase safe access to schools.
- Placement of 88 crossing guards near schools, providing an essential safety service for kids walking and biking to school.



Figure ES-1 Expenditure Plan Strategies and Funding Summary

GOAL: Reduce congestion and reduce greenhouse gas emissions, maintain and improve local transportation infrastructure, and provide high quality transportation options for people of all ages who live, work, and travel in Marin County.		
Implementation Category	% of Sales Tax Funds Allocation	Est. 30-year Revenue (Millions)
1. Reduce congestion on Highway 101 and adjacent roadways	7.0%	\$57.9
2. Maintain, improve, and manage local roads and related infrastructure	26.5%	\$219.2
3. Reduce school-related congestion and provide safer access to schools	11.5%	\$95.1
4. Maintain and expand efficient and effective local transit services	55.0%	\$454.9
<b>TOTAL</b>	<b>100.0%</b>	<b>\$827.0</b>

The Expenditure Plan is a 30-year plan that recognizes changing needs, funding streams, and technologies. Funds will be allocated to the four strategies by specific percentages as stated in Figure ES-1, after taking off the top the necessary funds needed for the administration and overall program management of the Expenditure Plan. This fee is limited to 5% annually. To keep pace with the changing world of transportation, the TAM Board of Commissioners will review the Expenditure Plan every six years to consider amendments.

# 1 Marin County 30-Year Transportation Sales Tax Expenditure Plan Summary

## PLAN BACKGROUND

Transportation projects in Marin County are funded in a variety of ways, including grants from federal and state government, local shares of federal and state gas taxes and vehicle fees, a share of toll bridge funds, and Marin's transportation sales tax (see Appendix A for a glossary of terms). Without a dedicated source of local transportation funds, Marin will be eligible for only a fraction of this outside funding. The local sales tax up for consideration of renewal provides most of the funds needed for transportation - over 70% of all funds received. While federal funding has decreased in recent years, and state funds can be at risk, our voter approved local transportation sales tax is a solid source dedicated to Marin, and has enabled Marin to continue to move forward on many key transportation initiatives.

- Marin is one of 24 counties statewide that has passed a sales tax for transportation purposes
- Eight of the nine Bay Area counties have enacted comparable sales tax measures for transportation
- Marin currently generates over \$25 million annually from its half-cent sales tax

Since its 2004 voter approval, the Measure A transportation sales tax has funded several significant transportation improvement projects. These include:

- The final three miles of a 20-mile carpool lane on Highway 101
- Substantially increasing local transit service
- Placement of over 85 school crossing guards
- Maintaining and rehabilitating hundreds of miles of roadways in Marin
- Completing over 50 Safe Routes to School infrastructure projects

While there can be little doubt about the success of the current transportation sales tax, the measure will sunset on March 31, 2025. If not renewed, the revenues from the existing tax measure will not be able to address ongoing core transportation needs in its final years. TAM and its local jurisdiction members will not be able to use the remaining funds to identify and respond to new and changing priorities in Marin. Without stable local funding dedicated to transportation, the county will not be able to provide the matching funds necessary to accelerate and complete major congestion relief projects. This is increasingly essential as Marin residents and commuters require more mobility from our infrastructure.

A majority of all trips originating in Marin County are made in private vehicles on roads built to standards established decades ago. While our aging transportation infrastructure is

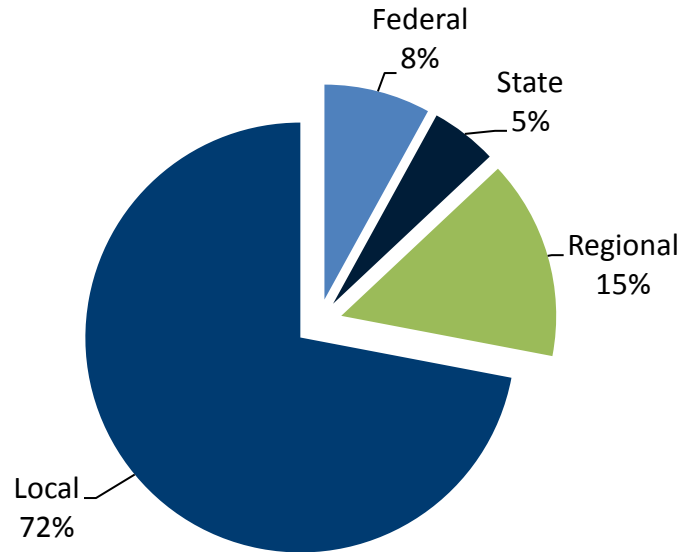
overburdened, our demand for travel continues to increase. There is no single solution to our transportation needs.

The Expenditure Plan outlines a program to extend the existing half-cent transportation sales tax in Marin. It provides both a high degree of accountability, and the flexibility needed to respond to emerging transportation issues over a 30-year period. By extending the sales tax and reconfiguring the Expenditure Plan, Marin can continue to serve the needs of its residents without increasing taxes.

This half-cent transportation sales tax is expected to generate an estimated \$27 million in its first year and approximately \$872 million over 30 years. The renewed sales tax attracts funds from federal, state, and regional revenue sources, and fully funds programs serving local needs that cannot be funded any other way. This sale tax renewal is critical to meeting our near-term needs and planning for our long-term solutions. The measure will ensure a source of local matching funds that will qualify essential local projects for millions of dollars in state and regional matching funds. Most important, dedicated local funding will enable Marin to set our own priorities for transportation projects.

A local revenue source is absolutely essential to Marin’s ability to maintain core services while addressing new needs as well. In a typical year, local revenue provides over 70% of the cost of local transportation projects and programs. Figure 1-1 illustrates a typical year of funding sources for transportation in Marin.

**Figure 1-1 Typical Transportation Funding Sources for Marin County**



**TAM’s Mission:**

TAM is dedicated to making the most of Marin County transportation dollars and creating an efficient and effective transportation system that promotes mobility and accessibility by providing a variety of high quality transportation options to all users.

**Strict accountability and performance measures ensure delivery**

- Established by the 2004 sales tax measure, the Citizens' Oversight Committee (COC) is responsible for reviewing the transportation sales tax expenditures. The COC is comprised exclusively of Marin residents who do not have a conflict of interest with respect to the transportation sales tax. The committee holds public meetings, oversees an independent audit of TAM’s sales tax expenditures, and issues annual reports to ensure sales tax funds are being spent in accordance with the Expenditure Plan.
- For the past 14 years, TAM has maintained an open and public meeting process. TAM ensures adequate public participation in the preparation of the measure’s funding

allocations. TAM works with the Citizen's Oversight Committee to employ an independent auditor to audit all sales tax expenditures to ensure that expenditures are made in accordance with the sales tax renewal plan. This new Expenditure Plan maintains the same approach to accountability for maximum transparency and oversight.

- All funds generated by the sales tax can only be applied to transportation improvements that will benefit Marin's local cities, towns, and the county. They must be used for specified transportation projects and programs under the Expenditure Plan.

### **Funds are spent locally**

- The revenue generated through this transportation sales tax will be spent exclusively on projects and programs that will benefit Marin.
- All the projects and programs included in this Expenditure Plan provide essential transportation infrastructure and services in Marin.

### **Developed with robust public involvement**

The goals and strategies in this Transportation Sales Tax Renewal Expenditure Plan represent the culmination of months of planning and extensive input from the public, key stakeholders, and cities and towns throughout the county. TAM engaged an Expenditure Plan Advisory Committee (EPAC) and held nine meetings with the committee in the summer and fall of 2017 to evaluate existing needs, develop a draft expenditure plan to define specific transportation projects and programs, and provide guidance on the final plan. The EPAC was comprised of a diverse array of stakeholders from throughout Marin. They represent business organizations, labor groups, environmental sustainability organizations, senior and disability advocacy groups, community-based organizations, social justice advocates, bicycling advocates, and include general representation from all major geographic areas of the county (see Appendix B for a list of the 2017 EPAC Members).

The EPAC established a 30-year vision to improve mobility and reduce local congestion throughout the county. The EPAC established a plan that:

- Provides revenue for Marin County's long-term transportation needs and vision
- Improves mobility and reduces congestion
- Supports an efficient and effective transportation system that protects and sustains Marin County's natural environment and unique quality of life
- Provides equity for all users, including our vulnerable populations, and grows Marin County's economy for its residents, visitors, and workforce

Marin's leadership in considering all modes of transportation serves as a building block toward achieving this vision and reflects the local plans and goals of Marin's towns and cities, transit providers, business community, schools, and residents.

TAM also solicited input from all local jurisdictions in Marin. The county and all the cities and towns each had an opportunity to review and comment on the draft Expenditure Plan.

## **PLAN COMPONENTS**

The Expenditure Plan is organized around four categories or strategies designed to meet the current needs of our businesses and residents, while protecting the environment and ensuring

the high quality of life enjoyed in Marin. Each category is supported by specific programs that have been designed to provide a high degree of accountability to voters. The revenue generated by a sales tax is variable and dependent on the health of the economy. Recognizing that fact, each program has been apportioned a percentage of receipts. An estimated dollar amount over the 30-year life of the tax is also provided. As receipts increase or decrease, the amounts allocated to each program may fluctuate. The overall percentage will be maintained.

The four categories outlined in Figure 1-2 will help achieve Expenditure Plan goals: Providing congestion relief and enhancing mobility, improving infrastructure, and providing diverse choices for all travel modes to benefit the environment and our community.

**Figure 1-2 Expenditure Plan Categories and Funding Breakdown**

<b>GOAL: Reduce congestion and reduce greenhouse gas emissions, maintain and improve local transportation infrastructure, and provide high quality transportation options for people of all ages who live, work, and travel in Marin County.</b>		
<b>Implementation Category</b>	<b>% of Sales Tax Funds Allocation</b>	<b>Est. 30-year Revenue (Millions)</b>
<b>1. Reduce congestion on Highway 101 and adjacent roadways by leveraging non-local funds to accelerate completion of key multimodal projects.</b>	<b>7.0%</b>	<b>\$57.9</b>
Provide local matching funds to accelerate the completion of the Marin Sonoma Narrows, to complete the 17- mile carpool lane and multi-use pathway facilities.	1.5%	\$12.4
Provide local matching funds to accelerate the completion of the Northbound Highway 101/ Eastbound I-580 Direct Connector, including the development of local enhancements to reduce impacts and enhance the facility for all users.	2.0%	\$16.5
Improve Highway 101 local interchanges and freeway access routes to reduce congestion, improve local traffic flow, and address flooding impacts throughout the county.	3.0%	\$24.8
Implement commute alternatives and trip reduction strategies to decrease Single Occupant Vehicle (SOV) trips, increase shared mobility, and reduce peak hour congestion throughout the county.	0.5%	\$4.1
<b>2. Maintain, improve, and manage Marin’s local transportation infrastructure, including roads, bikeways, sidewalks, and pathways to create a well-maintained and resilient transportation system.</b>	<b>26.5%</b>	<b>\$219.2</b>
Maintain and manage local roads to provide safe and well-maintained streets for all users. Improvements to maximize the efficiency, effectiveness and resiliency of our transportation system to be determined by local jurisdictions and may include: <ul style="list-style-type: none"> <li>• Paving and repair to roadways, drainage, sidewalks and intersections</li> <li>• Bike lanes and multi-use paths</li> <li>• Safe pathways to transit and bus stop improvements</li> <li>• System enhancements to accommodate new technologies such as signal coordination and real time information</li> <li>• Investments to address congestion on local street and road corridors</li> <li>• Facilities and support including project management, technical services and outreach to support alternative fuel vehicles, electric vehicles, zero emission vehicles and autonomous vehicles</li> <li>• All investments will consider the needs of all users in accordance with Complete Streets practices that have been adopted in each city, town, and the county</li> <li>• Municipal fleet conversion to alternative fuel vehicles including electric vehicles</li> <li>• Improvements to address sea level rise and flooding on local streets</li> </ul>	22.0%	\$181.9
Provide safe pathways for safe walking and biking access to schools.	3.0%	\$24.8
Develop projects to address and mitigate transportation impacts from sea level rise, including facilities to support alternative fuel vehicles including electric vehicles.	1.0%	\$8.3
Support operational improvements to local streets and roads through innovative technology.	0.5%	\$4.1



<b>GOAL: Reduce congestion and reduce greenhouse gas emissions, maintain and improve local transportation infrastructure, and provide high quality transportation options for people of all ages who live, work, and travel in Marin County.</b>		
Implementation Category	% of Sales Tax Funds Allocation	Est. 30-year Revenue (Millions)
<b>3. Reduce school-related congestion and provide safer access to schools.</b>	<b>11.5%</b>	<b>\$95.1</b>
Maintain the Safe Routes to Schools program.	3.5%	\$28.9
Expand the crossing guard program, providing funding for up to approximately 96 crossing guards throughout Marin County.	7.0%	\$57.9
Capital funding for small school safety related projects.	1.0%	\$8.3
<b>4. Maintain and expand efficient and effective local transit services in Marin County, including services to schools and specialized service for seniors and persons with disabilities, to reduce congestion and meet community needs.</b>	<b>55.0%</b>	<b>\$454.9</b>
Maintain and improve existing levels of bus transit service in areas that can support productive fixed-route service throughout Marin County. <ul style="list-style-type: none"> <li>▪ Maintain a network of high productivity bus service in high volume corridors</li> <li>▪ Expand first and last mile transit services for residents and workers</li> <li>▪ Provide innovative services in communities that may not support traditional fixed-route service</li> <li>▪ Enhance public safety through Marin Transit's role in providing emergency mobility in the face of natural disaster</li> <li>▪ Provide funding for the Muir Woods Shuttle System</li> </ul>	33.0%	\$272.9
Maintain and expand the rural and recreational bus services including the West Marin Stagecoach.	3.0%	\$24.8
Maintain and expand transit services and programs for those with special needs – seniors and persons with disabilities including those who are low-income.	9.5%	\$78.6
Provide transit services to schools in Marin County to reduce local congestion. <ul style="list-style-type: none"> <li>▪ Provide yellow bus services in partnership with local schools and parent organizations</li> <li>▪ Provide transit routes to schools along high performing corridors</li> </ul>	5.0%	\$41.4
Invest in bus transit facilities for a clean and efficient transit system. <ul style="list-style-type: none"> <li>▪ Provide matching funds for the purchase of the green transit fleet including alternative fuel vehicles and electric vehicles</li> <li>▪ Support the role of Marin Transit in development of a renewed/relocated Bettini Bus Hub</li> <li>▪ Support the development of a local bus maintenance facility</li> <li>▪ Improve passenger amenities at bus stops, including real-time transit information</li> </ul>	4.0%	\$33.1
Expand access to ferries and regional transit, managed by Golden Gate Transit. <ul style="list-style-type: none"> <li>▪ Expand and maintain connecting ferry shuttle services to address first and last mile connections</li> <li>▪ Expand and maintain remote parking locations and other strategies to expand regional transit access for Marin's residents and commuters</li> <li>▪ Expand first and last mile access to regional transit services for access to jobs in Marin County</li> </ul>	0.5%	\$4.1
<b>TOTAL</b>	<b>100.0%</b>	<b>\$827.0</b>

Note: Total estimated dollar amounts are based on FY2018/19 annual revenue projections and are for illustrative purposes only.

Local transit service provider Marin Transit can transition its bus service over a 1-2 year period to conform with the new priorities as outlined above.

## PLAN IMPLEMENTATION

If Measure A Renewal is passed, this Transportation Sales Tax Renewal Expenditure Plan will be managed by TAM, established in 2004 to plan, finance, and oversee implementation of transportation projects and programs in Marin County. TAM is governed by a board with representatives from each of the cities and towns in Marin County, as well as all five members of the County Board of Supervisors with all meetings held in an open and public meeting process. As with the 2004 sales tax, the Citizens' Oversight Committee (COC), will oversee the Expenditure Plan's implementation and report its findings directly to the public.

## 2 Marin County 30-Year Transportation Sales Tax Expenditure Plan Details

The Expenditure Plan is organized around four categories designed to protect the environment and quality of life enjoyed in Marin County. Each category is supported by specific programs that have been designed to provide a high degree of accountability to voters. Recognizing that the revenue generated by a sales tax is variable and dependent on the health of the economy, each program has been apportioned a percentage of receipts. An estimated dollar amount over the 30-year life of the tax is also provided. As receipts increase or decrease, the dollar amounts allocated to each program may fluctuate, but the specific percentage will be maintained.

The four categories outlined in Figure 1-2 will help achieve the goal of the Expenditure Plan by providing congestion relief and enhancing mobility, improving infrastructure, and providing diverse choices for all travel modes to benefit the environment and our community. The plan components substantially support greenhouse gas emission reduction, to help Marin achieve its goals to address climate change and sea level rise. Over 75% of plan components support alternatives to driving.

### Since Measure A was approved by voters in 2004, Marin County has:

- Created TAM for the purpose of administering the 2004 Marin County Transportation Sales Tax Expenditure Plan
- Allocated over \$280 million in local infrastructure funds to cities, towns, and the county.
- Funded Marin Transit's local bus service, adding over 30 percent more service, including service for seniors, frequent service during commute hours, additional service to colleges, high schools, and yellow bus service to elementary schools.
- Opened the last three miles of Hwy 101 carpool lane and Lincoln Hill multi-use path through Central San Rafael
- Completed funding for the high speed two-lane Southbound 101 to Eastbound I-580 connector, opened in 2009
- Launched Crossing Guard Program, which has since expanded to 88 locations
- Expanded the Safe Routes to School "Education and Encouragement" programs encouraging walking and biking, to over 60 schools.
- Achieved over a 50% green trip rate to schools, reducing car trips and congestion
- Completed Major Road Improvements:
  - 4<sup>th</sup> Street in San Rafael
  - Miller Avenue in Mill Valley
  - Sir Francis Drake in West Marin
- Completed over 50 Safe Pathways to Schools projects

**CATEGORY 1: REDUCE CONGESTION ON HIGHWAY 101 AND ADJACENT ROADWAYS BY LEVERAGING NON-LOCAL FUNDS TO ACCELERATE COMPLETION OF KEY MULTIMODAL PROJECTS.**

Highway 101 is Marin’s “Main Street.” Over 90% of Marin residents live within five miles of Highway 101. Highway 101 in Marin County is one of the busiest traffic corridors in the Bay Area. Spillover traffic from this congested freeway impacts our cities, towns, and neighborhoods, whether or not we travel on the freeway. This category will reduce congestion on Highway 101 and adjacent roadways by leveraging local funds to accelerate the completion of the Marin Sonoma Narrows and the Highway 101/I-580 Direct Connector and improve local interchanges and freeway access routes. It will also help to fund commute alternatives and trip reduction strategies throughout the county that provide alternatives and incentives for commuters who choose not to commute via single occupancy vehicles during peak hours.

Combined, these projects and programs will alleviate pinch-points in the county’s overburdened freeway network, prevent spillover traffic into the county’s residential and commercial neighborhoods, and provide alternative options for county commuters.

**What’s new in this plan:**

- Provides local matching funds to accelerate completion of the Marin Sonoma Narrows and Highway 101/I-580 Direct Connector
- Provides funding to improve operations and enhance safety at interchanges and access routes to and from Highway 101, throughout the county
- Dedicates funding for commute alternatives and trip reduction programs that reduce peak hour congestion

CATEGORY #1: Reduce congestion on Highway 101 and adjacent roadways by leveraging non-local funds to accelerate completion of key multimodal projects.	% of Sales tax Funds	Est. 30-year Revenue (Millions)
	7.0%	\$57.9
<b>What can congestion relief funds be used for?</b>		
Provide local matching funds to accelerate the completion of the Marin Sonoma Narrows, to reduce impacts and enhance the facility for all users.	1.5%	\$12.4
Provide local matching funds to accelerate the completion of the Highway 101/I-580 Direct Connector, including the development of local enhancements to reduce impacts and enhance the facility for all users.	2.0%	\$16.5
Improve Highway 101 local interchanges and freeway access routes to reduce congestion, improve local traffic flow, and address flooding impacts throughout the county.	3.0%	\$24.8
Implement commute alternatives and trip reduction strategies to decrease single occupant vehicle (SOV) trips, increase shared mobility, and reduce peak hour congestion throughout the county.	0.5%	\$4.1
<b>TOTAL</b>	7.0%	\$57.9

## Marin Sonoma Narrows

These funds will be used by TAM to provide local matching funds to attract and leverage state, regional and federal funds to accelerate the completion of the Marin Sonoma Narrows, the “Narrows”. The Narrows is a section of Highway 101 that reduces from four lanes to two lanes in the northbound direction, causing significant congestion north of Novato, and the southbound direction causing significant congestion through Petaluma. The 17-mile corridor has made substantial progress, building new interchanges to address safety – allowing local landowners to access new frontage roads before entering Highway 101 at new interchanges. The project also constructs multi-use pathways for bicyclists and pedestrians, allowing safe travel. The addition of the last few miles of high occupancy vehicle (HOV) carpool lanes and multi-use pathways will increase person-throughput providing a connection of workers to the job centers in Marin. The completion of the HOV lanes and pathways will promote greenhouse gas emission reduction through shared rides and walk/bike alternatives, and will support transit. The funds in the local sales tax measure will allow TAM to complete design of the final phases of the project and get it shelf-ready for state and regional toll funds, which are scheduled to provide construction funding. The completion of the Narrows in Marin is being coordinated with the completion of the Narrows in Sonoma County as well.

## Highway 101/ I-580 Connector

The entry to the Richmond San Rafael Bridge from Northbound Highway 101 and Sir Francis Drake in Marin is the only toll bridge entry in the entire Bay Area that requires users to travel through low speed local road traffic signals, causing significant delays to Highway 101, to I-580 in Marin, and to local roads, especially those in San Rafael and Larkspur. With the opening of the new third lane eastbound on the Richmond San Rafael Bridge, it is critical that a new direct freeway-to-freeway connector be built that allows traffic from northbound Highway 101 to access the bridge in an efficient manner. Most importantly, the critical East Sir Francis Drake corridor through Larkspur Landing can then be utilized primarily for access to the upcoming southernmost SMART station, and access to the Golden Gate Ferry, along with supporting local commercial, business, and residential access. Regional trips will be relocated to the direct freeway-to-freeway connector to the north.

Proceeds from the renewed local sales tax will allow TAM to begin immediately the public outreach, the scoping, and the environmental studies necessary for building the connector. The funds will allow TAM to develop a project quickly that is shelf-ready for expected regional toll and state funds. These local funds, much as the Marin Sonoma Narrows, will attract millions of dollars in other funds, and are critical to “getting to the head of the line” to qualify for these state and regional funds.

## Enhance local interchanges

Accessing Highway 101 in Marin is a major source of congestion on local roads, which reduces the connectivity of communities across Marin. These funds would be used to attract regional, state, and federal funds for a program of improvements to local road interchanges. These improvements would improve the operation and safety of these interchanges for all users, allowing smoother travel to and from Highway 101 and local roads.

The funds provide seed money to perform the planning, the public outreach, and to develop the scope of improvements needed at these interchanges. The interchange planning would



include recommended improvements for all users. The funds would address Highway 101 interchanges at a number of locations in Marin, which may include the eligible interchanges below:

- Tiburon Blvd / East Blithedale Ave
- Paradise Dr / Tamalpais Dr
- Sir Francis Drake Blvd
- San Rafael Onramp at 2nd Street and Heatherston Ave
- Merrydale Road / North San Pedro Rd
- Manuel T Freitas Parkway
- Lucas Valley / Smith Ranch Rd
- Ignacio Blvd
- San Marin Drive / Atherton Ave
- Sausalito / Marin City
- Alexander Avenue

## Implement Commute Alternatives and Trip Reduction Strategies

Commute alternatives and trip reduction strategies encourage residents, employees, and visitors to use more environmentally friendly and efficient modes, with an emphasis on transit, cycling, walking, and shared rides. Supporting first and last mile connections to transit through innovative approaches can also support congestion reduction and remove the need for vehicle ownership. Existing successful programs can be sustained with these funds, such as TAM's Vanpool Incentive Program, Emergency Ride Home Program, and Employer Telecommute initiative. New programs can be developed as well, such as a continuation of TAM's LYFT ridesharing incentive pilot for first/last mile access to major transit hubs; carsharing and bike-sharing support; and shared mobility programs, to reduce the need for vehicle ownership.

**CATEGORY 2: MAINTAIN, IMPROVE, AND MANAGE MARIN'S LOCAL TRANSPORTATION INFRASTRUCTURE, INCLUDING ROADWAYS, BIKEWAYS, SIDEWALKS, AND PATHWAYS.**

Every trip begins or ends on a local road. Pedestrians, bicyclists, bus passengers, and drivers of all types depend on a well-maintained and effective local roadway network that serves travel both within and between communities.

**What's new in this plan:**

- Increases funding going to local jurisdictions for local priorities, almost doubling the \$60 million spent to date
- Improves transportation's resiliency, especially roads and related infrastructure, to flooding and sea level rise throughout the county
- Promotes innovative transportation investments with a priority to matching public and private funds
- Supports facilities for alternative fuel vehicles, including electric vehicles

CATEGORY #2: Maintain, improve, and manage Marin's local transportation infrastructure, including roads, bikeways, sidewalks, and pathways to create a well maintained and resilient transportation system.	% of Sales Tax Funds	Est. 30-year Revenue (Millions)
<b>What can transportation infrastructure funds be used for?</b>		
Maintain and manage local roads to provide safe and well-maintained streets for all users. All investments will consider the needs of all users in accordance with local practices (i.e. "Complete Streets" practices) that have been adopted in each city, town, and the County. Improvements to maximize the efficiency, effectiveness and resiliency of our transportation system to be determined by local jurisdictions and may include: <ul style="list-style-type: none"> <li>• Paving and repair to roadways, drainage, sidewalks and intersections</li> <li>• Bike lanes and paths</li> <li>• Safe pathways to transit and bus stop improvements</li> <li>• System enhancements to accommodate new technologies such as signal coordination, real time information</li> <li>• Investments to address congestion on local street and road corridors</li> <li>• Facilities and support including project management, technical services and outreach to support alternative fuel vehicles, electric vehicles, zero emission vehicles and autonomous vehicles</li> <li>• Municipal fleet conversion to alternative fuel vehicles including electric vehicles</li> <li>• Improvements to address sea level rise and flooding on local streets</li> </ul>	<b>22.0%</b>	<b>\$181.9</b>
Provide safe pathways for safe walking and biking access to schools.	3.0%	\$24.8
Develop projects to address and mitigate transportation impacts from sea level rise, including facilities to support alternative fuel vehicles including electric vehicles.	1.0%	\$8.3
Support operational improvements to local streets and roads through innovative technology.	0.5%	\$4.1
<b>TOTAL</b>	<b>26.5%</b>	<b>\$219.2</b>

## Maintain and Manage Local Roads

Local roads are the largest single public investment in the county. Without a well-designed and maintained local roadway system, there are limited opportunities to deliver people and goods to places of work and home, provide adequate bus service or to connect bikeways and pedestrian pathways through the county. This category will accelerate our local jurisdiction's recent progress repaving, reconstruction, redesigning, and managing local roads, and providing safe and connected bicycle and pedestrian paths to schools, major transit hubs, and other destinations throughout the county. The category will also launch new transportation infrastructure projects that promote resiliency and innovation, particularly projects that tackle flooding and sea level rise and enhance transportation technologies such as electric and autonomous vehicles, smart traffic signals and real-time transit information. The goal of the projects included in this category is to minimize traffic conflicts and improve operations and traffic flow for all people and transportation modes using the roadway. The program is designed to improve mobility for all road users, including those who drive, bicycle, walk, and take public transit.

The need for a prolonged and consistent funding stream for local road projects is clear. A recent study completed by the Metropolitan Transportation Commission (MTC) projects that Marin County will have a shortfall of \$890 million over the next 25 years for maintenance of existing roadways. This anticipated shortfall accounts for existing local funds from bonds and other measures, such as the recently implemented State Gas Tax (SB1). Even with the availability of these funds, there is still a need for local funding sources to address the maintenance and repair of local roads and sidewalks, many of which have pavement conditions that have declined over the last 10 years. Failing to maintain our roads now will be even more costly later, as roadway conditions deteriorate and cost more to maintain. Our road investment will support all transportation modes.

Funded projects must consider the needs of all roadway users. Local jurisdictions, as project sponsors, will be encouraged to coordinate with adjacent jurisdictions to maximize economic efficiency and minimize construction impacts. The goal is to develop a comprehensive plan for improving critical roadways at the time an investment is made. Where feasible, locally defined bicycle and pedestrian projects will be implemented in conjunction with other roadway improvements.

Funds utilized are eligible to be spent on the following:

- Paving, reconstruction, and repair to roadways, including drainage, lighting, landscaping and other roadways system components
- Sidewalks, bikeways, and multi-use pathways
- Safe pathways to transit and bus stop improvements
- System enhancements to accommodate new technologies such as signal coordination and real time information
- Facilities to support alternative fuel vehicles, including electric vehicles and autonomous vehicles

Local Jurisdictions will provide an Annual Report on expenditures, indicating the use of funds, any carry-over funds and their intended use. The Annual Report will include the amount spent

that year, total estimated project costs, total expenditures to date and a brief description including photos, locations, and benefits of the projects. A breakdown of expenditures by travel mode share is to be included in the report.

## Safe Pathways

Safety-related projects funded through this measure would also include school-related projects such as Safe Pathways to Schools. Safe Pathways is the capital improvement element of the Safe Routes to Schools program. Where the Safe Routes program identifies circulation improvements needed for safe access to schools, the Safe Pathways program provides funding for the engineering, environmental clearance, and construction of pathway and sidewalk improvements in all Marin County communities, including safety improvements at street crossings. Safe Pathway projects have historically attracted matching funds from other sources and may be used in combination with road funds to accelerate pathway improvements in school areas. Although Safe Pathways projects target improvements around schools, they benefit the entire community, creating a safe network of bicycle and pedestrian facilities, enhancing safety, and reducing local congestion. Safe Pathways funds shall be available to local jurisdictions and will be distributed on a competitive basis to jurisdictions following a Call for Projects managed by TAM.

## Sea Level Rise and Resiliency

Marin's transportation infrastructure is sited along vulnerable bay frontage that is at increasing risk of flooding and erosion from sea level rise and king tide events. This funding would be utilized to support protecting and adapting Marin's roadways and related infrastructure to the effects of sea level rise and flooding. These funds can be used to serve as seed money to find solutions, attract matching grants and leverage private investments to meet the challenges and vulnerabilities identified in numerous planning efforts including those of Bay Wave, and CSMART. The funds can also be utilized for facilities to support alternative fuel vehicles including electric vehicles. Sea Level Rise and Resiliency funds shall be available to eligible recipients including local jurisdictions and will be distributed on a competitive basis following a Call for Projects managed by TAM.

## Innovative Technology

With changes occurring to the transportation world from autonomous vehicles and shared mobility services like Uber and Lyft, this program would provide funding for innovative transportation improvements. Funds locally can create opportunities for matching funds, particularly from both public grants and private investment. Funds could be used to prepare our roadways for the transportation needs of the future. Investments can include a variety of elements, including adaptive signal systems, autonomous vehicle corridors, and smart roadway infrastructure. Innovative Technology funds shall be available to local jurisdictions and will be distributed on a competitive basis following a Call for Projects managed by TAM.

**CATEGORY 3: REDUCE SCHOOL RELATED CONGESTION AND PROVIDE SAFER ACCESS TO SCHOOLS.**

In Marin County, school-related trips have a significant impact on traffic congestion. Along key roadways peripheral to schools, automobile traffic attributable to school trips comprise anywhere between 15 and 30 percent during the weekday a.m. peak period. Since implementation of the Safe Routes to Schools program, traffic in the vicinity of participating schools has decreased. Everyone who travels in Marin County recognizes how much lighter traffic is on days when our kids are out of school even when it is not a common day off for workers.

Student drop-off and pick-up trips create severe local congestion at arrival and dismissal times, while also decreasing safety for those who walk and bike to school. Reducing single student vehicle trips to schools will have the immediate benefit of reducing congestion, as well as long-term benefits to the health of students and families, and the creation of lifelong sustainable habits.

This category will save more than 20 crossing guards that cannot be funded with the current measure and will expand the crossing guard program to a total of 96 guarded locations. It will maintain the Safe Routes to School education and encouragement programs at over 60 schools in Marin. Finally, an increase in Safe Pathways funds will provide a steady source of funding for safety-related improvements around schools, including small projects that can be implemented quickly to address priority needs. Note school bus service is funded in the Transit funding category provided in the Measure, not the Safe Routes to Schools program.

**What's new in this plan:**

- Keeps in place over 20 crossing guards that would otherwise be cut in 2019 due to rising costs
- Expands the Crossing Guard Program from 88 sites to approximately 96 sites
- Establishes a new category of investment – small safety-related projects around schools
- Keeps the high quality education and encouragement programs in our schools- maintaining the over 50% green trip rate in our over 60 participating schools
- Sustains all aspects of our vital Safe Routes to Schools program

CATEGORY #3: Reduce school related congestion and provide safer access to schools.	% of Sales Tax Funds	Est. 30-year Revenue (Millions)
<b>What can school access funds be used for?</b>		
Maintain the Safe Routes to Schools program.	3.5%	\$28.9
Expand the crossing guard program, providing funding for up to approximately 96 crossing guards throughout Marin County.	7%	\$57.9
Capital funding for small safety related projects.	1.0%	\$8.3
<b>TOTAL</b>	<b>11.0%</b>	<b>\$95.1</b>



## Safe Routes to Schools

Safe Routes to Schools (SR2S) is a proven program designed to reduce local congestion around schools while instilling healthy and sustainable habits in our young people. The program includes several components including classroom education, special events, and incentives for choosing alternative modes to schools, as well as technical assistance to identify and remove the barriers to walking, biking, carpooling, or taking transit to school. The program, which is currently managed by TAM is in its 18<sup>th</sup> year of operation and has proven its ability to increase alternative mode use to schools, with over 60 participating schools, and an average of over 50% green trips – walking, biking, and taking transit – to and from participating schools.

The Measure A transportation sales tax has been the primary source of funding for Safe Routes to Schools since 2004. The sales tax extension will provide revenue for the successful Safe Routes program to continue expanding across Marin County.

## School Crossing Guards

One of the greatest barriers to using alternative modes to schools is the difficulty of crossing Marin's busiest streets. Even with infrastructure improvements, parents are reluctant to allow their children to walk or bike to school if they must cross a busy street. While some schools operate volunteer crossing guard programs, experience suggests that this is not a reasonable long-term strategy, as volunteers can be difficult to maintain. Since county voters approved the 2004 transportation sales tax, TAM has expanded its crossing guard program to over 85 locations throughout the county. These services are contracted to a professional company that specializes in crossing guard programs to ensure that there are well-trained crossing guards with back-ups for every critical intersection, and the program is professionally managed with low risk and liability.

The crossing guard program has become a central feature of Marin's school safety efforts, but program funding is at risk without a new funding source. The implementation of the Sales Tax Renewal Expenditure Plan will enable TAM to keep from having to cut over 20 guards in 2019 due to rising costs. The new funding will allow the program to increase from 88 crossings guarded, to 96 locations beginning in 2019. The intersections will be prioritized by the Public Works Directors and approved by TAM.

## Small Safe Pathways Projects and Safety-Related Projects

Safety-related projects funded through this measure will also include smaller safety and programmatic projects not covered by category 2, Safe Pathways to Schools. Small scale safety improvement devices that may not compete for larger grant programs such as signal upgrades, rectangular rapid flashing beacons, and other flexible technology improvements would be included in this program. Small Safe Pathways funds will be available to local jurisdictions and will be distributed on a competitive basis following a Call for Projects managed by TAM.

## CATEGORY 4: MAINTAIN AND EXPAND EFFICIENT AND EFFECTIVE LOCAL TRANSIT SERVICES IN MARIN COUNTY TO REDUCE CONGESTION AND MEET COMMUNITY NEEDS, INCLUDING SERVICES TO SCHOOLS AND SPECIALIZED SERVICE FOR SENIORS AND PERSONS WITH DISABILITIES, TO REDUCE CONGESTION AND MEET COMMUNITY NEEDS.

As we attempt to mitigate congestion on our roads and freeways, and reduce greenhouse gas emissions in our communities, we must continue to support diverse, efficient, and sustainable transportation options. Marin's transportation goals extend beyond the necessity of congestion relief to include options that promote mobility and maintain the quality of life that residents of Marin County currently enjoy. This category contains a variety of transit programs that work together with the other Expenditure Plan strategies to develop sustainable and responsive alternatives to driving for a variety of trip purposes in Marin. It provides Marin with an efficient transit system that reduces greenhouse gas emissions and meets the needs of those who travel between and within the county's many communities.

This local sales tax measure provides the only dedicated source of funds for local public transit services in Marin County. Marin Transit will plan and implement services that are tailored to the needs of Marin's workers and residents. These funds dramatically increase the county's opportunities to match or leverage state and federal funding sources to maintain and further enhance local transit service. Marin Transit will work with the public, and Marin's cities and towns, to design and deliver a range of services. Transit services will be designed to further reduce greenhouse gas emissions and deploy smaller, cleaner vehicles that reflect the needs of our neighborhoods.

To respond to changes in demand for bus transit services over the Expenditure Plan's 30-year life, Marin Transit will continue to update its Short Range Transit Plan every two years, with significant opportunities for public input. The Short Range Transit Plan enables the measuring of the effectiveness of bus transit investments and helps to envision and plan for future transit services. Marin Transit will provide updated performance data to TAM annually and for use in developing local climate action plans and greenhouse gas reduction strategies.

### What's new in this plan:

- Continues Marin County's commitment to local transit, including local bus, rural, and recreational services
- Enables Marin Transit to enter into longer-term contracts with a dedicated source of funding over an extended period to increase stability
- Expands specialized services for seniors and people with disabilities, to address the growing transportation needs of Marin's aging population
- Dedicating specific funding for school bus and school related transit services for the first time
- Dedicating funding for connections to Golden Gate Transit's regional transit services for the first time
- Continues the commitment to a green transit fleet including alternative fuel vehicles, electric vehicle infrastructure, and enhanced facilities for transit users

<b>CATEGORY #4: Maintain and expand efficient and effective local transit services in Marin County to reduce congestion and meet community needs. This initiative includes funding for a variety of local transit services for mobility and congestion relief, specialized services for seniors and persons with disabilities, school bus services to relieve local congestion, and connections to regional transit to reduce peak vehicle demand.</b>	<b>% of Sales tax Funds</b>	<b>Est. 30-year Revenue (Millions)</b>
	<b>55.0%</b>	<b>\$454.9</b>
<b>What can local bus transit funds be used for?</b>		
Maintain and improve existing levels of bus transit service in areas that can support productive fixed-route service throughout Marin County. <ul style="list-style-type: none"> <li>▪ Maintain a network of high productivity of bus service in high volume corridors</li> <li>▪ Expand first and last mile transit services for residents and workers</li> <li>▪ Provide innovative services in communities that may not support traditional fixed-route service</li> <li>▪ Enhance public safety through Marin Transit's role in providing emergency mobility in the face of natural disaster</li> <li>▪ Provide funding for the Muir Woods Shuttle System</li> </ul>	33.0%	\$272.9
Maintain and expand the rural and recreational bus services including the West Marin Stagecoach.	3.0%	\$24.8
Maintain and expand transit services and programs for those with special needs – seniors, and persons with disabilities, including those who are low-income.	9.5%	\$78.6
Provide transit services to schools in Marin County to reduce local congestion. <ul style="list-style-type: none"> <li>▪ Provide yellow bus services in partnership with local schools and parent organizations</li> <li>▪ Provide transit routes to schools along high performing corridors</li> </ul>	5.0%	\$41.4
Invest in bus transit facilities for a clean and efficient transit system. <ul style="list-style-type: none"> <li>▪ Provide matching funds for the purchase of a green transit fleet including alternative fuel and electric vehicles</li> <li>▪ Support Marin Transit's role in the development of a renewed/relocated Bettini Transit Center</li> <li>▪ Support the development of a local bus maintenance facility</li> <li>▪ Improve passenger amenities at bus stops, including real-time transit information</li> </ul>	4.0%	\$33.1
Expand access to ferries and regional transit, managed by Golden Gate Transit. <ul style="list-style-type: none"> <li>▪ Expand and maintain connecting ferry shuttle services to address first and last mile connections</li> <li>▪ Expand and maintain remote parking locations and other strategies to expand regional transit access for Marin's residents and commuters</li> <li>▪ Expand first and last mile access to regional transit services for access to jobs in Marin County</li> </ul>	0.5%	\$4.1
<b>TOTAL</b>	<b>55.0%</b>	<b>\$454.9</b>

## Maintain and Improve Existing Levels of Bus Transit Service

The Expenditure Plan will renew and expand Marin's local bus transit service funding to ensure that service levels are maintained and increased in the long term, with focus on the leveraging of other funds. This program provides the county with the necessary financial independence to ensure that local bus transit service supports countywide goals for enhanced mobility and to meet the needs of residents and workers both now and in the future.

To maximize the effectiveness of Marin County’s transit dollars, Marin Transit regularly develops a short-range outlook, called the Short Range Transit Plan (S RTP), which is updated every two years. The S RTP is a 10-year service plan and financial outlook, with the most recent plan for the 2018 to 2027 period. The S RTP planning process will provide several opportunities for public input from all areas of the county, enabling Marin to strategically target transit investments over the 30-year life of the Expenditure Plan. All transit investments will be evaluated based on an analysis of a consistent set of performance-based criteria to ensure that funds are spent where they will provide the greatest benefit. Marin Transit adopts the final local S RTP in a public hearing prior to sending the plan to TAM, which approves the S RTP in a public forum.

### Bus Transit investments

will be evaluated every two years through a transit planning process that includes extensive public input from all areas of the county. Transit investments will be prioritized based on an analysis of the following measurable performance criteria:

- **Fills a gap in the bus transit network**
- **Meets productivity standards** based on passengers per hour
- **Meets cost effectiveness standards** based on subsidy per trip
- **Relieves congestion** as measured in total ridership
- **Provides seamless connections** to regional service
- **Eliminates “pass ups”** or overcrowding on existing routes
- **Promotes environmental justice** based on demographic analysis
- **Attracts outside funding sources**, including federal, state, and toll revenue as well as other local funds

This category will provide funding to maintain and improve intercommunity bus transit service and service along major bus transit corridors throughout Marin County. Marin Transit operates a number of bus transit corridors that have frequent service and boast high ridership numbers at peak hours. These include:

- All day services in the Canal – downtown San Rafael – Marin City corridor
- Services between San Rafael and San Anselmo
- Services to local colleges
- Peak period services to major employers in Novato, San Rafael, and other locations

While frequent service is critical along major corridors, there are transit markets and communities within Marin County that may be better served with smaller transit vehicles or on demand services. The Short Range Transit Plan will plan for micro transit, on-demand services, or small buses and community-based shuttles to address specific markets in Marin’s less urban areas. The West Marin Stagecoach is an example of a transportation system developed at the grassroots level that has exceeded expectations. This success can be replicated in other areas in Marin. Each community will have the opportunity to work with Marin Transit to define their highest priority local transit needs and to identify potential solutions such as shuttles or on-demand services using appropriately sized transit vehicles.

There are also programs that provide discounts to low-income riders to support mobility and access to jobs and basic services for those with no alternative.

### Maintain and Expand Rural and Recreational Bus Services

Marin’s rural and recreational bus services have proven remarkably successful in reducing congestion and improving mobility for Marin County residents and visitors. These are primarily the West Marin Stagecoach and the Muir Woods Shuttle. What were once small pilot programs have become essential transportation services with constantly growing ridership. Despite the success

of these services, there is limited funding available for them beyond the lifespan of the existing transportation sales tax. Renewing the sales tax will maintain funding for these rural and recreational bus services.

## Maintain and Expand Transit Services and Programs for Those with Special Needs

Nearly everyone knows a senior or a person with a disability who needs help with his or her day to day mobility needs. The availability of a high-quality alternative to driving enhances safety on the roads, and the quality of life of people who depend on these services.

Marin Transit currently contracts with Whistlestop Wheels to provide specialized services for older adults and persons with disabilities. These services are essential to keep Marin's resident's mobile and independent as they get older.

Services for seniors and persons with disabilities are planned with the support of the Marin Mobility Consortium, which advises Marin Transit on the needs of these communities and receives public input from all areas of the county. With support of the 2004 sales tax, there have been many successful programs, including new shuttle services and scheduled group trips. Renewed funding will allow these innovations to continue and expand to serve Marin's aging population.

This program will also extend funding for low-income seniors and people with disabilities.

## Provide Dedicated Funding for Transit Services to Schools in Marin County to Reduce Local Congestion

Safe Routes to Schools program benefit students and families in close proximity to Marin schools, educating and encouraging walking and biking. Public transit and yellow school bus services provide service for students with longer trips to school. Despite recent improvements to school transportation services, many schools in Marin County are still insufficiently served by school bus programs and public transit routes. The Expenditure Plan builds on the current school transportation program to help expand yellow school bus services in partnership with local schools and parent organizations and expand and better coordinate public transit routes to schools.

Support for enhanced school-oriented bus services is also integral to this category. Marin Transit will continue to work with schools to time transit services to school bell times.

The school service category also provides ongoing assistance for our youth and the lowest income families who are unable to afford current transit fares. The youth discount program funded from this category works in tandem with other school enhancements to develop early and life-long transit riding habits.

## Invest In Bus Transit Facilities for a Clean and Efficient Transit System

Innovative bus transit operations will require an investment in vehicles and facilities. This will include funding for a green transit fleet, new bus transit hubs for efficient and safe transferring between routes, constructing a local bus maintenance facility, and new amenities at bus stops, including real-time transit information.

Transitioning to a fleet of green transit vehicles will help the county reduce its carbon footprint and save costs in the long term, without compromising service. Deployment of green vehicles aligns with Marin County's values regarding environmental sustainability. Battery technology continues to improve, and costs of electric bus technology continue to decrease. Many Marin Transit routes are well suited to electric bus operations, with transit centers at one or both termini, and varied topography (regenerative braking and downhill power generation helps with battery charging).

Bus transit facilities investments will be prioritized to coordinate with transit service projects. High priority will be given to opportunities to match or leverage funds to help transportation sales tax dollars go farther. Top among these are transit hubs, bus stop improvements, and a new bus maintenance facility. Bus stops will be redesigned with a variety of new amenities. These may include street furniture, shelter, landscaping, lighting, bus maps and schedules, and real-time information.

This category is intended to provide Marin County with an efficient transit system that fully meets the needs of those who need or wish to travel both between and within communities via bus or shuttle transit. Increasing support for mobility alternatives will provide options for those who either cannot or choose not to drive for all of their trips.

## Expand Access to Ferries and Regional Transit

Marin County residents and workers now have expanded regional transportation options to improve regional mobility, particularly during commute hours. Local residents and workers often require first and last mile connections to make these regional options accessible, including access to the ferry and express bus services. This category helps to expand and maintain connecting ferry shuttle services, remote parking locations adjacent to transit hubs, and other last mile solutions that provide regional access for Marin's residents and commuters.

Services on these corridors require larger buses to address capacity needs. They operate frequently to meet existing demand, and attract ridership. Services on these corridors require larger buses to address capacity needs. They operate frequently to meet existing demand, attract riders, and make connections with regional bus services. Regional bus services on the Highway 101 corridor also provide essential transportation services to Marin residents and employees traveling locally within Marin County and regionally to Sonoma and to San Francisco.

The Sales Tax Renewal Expenditure Plan provides dedicated funding to improve access to regional bus and ferry service provided by the Golden Gate Bridge, Highway, and Transportation District. The funds are envisioned to support Golden Gate Transit in their regional transit efforts and are contingent on Golden Gate maintaining their bridge toll revenue that currently funds these regional services.



# 3 Transportation Sales Tax Governance and Organizational Structure

## Transportation Authority of Marin (TAM)

This transportation sales tax is authorized under the Local Transportation Authority and Improvement Act, California Public Utilities Code Section 180000 et. seq. In approving this tax, the voters will authorize that TAM be given the responsibility to collect and administer the tax proceeds. All monies raised by this sales tax will be available for expenditure only as identified in the Sales Tax Renewal Expenditure Plan. The makeup of TAM's governing board is as follows:

- All five members of the Marin County Board of Supervisors
- One representative from each of the 11 incorporated cities and towns in Marin County

All representatives to TAM's governing board are elected officials within Marin County. This composition provides a balance between the needs of the county as a whole and the priorities of individual cities, towns, and communities.

TAM was initially established for the purpose of authorizing and implementing the county's 2004 voter-approved transportation sales tax. TAM will continue this role in the authorization and implementation of this sales tax.

Once approved by Marin County voters, the duration of the Measure A Renewal tax will be 30 years from the initial year of collection, which will begin on April 1, 2019. This new Expenditure Plan will replace the existing one. The new tax, at the same half-cent level, will essentially extend the existing tax to March 31, 2049. This new Expenditure Plan will also take effect April 1<sup>st</sup>, 2019, and will remain in place until March 31<sup>st</sup>, 2049, unless amended in accordance with requirements as stated later in this plan.

## Staffing and Administration

TAM will hire the staff and professional assistance required to administer the proceeds of this tax and carry out the mission outlined in the Sales Tax Renewal Expenditure Plan. The total cost for administration and program management will not exceed 5% of the revenues generated by the transportation sales tax. Other administrative and operational costs are included in the 5% allowance. This is consistent with the current sales tax plan.

## Strategic Plan for Sales Tax Measure

All of the categories included in this Expenditure Plan are considered essential for the transportation needs of Marin County. TAM will prepare an Annual Strategic Plan, which will identify the priorities for projects and the dates for project implementation based on project readiness, ability to generate matching or leveraged funds, need for borrowing and other

relevant criteria. The Annual Strategic Plan must be approved by the TAM Board, following a noticed public hearing on the draft Annual Strategic Plan and a 30-day public comment period.

The allocation of funds described in this plan will be achieved over the life of the Expenditure Plan and may vary from year to year only as approved in the Annual Strategic Plan and only in such a way that the distribution will not change over the life of the plan, unless the plan is specifically amended.

If amendments occur in the Expenditure Plan, the obligation for payment established through bonding or borrowing must fully be met as a priority. Bonding or borrowing could be considered for major projects including highway improvements or a major transit operations and maintenance facility.

## Bonding, Financing, and Existing Carryover Commitments

With the renewed transportation sales tax revenues, TAM will have the ability to bond and use other financing mechanisms to expedite the delivery of transportation projects and programs. In TAM's Annual Strategic Plan any recommended financing strategy use of bonds, including estimated costs of issuance, potential ratings and repayment terms, will be provided and available for public comment before any bond sale is approved by the TAM Board

TAM will set aside up to \$2.35 million annually for continuing to fund an existing commitment to make improvements to several major roads of countywide significance in Marin and to fund the approaches to the Richmond-San Rafael Bridge on East Sir Francis Drake and the offramp from Northbound Highway 101 to Bellam Boulevard. This Major Road Reserve will replace the Bond Debt Reserve identified in the original 2004 Measure A Sales Tax Expenditure Plan. This set-aside will occur for approximately 14 years, or until unallocated commitments as defined are met. Unallocated Major Roads carryover commitments by planning area are limited to the following programmed amounts: North \$11.587million, Central \$12.522million, South \$1.897million, Ross Valley, \$11.870million, West \$74,000. Unallocated Richmond-San Rafael Bridge approaches carryover commitment is approximately \$3.8 million.

## Accountability

TAM's business will be conducted in an open and public meeting process. TAM will approve all programming and allocations of funds described in this document and will ensure that adequate public involvement has been included in the preparation of all spending plans. TAM will be required to hire an independent auditor who will audit all sales tax expenditures, ensuring that expenditures are made in accordance with the Expenditure Plan, as overseen by the Citizens' Oversight Committee.

TAM will be guided by an Administrative Code covering all aspects of its operation.

### **Citizens' Oversight Committee**

The Citizens' Oversight Committee (COC) created in 2004 will be continued. The COC reports directly to the public and is charged with reviewing all of TAM's expenditures. The committee is responsible for the following tasks:

- The committee holds public hearings and issues reports, on at least an annual basis, to inform Marin County residents how funds are being spent. The hearings are open to the

public and held in compliance with the Brown Act, California's open meeting law. Information announcing the hearings is well-publicized and posted in advance.

- The committee has full access to TAM's independent auditor whose work they oversee. The committee has the authority to request and review specific information and to comment on the auditor's reports.
- The committee publishes an annual report. Copies of these documents are made widely available to the public at large.

The COC is designed to reflect the diversity of the county. The committee consists of 12 members. Each organization represented on the COC nominates its representative, with final appointments approved by TAM's governing board. Membership is as follows:

- One member is selected from each of the five planning areas in Marin County by TAM Board members representing that area (Northern Marin, Central Marin, Ross Valley, Southern Marin, and West Marin). (Totaling 5 members)
- Seven members are selected to reflect a balance of viewpoints across the county. These members are nominated by their respective organizations and appointed by TAM's Board, as follows:
  - One representative from a taxpayer group
  - One representative from the environmental organizations of Marin County
  - One representative from a major Marin employer
  - One representative from the Paratransit Coordinating Council representing seniors and persons with disabilities
  - One representative from the League of Women Voters
  - One representative from an advocacy group representing bicyclists and pedestrians
  - One representative from a school district

## Amendments to the Expenditure Plan

The Expenditure Plan must be reviewed every six years following passage to ensure that it responds to a rapidly evolving transportation landscape, incorporates innovations, and reflects current priorities. The TAM Board may also consider an amendment, adhering to the process below, at the point of the six year review or at any time deemed necessary during the life of the Expenditure Plan. The TAM Board cannot increase the sales tax through an amendment process; any increase in the level of tax must be approved by voters. Amendments must continue to fulfill obligations for long-term contracts, bonding and financing; any such amendments will be subordinate to any sales tax lien against any bond issuance.

To modify this Expenditure Plan, an amendment must be approved by a two-thirds majority of the total commissioners on TAM's Board, a noticed public hearing and a 45-day public comment period. Following the two-thirds vote, any plan amendment will be submitted to each of the cities and towns in Marin County and to the Board of Supervisors for their approval. Amending the Expenditure Plan will require a majority vote of 50+% of the cities or towns representing 50+% of the incorporated population, as well as a majority vote of the Board of Supervisors.

## 4 Implementing Guidelines

This Expenditure Plan is guided by principles that ensure that the revenue generated by the transportation sales tax is spent in the most efficient and effective manner possible, consistent with the desires of the voters of Marin County. The principles outlined in this section provide flexibility needed to address issues that may arise during the life of the Expenditure Plan. TAM's specific operations are further addressed in its Administrative Code.

1. TAM is charged with a duty in administering the transportation sales tax proceeds in accordance with the applicable laws and this Expenditure Plan. Receipt of these tax proceeds may be subject to appropriate terms and conditions as determined by TAM in its reasonable discretion, including, but not limited to, the right to require recipients to execute funding agreements and the right to audit recipients' use of the tax proceeds.
2. TAM will have the authority to bond and use other financing mechanisms for the purposes of expediting the delivery of transportation projects and programs pursuant to TAM's Annual Strategic Plan. Bonds, if issued, will be paid for from the proceeds of the sales tax.
3. TAM will annually review and update their Debt Management Policy to identify financing guidelines, required reserves, procedures, and internal control oversight to ensure that bond proceeds will be directed only to their intended use prior to any bond issuance.
4. Any project funded by borrowing or financing may not be amended unless or until the financing obligation has been met; any such amendment will be subordinate to any sales tax lien against any bond issuance.
5. TAM will also be able to use other means to assure the delivery of projects and programs, including seeking outside grants and matching or leveraging tax receipts to the maximum extent possible, including the usage of interest revenue generated by the sales tax.
6. Funds may be accumulated by TAM over a period of time to pay for larger or longer-term projects or programs. All interest income generated by the sales tax can only be spent for the transportation purposes authorized by this Sales Tax Renewal Expenditure Plan. All use of sales tax interest revenue shall be solely determined by the TAM board, in a noticed public meeting.
7. TAM will have the ability to set aside a reserve fund of up to 10% of the annual transportation sales tax receipts for contingencies, to ensure a cushion if economic decline occurs that adversely affects the collection of the sales tax. This reserve is in addition to the Major Roads reserve to meet existing commitments.
8. All meetings of TAM will be conducted according to state law, through publicly noticed meetings. The interests of the public will further be protected by the Citizens' Oversight Committee, described previously in this Expenditure Plan.
9. TAM will be responsible for creating an Annual Strategic Plan detailing the use of the sales tax revenue for the coming year. The Annual Strategic Plan will require the approval of two-thirds of commissioners at a hearing that is open to the general public. The Annual

Strategic Plan will be released in advance for a minimum of 30 days for public review and comment.

10. Under no circumstances may the proceeds of this transportation sales tax be applied to any purpose other than for transportation improvements benefiting Marin County and specified in this Expenditure Plan. Funds can be utilized to reimburse the cost of placing the sales tax measure on the ballot. Any transportation project or program not so specified will require an amendment to this Expenditure Plan.
11. Revenue generated by this sales tax will not be used to extend or operate SMART, support parks and open space, or to fund the planning, construction, or renovation of housing.
12. Actual revenues may be higher or lower than expected in this Expenditure Plan, due to changes in receipts and/or matching or leveraging capability. Estimates of actual revenue will be programmed annually by TAM during its annual budget process, and included in the Annual Strategic Plan. Because the Expenditure Plan is based on percentage distributions, dollar values listed are estimates only. Actual revenues will be programmed over the life of the Expenditure Plan based on the percentage distributions identified herein.
13. The actual requirement for funds in a specific project or program could be higher or lower than expected due to changes in funding outside of this transportation sales tax, or due to changes in project or program costs or feasibility. Funds are limited to what is available in this expenditure plan in the event project or program costs are higher. Should the need for funds for any project or program within one of the 4 major categories be less than the amount to be allocated by the sales tax, or should any project or program become infeasible for any reason, funds will first be reprogrammed to other projects or programs in the same major category with approval from the TAM Board at a noticed public hearing. Should the need for funds in the entire major category be less than the amount to be allocated by the transportation sales tax, TAM's Board may amend the Expenditure Plan to reallocate funds to any of the other major categories following its procedures for an amendment.
14. Projects funded with these transportation sales tax funds will be subject to completing appropriate California Environmental Quality Act (CEQA) required actions and other environmental review as required.
15. TAM will have the capability of loaning Measure A Renewal sales tax receipts for the implementation of transportation projects or programs defined in this Expenditure Plan and pursuant to the Board approved Debt Management Policy.
16. Matching or leveraging of outside funding sources is strongly encouraged. Any additional transportation sales tax revenues made available through their replacement by matching funds will be spent based on the principles outlined above. Funds shall remain in the major category unless all needs in the category are met, whereupon TAM can program funds to another category following the amendment procedures.
17. New incorporated cities/towns or new bus transit agencies that come into existence in Marin County during the life of the Expenditure Plan may be considered as eligible recipients of funds through an amendment to this Expenditure Plan, meeting amendment guidelines outlined above.

# **APPENDIX A**

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## Glossary





# Appendix A Glossary

Term	Definition
Bonding	Selling municipal bonds will allow the Transportation Authority of Marin to accelerate capital projects by pledging future revenues for the repayment of bonds and getting needed capital funds “up front” for project implementation.
Citizens' Oversight Committee	A 12-member advisory body responsible for the review of TAM's revenue sources and expenditures, consisting of five representatives nominated by TAM commissioners from each of the five planning areas, and seven representing diverse interest groups in Marin County. Reports directly to the public on all issues related to the expenditure plan and sales tax.
Climate Change	a long-term change in global or regional climate patterns, in particular an increase in the average atmospheric temperature apparent from the mid to late 20th century onwards and attributed largely to increased levels of atmospheric carbon dioxide. Certain human activities, including the use of fossil fuels and deforestation, have been identified as primary causes of ongoing climate change, often referred to as global warming.
Expenditure Plan	The 30-year plan for spending sales tax funds.
Expenditure Plan Advisory Committee	The Expenditure Plan Advisory Committee (EPAC) was formed in June 2017 as an advisory committee to the TAM Board and is comprised of volunteers representing diverse stakeholder groups in Marin County. The EPAC developed a draft Expenditure Plan defining the transportation projects and programs in a future sales tax measure to be considered by Marin County voters.
Golden Gate Bridge Highway and Transportation District	The agency responsible for the Golden Gate Bridge, as well as regional transit including ferries and bus service between Sonoma, Marin, and San Francisco counties. Golden Gate currently operates local transit services in Marin County under contract to the Marin County Transit District.
HOV Lane	High Occupancy Vehicle or carpool lane, open to vehicles with 2 or more occupants, including buses, during peak hours.
Leveraging or Leverage (also Matching)	Matching local sales tax dollars with other funds on a one-to-one or other percentage basis from local, regional, state, or federal sources, to stretch local sales tax dollars by attracting new grant funding to Marin County.

Term	Definition
Marin Transit	Marin County Transit District (Marin Transit) was formed by a vote of the people of Marin County in 1964 and was given the responsibility for providing local transit service within Marin County. Marin Transit contracts for operations and maintenance of services. Marin Transit is governed by two city representatives and five representatives from the Board of Supervisors. Under the Expenditure Plan, Marin Transit will develop detailed transit plans with public input for approval by the Transportation Authority of Marin.
Marin Mobility Consortium	The Marin Mobility Consortium is a collaboration of community stakeholders and advocates meeting regularly to advise on the development and evaluation of Marin Access' services and to discover new ways to coordinate transportation options.
Paratransit	Specialized transportation services for seniors and persons with disabilities who are unable to use regular bus routes.
Self-help County	A county with a local sales tax for transportation is called a "self-help" county, because the tax demonstrates that the county is willing to "help itself" to solve its own transportation problems. A self-help county has greater opportunities to compete for regional, state, and federal grants by providing matching funds.
Short Range Transit Plan	A five-year plan required for every transit agency in the Bay Area, this document is the primary opportunity to identify transit needs and develop priorities.
Sea Level Rise	An increase in global mean sea level (the average height of the ocean's surface apart from the daily changes of the tides) as a result of an increase in the volume of water in the world's oceans. Sea level rise is usually attributed to global climate change by thermal expansion of the water in the oceans and by melting of ice sheets and glaciers on land.
Strategic Plan	A detailed plan of expenditures and revenue completed by the Transportation Authority of Marin every year. The plan projects the use of sales tax funds, as well as other funding that may be available to projects in the plan. The Strategic Plan also considers the need for bonding or other financing techniques to accelerate projects.
Transportation Authority of Marin (TAM)	The Transportation Authority of Marin (TAM) is Marin County's Congestion Management Agency and is responsible for coordinating funding for many of the transportation projects and programs in the county. The TAM Board includes representatives from each city and town in Marin County, plus the five members of the Board of Supervisors.

## **APPENDIX B**

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### Expenditure Plan Advisory Committee Membership



# Appendix B Expenditure Plan Advisory Committee Membership

Organization	Member / Alternate
COC-Northern Planning	V-Anne Chernock
COC-Central Planning	Joy Dahlgren / Jeffrey Olson
COC-Ross Valley Planning	Paul Roye
COC-Southern Planning	Robert Burton / Jayni Allsep
COC-West Marin Planning Area	Scott Tye
COC-Major Marin Employers	Peter Pelham
COC-Environmental Organizations - Marin Conservation League	Kate Powers / Nancy Okada
COC-Bicycle and Pedestrian Group	Vince O'Brien
COC-Marin County Paratransit Coordinating Council	Allan Bortel / Rocky Birdsey
COC-League of Women Voters	Kevin Hagerty / Kay Noguchi
COC-Taxpayer Group	Paul Premo
North Bay Leadership Council	Cynthia Murray
Chamber of Commerce Novato	Coy Smith
Chamber of Commerce San Rafael	Joanne Webster / John Eells
Marin County Office of Education	Ken Lippi / Mike Grant
College of Marin	Jon Horinek
Transit Rider	Lisel Blash
Marin Mobility Consortium - Seniors	Lynn Von der Werth
Senior Living Resident/Pedestrian	Sue Beittel
Equity/Marin City	Monique Brown
Equity/Canal Neighborhood	Roberto Hernandez
Labor Union/Building Trade Council	Javier Flores
Bay Wave Rep - Sea Level Rise - Innovation/Resilience	Bill Carney
Safe Routes to School Representative	Debbie Alley