

TRANSPORTATION AUTHORITY OF MARIN
BOARD OF COMMISSIONERS MEETING

JUNE 27, 2019

6:00 P.M.

NOTE REVISED START TIME

MARIN COUNTY CIVIC CENTER, ROOM 330
3501 CIVIC CENTER DRIVE, SAN RAFAEL, CALIFORNIA

REVISED AGENDA

900 Fifth Avenue
Suite 100
San Rafael
California 94901

Phone: 415/226-0815
Fax: 415/226-0816

www.tam.ca.gov

Belvedere
James Campbell

Corte Madera
David Kunhardt

Fairfax
John Reed

Larkspur
Dan Hillmer

Mill Valley
Stephanie Moulton-Peters

Novato
Eric Lucan

Ross
P. Beach Kuhl

San Anselmo
Brian Colbert

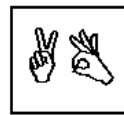
San Rafael
Gary Phillips

Sausalito
Susan Cleveland-Knowles

Tiburon
Alice Fredericks

County of Marin
Damon Connolly
Katie Rice
Kathrin Sears
Dennis Rodoni
Judy Arnold

1. Convene in Open Session
2. Chair's Report (Discussion)
3. Commissioner Matters Not on the Agenda (Discussion)
4. Executive Director's Report (Discussion)
5. Commissioner Reports (Discussion)
 - a. MTC Report - Commissioner Connolly
 - b. Marin Transit Report – Commissioner Connolly
 - c. SMART – Commissioner Phillips
6. Open time for public expression, up to three minutes per speaker, on items not on the Board of Commissioners' Agenda. (While members of the public are welcome to address the Board, under the Brown Act, Board members may not deliberate or take action on items not on the agenda, and generally may only listen.)
7. CONSENT CALENDAR (Action) – **Attachment**
 - a. [Approval of June 2019 Crossing Guard Program and Authorization of Various Inter-Agency Agreements](#)
 - b. [Appointments to the Citizens' Oversight Committee](#)
 - c. [Review and Acceptance of 2019 Measure A 1/2-Cent Transportation Sales Tax Compliance Auditee Selection List](#)



Late agenda material can be inspected in TAM's office between the hours of 8:00 a.m. and 5:00 p.m.
The TAM Office is located at 900 Fifth Avenue, Suite, 100, San Rafael.

The meeting facilities are accessible to persons with disabilities. Requests for special accommodations (assisted listening device, sign language interpreters, etc.) should be directed to Denise Merleno, 415-226-0820 or email: dmerleno@tam.ca.gov **no later than 5 days** before the meeting date.

The Marin County Civic Center is served by several bus lines including Marin Transit Routes 45, 45K, 49, 233, and 259. Route 45 provides service to the Civic Center Hall of Justice Arch until 8:43 PM. In the evening, Golden Gate Transit provides service until 11:24 PM with routes 70 and 80 along Highway 101 from the San Pedro Road bus pads, which are about a half mile away. To access the San Pedro bus pad NB, walk south down San Pedro Rd and take the footpath to the NB 101 onramp where the bus stop is located. To access the SB pad, walk down San Pedro Rd and under the freeway, turn right on Merrydale and then take the footpath near the SB onramp to the bus pad. For arrival and departure times, call 511 or visit www.marintransit.org, or www.goldengate.com

- d. [Accept Caltrans Planning Grant for Bus on Shoulder and Authorize Local Resolution of Support](#)
- e. [Review and Accept the Updated Project Status Report the Updated Project Status Report](#)
- f. [“GetSMART” Lyft Pilot Program Lyft/Whistlestop Contract Amendments](#)
- g. [Approve Contract Amendment Extending the Time Duration for the Design Phase of the Richmond San Rafael Approach Improvements](#)
- h. [Approve Contract Amendment Extending the Time Duration for the Design Phase of the North-South Greenway](#)
- i. [Extension of Executive Director’s Contract](#)
- j. [Authorize the Executive Director to Negotiate and Award a Professional Contract for Measure A/AA Sales Tax Compliance Audit Services](#)
- k. [Allocate FY 19/20 Vehicle Registration Fee \(Measure B\) Funds to Marin Transit](#)
8. [Measure A and Measure AA Reserve Fund Policy \(Action\) – Attachment](#)
9. Measure AA Strategic Plan
 - a. [Public Hearing on the Measure AA Transportation Sales Tax Strategic Plan - Attachment](#)
 - b. [Adopt the Measure AA Strategic Plan \(Action\) – Attachment](#)
10. [Allocate Transportation Sales Tax Funds from Measure A Strategy 3.2, Measure AA Category 2.1, and Reserve Funds for Local Road and Related Infrastructure Projects \(Action\) – Attachment](#)
11. TAM Response to Grand Jury Reports
 - a. [TAM Response to Grand Jury Report on Wildfire Preparedness \(Action\) - Attachment](#)
 - b. [TAM Response to Grand Jury Report on SMART First Mile/Last Mile Options \(Action\) - Attachment](#)
12. Adoption of the Proposed TAM FY2019-20 Annual Budget
 - a. [Public Hearing on the Proposed TAM FY2019-20 Annual Budget](#)
 - b. [Adoption of the Proposed TAM FY2019-20 Annual Budget \(Action\) – Attachment](#)



DATE: June 27, 2019

TO: Transportation Authority of Marin Board of Commissioners

FROM: Dianne Steinhauser, Executive Director
Dan Cherrier, Deputy Executive Director

SUBJECT: Approval of June 2019 Crossing Guard Program and Authorization of Various Inter-Agency Agreements (Action), Agenda Item No. 7a

RECOMMENDATION:

1. Approve the TAM Crossing Guard Program presented in Attachment A, including the addition of four new locations in Sausalito and one new location in Corte Madera to the master list of locations in accordance with the approved Program procedures for new locations.
2. Authorize the Executive Director to enter into Amendment 8 of Inter-agency Agreement A-FY 12/13-005 (FA) with Novato Unified School District for reimbursement of four crossing guards for the 2019/2020 school year. The not to exceed amount will be increased by \$72,000 to \$430,000, and the termination date will be extended to July 31, 2020.
3. Authorize the Executive Director to enter into Amendment 3 of Inter-agency Agreement A-FY17-02 with Larkspur Corte Madera School District for reimbursement of one crossing guard for the 2019/2020 school year. The not to exceed amount will be increased by \$18,000 to \$69,000, and the termination date will be extended to July 31, 2020.
4. Authorize the Executive Director to enter into Amendment 4 of Inter-agency Agreement A-FY 15/16-001 (FA) with Kentfield School District for reimbursement of one crossing guard for the 2019/2020 school year. The not to exceed amount will be increased by \$9,000 to \$42,500, and the termination date will be extended to July 31, 2020.
5. Authorize the Executive Director to enter into an inter-agency agreement with the Town of Ross for reimbursement of one crossing guard for the 2019/2020 school year. The not to exceed amount will be \$18,000, and the termination date will be July 31, 2020.

BACKGROUND:

The TAM Crossing Guard Program provides trained crossing guards for critical intersections throughout Marin County. As stipulated in the Transportation Sales Tax (Measure A) Expenditure Plan, the Program provides trained crossing guards under contract to a professional company that specializes in crossing guard programs. Under contract to TAM, All City Management Services currently provides guards under the

close supervision of TAM staff. The current 2018/2019 school year is the thirteenth year during which crossing guards have been funded by the TAM Crossing Guard Program.

The TAM Crossing Guard Program received a significant boost by the passage of Measure AA in the November 2018 election. Measure AA increased the amount of sales tax revenue available for the Crossing Guard Program allowing for an increase in the number of guards funded each year.

The TAM Board approved a temporary funding increase at the beginning of the 2018/2019 school year to keep all of the existing guards provided by TAM in service until December 31, 2018 (one-half of the school year), so the outcome of the election could be known before any guards were discontinued. With the passage of Measure AA in November 2018, not only was the number of guards able to be maintained moving forward, but the base level, including the guards funded by the on-going Vehicle Registration Fee, was increased to 97.

All the locations on the master list of crossing guard candidate locations are scored in accordance with the approved scoring criteria and ranked in order of the scores. Funding 97 locations means that TAM provides funding for the locations on the ranked master list for rank 97 and above. The current ranked master list was based on the recertification, or re-scoring, process completed during the 2017/2018 school year. The next recertification of the master list is scheduled for the 2021/2022 to take effect, but there are provisions in the Program for new locations to be added to the list and scored between recertification cycles, and for locations already on the list to be re-scored if a significant change occurred in the conditions related to the location such as the closing of a school, or the opening of a new school. If a new location is added between recertifications and scores higher than the funding cutoff score, or if a location already on the list is rescored due to changed conditions and the new score is higher than the funding cutoff score, the location is eligible for a TAM-funded guard. Any such location will be added to the eligible list of locations rather than replace another location already being funded until the next recertification cycle during which the number of guards will be reconciled with available revenues.

In addition to funding the 97 top-ranked locations, the TAM Crossing Guard Program includes provisions for local agencies, schools, or school districts to arrange for a guard to be provided by TAM at a location below the funding cutoff by reimbursing TAM the cost of the guard for the school year. The cost for a guard is currently approximately \$18,000 for the regular school year. The Program also allows a local agency, school, or school district to provide their own guard for a location eligible for TAM funding, and in turn request that TAM provide a guard at another location, including locations below the cutoff. The guard provided by others must be an employee of the local agency, school, or school district, and the request to provide a guard at another location must be approved by the local public works department.

DISCUSSION/ANALYSIS:

The 2019/2020 regular school year will be the first full school year with the increased funding available for the TAM Crossing Guard Program authorized by the passage of Measure AA in November 2018.

TAM has historically offered local agencies, schools and school districts the opportunity to add additional crossing guards on a reimbursement basis. Representatives from the Novato Unified School District, Larkspur Corte Madera School District, and the Kentfield School District have informed TAM staff that they wish to continue this practice for the 2019/2020 school year. Novato Unified will continue to pay for four guards; Larkspur Corte Madera one guard; and the Kentfield District will continue to fund one guard for the morning shift only. The Town of Ross has indicated that it would like to enter into an agreement with TAM to fund one guard for the 2019/2020 school year at the intersection of Sir Francis Drake and

Bolinas Avenue. These guards are provided to our partners at cost without mark-up. TAM staff treat these sites the same as TAM-funded sites, and provide identical oversight including site audits.

The attached June 2019 Crossing Guard Program reflects the addition of five new locations added since the last Recertification during the 2017/2018 school year. Three of the five new locations scored high enough to be eligible for a TAM-funded guard. Current procedures allow for the three new locations that score higher than the funding cutoff score to be added to the list of TAM-funded guards without replacing, or removing, any of the existing guards funded by TAM as long as revenues are available to accommodate the additional guards. The three new eligible locations added to the base level of 97 locations results in 100 TAM-funded locations recommended for the 2019/2020

FISCAL CONSIDERATION:

The fiscal impacts of the recommended actions are within the existing levels established by the TAM Board and will be reflected in the 2019/2020 annual budget. The crossing guard contract with ACMS has been approved for a five-year period and the number of guards in the recommended Program for next school year (the second year of the five-year contract period) is consistent with the contract approval.

NEXT STEPS:

TAM will work with ACMS, the school districts, schools and local agencies to close out the current school year activities and prepare for the 2019/2020 school year.

ATTACHMENTS:

A. TAM Crossing Guard Program – June 2019

THIS PAGE LEFT BLANK INTENTIONALLY

TAM Crossing Guard Program - June 2019

June 27, 2019 Board Meeting Item 7A

Attachment A

June 2019 Ranking	Location	City/Community	Total Weighted Score	TAM-Contract Guard for 2019/2020	Notes
1	Bahia Way & Kerner Boulevard	San Rafael	Note 1	X	2014 Score = 145
2	Nova Albion Way at Vallecito School	San Rafael	Note 1	X	2014 Score = 140
3	Sir Francis Drake Boulevard & Oak Tree Lane	Fairfax	Note 1	X	2014 Score = 140
4	Center Road & Leland Drive	Novato	Note 1	X	2014 Score = 134
5	East Blithedale Avenue & Lomita Avenue	Mill Valley	Note 1	X	2014 Score = 133
6	Sutro Avenue & Dominic Drive	Novato	Note 1	X	2014 Score = 133
7	Paladini Road & Vineyard Road	Novato	Note 1	X	2014 Score = 132
8	East Strawberry Drive at Strawberry School	Marin County	Note 1	X	2014 Score = 129
9	Sir Francis Drake & Glen Drive	Fairfax	Note 1	X	2014 Score = 129
10	Camino Alto & Sycamore Avenue	Mill Valley	Note 1	X	2014 Score = 127
11	Tiburon Boulevard & Lyford Drive	Tiburon	Note 1	X	2014 Score = 124
12	Miller Avenue & Evergreen Avenue	Mill Valley	Note 1	X	2014 Score = 122
13	Woodland Avenue & Lindaro Street	San Rafael	Note 1	X	2014 Score = 120
14	Sutro Avenue (in front of Pleasant Vly Elementary)	Novato	Note 1	X	2014 Score = 120
15	Butterfield Road & Green Valley Court	San Anselmo	Note 1	X	2014 Score = 118
16	San Ramon Way & San Benito Way	Novato	Note 1	X	2014 Score = 116
17	177 North San Pedro Road	San Rafael	Note 1	X	2014 Score = 115
18	Miller Avenue & Almonte Boulevard	Mill Valley	146	X	
19	Sunset Parkway & Merritt Drive	Novato	141	X	
20	Doherty Drive & Rose Lane (East) (at Piper Park)	Larkspur	140	X	
21	Sunset Parkway & Ignacio Boulevard	Novato	133	X	
22	Shoreline Highway & Almonte Boulevard	Mill Valley	132	X	
23	Ross Common (at Post Office)	Ross	128	X	
24	Kerner Boulevard & Canal Street	San Rafael	124	X	
25	Lomita Drive (in front of Edna Maguire School)	Mill Valley	118	X	
26	Mohawk Avenue (in front of Neil Cummins School)	Corte Madera	115	X	Note 4
27	Tiburon Boulevard & San Rafael Avenue	Tiburon	114	X	
28	McAllister Avenue & Stadium Way	Kentfield	113	X	
29	College Avenue & Stadium Way	Kentfield	112	X	
30	San Ramon Way & San Juan Court	Novato	112	X	
31	Lovell Avenue & Old Mill Street	Mill Valley	112	X	
32	Tiburon Boulevard & Avenida Mireflores	Tiburon	111	X	
33	Larkspur Plaza Drive (Tam Racket Club) & Doherty Drive	Larkspur	110	X	
34	Bell Lane & Enterprise Concourse	Mill Valley	110	X	
35	Bahia Way at School Entrance	San Rafael	110	X	
36	5th Avenue & River Oaks Drive	San Rafael	110	X	

TAM Crossing Guard Program - June 2019

June 27, 2019 Board Meeting Item 7A

Attachment A

June 2019 Ranking	Location	City/Community	Total Weighted Score	TAM-Contract Guard for 2019/2020	Notes
37	Sir Francis Drake Boulevard & Laurel Grove Avenue (East)	Kentfield	109	X	
38	Alameda De La Loma & Calle De La Mesa (East)	Novato	109	X	
39	Karen Way (in front of school)	Tiburon	108		Guard Provided by others
40	Lagunitas Road & Allen Avenue	Ross	108	X	
41	Redwood Avenue & Pixley Avenue	Corte Madera	107	X	Note 5
42	Hickory Avenue (near Mohawk Avenue)	Corte Madera	106	X	
43	Spindrift Passage & Prince Royal Passage	Corte Madera	106	X	
44	Knight Drive & Ashwood Court	San Rafael	106	X	
45	Las Gallinas Avenue & Elvia Court	San Rafael	105	X	
46	Magnolia Avenue & Wiltshire Avenue	Larkspur	101	X	
47	Lagunitas Road & Ross Common	Ross	99	X	
48	South Novato Boulevard & Lark Court	Novato	96	X	
49	Center Road & Wilson Avenue	Novato	93	X	
50	Tiburon Boulevard & Mar West Street	Tiburon	93	X	
51	Throckmorton Ave & Old Mill Street	Mill Valley	92	X	
52	Sir Francis Drake Boulevard & Marinda Dr	Fairfax	92	X	
53	Sir Francis Drake Boulevard & Manor Road	Kentfield	91	X	
54	Tiburon Boulevard & Stewart Drive	Tiburon	91	X	
55	Buchanan Drive & Wateree Street	Sausalito	89	X	Note 5
56	Shoreline Highway & Pine Hill Road	Mill Valley	89	X	
57	Tiburon Boulevard & Trestle Glen Boulevard	Tiburon	88	X	
58	Wilson Avenue & Vineyard Road	Novato	87	X	
59	Oak Manor Drive (mid-block at school)	Fairfax	87	X	
60	South Novato Boulevard & Yukon Way	Novato	86	X	
61	Buchanan Drive (at school driveway)	Sausalito	84	X	Note 5
62	East Blithedale Avenue & Elm Avenue	Mill Valley	82	X	
63	San Benito Way & San Ramon Way (south)	Novato	82	X	
64	Mt Shasta Drive & Idylberry Road	Lucas Valley	81	X	
65	Tiburon Boulevard & Kleinert Way/Ned's Way	Tiburon	81	X	
66	Sir Francis Drake Boulevard & Bon Air Road	Kentfield	79	X	
67	Nova Albion Way & Montecillo Road	San Rafael	78	X	
68	Olive Avenue (in back of school)	Novato	78	X	
69	College Avenue & Woodland Avenue/Kent Avenue	Kentfield	75	X	
70	Butterfield Road & Rosemont Avenue (in front of School)	San Anselmo	75	X	
71	Blackstone Drive & Las Gallinas Avenue	San Rafael	74	X	
72	San Marin Drive & San Ramon Way	Novato	74	X	
73	Adams Street & Johnson Street	Novato	73	X	

TAM Crossing Guard Program - June 2019

June 27, 2019 Board Meeting Item 7A

Attachment A

June 2019 Ranking	Location	City/Community	Total Weighted Score	TAM-Contract Guard for 2019/2020	Notes
74	Redwood Highway & NB Off-Ramp/DeSilva Drive (at POC)	Marin County	73	X	
75	Olema-Bolinas Road (in Front of School)	Bolinas	73	X	
76	Las Gallinas Avenue & Miller Creek Road	San Rafael	72	X	
77	Woodland Avenue & Eva Street	San Rafael	70	X	
78	Magnolia Avenue & King Street	Larkspur	70	X	
79	Tiburon Boulevard & East Strawberry Drive	Marin County	70	X	
80	Redwood Highway & Southbound Seminary Drive On-Ramp	Mill Valley	70	X	
81	Sir Francis Drake Boulevard & College Avenue	Kentfield	69	X	
82	One Main Gate Road at School	Novato	69	X	
83	Ricardo Lane & East Strawberry Drive	Marin County	68	X	
84	Happy Lane & 5th Avenue	San Rafael	68	X	
85	Blackfield Drive & Cecilia Way	Tiburon	68	X	
86	Gibson Avenue & Shoreline Highway	Tamalpais Valley	67	X	
87	Belle Avenue (in front of school)	San Rafael	67	X	
88	East Blithedale Avenue & Buena Vista Avenue	Mill Valley	67	X	
89	Center Road & Tamalpais Avenue	Novato	65	X	
90	Avenida Mireflores at School	Tiburon	65	X	
91	North San Pedro Road & Roosevelt Avenue	San Rafael	65	X	
92	Marinwood Avenue & Miller Creek Road	San Rafael	65	X	
93	Woodland Avenue & Lovell Avenue	San Rafael	64	X	
94	Corte Madera Avenue & Tamalpais Drive (& Redwood)	Corte Madera	63	X	
95	Wilson Avenue at X-walk to field	Novato	63	X	
96	Bon Air Road & South Eliseo Drive	Marin County	62	X	Note 7
97	Ross Avenue & Kensington Road	San Anselmo	61	X	
98	Nova Albion Way & Arias Street	San Rafael	61	X	
99	Sir Francis Drake Boulevard & Oak Manor Drive	Fairfax	61	X	
100	South Novato Boulevard & Sunset Pkwy	Novato	61	X	TAM Funding Cutoff
101	West Castlewood Drive & Knight Drive	San Rafael	60		
102	Woodland Avenue (at back of Wade Thomas school)	San Anselmo	59		
103	Tiburon Boulevard & Blackfield Drive	Tiburon	59	X	Guard from Rank 39
104	Almonte Boulevard & Rosemont Avenue	Mill Valley	59		
105	Sunset Parkway & Lynwood Drive	Novato	57	X	Guard funded by others (Note 6)
106	Sir Francis Drake Boulevard & Broadmoor Avenue	San Anselmo	54		
107	Richmond Road & Belle Avenue	San Anselmo	54		
108	Shoreline Highway (in front of West Marin School)	Point Reyes Station	53		
109	Sir Francis Drake Boulevard & Saunders Avenue	San Anselmo	52		
110	Golden Hind Passage (in front of school)	Corte Madera	52		

TAM Crossing Guard Program - June 2019

June 27, 2019 Board Meeting Item 7A

Attachment A

June 2019 Ranking	Location	City/Community	Total Weighted Score	TAM-Contract Guard for 2019/2020	Notes
111	San Marin Drive & San Carlos Way	Novato	52		
112	Sir Francis Drake Boulevard & Lagunitas Road	Ross	51		
113	Center Road & Diablo Avenue	Novato	51	X	Guard funded by others (Note 6)
114	Arthur Street & Hayes Street	Novato	48	X	Guard funded by others (Note 6)
115	Sir Francis Drake Boulevard & Butterfield Road	San Anselmo	47		
116	Marin Street & Bayview Street	San Rafael	46		
117	Racquet Club Drive & 5th Avenue	San Rafael	45		
118	Nevada Street & Tomales Street	Sausalito	44		Note 5
119	Arthur Street & Cambridge Street	Novato	43	X	Guard funded by others (Note 6)
120	Grand Avenue & Jewell Street	San Rafael	43		
121	Sir Francis Drake Boulevard & Tamal Avenue	San Anselmo	42		
122	Blackfield Drive & Karen Way	Tiburon	42		
123	Sutro Avenue & Center Road	Novato	42		
124	Melrose Avenue & Evergreen Avenue	Tamalpais Valley	41		
125	Arthur Street & Taft Court/Tyler Street	Novato	41		
126	Sir Francis Drake Boulevard & Wolfe Grade	Kentfield	40	X	Guard funded by others (am only)
127	Bridgeway & Nevada Street	Sausalito	39		Note 5
128	Bellam Boulevard & I-580 on ramp	San Rafael	38		
129	Arias Street & Trellis Drive	San Rafael	38		
130	Avenida Mireflores & Hilary Drive	Tiburon	38		
131	Montford Avenue & Melrose Avenue	Tamalpais Valley	35		
132	Paradise Drive & Seawolf Passage	Corte Madera	35	X	Guard funded by others
133	End of Tinker Way	Novato	34		
134	Wilson Avenue & Hansen Road	Novato	34		
135	Nova Albion Way & Las Gallinas Avenue	San Rafael	33		
136	Tamalpais Drive & Eastman Avenue	Corte Madera	32		
137	Woodland Avenue & Siebel Street	San Rafael	31		
138	Bellam Boulevard & I-580 off ramp	San Rafael	31		
139	Lincoln Avenue & Paloma Avenue	San Rafael	29		
140	Main Gate Road & C Street	Novato	27		
141	Tiburon Boulevard & Rock Hill Drive	Tiburon	27		Note 7
142	Kleinert Way & Neds Avenue	Tiburon	27		
143	Sir Francis Drake Boulevard & Bolinas Avenue	San Anselmo	23	X	Guard funded by others (Service starts August 2019)
144	Bellam Boulevard & Anderson Drive	San Rafael	19		
145	Bellam Boulevard & Francisco Boulevard East	San Rafael	16		
146	Trumbull Avenue & Vineyard Road	Novato	14		
147	Olive Avenue & Summers Avenue	Novato	13		

TAM Crossing Guard Program - June 2019

June 27, 2019 Board Meeting Item 7A

Attachment A

June 2019 Ranking	Location	City/Community	Total Weighted Score	TAM-Contract Guard for 2019/2020	Notes
148	Diablo Avenue & Hotchkin Drive	Novato	5		
149	Evergreen Avenue & Ethel Avenue	Tamalpais Valley	Note 2		2014 Score = 41
150	Sir Francis Drake Boulevard & Meadow Way	San Geronimo	Note 2		2014 Score = 39
151	Sir Francis Drake Boulevard & South Eliseo Drive	Kentfield	Note 2		2014 Score = 37
152	Richmond Road & Mariposa Avenue	San Anselmo	Note 2		2014 Score = 36
153	Sir Francis Drake Boulevard & Barber Avenue/Ross Avenue	San Anselmo	Note 2		2014 Score = 29
154	Olema-Bolinas Road & Mesa Road	Bolinas	Note 2		2014 Score = 28
155	Sequoia Drive & Red Hill Avenue (Miracle Mile)	San Anselmo	Note 2		2014 Score = 25
156	Sir Francis Drake Boulevard & Aspen Court	San Anselmo	Note 2		2014 Score = 21
157	Harvard Avenue & Wellesley Avenue	Tamalpais Valley	Note 2		2014 Score = 20

Notes:

- 1) No 2017 volume data collected. Ranked 30 or above in last two count cycles (shown in same ranked order as in 2014 ranked list)
- 2) No 2017 volume data collected. Ranked 110 or below in last two count cycles (shown in same ranked order as in 2014 ranked list)
- 3) Tie breaker for locations with the same score is based on the peak hour pedestrian volume (not combined volumes).
- 4) District providing guard at Mohawk Avenue (in front of Neil Cummins School) (Rank 26) discontinued for 2019/2020 school year.
- 5) Site added June 2019 (i.e. after last Recertification)
- 6) NUSD funding four locations - locations subject to change
- 7) Site added November 2018 (i.e. after last Recertification)

THIS PAGE LEFT BLANK INTENTIONALLY



DATE: June 27, 2019

TO: Transportation Authority of Marin Board of Commissioners

FROM: Dianne Steinhauser, Executive Director
Li Zhang, Chief Financial Officer

SUBJECT: Appointments to the Citizens' Oversight Committee (Action), Agenda Item No. 7b

RECOMMENDATION:

The TAM Board accepts the nominations and appoints the following members and alternates to a four-year term on TAM's Citizens' Oversight Committee (COC):

- Member: Mr. Scott Tye, West Marin Planning Area
- Member: Mr. Allan Bortel, Marin County Paratransit Coordinating Council

BACKGROUND:

The COC oversees the ½-cent Measure A/AA Half-Cent Transportation Sales Tax and the Measure B \$10 Vehicle Registration Fee revenue and expenditure activities. As an independently functioning group, the COC assure that the voter approved Measure A/AA Sales Tax and Measure B VRF Expenditure Plans are carried out accordingly. The COC is composed of 12 members and 12 alternates who are private citizens residing in Marin County and collectively represent the diversity of Marin County. All COC members should have no economic interest in TAM's projects. Over the years, due, in part, to the dedication and strong support of the members, the COC has become an indispensable part of TAM.

DISCUSSION/ANALYSIS:

A number of positions on TAM's COC expired on May 31, 2019. Staff reached out to all current members/alternates to re-apply or to recommend suitable candidates to replace them on this committee. An application is also posted on the TAM website for all interest parties to apply as part of an ongoing effort to continue to fill out the remaining vacant positions. Staff is happy to report that most of the current members decided to continue their service on the committee. The table below illustrates all COC positions by representing organization or planning area. Staff will continue to actively solicit nominations for the COC and fill any remaining vacancies. As part of the Board's June action, staff recommends that the TAM Board appoint the following Marin citizens to the COC for his/her respective position.

Mr. Scott Tye, Member representing the West Marin Planning Area: Mr. Tye is a longtime activist and local legend in Stinson Beach and has been a resident of Marin since 1974. As someone who really cares about the wellbeing and future of his local community, Mr. Tye has been dedicating most of his free time to various committees and boards, including the Marin County Civil Grand Jury, the Stinson Beach Country Water District, the Stinson Beach Village Association, Committee for Comprehensive Transportation Management for South Marin Parklands, and the TAM's Citizens' Oversight Committee. Through those critical groups, Mr. Tye voiced his opinions and made great contributions to the successful solution and improvement of various local projects and issues, especially traffic and environmental issues in the West Marin area.

Mr. Allan Bortel, Member representing the Marin County Paratransit Coordinating Council: A successful Wall Street stock analyst prior to retirement, Mr. Bortel brings to the COC a wide range of experiences, which help the Committee act with confidence when reviewing the financials of the agency. Mr. Bortel has been a resident of Marin County for 47 years. He has dedicated much of his time after retirement to various services that help improve mobility and quality of life, especially for seniors, in Marin. Mr. Bortel's extensive volunteering services include serving on the Non-Motorized Transportation Pilot Program Citizen's Advisory Committee, Marin Paratransit Coordinating Council, Marin County Commission on Aging, Steering Committee of the Marin County Senior Information Fair, Land Use and Transportation Committee of Marin Conservation League, Belvedere-Tiburon Library Trustee, and Board of Marin Villages, just to name a few. For his dedication and outstanding service, Mr. Bortel was honored as the Volunteer of the Year by the Redwoods Retirement Residence in 2006 and Volunteer of the Year by the Aging Services of California in 2011.

FISCAL CONSIDERATION:

Not Applicable.

NEXT STEPS:

Staff will continue to actively solicit nominations and applications to fill the remaining vacant positions.

**TAM Citizens' Oversight Committee Membership
 (June 2019)**

Position	Candidate	Term Expiration
Northern Marin Planning Area – (1)	Member – Charley Vogt Alternate – Veda Florez	2021
Central Marin Planning Area – (1)	Member - Joy Dahlgren Alternate – Jeffrey Olson	2021
Ross Valley Planning Area – (1)	Member – Paul Roye Alternate – Vacant	2023
Southern Marin Planning Area – (1)	Member - Robert Burton Alternate – Jayni Allsep	2023
West Marin Planning Area – (1)	Member – Scott Tye Alternate – Vacant	2023
Marin County Paratransit Coordinating Council – (1)	Member - Allan Bortel Alternate – Vacant	2023
Advocacy Group Representing Bicyclists and Pedestrians – (1)	Member – Vince O’Brien Alternate – Vacant	2023
Environmental Organizations – (1)	Member – Kate Powers Alternate – Nancy Okada	2021
School Districts – (1)	Member – Zack Macdonald Alternate – Vacancy	2021
Major Marin Employers – (1)	Member – Peter Pelham Alternate – Vacant	2021
Taxpayer Group – (1)	Member – Paul Premo Alternate - Vacancy	2021
League of Women Voters – (1)	Member – Kevin Hagerty Alternate – Kay Noguchi	2023

THIS PAGE LEFT BLANK INTENTIONALLY



DATE: June 27, 2019

TO: Transportation Authority of Marin Board of Commissioners

FROM: Dianne Steinhauser, Executive Director
Li Zhang, Chief Financial Officer

SUBJECT: Review and Acceptance of 2019 Measure A 1/2-Cent Transportation Sales Tax Compliance Auditee Selection List (Action), Agenda Item No. 7c

RECOMMENDATION:

The TAM Board reviews and accepts the 2019 Measure A 1/2-Cent Transportation Sales Tax Compliance Auditee Selection List. The Administration, Projects and Planning Executive Committee reviewed the selection at its June 10, 2019 meeting and voted unanimously to refer the selection to the TAM Board for approval.

BACKGROUND:

The Measure A Half-Cent Transportation Sales Tax Expenditure Plan provides TAM with the authority and responsibility to audit all Measure A fund recipients for their use of the sales tax proceeds. Independent compliance audits are explicitly permitted under the terms and conditions of TAM's funding agreements/contracts with all Measure A 1/2-Cent Transportation Sales Tax funding recipients. The TAM Board adopted the Measure A Compliance Audit Policy at its October 28, 2010 Board meeting and the implementation of the Policy started in 2011. The 2019 audit cycle is the ninth one.

DISCUSSION/ANALYSIS:

Funding Recipients Recommended for the 2019 Compliance Audit:

The 2019 Compliance Audit Cycle will cover Measure A 1/2-Cent Sales Tax expenditures which occurred in or prior to FY2018-19. Those audits will help TAM further confirm that Measure A 1/2-Cent Sales Tax funds are spent in accordance with the requirements of the Expenditure Plan. Based on the requirement of the Compliance Audit Policy, a total of five compliance audits are recommended to be conducted for this round as presented in the table on Page 2.

Proposed Measure A Fund Recipients Selected for the 2019 Compliance Audit Cycle

No.	Fund Recipient	Measure A Funding Strategy
Interest Revenue Funding Usage		
1	City of San Rafael	Usage of Multi-Use Path Maintenance Funds
2	County of Marin	Usage of Multi-Use Path Maintenance Funds
Strategy 1 Local Bus Transit System		
3	Marin Transit	Local Transit, for all Measure A funds received for its FY2018-19 transit operation and capital needs
Strategy 2 Highway 101 Gap Closure		
	None	
Strategy 3 Local Transportation Infrastructure		
4	City of Sausalito	Strategy 3.2, Local Roads, for its usage of the FY2018-19 or prior Measure A Local Roads funds
Strategy 4 School Related Congestion and Safer Access to Schools		
6	Town of Fairfax	Strategy 4.3, Safe Pathways to School, Large Capital Project, for Measure A funds received for Fairfax Bike Spine Gap Completion Project

FISCAL CONSIDERATION:

Funding needed for this effort is included in the FY2019-20 Annual Budget and staff expects the task will be finished on schedule and within budget.

NEXT STEPS:

Funding recipients selected for the 2019 Compliance Audit cycle will be formally notified once the TAM Board approves the staff recommendation. Staff will also conduct a workshop in August to provide fund recipients opportunities to fully understand the compliance audit process and requirements. A detailed audit timeline will be made available at the workshop as well. All compliance audit reports will be presented to the Citizens' Oversight Committee, Administration, Projects, and Planning Executive Committee, and the TAM Board for review and acceptance.

Staff will also start the revision process to the current compliance audit policy to include Measure AA funding recipients/projects/programs and bring the revised policy for review and approve in the near future.

ATTACHEMNTS

None



DATE: June 27, 2019

TO: Transportation Authority of Marin Board of Commissioners

FROM: Dianne Steinhauser, Executive Director
Derek McGill, Planning Manager
Scott McDonald, Senior Transportation Planner

SUBJECT: Accept Caltrans Planning Grant for Bus on Shoulder and Authorize Local Resolution of Support (Action), Agenda Item No. 7d

RECOMMENDATION

Review and approve the resolution Authorizing the Executive Director to execute Agreements with Caltrans to accept a Caltrans Planning Grant to conduct a Bus on Shoulder Feasibility Study for Highway 101 and approve matching funds from TAM required by the grant. Refer actions to the TAM Board for approval.

On June 10, the TAM Administration, Projects & Planning Executive Committee unanimously approved and referred this recommendation to the full TAM Board.

BACKGROUND

TAM has discussed the concept for a bus on shoulder pilot project in Marin County at multiple occasions in the recent years, most notably during the Highway 101 carpool lane hours of operations discussions in 2017. At its June 1, 2017 meeting, the TAM board approved a resolution supporting HOV hours of operations changes in conjunction with a number of improvements to benefit all users on the highway, including improvements such the completion of the Marin Sonoma Narrows, highway interchange improvements, ramp metering and a Bus on Shoulder Pilot Project.

Under the guidance of the Board, TAM staff has been working on advancing the suite of projects that can benefit all users on Highway 101. In November 2018, staff submitted a grant application to Caltrans for funding needed to conduct a Feasibility Study for a Bus on Shoulder Pilot Project. This study will enable partner participation to shape the outcome, including the County of Marin, City of San Rafael, City of Novato, Golden Gate Transit, Marin Transit, Caltrans, MTC, SMART, and CHP. The effort will enable the team to further understand the cost of a pilot project, potential benefits to users in the corridor, and operational and capital improvements needed to accommodate the bus on shoulder.

Additionally, the Bus on Shoulder Pilot Project was included in the initial project list submitted to MTC for the upcoming Regional Transportation Plan update, Plan Bay Area 2050, as discussed at the TAM Board in April 2019.

In May 2019, TAM staff received notification from Caltrans that the Bus on Shoulder Feasibility Study grant application resulted in TAM being awarded the requested amount of \$308,000 in state funding. In order to accept this grant, an agreement with Caltrans must be entered into, and a resolution of support by the TAM board is required (Attachment A).

DISCUSSION/ANALYSIS

Bus on shoulder is a concept that has been successfully implemented in various parts of the US, as well as piloted in California. During peak hours, public transit buses are allowed to operate on the shoulder of the highways to bypass areas of traffic congestion. This operational exception can significantly improve travel times for transit users, and make transit services a more attractive travel option.

In Marin County, more than 500 buses use Highway 101 every day, carrying over 20,000 people on both regional services provided by Golden Gate Transit, and local services provided by Marin Transit. The buses normally utilize either the inside HOV lane or the outside lane if required to serve the bus stops. These particular buses must wait in the same back-up as the general purpose traffic. Traffic congestion is often cited by transit operators as the main cause poor travel reliability and longer travel time.

This study will provide a feasibility assessment and conceptual design for converting the existing shoulders of Highway 101 to limited-hour bus only lanes in Marin County. This study will assess the use of limited-hour bus only shoulder lanes to improve transit speed, reliability and ridership on the heavily congested portions of Highway 101. During the study, TAM will work with local communities, Caltrans, Transit Operators and the California Highway Patrol to identify the proposed locations of bus on shoulder facilities in the county, preferred operational concept, potential user benefits, and project costs estimate. The project location for this study would extend from Downtown San Rafael to San Marin Drive in Novato. Highway shoulders are not available in Southern Marin, as all available space was utilized in order to implement the Carpool Lanes on Highway 101 and various auxiliary lanes between interchanges.

TAM staff will convene a project development team to conduct this study including staff from Marin Transit, Golden Gate Transit, SMART, California Highway Patrol, Caltrans, MTC, County of Marin, and the cities of Novato and San Rafael. The feasibility study would be developed over the course of two years, and would develop a preferred operational concept, an analysis of ridership and user benefits, public outreach, and initial capital and operational costs for this project. One of the key elements of this work is the development of an implementation plan to understand how any proposed pilot project would fit within other improvements in the corridor such as ramp metering, completion of the Marin Sonoma Narrows, and highway interchange improvements.

FISCAL CONSIDERATION

TAM staff have estimated the cost of the feasibility study, including elements of ridership analysis, operational concept development and public outreach, to be about \$350,000. Caltrans has awarded \$308,000 in state funds, and TAM's local contribution from City/Town/County fees would make up the \$42,000 funding gap.

The Proposed FY2019-20 TAM Annual Budget, which is currently under the 30-day public comment period, will be updated to reflect the revenue and expenditure that will occur in FY2019-20.

NEXT STEPS

TAM will enter into agreement with Caltrans and staff will convene the project development team. An RFP will be issued and a qualified consultant team will be hired to conduct the study. Staff will return to the Board for approval of the contract award.

ATTACHMENTS

Attachment A: Resolution Authorizing the Executive Director to Execute the Caltrans Agreements.

TAM RESOLUTION NO. 2019-05

RESOLUTION OF THE TRANSPORTATION AUTHORITY OF MARIN AUTHORIZING THE EXECUTIVE DIRECTOR TO EXECUTE AGREEMENTS WITH THE CALIFORNIA DEPARTMENT OF TRANSPORTATION FOR THE MARIN COUNTY US-101 BUS ON SHOULDER FEASIBILITY STUDY

WHEREAS, The Transportation Authority of Marin (TAM) is eligible to receive Federal and State Funding for certain transportation planning related plans, through the California Department of Transportation; and,

WHEREAS, a Restricted Grant Agreement is needed to be executed with the California Department of Transportation before such funds can be claimed through the Transportation Planning Grant Programs; and,

WHEREAS, the California Department of Transportation has awarded TAM \$308,000 in funding for the Marin County US 101 Bus on Shoulder Feasibility study; and,

Whereas, the TAM board authorizes matching funds totaling \$42,000 as a match to the state grant;

WHEREAS, TAM wishes to delegate authorization to execute these agreements and any amendments thereto;

NOW THEREFORE BE IT RESOLVED, that the TAM Board of Commissioners, hereby authorizes the Executive Director to execute all Restricted Grant Agreements and any amendments thereto with the California Department of Transportation.

PASSED AND ADOPTED at a regular meeting of the Transportation Authority of Marin held on the 27th day of June, 2019, by the following vote:

- AYES: Commissioners:
- NOES: Commissioners:
- ABSTAIN: Commissioners:
- ABSENT: Commissioners:

Judy Arnold, Chair
Transportation Authority of Marin

ATTEST:

Dianne Steinhauser
Executive Director

THIS PAGE LEFT BLANK INTENTIONALLY



DATE: June 27, 2019

TO: Transportation Authority of Marin Board of Commissioners

FROM: Dianne Steinhauser, Executive Director
Project Delivery Team

SUBJECT: Review and Accept the Updated Project Status Report (Action), Agenda Item No. 7(e)

RECOMMENDATION

Staff reviewed and summarized various projects in the attached TAM Project Status Report at the last Administration, Projects & Planning Executive Committee meeting who referred the item to the TAM Board for acceptance.

BACKGROUND:

Over prior years, staff provided the TAM Board with various project fact sheets on an as-needed basis. Through the discussions over the current and upcoming major projects, the Board and staff believe that a regular project status report will help the Board and the general public to stay updated with the changes and progress TAM is making with major capital projects. It was also determined through the process, with reviewing of various project reports from other peer agencies, that up to date funding commitment and spending activities are useful information that can help the Board and the general public fully understand the overall project status.

The original TAM Project Status Report was developed and provided to the TAM Finance and Policy Executive Committee for review at its October 8, 2018 meeting. TAM staff provided the first updated report at its January 2019 TAM Board meeting as part of the Executive Director's Report. It was also recommended at that time that staff will bring updates back about every 6 months.

DISCUSSION/ANALYSIS:

Project Status Report Highlights:

The purpose of the ongoing Project Status Report is to provide the TAM Board, as well as the general public, with a timely update for on-going projects that are actively managed and/or funded by TAM. The Project Status Report covers on-going projects that are active and projects that are in planning phase.

Active Projects covers all projects that are in environmental, design or construction phases. All those projects are well defined and, in most cases, fully funded. This report includes five active projects as well as an overview of the Marin Sonoma Narrows (MSN) Corridor. The five projects are: MSN B7&8 and MSN – B3; North-South Greenway Gap Closure Project – North Segment; North-South Greenway Gap Closure Project – South Segment; and the Bellam Boulevard Off-Ramp from Northbound US 101.

Planning Projects cover emerging high priority projects that TAM is devoting resources to study various options. Those projects most likely will become active projects in the foreseeable future. The report includes two projects in the planning phase: Northbound US 101 to Eastbound Interstate 580 Direct Connector and State Route 37.

FISCAL CONSIDERATION:

None.

NEXT STEPS:

The next project fact sheets update will be provided in November/December 2019.

ATTACHMENTS:

Attachment: TAM Project Status Report



Transportation Authority of Marin

Project Status Report

June 2019

Project Status Report

June 2019

ON-GOING PROJECTS

A. PROJECTS – ACTIVE

Marin-Sonoma Narrows – Corridor Overview1
 Marin-Sonoma Narrows – B7 and B8 2
 Marin-Sonoma Narrows – B34
 North-South Greenway Gap Closure Project – Northern Segment.....6
 North-South Greenway Gap Closure Project – Southern Segment.....8
 Improve Bellam Boulevard Off-Ramp from Northbound US 101.....10

B. PROJECTS - PLANNING PHASE

Northbound US 101 to Eastbound Interstate 580 Direct Connector.....12
 State Route 37.....14

C. OTHER

Project Phase Definitions16
 Acronyms and Abbreviations17

● Indicates delay in schedule, increase in cost and/or increase in funding shortfall since last update.

Project US 101 Marin-Sonoma Narrows (MSN) Overview

Partners Caltrans, Sonoma County Transportation Authority and Transportation Authority of Marin
Jurisdiction(s) Novato, Petaluma

Scope

Widening of approximately 17 miles of US 101 from four to six lanes by adding carpool lanes in each direction and constructing new interchanges and frontage roads to remove unsafe access from private properties and local roads. Includes continuous Class I and Class II bikeways between Novato and Petaluma.

Project will be completed through a series of phases based on operational priority (level of need) and funding availability.

Status

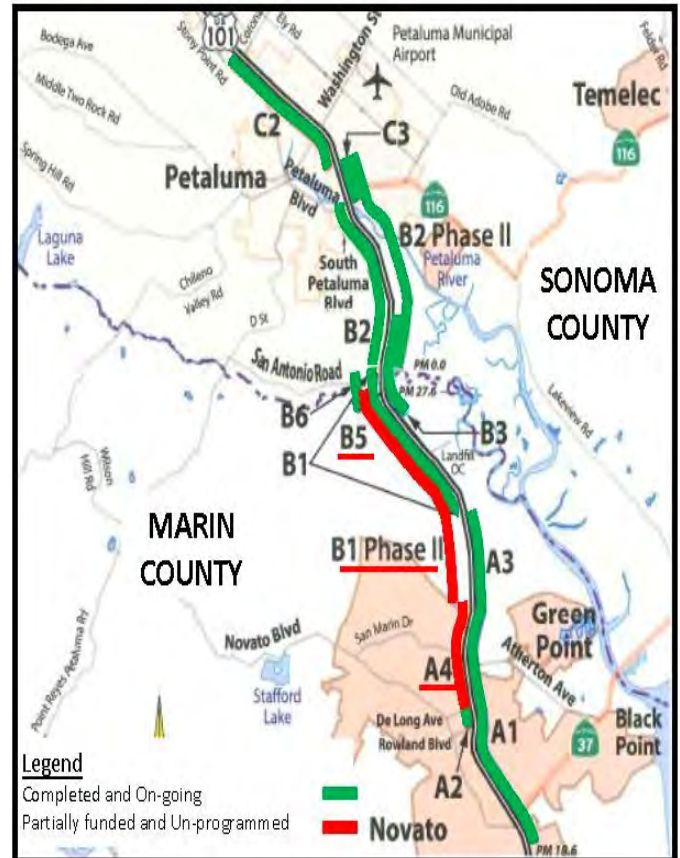
- Design is underway for the carpool lanes between North Novato to Olompali. (MSN B7 and B8)
- Construction is nearing completion for the Highway 101 San Antonio Creek bridge and curve correction (Segment B3), spanning three miles at the Marin/Sonoma County line and should be completed in its entirety Fall 2019.
- All remaining Sonoma County segments are underway.

Issues/Areas of Concern

- Additional funding is needed to complete the remaining segments in Marin.

MARIN-SONOMA NARROWS STATISTICS

Project length.....17 miles
 Avg. daily traffic – 2013.....146,000 vehicles
 Avg. daily truck traffic – 2013.....6,200 trucks
 Marin County / Sonoma County total
 populations.....258,000/495,000
 Vehicle hours of delay (at less than 35 mph).....978,400
 Funds programmed for MSN.....\$419,552,000
 Funds needed to complete MSN.....~ \$200,000,000



Phase Status

A1	Completed
A2	Completed
A3	Completed
B1 Phase I	Completed
B7 (Formerly B1-Phase II; See Fact Sheet)	Partially Funded
B2 Phase I	Completed
B2 Phase II	In Progress
B3 (See Fact Sheet)	In Progress
B8 (Formerly A4 & B5; See Fact Sheet)	Partially Funded
B6	In Progress
C1	Completed
C2	In Progress
C3	Completed

Project	US 101 Marin-Sonoma Narrows – B7 and B8
Partners	Caltrans, Sonoma County Transportation Authority, and Transportation Authority of Marin
Jurisdiction(s)	Novato

Scope

Construct a southbound HOV lane from 0.3 mile south of the Marin/Sonoma County line to just south of Franklin Avenue Overhead, and a northbound HOV lane from 1.7 miles north of Atherton Avenue Overcrossing to 0.3 mile south of the Marin/Sonoma County line. Project includes bridge widening, roadway widening and replacement, interchange modifications (Redwood Landfill Interchange), complete all HOV lanes in the NB and SB direction respectively, standardize inside and outside shoulders, and correct the roadway horizontal alignment and vertical profile, along with relocating remaining utilities.

Status

- Working with engineering consultant and Caltrans to design the project. Since the project is not currently fully funded, additional design funds will be needed to complete the design by December 2019 for a targeted mid 2020 construction start. TAM Measure AA and RM3 funds are being targeted.

Issues/Areas of Concern

- The project is an aggregation of three MSN projects, formerly called the B1 Phase II, A4 and B5 projects. Due to desire to complete the design plan by December 2019 and the potential lengthy process with right-of-way (ROW) acquisition, the project will be split into two concurrent paths: (1) design and construction of the HOV lanes (MSN B7) and (2) ROW acquisition and utility relocation (MSN B8). The design and construction path seeks to decouple any potential delays from the ROW acquisition process.

Updates from Previous Quarterly Report

- N/A



Schedule

Planning	N/A
Environmental Clearance	2009
Design	2018-2019
Right of Way and Utilities	2018-2021
Construction	2020-2022

Estimated Cost by Project Phase

Planning	N/A
Environmental Clearance	N/A
Design	\$8,000,000
Right of Way and Utilities	6,000,000
Construction	106,000,000
TOTAL	\$120,000,000

Funding by Source

STIP Right of Way Excess Fund	\$700,000
SB1-LPP	500,000
STP	2,000,000
RM3 (Pending)	116,800,000
TOTAL	\$120,000,000

Project US 101 Marin-Sonoma Narrows – B7 and B8

Contracts and Agreements Managed by TAM

Contract or Agreement No.	Amend No.	Open/ Closed	Agency/Consultant	Description	Appropriated Amount	Funding Source	Billed to Date	Percent Billed
C-FY18-12	3	Open	BKF Engineers	Design and Support Engineering Services	\$3,200,000	STIP ROW Fund & STP	\$1,062,113	33%
				TOTAL	\$3,200,000		\$1,062,113	33%

Project **Marin-Sonoma Narrows B3 – US 101 San Antonio Creek Bridge Replacement and HOV Lanes**

Partners Caltrans, Sonoma County Transportation Authority, and Transportation Authority of Marin
Jurisdiction(s) Novato, Petaluma

Scope

Construct a new San Antonio Creek Bridge, build a bicycle facility across San Antonio Creek to connect with San Antonio Road with Petaluma Blvd South frontage road. Realign a portion of US 101 to the west, with widening of the roadway for future carpool lanes and raise the roadway out of the flood plain and improve sightlines.

Status

- San Antonio Creek Bridge complete - late 2017.
- Both Northbound and Southbound traffic shifted to new alignment - Late 2018.
- Frontage roads are open to local traffic.
- Bicycle path will be completed in August/September 2019.
- Completion is anticipated Fall 2019

Issues/Areas of Concern

- Project conform/transition point conflicts with Sonoma County MSN project B2 Phase 2 to the north have been resolved, but complex coordination and scheduling issues between contractors remain.

Updates from Previous Quarterly Report

- Appurtenant work will continue until Fall 2019.



Schedule

Planning	Complete
Environmental Clearance	Complete
Design	Complete
Right of Way and Utilities	Complete
Construction	2016-2019

Estimated Cost by Project Phase

Planning	\$334,000
Environmental Clearance	334,000
Design	4,932,000
Right of Way and Utilities	18,837,000
Construction	67,386,000
TOTAL	\$91,823,000

Funding by Source

STIP-IIP	\$86,542,000
STIP-RIP MRN	1,900,000
TCRP	2,900,000
SAFETEA-LU	405,000
DEMO TEA-21	76,000
TOTAL	\$91,823,000

Project Marin-Sonoma Narrows B3 – US 101 San Antonio Creek Bridge Replacement and HOV Lanes

Contracts and Agreements Managed by TAM

Contract or Agreement No.	Amend No.	Open/Closed	Agency/Consultant	Description	Appropriated Amount	Funding Source	Billed to Date	Percent Billed
C-FY09-06	12	Open	Mark Thomas & Co.	Design and Support Engineering Services	\$4,700,783	STIP-IIP	\$4,657,654	99%
				TOTAL	\$4,700,783		\$4,657,654	99%

Project North-South Greenway Gap Closure Project – Northern Segment (Larkspur Segment)

Partners TAM, MTC, Caltrans and the City of Larkspur

Jurisdiction(s) Caltrans and the City of Larkspur

Scope

The Northern Segment of the North-South Greenway Gap Closure Project will close a key gap in the local and regional non-motorized transportation network between the Central Marin Ferry Connector bridge over Sir Francis Drake Boulevard and the pedestrian overcrossing of US 101. The Gap Closure Project is being delivered in two segments, the Northern Segment and the Southern Segment. (Northern Segment shown in the adjacent graphic as orange alignment.)



Status

- Environmental analysis is complete.
- Final design is nearing completion.
- Northern Segment construction documents prepared in two phases, work within Caltrans ROW and work along Old Redwood Highway within the City of Larkspur. This allows phasing of construction.

Issues/Areas of Concern

- Partners are monitoring construction bidding environment as other projects in the County have experienced higher costs than estimated.

Updates from Previous Quarterly Report

- Financial Information Updated

Schedule

Planning	Complete
Environmental Clearance	Complete
Design	In Progress
Right of Way and Utilities	In Progress
Construction	2019-2020

Estimated Cost by Project Phase

Planning	-
Environmental Clearance	\$1,100,000
Design	2,400,000
Right of Way and Utilities	-
Construction	12,044,637
TOTAL	\$15,544,637

Funding by Source

RM2	\$13,741,000
CMAQ (Old Redwood Highway)	1,120,000
Measure A Interest Funds	400,000
BAAQMD Grant	283,637
TOTAL	\$15,544,637

Project: North-South Greenway Gap Closure Project – Northern Segment

Contracts and Agreements Managed by TAM

Contract or Agreement No.	Amend No.	Open/ Closed	Agency/Consultant	Description	Appropriated Amount	Funding Source	Billed to Date	Percent Billed
C-FY15-08	4	Open	Moffatt & Nichol	Environmental, Plans, Specifications and Estimates (PAED, PS&E)	\$3,045,000	RM2	\$2,960,044	97%
				TOTAL	\$3,045,000		\$2,960,044	97%

Project **North-South Greenway Gap Closure Project – Southern Segment (Larkspur & Corte Madera Segment)**

Partners MTC, SMART, the City of Larkspur and the Town of Corte Madera

Jurisdiction(s) Larkspur, Corte Madera

Scope

The Southern Segment of the North-South Greenway Gap Closure Project will close a key gap in the local and regional non-motorized transportation network between the southern terminus of the Northern Segment through a private easement (not yet secured) then along the SMART right-of-way south to Wornum Drive to connect to existing multi-use paths. The Gap Closure Project is being delivered in two segments, the Northern Segment and the Southern Segment. (Southern Segment shown in the adjacent graphic as red alignment.)



Status

- The use of the SMART right-of-way has been secured.
- The County of Marin Department of Public Works has agreed to be the implementing agency for the initial alternative’s alignment analysis and environmental analysis. TAM is the project sponsor.

Issues/Areas of Concern

- The Southern Segment requires acquisition of private right-of-way by means of easement.
- Subject to resolving the funding constraints future project delivery for the Southern Segment will be evaluated.

Updates from Previous Quarterly Report

- Financial Data Updated

Schedule

Planning	Completed
Environmental Clearance	2020
Design	TBD
Right of Way and Utilities	TBD
Construction	TBD

Estimated Cost by Project Phase

Planning	
Environmental Clearance	1,500,000
Design	TBD
Right of Way and Utilities	850,000
Construction	TBD
TOTAL	\$2,350,000

Funding by Source

RM2	\$2,350,000
TOTAL	\$2,350,000

Project North-South Greenway Gap Closure Project – Southern Segment

Contracts and Agreements Managed by TAM

Contract or Agreement No.	Amend No.	Open/ Closed	Agency/Consultant	Description	Appropriated Amount	Funding Source	Billed to Date	Percent Billed
A-FY14-22		Open	Marin County, Dept of Public Works	Project Management	\$1,350,000	RM2	\$430,698	31%
A-FY14-21		Closed	Sonoma-Marín Area Rail Transit District (SMART)	Boundary Survey and Title Research	\$75,000	RM2	\$52,652	100%
A-FY18-18		Closed	Sonoma-Marín Area Rail Transit District (SMART)	Right-of-Way	\$850,000	RM2	\$850,000	100%
				TOTAL	\$2,275,000		\$1,333,350	58%

Project	Improve Bellam Boulevard Off-Ramp from Northbound US 101
Partners	Caltrans, Transportation Authority of Marin, and City of San Rafael
Jurisdiction(s)	Caltrans and City of San Rafael

Scope

Improve the Bellam Avenue off ramp from US 101 by widening the two lanes immediately past the core point. Traffic making a left turn at Bellam will be directed to the left lane, while traffic heading to I-580 or turning right on Bellam will stay in the right lane. An extra lane will be added near Bellam to reduce the lane changes required to make a right on Bellam if exiting from eastbound I-580.

Status

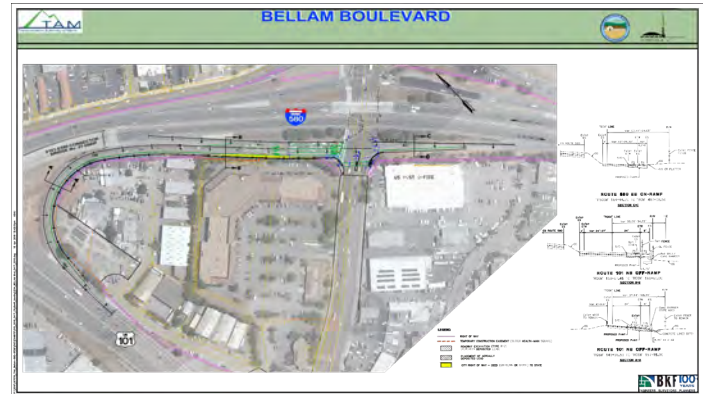
The CEQA document was recorded on August 15, 2018. Design approval from Caltrans is expected in late summer 2019 along with the right of way certification. The County of Marin has signed the co-operative agreement for construction with minor changes. San Rafael Council approved relinquishment of right of way to Caltrans.

Issues/Area of Concern

Required Caltrans approval is taking longer than expected for non-standard design features. The obtaining of a Temporary Construction Easement from Chelsea Properties requires the approval of both parties. Additional geotechnical investigations are underway..

Updates from Previous Quarterly Report

Relinquishment of the right of way from the City of San Rafael was approved.



Schedule

Planning	Complete
Environmental Clearance	Complete
Design	Fall 2019
Right of Way and Utilities	Summer 2019
Construction	Summer 2020

Estimated Cost by Project Phase

Planning	\$30,000
Environmental Clearance	90,000
Design	567,000
Right of Way and Utilities	170,000
Construction	4,000,000
TOTAL	\$4,857,000

Funding By Source

Measure A/AA Sales Tax	\$4,857,000
TOTAL	\$4,857,000

Project Improve Bellam Boulevard Off-Ramp from Northbound US 101

Contracts and Agreements Managed by TAM

Contract or Agreement No.	Amend No.	Open/ Closed	Agency/Consultant	Description	Appropriated Amount	Funding Source	Billed to Date	Percent Billed
C-FY17-02	1	Open	BKF Engineers	Complete design services including environmental	\$1,510,000	Measure A Sales Tax	\$1,226,776	81%
A-FY19-17		Open	County of Marin	Agreement to manage construction including construction management	\$4,000,000	Measure A Sales Tax		0%
				TOTAL	\$5,510,000		\$1,226,776	81%

Project	Northbound US 101 to Eastbound Interstate 580 Direct Connector
Partners	Caltrans, Metropolitan Transportation Commission, Transportation Authority of Marin, City of San Rafael and City of Larkspur
Jurisdiction(s)	Caltrans and City of San Rafael

Scope

Construct a direct connection route between northbound US 101 to eastbound I-580 accessing the Richmond-San Rafael Bridge for travel eastbound toward Contra Costa County. The eastbound approach to the RSR Bridge is one of only two toll bridges in the Bay Area accessed by low speed local roads with traffic signals resulting in traffic delays on local roads and US 101.



Status

In 2018, voters approved Regional Measure 3 to fully fund Alternative 3. This Alternative will be very similar to the existing Bellam off-ramp from US 101, however Bellam Boulevard will be crossed with an elevated structure. I-580 will be widened to three lanes. Qualifications statements were recently obtained from consultants to complete project planning environmental documents, and project approval from clatrans.

Issues/Area of Concern

Approval is required from Caltrans to accept the relatively slow design speed associated with the curve of Alternative 3. Increasing traffic in the area may someday require that the design accommodate the westbound I-580 to southbound US 101 movement. The design for this project must consider rough design of that concept, to accommodate potential future construction.

Updates from Previous Quarterly Report

RFQ/RFP released for environmental work, packages have been received.

Schedule

Planning	2020
Environmental Clearance	2021
Design	2023
Right of Way and Utilities	2023
Construction	2025

Estimated Cost by Project Phase

Planning	\$1,750,000
Environmental Clearance	3,500,000
Design	9,000,000
Right of Way and Utilities	20,250,000
Construction	117,000,000
TOTAL	\$151,500,000

Funding by Source

RM3	\$135,000,000
Measure AA Sales Tax	16,500,000
TOTAL	\$151,500,000

Project Northbound US 101 to Eastbound Interstate 580 Direct Connector

Contracts and Agreements Managed by TAM

Contract or Agreement No.	Amend No.	Open/ Closed	Agency/Consultant	Description	Appropriated Amount	Funding Source	Billed to Date	Percent Billed
C-FY12-09	1	Closed	CSW/Stuber-Stroeh Engineering Group (Task Order 32)	Develop Alternatives, Cost Estimates, Graphic Rendering, Environmental Evaluation	\$102,000	Measure A Sales Tax	\$102,000	100%
				TOTAL	\$102,000		\$102,000	100%

Project State Route 37

Partners Caltrans, Metropolitan Transportation Commission, and Transportation Authority of Marin, Sonoma, Napa and Solano Counties

Jurisdiction(s) Marin County

Scope

State Route 37 is a key transportation corridor stretching from US 101 in Marin County to Interstate 80 in Solano County. It is part of a planning study by UC Davis and Caltrans and is being evaluated by an advisory committee comprised of transportation authorities from Marin, Sonoma, Solano and Napa counties to address sea level rise, traffic congestions, transit options and recreational activities.

Status

- MTC funded and completed a Corridor Plan in June 2018, prioritizing congestion relief in Segment B in Solano and Sonoma Counties. Segment A consists of Marin and portions of Sonoma County. Segment C is located in Solano County.
- Caltrans conducted public outreach in conjunction with the Corridor Plan with a series of workshops, web surveys and two rounds of focus meetings.

Issues/Area of Concern

- A 1,500-foot segment of the four-lane freeway, between US 101 and Atherton Avenue in Novato, had been closed due to the flooding of Novato Creek in January and February 2017. Caltrans spent about \$6 million to reopen the highway.
- The same segment along with portions near Atherton Ave flooded in February of this year, leading to additional highway closures in 2019.

Updates from Previous Quarterly Report

- RM3 allocates \$100 million to the corridor. TAM will receive \$3 million to prepare detail analysis for levee improvements.
- MTC completed the PID document for Segment B and will begin the environmental review process for the Interim Project in June/July.
- Marin County Public Works kicked off a SR-37 adaptation planning study to better define future opportunities to make Segment A1 more resilient to flooding and closures. The small-scale study is being funded through a Caltrans Planning Grant with some local matching funds.
- Due to the February 2019 flooding and closures, Caltrans mobilized repairs to reopen SR-37 quickly and initiated the preparation of a PID document for Segment A1. This PID document will lead to the preparation of an environmental document for a project to improve Segment A1; which is anticipated to start in December 2019.



Schedule – Segment A

Planning	2018
Environmental Clearance	2022
Design	TBD
Right of Way and Utilities	TBD
Construction	TBD

Estimated Cost by Project Phase – Segment A

Planning	TBD
Environmental	TBD
Design	TBD
Right of Way and Utilities	TBD
Construction	TBD
TOTAL	TBD

Funding by Source – Segment A

City/County	\$160,000
TOTAL	\$160,000

Project State Route 37

Contracts and Agreements Managed by TAM

Contract or Agreement No.	Amend No.	Open/Closed	Agency/Consultant	Description	Appropriated Amount	Funding Source	Billed to Date	Percent Billed
A-FY16-10		Closed	Solano Transportation Authority	Design Alternatives	\$40,000	City/County	\$40,000	100%
C-FY17-16	1	Closed	CSW/Stuber-Stroeh Engineering Group (Task Order 11)	Segment A - Improvement Concept Study	\$88,000	City/County	\$85,922	97%
A-FY19-10		Closed	NVTA, STA, SCTA and TAM	SR37 Travel Behavior Feasibility Study	\$11,765	City/County	\$11,765	100%
A-FY19-07		Open	County of Marin	SR37 Adaptation Study	\$30,000	City/County	\$5,944	19%
				TOTAL	\$169,765		\$143,631	84%

Project Status Report

June 2019

PROJECT PHASE DEFINITIONS

Planning – Complete project studies to define general project parameters.

Environmental Clearance – Completion of and approval of environmental studies and/or reports. Environmental analysis assesses the potential impacts a project may have on the natural and/or built environment.

Design – Engineer and design project leading to the preparation of plans, specifications and construction estimates. Resource agency permits are obtained in the final design stage in preparation to advertise the project for construction bidding.

Right of Way and Utilities – Establish cost and obtain ownership/passage through a given area for the benefit of project completion. Establish utilities needed for the project and relocation if necessary. Right-of-way certification required if using federal funds or if the project is on state highway system.

Construction – Includes actual construction, construction management and construction related design. Actual construction close-out duration may go for years after scheduled completion date shown.

Project Management – Project or construction management and oversight support of projects to carry out elements of construction. Project management is provided by in-house agency staff and consultants. Typically includes construction materials testing for contract compliance.

ACRONYMS AND ABBREVIATIONS

ABAG	Association of Bay Area Governments
ATP	Active Transportation Program
BAIFA	Bay Area Infrastructure Financing Authority
BAAQMD	Bay Area Air Quality Management District
Caltrans	California Department of Transportation
CEQA	California Environmental Quality Act
CMAQ	Congestion Mitigation and Air Quality Improvement Program
CMP	Congestion Management Program
CO-OP	Cooperative Agreement
CTC	California Transportation Commission
DPW	Department of Public Works
EEMP	Environmental Enhancement and Mitigation
EIR	Environmental Impact Report
EIS	Environmental Impact Study
ENV MITG	Environmental Mitigation
EV	Electric Vehicles
FHWA	Federal Highway Administration
FTA	Federal Transit Administration
GGT	Golden Gate Transit
GGBHTD	Golden Gate Bridge Highway and Transportation District
HOT Lane	High Occupancy Toll Lane
HOV Lane	High Occupancy Vehicle Lane
ITIP	Interregional Transportation Improvement Program
ITS	Intelligent Transportation Systems
JARC	Job Access and Reverse Commute Program
LOS	Level of Service
MCBC	Marin County Bicycle Coalition
MPO	Metropolitan Planning Organization
MPWA	Marin Public Works Association
MT	Marin Transit
MTC	Metropolitan Transportation Commission

Project Status Report**ACRONYMS AND ABBREVIATIONS**

MTS	Metropolitan Transportation System
NEPA	National Environmental Policy Act
NOP	Notice of Preparation
NTPP	Non-motorized Transportation Pilot Program
OBAG	One Bay Area Grant
PA&ED	Project Approval & Environmental Document
PCA	Priority Conservation Area
PCI	Pavement Condition Index
PDA	Priority Development Area
PS&E	Plans, Specifications and Engineers Estimates
PSR	Project Study Report
RHNA	Regional Housing Needs Allocation
RM 2	Regional Measure 2
ROW	Right of Way
ROW CAP	Right of Way Capital
RTIP	Regional Transportation Improvement Plan
RTP	Regional Transportation Plan
SAFETEA-LU	Safe Accountable Flexible Efficient Transportation Equity Act: A Legacy for Users
SCS	Sustainable Communities Strategy
SLPP	State Local Partnership Program
SMART	Sonoma Marin Area Rail Transit
SR2S	Safe Routes to School
STA	State Transit Assistance
STIP	State Transportation Improvement Program
STIP-IIP	Interregional Transportation Improvement Program
STIP-RIP	Regional Transportation Improvement Program
STP	Surface Transportation Program
TBD	To Be Determined
TCRP	Traffic Congestion Relief Program
TEA-21	Transportation Equity Act for the 21 st Century
TIP	Federal Transportation Improvement Program
VRF	Vehicle Registration Fee



DATE: June 27, 2019

TO: Transportation Authority of Marin Board of Commissioners

FROM: Dianne Steinhauser, Executive Director
Derek McGill, Planning Manager
Scott McDonald, Senior Transportation Planner

SUBJECT: “GetSMART” Lyft Pilot Program Lyft/Whistlestop Contract Amendments (Action),
Agenda Item No. 7f

RECOMMENDATION

Review and approve the following items:

- (a) Authorize the Executive Director to extend the GetSMART Lyft pilot program to December 31, 2020 and allow staff to modify the program in conjunction with the TAM Commute Alternatives and Reduction of Trips (CART) group, an Ad-Hoc Committee of the TAM Board
- (b) Authorize the Executive Director to increase Lyft’s contract by \$80,000, for a new not to exceed amount of \$185,000, and increase Whistlestop’s contract for supplemental ADA services by \$60,000, for a new not to exceed amount of \$125,000, with funds from the Vehicle Registration Fee, Measure B, 3.2, Commute Alternatives Program

On June 10, the TAM Funding, Programs & Legislation Executive Committee unanimously approved and referred this recommendation to the full TAM Board.

BACKGROUND

In September 2017, TAM launched an innovative first/last mile program, the GetSMART Lyft pilot program, which provides a \$5 discount off Lyft’s shared ride service for riders to and from SMART Stations in Marin. This pilot program was timed with the launch of SMART rail service to support riders to get to and from their destinations in Marin County.

The program is intended to provide service for riders beyond the existing walking, biking, or transit options that exist in the county. Lyft, Inc currently operates as a CPUC registered Transportation Network Company (TNC) and provides a smartphone application-based platform for users of the system to ride with Lyft drivers, (independent contractors who provide rides to users of the Lyft app). All rides are provided based on the discretion of the independent contractor, and availability of drivers and vehicles.

The pilot program is intended to test shared ride services at SMART stations in Marin and provide a lower cost option than traditional shuttle services while providing planning level data for determining the new travel markets that result from introduction of the new SMART service.

In order to support this program and ensure accessibility for all users, on June 1, 2017 the TAM board authorized a contract with Whistlestop for the supplemental ADA element to the Lyft program, to provide

call center support, dispatch services and ADA rides on Whistlestop's wheelchair accessible vehicles. Whistlestop currently provides extended hours of service to meet demand throughout SMART hours of operation in Marin, and through existing partnerships with Lyft and is trained in web-based software to schedule ambulatory or non-wheelchair rides on Lyft's service.

TAM staff entered into agreement with Lyft, Inc on August 1, 2017, to provide ride reimbursements and initially budgeted \$70,000 for this contract with funding through the Vehicle Registration Fee (Measure B, 3.2, Commute Alternatives Program). The contract not to exceed amount was increased by \$35,000, for a new not to exceed of \$105,000 when the GetSMART program was extended to July 1, 2019. Whistlestop's contract not to Exceed amount was initially \$15,000 and was increased for a new not to exceed amount of \$65,000 when the TAM Board approved the extension of the program to July 1, 2019.

DISCUSSION/ANALYSIS

As presented to the Commute Alternatives Reduced Trips (CART) Ad Hoc Committee in March 2019, TAM has been implementing the community engagement program "Marin Commutes" since January 2019 to increase awareness of transportation alternatives including walking, biking, carpooling, transit and electric vehicle. The GetSMART Lyft pilot is one of the key features of Marin Commutes and a complement to other incentives promoted through Marin Commute such as the countywide Emergency Ride Home Program, Vanpool Incentive, and other public agency promotions like SMART's EcoPass and Marin Transit Passes. Future efforts such as the bike share program being developed by TAM in partnership with the Sonoma County Transportation Authority will be added as well to expand options to and from SMART.

With SMART's service extension to Larkspur planned to start around the end of 2019, TAM staff explored extending the GetSMART Program with the CART Ad Hoc Committee to accommodate and support connections to SMART when the service expands. TAM staff recommends extending the pilot program for an additional 18-month period with the objective of supporting additional mobility options to SMART riders while also offering an opportunity to develop data on potential future first/last mile services to SMART. The GetSMART Lyft program is one of TAM's most popular public facing programs and provides an additional incentive for encouraging commute alternatives.

TAM staff is currently exploring the potential service options to and from the future SMART station in Larkspur with Lyft and Whistlestop, and modifications might be needed if the service area of the GetSMART Program is expanded. Based on guidance from the CART Ad Hoc Committee, staff recommends extending the program while continuing to explore future modifications based on further discussions with both program contractors and the CART Ad Hoc Committee.

As the end of March 2019, TAM provided 12,449 rides at a cost of \$103,563, with over 1892 hours of service and over 42,000 miles of service, connecting riders to and from SMART stations in Marin County. As the program continues, ridership has increased with nearly 1,400 rides in October of 2018.

FISCAL CONSIDERATION:

This program extension would increase the not to exceed amount in the contract between TAM and Lyft by \$80,000 and the not to exceed amount in the contact between TAM and Whistlestop by \$60,000, funded by Measure B, the \$10 Vehicle Registration Fee. Funding needed for the upcoming fiscal year is included in the Proposed FY2019-20 TAM Annual Budget. The additional funding made available is anticipated to be sufficient to cover potential increases in program utilization once SMART extends to Larkspur.

NEXT STEPS

Staff will continue working in coordination with Marin Transit, SMART, Lyft, and Whistlestop staff to monitor the pilot program and report further program results.

During the course of this program, TAM staff has received a number of requests for expansion of this service when SMART extends to Larkspur. Additionally, TAM staff is looking to promote this program to complement the TAM/SCTA Bikeshare Program at SMART stations. Staff is also in ongoing discussions with Marin Transit staff about the results of this program and Marin Transit's Marin Connect program, which provides on-demand transit service in the Northern San Rafael area including Terra Linda and the Civic Center. TAM and Marin Transit staff are continuing to explore how these programs might be coordinated in the future and to determine the best path forward for on-demand services.

ATTACHMENTS

N/A.

THIS PAGE LEFT BLANK INTENTIONALLY



DATE: June 27, 2019

TO: Transportation Authority of Marin Board of Commissioners

FROM: Dianne Steinhauser, Executive Director
Dan Cherrier, Deputy Executive Director
Bill Whitney, Principal Project Delivery Manager

SUBJECT: Approve Contract Amendment Extending the Time Duration for the Design Phase of the Richmond San Rafael Bridge Approach Improvements (Action), Agenda Item 7g

RECOMMENDATION:

Staff is recommending the Board authorize the Executive Director execute a contract amendment with the designers, BKF Engineers, to extend the contract time for the design phase of the Richmond San Rafael Approach Improvement Project to December 31, 2020.

BACKGROUND:

Staff and our consulting team have worked closely with Caltrans, the City of San Rafael and the City of Larkspur to advance improvements to the approaches to the Richmond San Rafael Bridge. The Board approved funding for three independent projects to improve access to the Bridge (1) vehicular access improvements at the Highway 101 off-ramp to Bellam Blvd, (2) vehicular, bicycle and pedestrian access improvements along East Sir Francis Drake Blvd, and bicycle access improvements on the I580 Overcrossing to westbound Sir Francis Drake Blvd. The improvements to East Sir Francis Drake Blvd have been completed and are providing travel benefits for both eastbound and westbound users. Design work continues for the Bellam Blvd project. Work on the overcrossing has been suspended due to financial restrictions but staff has been meeting with Caltrans and Bay Area Toll Authority staff to explore potential opportunities to advance these improvements.

DISCUSSION/ANALYSIS:

The time required to finalize the design has taken longer than anticipated and now requires the time extension. The Bellam Blvd project is in the process of addressing new unforeseen design and right-of-way issues that require additional time and potentially additional financial resources. As these issues become better defined a full report will be brought back to the Board for consideration. Additionally, if a strategy is developed that would allow the work on the Overcrossing to advance, staff will be providing a full report to the Board.

FISCAL CONSIDERATION:

No additional funding is required for this request

TAM Board Meeting, Item 7g
June 27, 2019

NEXT STEPS:

Execute the Contract Amendment extending the contract to expire on December 31, 2020. A future item will be brought back to the Board for an update and consideration of project actions as they become better defined.

ATTACHMENTS: None



DATE: June 27, 2019

TO: Transportation Authority of Marin Board of Commissioners

FROM: Dianne Steinhauser, Executive Director
Bill Whitney, Principal Project Delivery Manager

SUBJECT: Approve Contract Amendment Extending the Time Duration for the Design Phase of the North-South Greenway (Action), Agenda Item No. 7h

RECOMMENDATION:

Staff is recommending the Board authorize the Executive Director execute a contract amendment with the designers, Moffatt & Nichol, to extend the contract time for the design phase of the North-South Greenway (Northern Segment) to June 30, 2020.

BACKGROUND:

Staff and our consulting team have worked closely with Caltrans and the City of Larkspur staff to advance the North-South Greenway Gap Closure Project. The current focus of the team is to finalize the design phase for the new multi-use path crossing Corte Madera Creek that lies within state right-of-way. The design itself is now complete and we are working to obtain various approvals from the local Caltrans District Office and the Structures Department in Sacramento. Once these approvals are obtained the project will proceed with the construction bidding process, award of contract, and retention of a contractor. Caltrans will administer the construction contract on behalf of TAM per the previously approved Cooperative Agreement.

DISCUSSION/ANALYSIS:

The time required to finalize the design and approval process has taken longer than anticipated and now requires the time extension.

FISCAL CONSIDERATION:

No additional funding is required for this request

NEXT STEPS:

Execute the Contract Amendment. Future Board actions will include authorizing design services during construction that are under TAM's control; as well as funding adjustments to allow the Old Redwood Highway portion of the project to proceed with environmental approval (NEPA) and preparation of the construction bid package. The City of Larkspur will administer the Old Redwood Highway contract portion.

ATTACHMENTS: None

THIS PAGE LEFT BLANK INTENTIONALLY



DATE: June 27, 2019

TO: Transportation Authority of Marin Board of Commissioners

FROM: Judy Arnold, Chair

SUBJECT: Extension of Executive Director's Contract (Action), Agenda Item No. 7i

RECOMMENDATION

Extend contract of TAM Executive Director (ED) Dianne Steinhauser until such time the new TAM Executive Director starts working at TAM, but no later than September 1, 2019.

BACKGROUND/ ANALYSIS

Existing TAM ED Dianne Steinhauser is serving TAM until July 5th, 2019, per Agreement approved by the TAM board in January 2019. At that time, the TAM board envisioned a new ED starting in the position by early July 2019.

The process of hiring a new TAM ED is taking a longer than anticipated. With final interviews for the new TAM ED occurring on June 27, 2019, a period of negotiation being necessary to bring a new ED on board, and noticing by the successful candidate that he/she is leaving his/her existing job, the new ED may not be onboard until sometime in August 2019.

ED Steinhauser is willing to actively manage the agency for an additional period of time, not to exceed 8 weeks, or until September 1, 2019. ED Steinhauser will leave active duty at TAM upon the start date of the new ED. ED Steinhauser will begin utilizing remaining vacation time after the end of active service and will be available for consultation by the new ED during that period.

FINANCIAL IMPACT

There will be no financial changes to ED Steinhauser's current agreement with TAM. Note that if ED Steinhauser stays on active duty at TAM she will continue to receive benefits during that period, as defined in the agreement. Note also consistent with the current agreement, ED Steinhauser will not accrue vacation or sick leave once she ends active duty at TAM and begins utilizing accrued vacation.

THIS PAGE LEFT BLANK INTENTIONALLY



DATE: June 27, 2019

TO: Transportation Authority of Marin Board of Commissioners

FROM: Dianne Steinhauser, Executive Director
Li Zhang, Chief Financial Officer

SUBJECT: Authorize the Executive Director to Negotiate and Award a Professional Contract for Measure A/AA Sales Tax Compliance Audit Services (Action), Agenda Item No. 7j

RECOMMENDATION:

The TAM Board authorizes the Executive Director to negotiate with and award a professional contract for Measure A/AA Sales Tax Compliance Audit Services to Moss, Levy, Hartzheim, LLP. Initial contract to be for \$60,000 and for a period of three years with two one-year optional extensions.

BACKGROUND:

The Expenditure Plans for Measure A, the original Half-cent Transportation Sales Tax approved by the voters in 2004, and for Measure AA, renewal of the Measure A approved by the voters in 2018, provide TAM with the authority to audit all Measure A/AA fund recipients for their use of the sales tax proceeds. Independent compliance audits are explicitly permitted under the terms and conditions of TAM's funding agreements/contracts with all Measure A/AA Half-cent Transportation Sales Tax funding recipients. The TAM Board adopted the Measure A Compliance Audit Policy at its October 28, 2010 Board meeting and the implementation of the Policy started in 2011, with the audit of Measure A Half-Cent Sales Tax expenditures which occurred in or prior to FY2010-11.

With the implementation of the projects/programs under Measure AA starting in FY2019-20, staff will also start the revision process to the current compliance audit policy to include Measure AA funding recipients/projects/programs and bring the revised policy for review and approve in the near future.

DISCUSSION/ANALYSIS:

TAM's contract with Vavrinek, Trine, Day & Co., LLP (VTD), the audit team that conducted the last three rounds of the Measure A Sales Tax Compliance Audit Services expired earlier this year. Staff issued a Request for Proposal on April 22, 2019 to solicit proposals for a new audit team to perform the compliance audit services for the next three to five-year period. Two very strong proposals were received as of May 10, 2019, the due day.

Charley Vogt, retired municipal financial officer as well as private banker, member of the Citizens' Oversight Committee, representing the Northern Marin Planning Area, Yoana Navarro, Accounting Manager of the Alameda County Transportation Commission, and Helen Yu-Scott, Finance and

Administrative Services Director of Town of San Anselmo, generously agreed to serve on the evaluation panel, along with TAM's Chief Financial Officer, Li Zhang.

The evaluation panel reviewed the proposals received and interviewed both teams on June 3, 2019. While the panel believed that both teams are fully qualified to carry out the work, the team from Moss, Levy, Hartzheim, LLP was recommended after thorough evaluation for its direct experiences with prior Measure A compliance audits, outstanding performance of the audit manager during the interview and the more cost-effective audit approaches presented.

FISCAL CONSIDERATION:

Total contract authority for the 3-year contract period is expected to be less than \$60,000. A total of \$20,000 is included in the FY2019-20 TAM Annual Budget to address this important compliance audit service need in the upcoming year.

NEXT STEP:

With the approval of the TAM Board, the Executive Director will start the negotiation with the selected team, Moss, Levy, Hartzheim, LLP, execute the contract and start the preparation work for the 2019 Compliance Audit Cycle.



DATE: June 27, 2019

TO: Transportation Authority of Marin Board of Commissioners

FROM: Dianne Steinhauser, Executive Director
David Chan, Programming Manager

SUBJECT: Allocate FY 19/20 Vehicle Registration Fee (Measure B) Funds to Marin Transit (Action),
Agenda Item No. 7k

RECOMMENDATION

Allocate \$1,245,000 in Vehicle Registration Fee (Measure B) funds to Marin Transit for Element 2 of the Measure B Strategic Plan for FY 19/20.

BACKGROUND

In November 2010, Marin residents voted to pass the Measure B Vehicle Registration Fee to increase their annual vehicle registration fee by \$10 to help fund transportation improvements. The Measure B Strategic Plan, adopted in July 2011, was developed to explain how the funds will be distributed to each of the three elements, as well as the oversight process. The Revenue and Programming Element of the Measure B Strategic Plan is updated annually and reflected in TAM's annual budget.

MEASURE B STRATEGIC PLAN

According to the Measure B Strategic Plan, thirty five percent (35%) of the funds will be distributed to Marin Transit, under Element 2, for use on Mobility Management programs and enhancements to the specialized transportation system for people with disabilities including older adults regardless of disability status.

Funds from Element 2 could be used to implement a Mobility Management Program that implements mobility options for seniors and persons with disabilities, support and enhance paratransit (e.g. Whistlestop Wheels), create a "Paratransit Plus" program to serve older seniors who may not qualify for service under the Americans With Disabilities Act, and implement other innovative programs to provide mobility to seniors as an alternative to driving. Projects and programs may include:

1. "Paratransit Plus" Subsidized Program for Older Seniors – provides mobility options for seniors 80 years and older who may no longer be safe drivers, have difficulty accessing transit, and may not qualify for ADA paratransit.
2. Volunteer Driver Programs Support – provides ongoing funding of volunteer driver programs for home-bound seniors.

3. Low Income Rider Scholarships – funds rides for low-income seniors and persons with disabilities through the Marin Access Mobility Management Center’s Ride Credit Bank and to help attract donated funds for this purpose.
4. “Gap-Grant” Program – provides a small source of competitive funding for local agencies to expand or implement new transportation services that meet the requirements of Measure B.
5. Mobility Management Staffing – provides sufficient program staff to design, implement, and manage Marin Transit’s mobility management efforts including:
 - Oversight of the Marin Access Mobility Management Center;
 - Leadership and support of the Marin Mobility Consortium and its various subcommittees;
 - Operation of the agency’s travel training programs;
 - Implementing and monitoring Mobility initiatives including:
 - Technical assistance in the areas of transportation operations, and coordination of transportation of resources to Marin’s community transportation providers;
 - On-going outreach on transportation resources and issues to Marin residents and stakeholder agencies; and
 - Represent Marin Transit and Marin Access at various meetings.

FUNDS AVAILABLE

In FY 19/20, the Revenue and Programming document shows \$1,383,568 available to Element 2, which is comprised of \$798,00 in anticipated new revenue and \$585,568 in projected carryover funds from previous years. The carryover is a projected figure because FY 18/19 has not been closed out, therefore, the actual carryover amount can be greater than the projected amount. The entire amount of \$1,383,568 is available for allocation upon request. Any funds not requested are available for a supplemental allocation during the fiscal year or allowed to roll over and request a greater allocation next year.

ALLOCATION REQUEST

Marin Transit submitted a FY 19/20 allocation request (Attachment A) for \$1,245,000 in Measure B funds to implement projects and programs under Element 2 of the Measure B Strategic Plan. Marin Transit is proposing the following scope of work:

- Manage the Mobility Management Program that identifies and implements mobility options for low income seniors and persons with disabilities - Marin Transit will provide sufficient program staff to design, implement, and manage Marin Transit’s mobility management efforts.
- Support and Enhance paratransit (e.g. Marin Access Paratransit, operated by Whistlestop) and other local services focused on this population – Marin Transit will continue funding for the Low-Income Rider Scholarships that fund paratransit rides for low-income seniors and persons with disabilities through the Marin Access Travel Navigators.
- Manage a “Paratransit Plus” program to serve older seniors who may not qualify for service under that Americans with Disabilities Act - Marin Transit will continue the Marin Catch-A-Ride program for individuals 80 years and older, individuals 60-79 who no longer drive, and individuals that are eligible for ADA paratransit. This program will utilize taxi companies and other licensed providers

to give partially subsidized rides that are coordinated through a taxi broker. This program is expected to provide 15,400 rides in FY 19/20.

- Implement other innovative programs to provide mobility to seniors as an alternative to driving - Marin Transit will use funding to continue the volunteer driver programs (STAR in East Marin and TRIP in West Marin) for home-bound seniors by providing mileage reimbursement to riders to give back to their drivers. These programs are expected to provide 15,700 trips in FY 19/20. Funds will also be used a Volunteer Driver Program Resource Center which supports and develops traditional community-based volunteer driver program.

The below table includes a summary of the FY 19/20 program activities and amounts of requested, available, and carryover funds.

Element 2	Requested
Mobility Management Program	\$140,000
Paratransit Support and Enhancement	\$235,000
Paratransit Plus	\$700,000
Alternative to Driving Program	\$170,000
Total Requested	\$1,245,000
Total Available	\$1,383,568
Carryover	\$138,568

FISCAL IMPACTS

The requested amount was anticipated in the development of the FY 19/20 TAM Budget and has been incorporated in its scheduled adoption in June 2019. No further action is needed at this time.

NEXT STEP

If approved by the TAM Board, a funding agreement for the approved amount will be issued to Marin Transit.

ATTACHMENT

Exhibit A: FY19/20 Marin Transit Allocation Request

THIS PAGE LEFT BLANK INTENTIONALLY

Exhibit A

Transportation Authority of Marin
Measure B – Vehicle Registration Fee

Allocation Request Form

Fiscal Year of Allocation: 2019/20

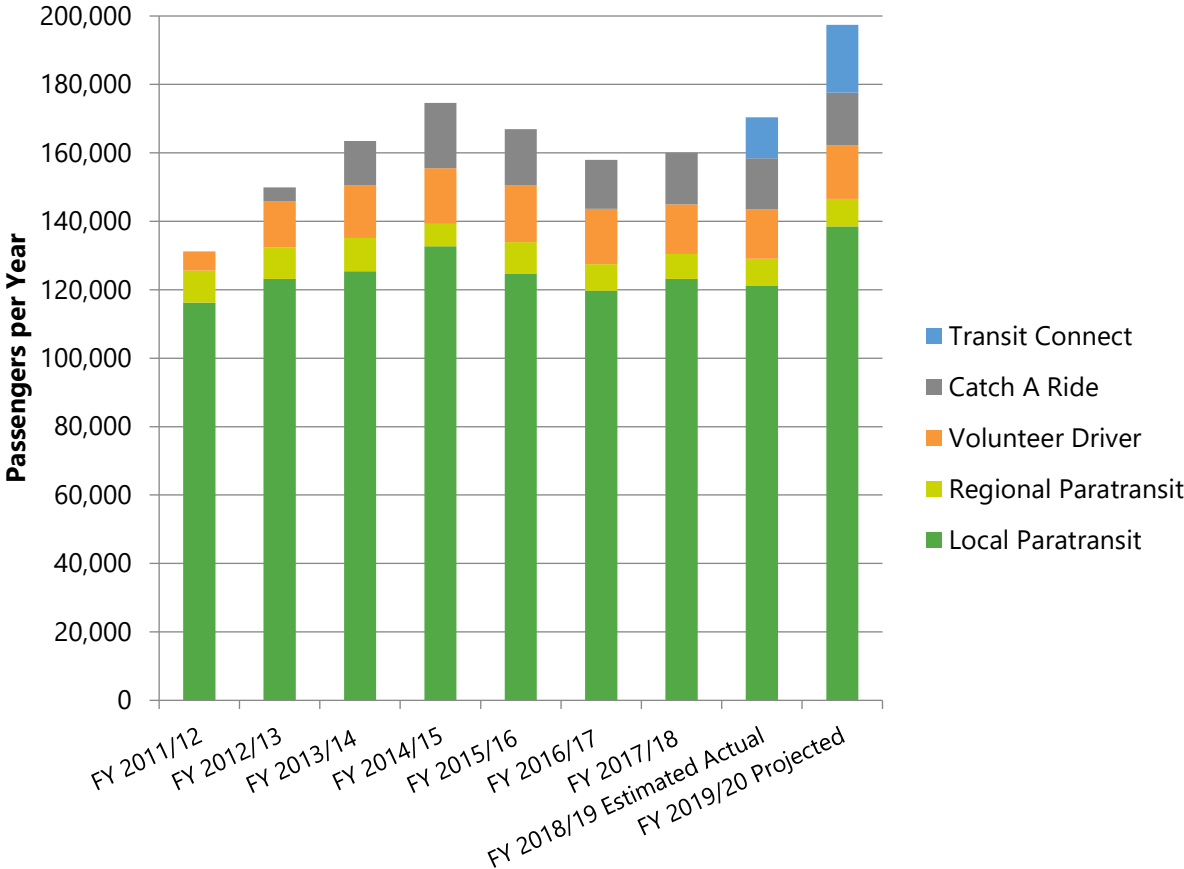
Expenditure Plan: Element 2

Project Name: Improve Transit for Seniors and Persons with Disabilities

Implementing Agency: Marin Transit

Scope of Work: Marin Transit will use FY 2019/20 Element 2, Measure B funds to continue successful Mobility Management Programs (Marin Access) for seniors and persons with disabilities (Figure 1). Building on Marin Transit’s prior mobility management efforts, the Measure B funding will be utilized to plan, market and operate specialized transportation services for Marin’s senior and disabled residents.

Figure 1: Mobility Provided through Marin Access Programs (trips per year)



Marin Transit continues to seek increased ridership on Measure B funded services. In FY2018-19 Marin Transit planned for and initiated a pilot project for on-demand shuttle service in Northern San Rafael. The service is funded with Measure B and a federal Section 5310 grant. Marin Transit will evaluate the pilot in FY2019/20 and if it proves successful, determine how to continue the service or reconfigure it.

Exhibit A

Program Components:

Implementing a Mobility Management Program that identifies and implements mobility options for Seniors and Persons with Disabilities

Estimated Measure B Expenditure: \$140,000 **

Marin Transit will provide sufficient program staff to design, implement, and manage Marin Transit's mobility management efforts including:

- Oversight of the Marin Access Mobility Management Center;
- Leadership and support of the Marin Mobility Consortium and its various subcommittees;
- Operation of the agency's travel training programs;
- Implementing and monitoring Mobility initiatives such as:
 - Technical assistance in the areas of specialized transportation operations, and coordination of transportation of resources to Marin's community transportation providers;
 - Travel training to introduce riders to fixed-route transit and provide them with the confidence and knowledge to ride on their own;
 - On-going outreach on transportation resources and issues to Marin residents and stakeholder agencies;
 - Promote TAM's new Marin Commutes program; and
 - Represent Marin Transit and Marin Access at various meetings.

** Staffing charges are limited to \$100,000 per the Measure B Strategic Plan. The remaining \$40,000 will be eligible for non-staffing charges.

Support and Enhance paratransit (e.g. Marin Access Paratransit, operated by Whistlestop) and other local services focused on this population

Estimated Measure B Expenditure: \$235,000

With this funding, Marin Transit will continue to offer the Low Income Fare Assistance program that provides free paratransit fares for low-income seniors and persons with disabilities through the Marin Access Mobility Management Center. This program will potentially fund up to 30,000 paratransit rides annually.

Measure B will partially fund Marin Access Travel Navigators who provide a one-call, one-stop service for information and eligibility for all of the Marin Access programs.

Measure B funds will continue to support the operations of mandated and non-mandated local paratransit service.

Create a "Paratransit Plus" program to serve older seniors who may not qualify for service under the Americans with Disabilities Act

Estimated Measure B Expenditure: \$700,000

Measure B funds will continue to support and expand accessible transportation that can take same day reservations. This includes providing local matching funds for the Transit Connect pilot program. Transit Connect provides on demand service to various locations including transit stops in Northern San Rafael using a ridesharing platform. This program is expected to provide 19,800 trips in FY2019/20.

Exhibit A

Measure B funds will continue to fund the Catch-A-Ride program to provide mobility to individuals that are no longer driving, and individuals that are eligible for ADA paratransit. This program utilizes taxi companies and other licensed providers to give partially subsidized rides that are coordinated through a taxi broker. The program is expected to provide 15,400 rides in FY2019/20.

Implement other innovative programs to provide mobility to seniors as an alternative to driving

Estimated Measure B Expenditure: \$170,000

Marin Transit continues to use Measure B funding for volunteer driver programs (STAR in East Marin and TRIP in West Marin) that provide mileage reimbursement to riders to repay their driver. These programs are expected to provide 15,700 trips in FY2019/20. Marin Transit dedicates a portion of Measure B funds to a Volunteer Driver Program Resource Center which supports and develops traditional community-based volunteer driver programs. One goal of the Resource Center is to expand and increase usage of volunteer driver programs countywide.

Marin Transit has reworked the "Gap-Grant" Program as the "Marin Access Innovation Incubator" to achieve an emphasis on program sustainability and avoid duplicating services already offered by the District. These funds will continue to provide a small source of competitive funding for local agencies to support, expand or implement new transportation services that meet the requirements of Measure B.

Expenditures are estimated by program components, but actual expense may shift based on the implementation schedule of each program. Total expenditures will not exceed the allocation amount.

Strategic Plan Update Programmed (with carryover) for FY 19/20: \$1,383,568

Requested Amounts: \$1,245,000

Cash flow Availability: 100% of Measure B funds available for reimbursement in FY 2019/20.

Other Funds: \$0

Project Delivery Schedule: July 1, 2019 – June 30, 2020

Environmental Clearance: Not Applicable

THIS PAGE LEFT BLANK INTENTIONALLY



DATE: June 27, 2019

TO: Transportation Authority of Marin Board of Commissioners

FROM: Dianne Steinhauser, Executive Director
David Chan, Programming and Legislation Manager

SUBJECT: Measure A and Measure AA Reserve Fund Policy (Action), Agenda Item No. 8

RECOMMENDATION

Recommend the TAM Board to approve the following:

- 1) release Measure A reserve funds at a rate that does not exceed the amount collected for Measure AA reserve funds,
- 2) establish a Measure AA reserve fund policy to collect 5% of the revenue for reserve from all categories for five years starting in FY 19/20, and
- 3) adopt a policy whereby a category or subcategory that uses Measure AA reserve funds will be responsible for replenishing the used reserve funds over a reasonable period.

BACKGROUND

On November 6, 2018, Marin voters approved the renewal of Marin's ½-cent Transportation Sales Tax Expenditure Plan, known as Measure AA. The Expenditure Plan directed TAM to prepare an Annual Strategic Plan to identify schedules for project and program implementation based on project readiness, ability to generate matching or leveraged funds, need for borrowing and other relevant criteria.

On May 30, 2019, the TAM Board opened a 30-day public comment period for the Measure AA Strategic Plan. The TAM Board is scheduled to adopt the Measure AA Strategic Plan at its June 27, 2019 meeting.

Measure AA allows TAM to set aside up to 10% of the revenue for reserve. At the May 30 TAM Board meeting, policies on reserve funds from Measure A and Measure AA were discussed as part of the development of the Measure AA Strategic Plan.

Measure A reserve funds were included in the discussion because Measure A reserve funds were already collected and available for programming. Existing Measure A reserve funds would be difficult to be used as Measure AA reserve because the percentages of collection and distribution among the eligible strategies of Measure A and the categories of Measure AA are different. The most prudent courses of action are 1) to program and allocate all remaining Measure A reserve funds and 2) start a new collection of Measure AA reserve funds.

MEASURE A RESERVE FUNDS

TAM had previously collected approximately \$5.38 million reserve funds under Measure A in the first five years of full revenue collection. In February 2017, TAM allocated approximately \$1.88 million in proportional percentages to the three eligible Strategies of Measure A. The Measure A reserve has been replenished since 2017 bringing the total back to \$5.38 million.

One option is to distribute all reserve funds collected under Measure A in the same proportional percentage under which they were collected. Funds would immediately be available to each sub-strategy. Under this option, Attachment A illustrates the exact reserve amount available to each of the sub-strategies and/or local agencies.

On June 17, 2019, the COC voted to support a different option that would release Measure A reserve funds at a rate that does not exceed the amount collected for Measure AA reserve funds. For example, if TAM collects \$1.5 million in Measure AA reserve funds in FY 19/20, then only up to \$1.5 million in Measure A reserve funds can be released after Measure AA reserve funds have been collected.

Staff Recommendation

Staff concurs with the COC option and recommends that the TAM Board adopts the COC option on Measure A reserve funds.

MEASURE AA RESERVE FUNDS

In accordance to the Expenditure Plan, TAM has “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.”

In addition to providing a cushion if collection of sales tax declines, reserve funds also allow TAM to react to unforeseen emergencies and assist projects and programs with deficits that have no other recourses of closing the funding gap. Under the Measure A Program, reserve funds were used exactly as intended when reserve funds were allocated to Marin Transit to close the funding deficit for the Bus Facility at Redwood and Grant in Novato.

Primary Purposes of Reserve Funds

Collecting reserve funds under the Measure AA Strategic Plan are fundamental to TAM in administrating the Measure AA Program. The primary purposes of collecting reserve funds are to:

- ensure a cushion is available in periods of economic decline that adversely affect revenue collection;
- react to unforeseen emergencies
- ensure that projects in the Strategic Plan can be implemented and on schedule;
- serve as collateral and help with cash flow when paying back loan; and
- maintain credit worthiness when debt financing is needed.

It is important to note that having reserve funds is fiscally prudent because TAM would have a better credit rating to reduce the costs of borrowing when and if TAM needs to issue debts.

Reserve Funds Set Aside Options

A larger percentage, such as 5%, collected would generate the targeted amount over a shorter period of time but the financial impacts to the categories and sponsors would be greater over that period of time. A smaller percentage, such as 2.5%, would take longer to collect the similar amount but the financial impacts to the categories and sponsors would be less over the collection period. Note that in the current healthy funding environment for transportation projects/program with strong sales tax collection from the prior years, increased revenue from SB1, and potentially funds from RM 3, this setting aside of reserve should have minimum impact on the funding recipients but can prepare TAM for the potential upcoming economic downturn, urgent project emergency, as well as the financing needs to meet the cash flow of various projects.

The following options illustrate the amounts of reserve funds that can be collected over a defined time period:

- collect 5% for five years generate approximately \$7.23 million,
- collect 2.5% for 10 years generate approximately \$7.7 million, and
- collect 2.5% for seven years generate approximately \$5.2 million.

Attachment B shows the amounts collected from each category and subcategory under the three abovementioned scenarios, including the average one-year collection.

Staff Recommendations

Staff is recommending an option that collects 5% of Measure AA funds for reserve from all categories for five years starting in FY 19/20. The amount collected under this option would be approximately \$7.23 million, which is sufficient to defray poor revenue collection from economic decline or deficits from critical projects and programs, including large capital construction projects.

Staff is also proposing a policy whereby a category or subcategory that uses Measure AA reserve funds will be responsible for replenishing the used reserve funds over a reasonable period. Under this policy, the release of reserve funds to one category or subcategory would not trigger the need to release reserve funds to all categories and subcategories by percentage. Only the category or subcategory in need of reserve funds will receive reserve funds and only that category or subcategory will be responsible for replenishing the used reserve funds.

FUNDING, PROGRAMS & LEGISLATION (FPL) EXECUTIVE COMMITTEE REVIEW

On June 10, 2019, the FPL Executive Committee reviewed and deliberated the Measure A and Measure AA reserve fund policies. The FPL Executive Committee did not make any recommendations on the Measure A and Measure AA reserve policies. Rather, the FPL Executive Committee requested staff to obtain a legal review of the language in the Measure AA Expenditure Plan as to whether or not the TAM Board has the discretion to collect only from certain categories, and if so, can the reserve be access by categories that did not contribute to the reserve fund. It was also discussed at the FPL Executive Committee meeting that the Citizens' Oversight Committee should be consulted and given the opportunity to review the issue and provide its comments and recommendations on this matter.

CITIZENS' OVERSIGHT COMMITTEE (COC)

On June 17, 2019, the COC convened to the reserve fund policies for Measure A and Measure AA. After a thorough discussion, the COC voted unanimously to approve the following actions:

- support TAM staff's position that the reserve is needed for TAM's mission and should be collected over the top as a whole
- Support collecting 5% of the generated Measure AA revenue for reserve for five years starting in FY 19/20
- Support releasing Measure A reserve funds at a rate that does not exceed the amount collected for Measure AA reserve funds. For example, if TAM collects \$1.5 million in Measure AA reserve funds in FY 19/20, then only up to \$1.5 million in Measure A reserve funds can be released after Measure AA reserve funds have been collected.

The COC also authorized the Vice-Chairperson Bob Burton to present the COC's comments and recommendations on the Measure A/AA reserve policies to the TAM Board at its June 27, 2019, along with a comment letter.

COUNTY COUNSEL ANALYSIS

At the request of the FPL Executive Committee, County Counsel was consulted as to whether reserve funds can be selectively collected from certain categories and not from others. In a Reserve Fund Analysis letter, dated June 13, 2019, County Counsel provided the following analysis result:

The 2018 Final Expenditure Plan suggests that the reserve fund should be allocated from the gross revenue generated by the transportation sales tax, and therefore, would be set aside from each fund category. However, the Expenditure Plan does not mandate a reserve fund, therefore, the Board likely has the discretion to decide not to have a reserve fund, or to only have a reserve fund for certain categories. If the Board decides to set aside the reserve funds from only certain categories, those categories would be the only ones that could access the reserve funds.

See Attachment C for the entire original letter.

FISCAL IMPACTS

Upon approval by the Board, TAM's Proposed FY2019-20 Annual Budget and the Measure AA Strategic Plan will be amended accordingly to accommodate the availability of Measure A reserve funds and incorporate the percentage of reserve funds for Measure AA.

NEXT STEPS

Upon approval by the TAM Board, Measure A reserve funds as shown in Attachment A will be made available for allocation requests from designated sponsors, over the time period that equivalent amount of Measure AA reserve would be collected. The percentage on Measure AA reserve funds as adopted by the TAM Board will be incorporated in the Measure AA Strategic Plan Revenue and Expenditure Worksheets before they are finalized.

ATTACHMENT

Attachment A – Measure A Reserve Funds Programming

Attachment B – Measure AA Reserve Funds Set Aside Scenarios

Attachment C – County Counsel Reserve Fund Analysis, Dated June 13, 2019

THIS PAGE LEFT BLANK INTENTIONALLY

MEASURE A RESERVE FUNDS PROGRAMMING

Reserve Funds Available	\$5,377,037	
Current Programming Proposal		
Assignment to Strategies	% Share of Reserve Funds	Measure A Reserve Funds
Strategy 1.1 Local Transit	40.00%	\$2,150,815
Strategy 1.2 Rural Transit	3.24%	\$174,216
Strategy 1.3 Special Needs	9.73%	\$523,186
Strategy 1.4 Capital	6.49%	\$348,970
Strategy 1 Transit	59.46%	\$3,197,186
Strategy 2 Hwy 101 Gap Closure	0.00%	\$0
North Planning Area - Novato Blvd	19.90%	\$153,228
Central Planning Area - 3rd Street	25.40%	\$195,578
South Planning Area - E. Blithedale Ave.	20.00%	\$153,998
Ross Valley Planning Area - SFD Blvd	21.60%	\$166,318
West Planning Area - West SFD Blvd	13.10%	\$100,869
Major Road Subtotal	100.00%	\$769,992
Strategy 3.1 Major Roads	14.32%	
Belvedere	0.98%	\$7,551
Corte Madera	3.57%	\$27,511
Fairfax	2.81%	\$21,648
Larkspur	3.92%	\$30,193
Mill Valley	5.65%	\$43,511
Novato	18.10%	\$139,404
Ross	1.02%	\$7,862
San Anselmo	4.43%	\$34,137
San Rafael	19.53%	\$150,399
Sausalito	2.68%	\$20,614
Tiburon	3.42%	\$26,361
County	33.87%	\$260,801
Local Road Subtotal	100.00%	\$769,992
Strategy 3.2 Local Roads	14.32%	
Strategy 3 Local Infrastructure	28.64%	\$1,539,983
Strategy 4.1 SRTS Education and Promotion	3.57%	\$191,960
Strategy 4.2 Crossing Guard Program	4.54%	\$244,117
Strategy 4.3 Safe Pathway Capital Projects	3.79%	\$203,790
Strategy 4 Safe Routes to Schools	11.90%	\$639,867
	100.00%	\$5,377,037

THIS PAGE LEFT BLANK INTENTIONALLY

Measure AA Reserve Fund Set Aside Options		EP %	Amount	Average One Year
2.5% Reserve @ 7 years			\$5,188,858	\$741,265
2.5% Reserve @ 10 years			\$7,702,325	\$770,232
5% Reserve @ 5 years			\$7,227,452	\$1,445,490
2.5% Reserve @ 7 years	EP %	Amount	Average One Year	
Category 1.1 Marin Sonoma Narrows	1.5%	\$77,833	\$11,119	
Category 1.2 Hwy 101/580 Direct Connector	2.0%	\$103,777	\$14,825	
Category 1.3 Local Interchanges	3.0%	\$155,666	\$22,238	
Category 1.4 Commute Alternatives	0.5%	\$25,944	\$3,706	
Subtotal	7.0%	\$363,220	\$51,889	
Category 2.1 Local Transportation Infrastructure	22.0%	\$1,141,549	\$163,078	
Category 2.2 Safe Pathways	3.0%	\$155,666	\$22,238	
Category 2.3 Sea Level Rise	1.0%	\$51,889	\$7,413	
Category 2.4 Innovative Technology	0.5%	\$25,944	\$3,706	
Subtotal	26.5%	\$1,375,047	\$196,435	
Category 3.1 Safe Routes to Schools	3.5%	\$181,610	\$25,944	
Category 3.2 Cross Guard Program	7.0%	\$363,220	\$51,889	
Category 3.3 Small School Safety Projects	1.0%	\$51,889	\$7,413	
Subtotal	11.5%	\$596,719	\$85,246	
Category 4.1 Bus Transit Service	33.0%	\$1,712,323	\$244,618	
Category 4.2 Rural/Recreational Bus Services	3.0%	\$155,666	\$22,238	
Category 4.3 Transit Services for Special Needs	9.5%	\$492,942	\$70,420	
Category 4.4 Transit Services to Schools	5.0%	\$259,443	\$37,063	
Category 4.5 Bus Transit Facilities	4.0%	\$207,554	\$29,651	
Category 4.6 Ferries and Regional Transit	0.5%	\$25,944	\$3,706	
Subtotal	55.0%	\$2,853,872	\$407,696	
Total 2.5% for 7 Years	100.0%	\$5,188,858	\$741,265	
2.5% Reserve @ 10 years	EP %	Amount	Average One Year	
Category 1.1 Marin Sonoma Narrows	1.5%	\$115,535	\$11,553	
Category 1.2 Hwy 101/580 Direct Connector	2.0%	\$154,046	\$15,405	
Category 1.3 Local Interchanges	3.0%	\$231,070	\$23,107	
Category 1.4 Commute Alternatives	0.5%	\$38,512	\$3,851	
Subtotal	7.0%	\$539,163	\$53,916	
Category 2.1 Local Transportation Infrastructure	22.0%	\$1,694,511	\$169,451	
Category 2.2 Safe Pathways	3.0%	\$231,070	\$23,107	
Category 2.3 Sea Level Rise	1.0%	\$77,023	\$7,702	
Category 2.4 Innovative Technology	0.5%	\$38,512	\$3,851	
Subtotal	26.5%	\$2,041,116	\$204,112	
Category 3.1 Safe Routes to Schools	3.5%	\$269,581	\$26,958	
Category 3.2 Cross Guard Program	7.0%	\$539,163	\$53,916	
Category 3.3 Small School Safety Projects	1.0%	\$77,023	\$7,702	
Subtotal	11.5%	\$885,767	\$88,577	
Category 4.1 Bus Transit Service	33.0%	\$2,541,767	\$254,177	
Category 4.2 Rural/Recreational Bus Services	3.0%	\$231,070	\$23,107	
Category 4.3 Transit Services for Special Needs	9.5%	\$731,721	\$73,172	
Category 4.4 Transit Services to Schools	5.0%	\$385,116	\$38,512	
Category 4.5 Bus Transit Facilities	4.0%	\$308,093	\$30,809	
Category 4.6 Ferries and Regional Transit	0.5%	\$38,512	\$3,851	
Subtotal	55.0%	\$4,236,279	\$423,628	
Total 2.5% for 10 Years	100.0%	\$7,702,325	\$770,232	
5% Reserve @ 5 years	EP %	Amount	Average One Year	
Category 1.1 Marin Sonoma Narrows	1.5%	\$108,412	\$21,682	
Category 1.2 Hwy 101/580 Direct Connector	2.0%	\$144,549	\$28,910	
Category 1.3 Local Interchanges	3.0%	\$216,824	\$43,365	
Category 1.4 Commute Alternatives	0.5%	\$36,137	\$7,227	
Subtotal	7.0%	\$505,922	\$101,184	
Category 2.1 Local Transportation Infrastructure	22.0%	\$1,590,039	\$318,008	
Category 2.2 Safe Pathways	3.0%	\$216,824	\$43,365	
Category 2.3 Sea Level Rise	1.0%	\$72,275	\$14,455	
Category 2.4 Innovative Technology	0.5%	\$36,137	\$7,227	
Subtotal	26.5%	\$1,915,275	\$383,055	
Category 3.1 Safe Routes to Schools	3.5%	\$252,961	\$50,592	
Category 3.2 Cross Guard Program	7.0%	\$505,922	\$101,184	
Category 3.3 Small School Safety Projects	1.0%	\$72,275	\$14,455	
Subtotal	11.5%	\$831,157	\$166,231	
Category 4.1 Bus Transit Service	33.0%	\$2,385,059	\$477,012	
Category 4.2 Rural/Recreational Bus Services	3.0%	\$216,824	\$43,365	
Category 4.3 Transit Services for Special Needs	9.5%	\$686,608	\$137,322	
Category 4.4 Transit Services to Schools	5.0%	\$361,373	\$72,275	
Category 4.5 Bus Transit Facilities	4.0%	\$289,098	\$57,820	
Category 4.6 Ferries and Regional Transit	0.5%	\$36,137	\$7,227	
Subtotal	55.0%	\$3,975,098	\$795,020	
Total 5% for 5 Years	100.0%	\$7,227,452	\$1,445,490	

THIS PAGE LEFT BLANK INTENTIONALLY

MEMORANDUM

TO: TAM Board of Commissioners

FROM: Jenna Brady, Deputy County Counsel *JB/BL*

DATE: June 13, 2019

RE: Reserve Fund Analysis

Issue: The TAM Board of Commissioners (“Board”) has requested our office’s opinion on TAM’s reserve options under the Measure AA Expenditure Plan, and specifically, whether the Board may set aside reserve funds from only some fund categories. If the answer is yes, the Board further seeks an opinion as to whether fund categories that did not contribute to the reserve fund could access the reserve fund if needed.

Short Answer: The 2018 Final Expenditure Plan suggests that the reserve fund should be allocated from the gross revenue generated by the transportation sales tax, and therefore, would be set aside from each fund category. If the Board decides to set aside the reserve funds from only certain categories, those categories would be the only ones that could access the reserve funds.

Analysis: The 2018 Final Expenditure Plan provides for the funding of four categories or strategies: Highways, Local Transit, Local Streets and Safe Routes to Schools, and allocates a percentage of the sales tax funds to each. The Expenditure Plan states that “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.”

The Expenditure Plan’s statement that the reserve fund will be set aside from the annual transportation sales tax receipts suggests that the percentage would be set aside from total receipts, not just certain fund categories, and we understand that this is the general practice. However, the Plan does not mandate that a reserve fund exist; therefore, the Board likely has the discretion to decide not to have a reserve fund, or to only have a reserve fund for certain categories.

PG. 2 OF 2

If the Board decides to set aside funds from only certain categories, then only those categories should be able to draw on the reserve funds. The Expenditure Plan provides that “the distribution will not change over the life of the plan, unless the plan is specifically amended.” By allowing a category to receive its full distribution, not allocate a percentage to the reserve fund and still receive reserve funds, would in essence change the distribution of that category without properly amending the Expenditure Plan. Accordingly, if only certain categories had funds allocated to the reserve fund, then only those categories would be able to access those funds.



DATE: June 27, 2019

TO: Transportation Authority of Marin Board of Commissioners

FROM: Dianne Steinhauser, Executive Director
David Chan, Programming Manager

SUBJECT: Public Hearing on the Measure AA Transportation Sales Tax Strategic Plan, Agenda Item 9a

RECOMMENDATION

Recommend that the TAM Board conduct a public hearing and receive public inputs on the draft Measure AA Transportation Sales Tax Strategic Plan.

BACKGROUND

In November 2018, Marin voters approved the renewal of Marin's ½-Cent Transportation Sales Tax Expenditure Plan, known as Measure AA. The Measure AA Expenditure Plan lists projects and programs that are eligible for sales tax funds and establishes the maximum percentage of funds that can be allocated to each category. It did not establish exactly when allocations will be made.

The Expenditure Plan directed TAM to prepare a Strategic Plan to establish the timing of all allocations and procedures for funding priorities within the prescribed categories of funding. It provides a 30-year outlook on how local transportation sales funds will be allocated in the context of anticipated demands, timing, and other available revenues.

Details of the draft Strategic Plan are contained in Item 9b of this TAM Board packet. The draft Strategic Plan has been reviewed by the TAM Board on May 30, 2019 and the Citizens Oversight Committee on June 17, 2019.

The Measure AA Strategic Plan must be approved by the TAM Board, following a noticed public hearing on Strategic Plan and a 30-day public comment period. A copy of the draft Strategic Plan was made available on TAM's website (<http://www.tam.ca.gov>) on May 30, 2019. A Public Notice was posted on the Marin Independent Journal on June 14, 2019. June 29, 2019 officially signifies the end of the 30-day comment period.

As of June 20, 2019, when this memo was mailed out, no public comments were received by TAM. However, a letter from Marin Transit was received with comments on the Measure AA Strategic Plan. At the June 10, 2019 Funding, Programs & Legislation Executive Committee meeting, General Manager, Nancy Whelan, of Marin Transit informed the Executive Committee that the letter has been rescinded and a revised letter will be submitted. When staff receives the revised letter, responses will be provided in the supplemental packet for the TAM Board.

Staff will continue to receive and review comments until the close of the comment period on June 29, 2019. Staff is asking the TAM Board to review and adopt the Measure AA Strategic Plan, scheduled for June 27, 2019.

Public comments received after the mailout of this Board packet and before June 29 that results in minor revisions and do not substantially alter the Strategic Plan will be incorporated in the final adopted Measure AA Strategic Plan. Any major comments will necessitate the Strategic Plan Update be returned to the TAM Board for additional approval.



DATE: June 27, 2019

TO: Transportation Authority of Marin Board of Commissioners

FROM: Dianne Steinhauser, Executive Director
David Chan, Programming and Legislation Manager

SUBJECT: Adopt the Measure AA Strategic Plan (Action), Agenda Item No. 9b

RECOMMENDATION

Recommend the TAM Board adopt the Measure AA Strategic Plan provided that the preceding public hearing, Item 9a of the agenda, on the Measure AA Strategic Plan does not produce questions and comments that may substantially alter the Measure AA Strategic Plan.

Furthermore, the outcome of the Measure AA reserve fund policy, Item 8 of the agenda, will be incorporated in the final adopted Measure AA Strategic Plan document and the Revenue and Expenditure Element of the Measure AA Strategic Plan will be revised accordingly.

BACKGROUND

On November 6, 2018, 76.7% of Marin voters approved the renewal of Marin's ½-cent Transportation Sales Tax Expenditure Plan, known as Measure AA. The Expenditure Plan was based on the expectation that the ½-cent sales tax would generate approximately \$827 million over the 30-year period. The Expenditure Plan lists projects and programs that are eligible for sales tax funds and establishes the maximum percentage of funds that can be allocated to each category. It did not establish exactly when allocations will be made.

The ½-cent Transportation Sales Tax Expenditure Plan directed TAM to prepare an Annual Strategic Plan, which will identify the schedules for project and program implementation based on project readiness, ability to generate matching or leveraged funds, need for borrowing and other relevant criteria.

TAM has developed this Measure AA Strategic Plan to establish the timing of all allocations and procedures for funding priorities within the prescribed categories of funding. The Measure AA Strategic Plan provides a 30-year outlook on how local transportation sales funds will be allocated in the context of anticipated demands, timing, and other available revenues. It reconciles the timing of expected revenues with the schedule for when those revenues are needed in order for sponsors to deliver projects and services. Like its predecessor, the Measure A Strategic Plan, the Measure AA Strategic Plan serves as the overall roadmap for programming Measure AA funds to the four categories, as identified in the voter-approved Expenditure Plan.

The Measure AA 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.

Public Comment Period

On May 30, 2019, the TAM Board opened a 30-day public comment period for the Measure AA Strategic Plan. June 29, 2019 officially signifies the end of the 30-day comment period. A public hearing was held as Item 9a on this TAM Board agenda.

Staff is requesting the TAM Board adopt the Measure AA Strategic Plan on June 27, 2019. Staff will continue to receive and review comments until the close of the comment period on June 29, 2019. If no public comments are received by June 29, 2019 that would create substantial revisions to the document, the Measure AA Strategic Plan will be considered final on June 29, 2019.

As of June 21, 2019, when this memo was mailed out, no public comments were received by TAM. However, a letter from Marin Transit was received in the last week of May. At the June 10, 2019 Funding, Programs & Legislation Executive Committee meeting, Marin Transit's General Manager, Nancy Whelan, informed the Executive Committee that the letter has been rescinded and a revised letter will be submitted.

The revised Marin Transit letter has not been received when this memo was mailed out. When the revised letter is received, staff will address the letter and provide responses in the Supplemental Packet for the TAM Board on June 27, 2019.

MEASURE AA STRATEGIC PLAN

Attached is the Draft Measure AA Strategic Plan. In its entirety, the Measure AA Strategic Plan contains the document itself and the following:

- Appendix 1 – Measure AA Expenditure Plan
- Appendix 2 – Comments and Responses
- Attachment - Revenue and Expenditure Component
 - Attachment 1 - Sales Tax Revenues and Assignment to Categories
 - Attachment 2 - Sales Tax Programming/Expenditure Summary
 - Attachment 3-1 - Category 1: Reduce Congestion on Highway 101 and Adjacent Roadways
 - Attachment 3-2 - Category 2: Marin's Local Transportation Infrastructure
 - Attachment 3-3 - Category 3: School-Related Congestion and Safer Access to School
 - Attachment 3-4 - Category 4: Maintain and Expand Local Transit Services
 - Attachment 4 - Set Aside for Major Roads and RSR Approaches

Appendix 1 is not attached with this memo. Appendix 1 is available upon request and readily downloadable on TAM's website. If public comments are received, Appendix 2 will be included with the final Measure AA Strategic Plan that will be presented to the TAM Board for adoption on June 27, 2019. Note Attachment B of this memo includes Attachments 3 and 4 of the Strategic Plan.

Annual updates to the Measure AA Strategic Plan are anticipated. While the primary document containing long term policies and procedures may see little revision on an annual basis, the Revenue and Expenditure component of the Strategic Plan will be annually updated to reflect the actual revenue collection, forecasted growth, and carryovers. The annual update to the Revenue and Expenditure component of the Strategic Plan allows local agencies to more accurately budget for the coming years.

CATEGORIES OF MEASURE AA

Category 1

Category 1 is intended to support projects that reduce congestion on Highway 101 and adjacent roadways by leveraging non-local funds to accelerate completion of key multimodal projects. Projects funded under Category 1 include the Marin Sonoma Narrows and the Northbound Highway 101 / Eastbound I-580 Direct Connector. Category 1 provides funds to plan for improvements to local road interchanges with Highway 101. The local funds will serve to attract state and regional-toll funds for these essential projects to be completed. Lastly, Category 1 provides funds to 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 alone.

Details on the revenues and expenditure of Category 1 are shown in Attachment 3-1 of the Draft Strategic Plan.

Category 2

Category 2 is intended to maintain, improve, and manage Marin's local transportation infrastructure, including roadways, bikeways, sidewalks, and pathways. Category 2 provides funds to local agencies for 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.

Funds for Marin's local transportation infrastructure are allocated to local agencies based on a formula weighted 50% by the population of the local agency's jurisdiction and 50% by the number of lane miles within the limits of that agency's jurisdiction. This formula is updated on a biennial basis to address changes in population and lane mile figures.

Category 2 also provides funds for larger school-related projects known as Safe Pathways to Schools. Safe Pathways is the capital improvement element of the Safe Routes to Schools program. A Call for Projects will be issued about every four years by TAM when sufficient amount of funds has been accumulated, with eligible projects screened and evaluated, establishing priority projects for funding from the TAM Board.

Category 2 includes new infrastructure projects that promote resiliency and innovation, particularly projects that tackle flooding and sea level rise impacts to our transportation infrastructure. Innovative technology for better managing traffic will also be supported, such as the installation of smart traffic signals and real-time transit information.

Details on the revenues and expenditure of Category 2 are shown in Attachment 3-2 of the Draft Strategic Plan.

Category 3

Category 3 is intended to reduce school related congestion and provide safer access to schools. Category 3 provides funds for the 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. Measure AA adds additional funds to the previous year's crossing guard program and saved more than 20 school crossing guards

that would otherwise have had to be cut in 2019. Category 2 maintains 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.

Details on the revenues and expenditure of Category 3 are shown in Attachment 3-3 of the Draft Strategic Plan.

Category 4

Category 4 is intended to 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.

Category 4 provides funds to preserve and enhance the array of local transit services that many residents and workers rely on. Category 4 supports transit and paratransit services for Marin’s seniors and persons with disabilities. Category 4 also provides funds for unique services such as the Muir Woods Shuttle, and West Marin Stagecoach.

Category 4 also dedicates funds for yellow school bus and other school transit services, including providing matching funds for alternative fuel buses, such as all-electric buses, and planning for alternatives to traditional transit services. Lastly, Category 4 provides a small amount of funds to Golden Gate Transit to operate shuttle services to regional transit facilities. Details on the revenues and expenditure of Category 4 are shown in Attachment 3-4 of the Draft Strategic Plan.

Detailed funding share of each of the four categories is presented in the table below:

IMPLEMENTATION CATEGORY		Original 2018 Estimates (in millions)
Category 1 Reduce Congestion on Hwy 101 & Adjacent Roadways	7.0%	\$57.9
1.1 Provide matching funds for the MSN Project	1.5%	\$12.4
1.2 Provide matching funds for Hwy 101/I-580 Direct Connector	2.0%	\$16.5
1.3 Improve Hwy 101 local interchanges and freeway access routes	3.0%	\$24.8
1.4 Implement commute alternatives and trip reduction strategies	0.5%	\$4.1
Category 2 Maintain, Improve, and Manage Marin’s Local Transportation Infrastructure	26.5%	\$219.2
2.1 Maintain and manage local roads	22.0%	\$181.9
2.2 Provide safe pathways for safe walking and biking access to schools	3.0%	\$24.8
2.3 Develop projects to address transportation impacts from sea level rise	1.0%	\$8.3
2.4 Support operational improvements through innovative technology	0.5%	\$4.1
Category 3 Reduces School-Related Congestion and Provide Safer Access to Schools	11.5%	\$95.1
3.1 Maintain the Safe Routes to Schools Program	3.5%	\$28.9
3.2 Expand the Crossing Guard Program	7.0%	\$57.9
3.3 Provide capital funding for small school safety related projects	1.0%	\$8.3
Category 4 Maintain and Expand Local Transit Services	55.0%	\$454.9
4.1 Maintain and improve existing transit service	33.0%	\$272.9
4.2 Maintain and expand rural and recreational bus services	3.0%	\$24.8
4.3 Maintain and expand transit services for those with special needs	9.5%	\$78.6
4.4 Provide transit services to schools	5.0%	\$41.4

4.5 Invest in bus transit facilities	4.0%	\$33.1
4.6 Expand access to ferries and regional transit, managed by Golden Gate Transit	0.5%	\$4.1
TOTAL	100%	\$827.0

AREAS OF DISCUSSION

Revenue Assumptions

Total revenue estimated to be available to the four categories in the Measure AA Expenditure Plan is \$827 million as illustrated in the table above. However, actual funding available every year is based on what's set in the Measure AA Strategic Plan. Based on most recently sales tax collection and economic condition and outlook, TAM staff recommended, and the TAM Board adopted the FY19/20 Measure A revenue level at \$27.5 million. A 2.5% annual increase is assumed for the 30-year time period. The updated revenue estimate provides a net total of \$1.1 billion to the four categories.

Attachment 1 of the Draft Strategic Plan shows the anticipated revenue collection over a 30-year period with an annual 2.5% growth factor.

Reserve Fund Set Aside

The Measure AA Expenditure Plan states that 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.

Reserve fund policies for Measure A and Measure AA funds are being discussed in Item 8 on this agenda. The actions taken by the TAM Board on Item 8 will be reflected in the Measure AA Strategic Plan document and the Revenue and Expenditure Element of the Measure AA Strategic Plan before they are finalized.

Revenues for Transit

Similar to Measure A, transit service under Measure AA has been assigned 55% of the revenues after following permissible off-the-top set-asides have been met:

- 5% for administration and program management
- Major road and RSR approach project (\$2.35 million)
- Reserve funds (as mentioned above, this is discretionary up to 10% of revenue)

While both of the Expenditure Plans under Measure A and Measure AA assigned 55% of the revenues (after the set aides have been met) to transit service, local transit service was effectively getting 59.5% of the funds under Measure A. Marin Transit has relied on this level of funding.

Strategy 2 of Measure A was intended to complete the Highway 101 Gap Closure Project and was originally assigned 7.5% of the Measure A revenues after the off-the-top items, an originally estimated \$2.65 million in annual debt service and an annual 5% for administration and general program management. However, the intention of the off-top-top debt reserve of \$2.65 million was to issue a \$30 million debt to meet the \$25 million funding commitment and cash flow needs of the Highway 101 Gap Closure Project and the potential cash flow needs of the Major Roads projects under Strategy 3. It was determined during the implementation

of the Measure A Expenditure Plan that the \$25 million funding commitment to the Highway 101 Gap Closure Project was then fully met with the debt reserve fund.

Staff also conducted an updated bond financial analysis and concluded that \$2.35 million was sufficient to meet the assumed \$30 million bond issue. With all of this refined information, the TAM Board determined to redistribute the 7.5% assigned to the Highway 101 Gap Closure Project share proportionally to the other three Strategies. Therefore, Strategy 1 effective percentage under Measure A was 59.5% instead of 55%, after the off-the-top items. Local Transit's share returned to 55% of the revenues (less the abovementioned off-the-top set-asides) under Measure AA.

Note that Marin Transit has identified over \$9 million in carryover at the end of FY 18/19.

Advancement of Funds

Depending on the project delivery schedule, funds needed for capital projects may exceed funds available. As happened in the original Measure A, the major highway projects - the Marin Sonoma Narrows and the NB 101 to EB 580 Connector - along with Major Road projects will likely require 30 years (14 years for Major Road projects) of funds under a compressed timeframe.

Staff has yet to finalize cash flow projections for these projects. Note that when the Board allocates funds for these projects, it will need to be accompanied by an accurate cash flow analysis. While one project alone may not result in insufficient cash being available, an accumulation of several project expenditure demands could result in TAM needing to borrow to meet the cash flow need of those projects. Staff will be exploring all financing options, including but not limited to interagency loan and debt issuance, and bring those options for the review and approval of the Board at the appropriate time.

Remaining Measure A Commitment Set Aside (Major Road and Other Projects)

In accordance to the Measure AA Expenditure Plan, TAM will set aside \$2.35 million annually to fund existing commitments to several outstanding major road projects and to the Richmond-San Rafael Bridge approaches (East Sir Francis Drake and 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. This set aside continues a practice TAM has had in place since the beginning of the original Measure A.

Per the voter-approved Expenditure Plan, unallocated funding commitments to Major Roads projects by planning area are limited to the following programmed amounts:

- \$11.587 million for the Novato Boulevard Rehabilitation Project in the North Planning Area,
- \$12.522 million for the 3rd Street Rehabilitation Project in the Central Planning Area,
- \$1.897 million for the East Blithedale Avenue Rehabilitation Project in the South Planning Area,
- \$11.870 million for the Sir Francis Drake Boulevard Rehabilitation Project in the Ross Valley Planning Area, and
- \$74,000 for the Sir Drake Boulevard Rehabilitation Project in West Marin Planning Area.
- The unallocated funding commitment to the Richmond-San Rafael Bridge approaches is approximately \$3.8 million.

Under the original Measure A Program, \$2.35 mil per year was set-aside as a "Bond Debt Reserve" to pay for the needed advancement of sales tax funds to enable the Highway 101 Gap Closure to be built. TAM was

able to obtain an advantageous loan from MTC at a much-reduced cost than a formal market-based sales tax bond.

The Bond Debt reserve was used to pay back the MTC loan, completed in 2015. The remaining years of the Bond Debt reserve set-aside were used for Major Roads and on a one-time basis by TAM for the Bellam Boulevard Off-Ramp and Intersection Project, the East Sir Francis Drake Boulevard (ESFD) Project, and the Highway 101/I-580 Direct Connector Feasibility Study.

This off-the-top set aside for these major road projects will not diminish the funding level of other categories receiving funds under Measure AA because the new set-aside is taking the place of the previous set-aside. Details on the revenues and expenditure on the Major Road Set Aside are shown in Attachment 4 of the Draft Strategic Plan.

Interest Fund Policy

The funding balance under Measure AA will likely generate interest funds, just like with Measure A. Highlights of the TAM Board approved policy include a recommendation regarding how interest funds should be allocated. In all cases, interest funds can only be spent on projects and programs authorized in the Sales Tax Expenditure Plan.

At the May 30 Tam Board meeting the following priority use of interest funds was adopted.

1. Maintain commitment to fund a mitigation measure associated with the Central Marin Ferry Connector Project;
2. Provide funding to respond to bid opening and construction shortfalls;
3. Maintain funding commitments to routine bike/ped path maintenance;
4. Other emerging unfunded immediate needs.

Current Interest Funds are being recommended to be reserved for upcoming capital project delivery, after meeting a Central Marin Ferry Connection (CMFC) insurance policy agreement. Two projects will be entering the construction phase in FY 19/20. The first is the Bellam Boulevard northbound Highway 101 Off-ramp improvements. This project will improve access to the Richmond-San Rafael Bridge as well as improve safety. Traffic is current stopped daily on mainline Highway 101 in the afternoon waiting to exit at Bellam. Rear end collisions are frequent, and this project will reduce the back-up. The Project will also improve access to eastbound I-580 allowing for better Richmond-San Rafael Bridge access and relieving the traffic on Sir Francis Drake.

The second Project is the Northern Segment of the North-South Greenway. This Project improves bicycle and pedestrian access across Corte Madera Creek to the Larkspur Ferry, to the future Larkspur SMART station and to jobs and commercial areas of Larkspur Landing Circle. The current path of travel does not meet current standards and is highly utilized by bicyclists and pedestrians. The project is a high priority to both user groups and adjacent local jurisdictions.

Unfortunately, construction bids have been significantly over the engineers estimate on several recent projects - in some cases, exceeding expectations by over 30%. Staff have been working with our consultants to verify that the estimates are based on recent unit prices to avoid surprise. However, the current bidding environment is very volatile, with a small number of bidders on each project with resulting uncertainty.

FISCAL IMPACTS

Most of the planned spending needs for items included in FY 19/20 of the Draft Measure AA Strategic Plan are already included in the Proposed FY 19/20 TAM Annual Budget. Staff will continue to work with all the Measure AA funding recipients to confirm all final programming and allocation requests. Updated numbers will be included in the final FY 19/20 Annual Budget for the TAM Board's adoption on June 27, 2019.

NEXT STEPS

Upon approval by the TAM Board on June 27, 2019 and on the condition that no substantial public comments are received by June 29, 2019, staff will post the Measure AA Strategic Plan on TAM's website as adopted.

ATTACHMENTS

Attachment A – Draft Measure AA Strategic Plan

Attachment B – Revenue and Expenditure Element (Note, this includes Attachments 3-1 to 3-4 and Attachment 4 of the Strategic Plan)

TRANSPORTATION AUTHORITY OF MARIN

TRANSPORTATION SALES TAX

MEASURE AA

STRATEGIC PLAN 2019

Chair:

Judy Arnold - Marin County Board of Supervisors

Vice Chair:

Alice Fredericks – Tiburon Town Council

Commissioners:

James Campbell - Belvedere City Council

Brian Colbert – San Anselmo Town Council

Damon Connolly – Marin County Board of Supervisors

Daniel Hillmer - Larkspur City Council

P. Beach Kuhl - Ross Town Council

David Kunhardt - Corte Madera Town Council

Eric Lucan - Novato City Council

Stephanie Moulton-Peters - Mill Valley City Council

Gary Phillips – San Rafael City Council

John Reed - Fairfax Town Council

Katie Rice - Marin County Board of Supervisors

Dennis Rodoni – Marin County Board of Supervisors

Kathrin Sears - Marin County Board of Supervisors

Susan Cleveland-Knowles – Sausalito City Council

Executive Director:

Dianne Steinhauser

www.tam.ca.gov

TAM Board Alternates:

Ray Withy – Sausalito City Council
Eli Beckman – Corte Madera Town Council
Kate Colin – San Rafael City Council
Pat Eklund – Novato City Council
Jim Fraser – Tiburon Town Council
Renee Goddard – Fairfax Town Council
Kevin Haroff – Larkspur City Council
Bob McCaskill – Belvedere City Council
Sashi McEntee – Mill Valley City Council
Ford Greene – San Anselmo Town Council
Elizabeth Brekhus – Ross Town Council

Citizens’ Oversight Committee (COC) Members

Allan Bortel - Marin County Paratransit Coordinating Council
Robert Burton - Southern Marin Planning Area
Joy Dahlgren – Central Marin Planning Area
Kevin Hagerty – League of Women Voters
Zack MacDonald – School Districts
Vince O’Brien – Bicyclists and Pedestrians Groups
Peter Pelham – Major Marin Employers
Kate Powers – Environmental Organizations
Paul Premo - Taxpayer Groups
Paul Roye - Ross Valley Planning Area
Scott Tye - West Marin Planning Area
Charley Vogt - Northern Marin Planning Area

COC Alternates

Jayni Allsep – Southern Marin Planning Area
Kay Noguchi – League of Women Voters
Nancy Okada - Environmental Organizations
Jeffery Olson – Central Marin Planning Area
Veda Florez – Northern Marin Planning Area

Table of Contents

LIST OF ATTACHMENTS	5
LIST OF APPENDICES	5
GLOSSARY	6
EXECUTIVE SUMMARY	8
I. INTRODUCTION	12
A. THE TRANSPORTATION AUTHORITY OF MARIN.....	13
B. OVERVIEW OF MEASURE AA	13
C. OVERVIEW OF MEASURE A	16
1. <i>Accomplishments</i>	16
2. <i>Continued Commitments for Major Road Projects</i>	17
D. OVERVIEW OF CATEGORIES IN THE EXPENDITURE PLAN	19
1. <i>Category 1: Highway 101 and Adjacent Roadways</i>	19
2. <i>Category 2: Marin's Local Transportation Infrastructure</i>	19
3. <i>Category 3: School-Related Congestion and Safer Access to Schools</i>	20
4. <i>Category 4: Local Transit Services</i>	20
E. STRATEGIC PLAN PURPOSE & GUIDING PRINCIPLES	20
II. POLICY ELEMENTS	22
A. SEPARATION OF CATEGORIES & SUBCATEGORIES POLICY	22
B. RESERVE POLICY	23
C. DEBT POLICY	23
D. INVESTMENT POLICY	24
E. LEVERAGING AND FUND SWAP POLICY	25
F. COMPLIANCE AUDIT POLICY.....	25
G. EXPENDITURE PLAN AMENDMENT.....	25
H. STRATEGIC PLAN AMENDMENT POLICY.....	26
I. INTEREST FUND POLICY.....	27
J. NEW AGENCY POLICY.....	28
K. FUNDING RESTRICTION POLICY	28
L. ADVANCEMENT OF FUND POLICY	28
M. STAFFING AND ADMINISTRATION POLICY	29
III. REVENUES & EXPENDITURES.....	30
A. SALES TAX REVENUE FORECAST ASSUMPTIONS.....	30
B. OFF-THE-TOP EXPENDITURE ASSUMPTIONS / DEBT CAPACITY	30
C. REVENUE AND EXPENDITURE PLAN.....	31
1. <i>Revenue Available for Programming</i>	31
2. <i>Revenue & Expenditure Plan by Category/Subcategory</i>	31
D. PROGRAMMING METHODOLOGY & ASSUMPTIONS FOR CATEGORIES.....	32
1. <i>Category 1: Highway 101 and Adjacent Roadways</i>	32
2. <i>Category 2: Local Transportation Infrastructure</i>	35
3. <i>Category 3: School-Related Congestion and Safer Access to Schools</i>	40
4. <i>Category 4: Local Transit Services</i>	42
IV. ACCOUNTABILITY	48
A. OPEN AND PUBLIC MEETING	48
B. INDEPENDENT AUDITOR.....	48
C. ADMINISTRATIVE CODE	48
D. CITIZENS' OVERSIGHT COMMITTEE (COC).....	48

- V. **IMPLEMENTATION GUIDELINES.....50**
 - A. CLAIMANT POLICIES50
 - 1. *Eligibility for Funding*.....50
 - 2. *Application Process*.....50
 - 3. *Allocation and Disbursement of Funds*51
 - 4. *Monitoring and Reporting Requirements*52
 - 5. *Eligible and Ineligible Costs*52
 - 6. *Other*.....53
- VI. **CONCLUSION.....54**

List of Attachments

Attachment 1 – Sales Tax Revenues and Assignment to Categories

Attachment 2 – Sales Tax Programming Summary

Attachment 3-1 – Category 1: Hwy 101 & Adjacent Roadway Revenues and Expenditures

Attachment 3-2 – Category 2: Local Transportation Infrastructure Revenues and Expenditures

Attachment 3-3 – Category 3: School Related Congestion Revenues and Expenditures

Attachment 3-4 – Category 4: Local Transit Service Revenues and Expenditures

Attachment 4 – Set Aside for Major Roads and RSR Approaches

List of Appendices

1. Measure AA Expenditure Plan

2. Comments and Responses on Measure AA Draft Strategic Plan

Glossary

Allocation - An action by the TAM Board making funds available. After funds are programmed in the Strategic Plan, the TAM Board can make individual allocations to projects and programs. Following the allocation action, TAM enters into a funding agreement with the sponsor. The sponsor can then spend the funds.

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 committee of TAM consisting of 5 representatives selected from the five planning areas and 7 representing diverse interest groups in Marin County. Reports directly to the public on all issues related to the Expenditure Plan and use of the ½-cent transportation 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 Marin County Transportation Sales Tax Renewal 2018 Final Expenditure Plan, which is the plan for spending the ½-cent transportation sales tax funds.

Golden Gate Bridge Highway and Transportation District - The agency responsible for the Golden Gate Bridge, as well as for 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 Transit.

HOV Lane - High Occupancy Vehicle or Carpool lane, open to vehicles with 2 or more occupants—including buses—during peak commute hours.

Leverage or Leveraging (*also Matching*) - The planned use of local sales tax dollars to attract other local, regional, State, or Federal funds. Can include the use of local funds as a required match to these other fund sources.

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.

Marin Sonoma Narrows (MSN) - The Narrows on US Highway 101 (US101) links the San Francisco Bay Area and Oregon and is the only continuous north-south route through Marin and Sonoma counties. Issues with the route include an insufficient number of lanes through the Narrows, sections that do not meet current freeway standards and a consistent poor level of service (e.g., delays, slow traffic, traffic jams) in many sections.

Marin Transit (formerly Marin County Transit District (MCTD)) - The existing local transit district, Marin Transit currently contracts for local transit services with Golden Gate Transit. Marin Transit also currently contracts for paratransit services with Whistlestop Wheels, as well as contracting for the West County Stagecoach. Marin Transit is governed by two city representatives and five representatives from the Board of Supervisors.

North-South Greenway - The North-South Greenway Gap Closure Project is part of a regional effort to create a more extensive non-motorized transportation network in Marin County. It closes a key pedestrian and cyclist gap between the Central Marin Ferry Connector and the existing multi-use paths at the intersection of Old Redwood Highway and Wornum Drive.

Paratransit - Specialized transportation services for seniors and/or persons with disabilities who are unable to use regular bus routes.

(to) Program -To assign a future expenditure of funds to a particular use within a particular timeframe.

Safe Pathway Projects - TAM's Safe Pathways to Schools Program funds construction projects that address safety for commutes to schools .

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.

Self-Help County - A county with a local sales tax dedicated to 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 establishing a reliable source (i.e., sales tax revenues) for the local matching funds that are required by most grantors.

Short Range Transit Plan - A 10-year vision of the capital and operating needs of a transit agency. Required by the Metropolitan Transportation Commission (MTC), under guidance from the Federal Transit Administration (FTA), an SRTP is required from each major transit agency in the Bay Area. The SRTP serves to identify transit needs and develop priorities.

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

TAM - Transportation Authority of Marin (TAM) – the agency created for the purpose of administering the ½-cent sales tax for transportation in Marin County. The TAM Board includes representatives from each city and town in Marin County, plus the five members of the Board of Supervisors. The Authority also functions as the Congestion Management Agency for Marin County.

Executive Summary

The first Marin County Transportation Sales Tax Expenditure Plan, approved by 71.2% of Marin voters as Measure A in November 2004, dedicates an estimated \$332 million in local sales tax revenues to transportation needs over a twenty-year period from 2005 to 2025. Measure A has been a major source of transportation funding in Marin County over the past 14 years and was set to expire on March 31, 2025.

Subsequently, the Marin County Transportation Sales Tax 2018 Expenditure Plan was approved by 76.7% of Marin voters as Measure AA in November 2018. This renewed the current ½-cent transportation sales tax for another 20 years, until 2039. The goal of the Measure AA was set forth in the Expenditure Plan as:

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.

The Measure AA Expenditure Plan is a detailed document that defines how the 1/2-cent transportation sales tax would fund the essential transportation needs in Marin, including local street and road maintenance, Safe Routes to Schools programs, high quality transit service, and highway and interchange improvements.

The Measure AA Expenditure Plan is a 30-year plan extending the existing funding source of Measure A for 24 years beyond the existing expiration date. The Measure AA Expenditure Plan adjusts the expenditures to address current and future transportation priorities and provides funding to address urgent needs without increasing the current half-cent tax.

The 2018 estimate for the 30-year Measure AA Expenditure Plan is approximately \$827 million. Even with supplemental funding from the State's Road Repair and Accountability Act of 2017 (Senate Bill 1), local jurisdictions are still expected to contribute local funds to transportation projects to make up the loss of state and federal sources over the years. Also, without local funding, projects have lower chances of securing state and federal funds.

The Measure AA Expenditure Plan approved by voters lists projects and programs that are eligible for sales tax funds and establishes the maximum percentage of funds that can be allocated to each category. It did not establish exactly when allocations will be made. TAM has developed this Strategic Plan to establish the timing of allocations and address funding priorities among the projects. The Measure AA Strategic Plan reconciles the timing of expected revenues with the schedule for when those revenues are needed in order for sponsors to deliver projects and services. It takes into consideration the availability of federal, state, and other funds beyond Measure AA.

The Measure AA Strategic Plan provides a 30-year outlook for how the local transportation sales tax will be spent. The Measure AA Strategic Plan presents to the financial community and the stakeholders at large a clear sense of the agency's strategy in managing its revenues and expenditures responsibly and cost effectively. It provides the best available understanding of when revenue will be available and how that revenue will be spent. The resulting assignment of dollars to programs and projects is a commitment to sponsors that the funds will be available. The Strategic Plan itself does

not constitute a final funding commitment. Commitments to individual projects and programs are secured through actual allocation actions by the TAM Board.

The Measure AA Strategic Plan makes provisions for project management oversight, administration, and overhead necessary to manage and oversee a program of this complexity. The Measure AA Strategic Plan also outline a plan for the necessary reserves needed for dealing with the fluctuations in sales tax revenue due to shifting economic trends. The Measure AA Strategic Plan programs funds according to estimated project and program schedules and provides the overall structure for the management of the sales tax revenues. It provides guidance for sponsors on requesting, utilizing, and reporting on the expenditures of the sales tax allocated.

In short, the Strategic Plan provides the overall roadmap for the programming of Measure AA funds consistent with sponsor's expectations. The Revenues and Expenditures Element of the Measure AA Strategic Plan will be updated annually to ensure that funds are readily available for the years needed to accommodate project and program delivery. The annual update will be released in advance for a minimum of 30 days for public review, require a public hearing and comment. The annual updates will show whether cash needs exceed revenue and trigger TAM borrowing funds in order to meet needs.

As outlined in the Expenditure Plan, the revenues generated by the 1/2-cent sales tax are programmed to four Categories and their associated Sub-Categories. The Categories and Sub-Categories are as follows, with a brief summary of what the Strategic Plan includes for each:

Category 1: Reduce Congestion on Highway 101 and Adjacent Roadways

- Category 1.1: Provide matching funds for the MSN Project
- Category 1.2: Provide matching funds for the Hwy 101/I-580 Direct Connector
- Category 1.3: Improve Hwy 101 local interchanges and freeway access routes
- Category 1.4: Implement commute alternatives and trip reduction strategies

Category 2: Maintain, Improve, and Manage Marin's Local Transportation Infrastructure

- Category 2.1: Maintain and manage local roads
- Category 2.2: Provide safe pathways for safe walking and biking access to schools
- Category 2.3: Develop projects to address transportation impacts from sea level rise
- Category 2.4: Support operational improvements through innovative technology

Category 3: Reduces School-Related Congestion and Provide Safer Access to Schools

- Category 3.1: Maintain the Safe Routes to Schools Program
- Category 3.2: Expand the Crossing Guard Program
- Category 3.3: Provide capital funding for small school safety related projects

Category 4: Maintain and Expand Local Transit Services

- Category 4.1: Maintain and improve existing transit service
- Category 4.2: Maintain and expand rural and recreational bus services
- Category 4.3: Maintain and expand transit services for those with special needs
- Category 4.4: Provide transit services to schools
- Category 4.5: Invest in bus transit facilities
- Category 4.6: Expand access to ferries and regional transit, managed by Golden Gate Transit

Category 1 — Category 1 focuses on Highway 101 as Marin’s “Main Street” that is one of the busiest traffic corridors in the Bay Area. This category aims at reducing congestion on Highway 101 and adjacent roadways. The primary projects under Category 1 include the Marin Sonoma Narrows and the Northbound Highway 101 / Eastbound I-580 Direct Connector. Category 1 provides local matching funds for these two projects as leverage for regional toll funds, as well as possible state and federal funds. Category 1 also provides funding to plan for improving local interchanges and freeway access to Highway 101. Lastly, Category 1 helps 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.

Category 2 — Category 2 programming is based maintaining, improving, and managing local transportation infrastructure, including roadways, bikeways, sidewalks, and pathways. An emphasis on the Complete Streets principle has been maintained for this category, as was introduced in Measure A. Sponsors of funds from Category 2 will be expected to consider and implement non-motorized modes of transportation for all roadway projects. Under the largest subcategory for local roads, funds will be distributed based a formula that considers the population and road miles within the local jurisdiction. Funding levels are increased from 13.25% under the original Measure A to 22% of all funds under the new Measure AA. The eligible usage of these funds has been greatly expanded.

In recognition that congestion around schools caused by voluminous drop-offs and pickups can be alleviated with projects that promote safe walking and biking access to schools, this category includes funding Safe Pathway projects. A small amount of funding in this category (1%) is dedicated to projects that addresses and mitigates transportation impacts from sea level rise. Lastly, a small amount of Category 2 funds (0.5%) can be expended on operation improvements to local streets and roads through innovative technology.

Category 3 — Category 3 includes three programs that work in concert with each other to reduce school-related trips that result in congestion around schools. The first program, Safe Routes to School, is an educational and promotion program encourages parents to allow their children to walk or bike to schools. This program has proven to be effective to reduce school-related trips when it was funded under Measure A. Category 3 will slightly increase funding for the Safe Routes to Schools Education and Encouragement program.

The Crossing Guard Program is an important component that works closely with the Safe Routes to Schools Program. Intersections that are considered impediments to walking to schools are manned with crossing guards. Category 3 will fund 82 sites with crossing guards throughout the County, with an additional nine crossing guards from Measure B Vehicle Registration Fee. Note six additional guards are paid for by others, for a countywide total of 97.

Finally, Category 3 will fund small safety related projects around schools. Similar to the Safe Pathway Program under Category 2, the funds from Category 3 will smaller lower cost projects that can be implemented quickly to address priority needs.

Category 4 — Marin Transit is the primary claimant for Category 4. Golden Gate Transit receives a nominal share (0.5%) to provide access to ferries and regional transit. The Measure A Expenditure Plan requires that Marin Transit prepare a Short-Range Transit Plan (SRTP)—to be approved by the TAM Board of Commissioners—that provides a 10-year outlook for revenues and needs for local

transit in the county. The current 2018-2027 SRTP was prepared and approved by the Marin Transit Board in December 2017 and accepted by the TAM Board as part of the approval process under Measure A. The adoption of the next SRTP will occur under Measure AA and will follow the same process established under Measure A. Currently, the 55% maximum share identified for Category 4 is fully programmed annually, consistent with local transit needs identified in the SRTP.

The detailed dollar amounts programmed for each Category are included as Attachments to the Strategic Plan.

A section of the Measure AA Strategic Plan will be dedicated to the winding down of Measure A with discussions on the accomplishments of Measure A and remaining commitments from Measure A that will carry over to Measure AA.

A number of policies are outlined or included in this Strategic Plan to make clear the actions, intentions and expectations of TAM. The policy elements discussed in this document include: the Separation of Categories, Reserves, Debt, Investments, Fund Swaps, Advancement of Fund, Funding Restriction, and Strategic Plan Amendments. These policies are part of the structure and guidelines for prudent administration of the Measure AA program.

Of paramount interest to local sponsors due to receive a portion of the sales tax revenues are the implementation guidelines; how sponsors, or claimants, receive and utilize the funds. This Strategic Plan provides various claimant policies, including: Eligibility for Funding, the Application Process, Allocations and Disbursement of Funds, Monitoring and Reporting Requirements, and Eligible and Ineligible Costs.

This Strategic Plan programming roadmap will serve as the starting line for sales tax usage. Each time a sponsor requests the next phase of funding for a project or program, TAM will assess progress and eligibility, assuring that sponsor reporting requirements are met. The incremental allocation of funds along with regular monitoring done by TAM staff will provide additional assurance that the goals of the Expenditure Plan, the strong message from voters, are being met.

I. Introduction

The Transportation Sales Tax Measure Expenditure Plan approved by voters as Measure AA in November 2018 dedicates an estimated \$827 million in local sales tax revenues to essential transportation project and program needs in Marin County.

The Strategic Plan implements the mission of TAM for Measure AA, as set forth in the Expenditure Plan:

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 for all users.

The Expenditure Plan lists transportation projects and programs that are eligible for sales tax funds and establishes the maximum percentage of sales tax funds that can be allocated to each category over the 30-year life of the Expenditure Plan. The Expenditure Plan provided minimal guidance on the timing of allocation of the ½-cent sales tax revenue to each of the categories.

TAM has developed the Measure AA Strategic Plan to establish the timing of allocation amounts, addressing funding priorities among the projects. The Strategic Plan reconciles the timing of expected revenues with the schedule for when those revenues are needed in order for sponsors to deliver projects and services. It takes into consideration the schedule of availability of federal, state, and other funds beyond Measure AA and an assessment of the reasonableness of project and program schedules.

The Strategic Plan has been developed in close coordination with project and program sponsors. Independent but related efforts, such as local capital improvement plans, as well as the ongoing implementation of the comprehensive funding plan for the completion of major projects, have been closely coordinated with TAM, to assure that sales tax revenues are not overstated, and are consistent with TAM forecasts and Expenditure Plan commitments. The resultant Strategic Plan continues to provide the overall roadmap for the programming of Measure AA funds consistent with sponsor's expectations. The Strategic Plan will be updated every year.

The Strategic Plan makes provisions for project management administration consistent with the voter-approved Expenditure Plan and overhead necessary to oversee a program of this complexity. The Strategic Plan also accounts for the necessary reserves needed the fluctuations in sales tax revenue seen over the last several years of shifting economic trends. The Strategic Plan provides the overall structure for the management of the sales tax revenues. Finally, guidance is provided to sponsors on requesting, utilizing, and reporting on the results of the sales tax allocated.

The Strategic Plan roadmap will serve as the starting line for sales tax usage. Each time a sponsor requests the next phase of funding for a project or program, TAM will assess progress and eligibility, assuring that sponsor reporting requirements are met. The incremental allocation of funds along with regular monitoring done by TAM staff will provide additional assurance that the goals of the Expenditure Plan—a strong message from voters—are being met.

A. The Transportation Authority of Marin

The Transportation Authority of Marin (TAM) plays a major role in improving the quality of life for Marin County residents and developing and maintaining the economic viability of our local region by funding transportation projects and programs that improve mobility, reduce congestion, and provide a transportation system with more options for those living, working, visiting and traveling in Marin County.

TAM was created in 2004 by the Marin County Board of Supervisors to develop and administer the Expenditure Plan for the first Marin County Transportation Sales Tax, known as Measure A. TAM now administers Measure AA, the 1/2 cent Transportation Sales Tax renewed in 2018, and Measure B, the \$10 Vehicle Registration Fee passed in 2010. In addition to administering these funding sources, TAM serves as the designated Congestion Management Agency (CMA) for the County, providing countywide planning and programming for transportation related needs. As the CMA, TAM is responsible for coordinating funding for many of the transportation projects and programs in the County. With these responsibilities, TAM plays a leading role in the planning, financing and implementation of transportation projects and programs in the County.

The TAM sixteen-member governing board comprises representatives from each of the cities and towns in Marin County, and all five members of the County Board of Supervisors. A twelve-member Citizens' Oversight Committee, made up of five representatives from the five planning areas and seven representatives from diverse interest groups in the County, report directly to the public on all issues related to the Expenditure Plan and sales tax use.

B. Overview of Measure AA

Starting in 2017, TAM began visiting local jurisdictions to provide educational briefings and introduce the idea of renewing the Measure A half-cent transportation sales tax. These briefings focused on providing information about the projects and programs supported by the current sales tax and receiving feedback from elected officials and residents on priorities and unmet needs. The idea of legislatively increasing the statewide sales tax cap to enable an increase in the transportation sales tax was initially discussed, then abandoned. TAM staff completed educational briefings in all eleven cities and towns, as well as the county, reporting results to the TAM Board at the May 2017 TAM meeting.

In May 2017, a public opinion poll was conducted to gauge the public opinion on their priority transportation needs and willingness to consider renewing the transportation sales tax or potentially increasing the sales tax to ¾-cent. The poll demonstrated considerably more support for renewing the sales tax rather than increasing the sales tax, with 72% of likely 2018 voters supporting renewal of the existing ½-cent transportation sales tax and a range from 60.8% to 66.9% supporting an increase to ¾-cent.

In June 2017, after hearing poll results and considering city/town/county input, the TAM Board approved the formation and membership of a Transportation Sales Tax Expenditure Plan Advisory Committee (EPAC). The EPAC was selected by the TAM board and was comprised of 24 community members representing a broad range of neighborhood, business, civic and advocacy interests in Marin County. TAM's Citizens' Oversight Committee all served on the

EPAC. The EPAC met nine times between June and December 2017 to develop a plan to renew the existing ½-cent transportation sales tax and consider expanding the sales tax to ¾-cent.

The EPAC reviewed the baseline poll results, received broad education about the current ½-cent transportation sales tax and learned from a variety of agencies about current transportation programs and unmet transportation needs. Based on this information, the EPAC developed a draft expenditure plan that culminated with unanimous approval of a plan, and a consensus recommendation to pursue a 30-year renewal of the current ½-cent sales tax to be placed on the ballot in November of 2018, to take effect on April 1, 2019. Since the existing Measure A sales tax is set to expire in 2025, the actual extension from Measure AA would be 24 years beyond the original date.

The EPAC recognized the changes in our transportation environment and the need to adjust how funds are being spent and supported the renewal under a new Expenditure Plan. The EPAC acknowledged the rapidly changing landscape of transportation and mobility choices and therefore recommended having milestones to periodically review and adjust plan elements to address future conditions. The EPAC demonstrated a strong commitment to build on the current successful transportation sales tax measure.

In December 2017, the TAM Board unanimously accepted the Draft Sales Tax Renewal Expenditure Plan developed by the EPAC, after making some adjustments. Staff conducted a follow-up poll in January 2018 and engaged outreach to stakeholder groups, and cities and towns to receive input on the plan.

The 2018 follow-up poll confirmed that traffic congestion continues to be a top concern of Marin County residents. There was great interest by Marin residents in addressing transportation issues and implementing solutions. The 2018 poll results showed strong support for renewing the transportation sales tax with support from likely 2018 voters at 77.9%, and after a series of critical statements were presented, 73.2%. TAM's professional polling firm recommended the TAM Board proceed with consideration of a ballot measure renewing the current sales tax in November 2018, due to the strong polling results.

As authorized by the TAM Board in December 2017, TAM staff presented the Draft Transportation Sales Tax Renewal Expenditure Plan to each City/Town Council and the Marin County Board of Supervisors.

The presentations provided background on the EPAC process, why early renewal was important, an overview of the unanimous plan established by the EPAC and the results of the poll. TAM and Marin Transit invited discussion and input from councilmembers and the public on the draft proposal. These meetings were instrumental to provide detailed information about the draft proposal and to receive community and stakeholder input about transportation needs and priorities. Feedback at the meetings provided a strong indication of support for the renewal of the local transportation sales tax and recognition of the public's priorities in the poll. Councils supported all four core elements of the plan: Highways and Interchanges, Local Streets and Roads, Safe Routes to Schools and Transit. There was acknowledgement of the importance of local funding to support local needs and priorities.

As a result of positive feedbacks from the follow-up poll and outreach, the TAM Board authorized a final round of approvals from local jurisdictions via Board action on April 26, 2018.

A second round of council and BOS outreach, this time with requested approvals of the Draft Expenditure Plan, occurred in May, June, and July 2018, with all 12 jurisdictions approving the Draft Expenditure Plan. The TAM Board approved Ordinance 2018-01 on July 26, 2018 to adopt the Measure AA Expenditure Plan Renewal. The Marin County Board of Supervisor subsequently passed Ordinance 2018-85 on July 31, 2018, to place the Final Transportation Sales Tax Expenditure Plan on the November 2018 Ballot.

On November 6, 2018, 76.7% of Marin voters approved the renewal of the Measure Transportation Sales Tax and Expenditure Plan,

The Measure AA Expenditure Plan Renewal was based on the expectation that the ½-cent sales tax would generate approximately \$827 million over 30 years, net of expenses for administration and program management, debt service and bond issuance costs. The respective estimated allocation for each category - by percentage and estimated revenue - is shown in the table below.

IMPLEMENTATION CATEGORY		Estimated (in millions)
Category 1 Reduce Congestion on Hwy 101 & Adjacent Roadways	7.0%	\$57.9
1.1 Provide matching funds for the MSN Project	1.5%	\$12.4
1.2 Provide matching funds for Hwy 101/I-580 Direct Connector	2.0%	\$16.5
1.3 Improve Hwy 101 local interchanges and freeway access routes	3.0%	\$24.8
1.4 Implement commute alternatives and trip reduction strategies	0.5%	\$4.1
Category 2 Maintain, Improve, and Manage Marin's Local Transportation Infrastructure	26.5%	\$219.2
2.1 Maintain and manage local roads	22.0%	\$181.9
2.2 Provide safe pathways for safe walking and biking access to schools	3.0%	\$24.8
2.3 Develop projects to address transportation impacts from sea level rise	1.0%	\$8.3
2.4 Support operational improvements through innovative technology	0.5%	\$4.1
Category 3 Reduces School-Related Congestion and Provide Safer Access to Schools	11.5%	\$95.1
3.1 Maintain the Safe Routes to Schools Program	3.5%	\$28.9
3.2 Expand the Crossing Guard Program	7.0%	\$57.9
3.3 Provide capital funding for small school safety related projects	1.0%	\$8.3
Category 4 Maintain and Expand Local Transit Services	55.0%	\$454.9
4.1 Maintain and improve existing transit service	33.0%	\$272.9
4.2 Maintain and expand rural and recreational bus services	3.0%	\$24.8
4.3 Maintain and expand transit services for those with special needs	9.5%	\$78.6
4.4 Provide transit services to schools	5.0%	\$41.4
4.5 Invest in bus transit facilities	4.0%	\$33.1
4.6 Expand access to ferries and regional transit, managed by Golden Gate Transit	0.5%	\$4.1
TOTAL	100%	\$827.0

Per the Expenditure Plan, each of the four categories is further divided into subcategories. Each subcategory is allocated a percentage of actual sales tax receipts, after expenses. The sections that follow provide a brief overview of each of the categories. A more detailed description of

each—including the related subcategories and the current estimated figures, is included in Attachment 2.

C. Overview of Measure A

1. Accomplishments

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 4th 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.

2. Continued Commitments for Major Road Projects

When the original transportation sales tax was passed in 2004 as Measure A, one of the Strategies was improvements to major roads. After thorough review of countywide needs on major arterial roads that served cross-jurisdictional needs, 15 roads were identified in that original expenditure plan for improvement. The funds dedicated under the original Measure A to the Major Road Strategy were 13.25% of the total sales tax revenue.

After passage of Measure A, an effort ensued to prioritize the Major Road projects through an eight-month assessment process involving all of the jurisdictions affected along with a number of modal advocates including transit operators and bicycle advocates. The resultant product was a prioritized list of the 15 original Major Roads.

The sponsor local jurisdictions began development of the projects. Early projects completed included 4th Street West End in San Rafael, followed by Sir Francis Drake in West Marin County through Samuel P. Taylor Park. Miller Avenue in Mill Valley followed with completion in 2018. Novato completed Novato Boulevard Phases 2 and 3 and has started Phase 1.

When the 24-community member Expenditure Plan Advisory Committee met in 2018 to consider the expansion or reauthorization of the transportation sales tax in Marin, they agreed to carry-over the unspent Major Road funding from Measure A, but recommended not continuing the program as is, and instead dedicating more funding to the Local Infrastructure Category, a formula program of funds granted to all 12 of Marin's local jurisdictions including the County. The TAM Board agreed with this recommendation.

The Major Roads funds that would have continued until the expiration of the original Measure A sales tax in 2024 were set aside off the top with the new sales tax Measure AA. Those funds will be made available to the jurisdictions with remaining originally programmed projects shown below over the life of the new Measure AA, under as-needed timing of the project sponsor. Other Major Roads projects that are not specifically mentioned below will not receive the new Measure AA funds.

Unique to this arrangement is the fact that this off-the-top set aside will not diminish the funding level of other categories receiving funds under the new reauthorized sales tax Measure AA. That's due to the new set-aside taking the place of the old existing set-aside.

Under the original Measure A Program, \$2.35 mil per year was set-aside as a "Bond Debt Reserve" to pay for the needed advancement of sales tax funds to enable the Highway 101 Gap Closure to be built in the early years of the Measure A Program. TAM was able to obtain an advantageous loan from MTC at a much-reduced cost than a formal market-based sales tax bond.

The Bond Debt reserve was used to pay back the MTC loan, completed in 2015. From 2015 to 2018, and projected into the future, the majority of the Bond Debt reserve was programmed for unfinished Major Road projects. A small amount of the Bond Debt reserve set-aside was used on a one-time basis by TAM for an emergency need, the Bellam Boulevard Off-Ramp and Intersection Project, East Sir Francis Drake Boulevard (ESFD) Project, and Highway 101/I-580 Direct Connector Feasibility Study.

Starting in FY 19/20, the first full year of sales tax under the new Measure AA plan, the original \$2.35 million off the top reserve will be set-aside for the Major Road Projects. The total amounts are delineated as follows, under their original prioritized road segments:

- Southern Marin, East Blithedale (Mill Valley) \$1.89 million
- Central Marin, Third Street (San Rafael) \$12.5 million
- Ross Valley, Sir Francis Drake Blvd, Hwy 101 to Ross, (County of Marin) \$11.87 million
- West Marin, Sir Francis Drake, (County of Marin) \$74,000
- North Marin, Novato Boulevard (Novato) \$11.59 million

The amounts noted above for Central Marin, Ross Valley, and Northern Marin include the State Local Partnership Program (SLPP) backfilled funding commitment approved by the TAM Board in July 2010 and July 2011. The projects in Southern Marin and West Marin have already received full allocations of SLPP backfilled funds from TAM so the amounts shown only included sales tax funds.

The Strategic Plan illustrates when the sponsors of these projects are scheduled to need their funding.

D. Overview of Categories in the Expenditure Plan

1. Category 1: Highway 101 and Adjacent Roadways

Reduce congestion on Highway 101 and adjacent roadways by leveraging non-local funds to accelerate completion of key multimodal projects.

Critical projects funded under Category 1 include the Marin Sonoma Narrows and the North Bound Highway 101 / Eastbound 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 planning for improving numerous local road interchanges with Highway 101. The local funds will serve to attract state and regional toll funds for these essential projects to be completed.

These local 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. Category 2: Marin's Local Transportation Infrastructure

Maintain, improve, and manage Marin's local transportation infrastructure, including roadways, bikeways, sidewalks, and pathways.

Category 2 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 an expanded list of eligible improvements, including alternative fuel fleet vehicles, EV infrastructure, and school bus service that relieves congested corridors. A distinct amount of funds in this category can also be spent 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. Category 3: School-Related Congestion and Safer Access to Schools

Reduce school related congestion and provide safer access to schools.

Category 3 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 added funds to the previous crossing guard program. It maintains 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 in Category 4.

4. Category 4: Local Transit Services

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.

Category 4 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. Category 4 will continue support for transit and paratransit services for Marin's seniors and persons with disabilities. Category 4 will continue to provide unique services such as the Muir Woods Shuttle and the West Marin Stagecoach.

Category 4 will dedicate funds for yellow school bus and other school transit services, including providing matching funds for alternative fuel buses, such as all-electric buses, and planning for alternatives to traditional transit services. All local transit will be monitored by the Citizen's Oversight Committee regarding cost-effective performance.

E. Strategic Plan Purpose & Guiding Principles

This Strategic Plan serves as the programming document for the programs and projects that are contained in the four categories defined in the Expenditure Plan. In the development of the Measure A Expenditure Plan in 2004, a number of themes on how the sales tax funds should be spent emerged and were codified as guiding principles in the Measure A Strategic Plan. These principles remain valid and shall be incorporated in the Measure AA Strategic Plan.

1. Maximize leveraging of outside fund sources

The ability of local sales tax to serve as an incentive to match outside fund sources is a distinct advantage realized by the passage of the Transportation Sales Tax Measure. The message sent by voters that the County is willing to fund many of its transportation needs

create opportunities at the federal, state, and regional level for funding to come to Marin County. The ability to utilize these sources will provide TAM with the flexibility to respond to emerging transportation issues. The active pursuit of these opportunities, whereby sales tax within the framework of the Expenditure Plan can be utilized to bring additional funds to the County, will continue to be a primary focus of TAM.

2. Support timely and cost-effective project delivery, ensuring all strategies progress towards measurable improvements.

With the recent dearth of funding at the federal and state level resulting in an increasingly larger backlog of transportation needs, it is imperative that local dollars be utilized efficiently and effectively. Local dollars should be actively delivering those projects with the greatest local impact based on measurable performance criteria. Projects or programs that progress towards delivering a public improvement should receive priority funding. Funding commitments should be examined for projects or programs that are not progressing adequately toward delivery, and remedies to promote progress should be actively supported by TAM. All strategies should progress towards measurable improvements.

3. Maximize the cost-effective use of sales tax dollars.

The projects and programs envisioned in the Expenditure Plan may only be deliverable if they receive a concentrated influx of funding over a relatively short time period. The timing of sales tax collection may not exactly fit the delivery needs of projects. The Strategic Plan process will examine the need to advance funds for other project delivery needs as well. This can be accomplished in a variety of ways, by the leveraging of outside fund sources, the loaning of revenue within or between Expenditure Plan strategies, and the advancing of sales tax through short or long-term debt financing, all of which will be considered.

4. Promote a balanced use of funds throughout the County.

The Expenditure Plan provides the basis for how funds are distributed throughout the County over the life of the Measure AA program. TAM will remain committed to working with program and project sponsors to move all strategies forward simultaneously to provide a balanced expenditure of Measure AA funds throughout the County.

5. Promote high environmental and conservation awareness.

TAM will remain committed to working with program and project sponsors in a cooperative manner to deliver the Measure AA program with attention to environmental and conservation awareness. Allocation of Measure AA funds for right of way capital and construction will be contingent upon demonstration of completed environmental documentation. Attention shall be paid to any impacts on local traffic circulation, bike and pedestrian safety and accommodation, minimizing disruption to Marin County residents.

II. Policy Elements

The Measure AA Strategic Plan sets policy and provides guidance for the administration of the Measure AA program, ensuring prudent stewardship of the funds. Policies incorporated into this document not only guide the financial decisions TAM expects to make but also will determine how sales tax funds are allocated to specific projects and programs.

A. Separation of Categories & Subcategories Policy

The Strategic Plan captures the intent of the Measure AA Expenditure Plan in assigning funding commitments to the four key Categories. The Expenditure Plan is organized around four categories designed to reduce congestion and reduce greenhouse gas emissions in Marin County. Each Category is supported by specific but flexible programs that have been designed to “provide a high degree of accountability to the voters.” In the Strategic Plan, a percentage share of Measure AA revenues is programmed to each category or subcategory within the four categories. As sales tax receipts increase or decrease, the dollar amounts programmed to each category and subcategory may fluctuate accordingly, but the overall percentage will be maintained over the 30-year period.

For purposes of developing the Revenue and Expenditure element of the Strategic Plan, financial assumptions concerning how Measure AA revenues would be programmed and funds borrowed between strategies were developed. These assumptions have guided the development of the fund tracking and monitoring systems, which track what levels of sales tax have been expended for each strategy and sub-strategy over time. In general, for tracking purposes, each category or subcategory is considered as a discreet and separate “fund” that is eligible for its percentage share of revenues annually. Sales tax revenue may be allocated for eligible projects and programs within the category or subcategory annually or they may be allocated at a later time.

Actual revenues will be programmed over the life of the Expenditure Plan based on the percentage distributions identified in the Plan. The actual requirements for funds in a specific program or subcategory may be higher or lower than the projected revenue availability in any given year. To address these variances, annual allocations may be greater than or be less than the amount available, depending on carryover or borrowing between sub-categories. The Strategic Plan will be updated annually when status information on actual expenditures will be presented and reconciliation options discussed, to ensure that percentage distributions will be achieved over the life of the plan.

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 four 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.

Borrowing between categories or subcategories is allowed to the extent it lessens debt financing and allows projects and programs to move forward based on their readiness. In the annual Strategic Plan updates, and the annual updates to the Revenue and Expenditure element, revenues and expenditures within each category and subcategories will be reported and options for reconciling any share imbalance will be discussed. At the sunset of Measure AA, each of the categories will have received their respective percentage shares per the Expenditure Plan.

B. Reserve Policy

In accordance with the Measure AA Expenditure Plan, TAM has 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.

The purpose of establishing a reserve is to not only ensure that projects are implemented on time, but to allow for fluctuations in annual sales tax receipts that might negatively impact ongoing operating programs. The impacts on revenue availability to strategies of establishing a 5% and a 10% annual reserve fund were analyzed. Given that the reserve fund is only one mechanism TAM uses to address fluctuations in sales tax revenue and that a conservative sales tax forecast is used, a 5% annual reserve is recommended by staff for Board consideration for the first five years of the Strategic Plan. The 5% reserve is estimated at \$7.23 million. It is further recommended to release the existing Measure A reserve back to the original Strategy's in proportion to the funds collected for the Measure AA reserve. The conditions and process for disbursing revenues from the reserve will be considered in future policy discussions of the Board, necessitated by sudden decline or unforeseen emergencies.

C. Debt Policy

In accordance with the Measure AA Expenditure Plan, TAM has 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.

TAM will review and update its Debt Management Policy annually when needed 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.

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.

Issuing debt is typical a last resort to avoid the cost associated with a bond issuance. Other methods such as borrowing between categories, borrowing against the reserve funds, and borrowing from other agencies will be explored if financing is needed.

If debt financing is needed, the debt policy provides a framework for issuing debt, addressing restrictions on the amount and type of debt to be issued, the issuance process, and the management of the debt portfolio.

Objectives of TAM's debt financing policy are to:

- 1) Maximize the use of Measure AA cash and other leveraged funds to capital projects, thereby minimizing the amount of debt required to deliver projects cost effectively and in a timely manner;
- 2) Maintain cost effective access to the capital markets through prudent yet flexible policies;
- 3) Moderate debt principal and debt service payment through effective planning and project cash management in accordance with TAM project sponsors; and,
- 4) Achieve the highest practical credit ratings.
- 5) The sales tax revenue of the categories or subcategories requiring the issuance of debt will be used to satisfy payments on the debt.

An effective debt management policy provides guidelines to manage a debt program in line with the available resources. Adherence to its debt management policy signals to rating agencies and the capital markets that TAM is well managed and will likely meet its obligations in a timely manner.

D. Investment Policy

The TAM Administrative Code Article VI, Section 106.8 states that “all funds of the Authority will be invested in the manner and upon the conditions set forth in Government Code 53601, and the receipt, transfer or disbursement of such funds during the term of the Agreement shall be accounted for in accordance with generally accepted accounting principles applicable to governmental entities.” Currently, most of TAM's funds are invested with CalTRUST, a Joint Powers Authority created by public agencies in 2005 to provide a convenient method for public agencies to pool their assets for investment purposes.

To expand upon the Administrative Code, TAM developed an investment policy with the help of its financial advisor team and input from the Marin County Department of Finance. The TAM Investment Policy was adopted by the Board in April 2007 and substantially updated in April 2016 with input from the CalTRUST investment team. This policy has been reviewed and updated when needed annually. The following objectives were set forth in the policy:

- a) **Preservation of capital through high quality investments and by continually evaluating the credit of financial institutions approved for investment transactions, and securities considered and held in safekeeping;**
- b) **Maintenance of sufficient liquidity to enable the participants and other depositors to meet their operating requirements; and**
- c) **A rate of return consistent with the above objectives.**

E. Leveraging and Fund Swap Policy

The Expenditure Plan envisioned the role of other fund sources to help meet Marin's transportation needs. It recognized that the sales tax funding opened up new opportunities to compete for state and federal grants that require a local match. The Expenditure Plan also discusses TAM's authority to bond and use other financing mechanisms for the purposes of expediting the delivery of transportation projects and programs and to provide economies of scale.

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.

Leveraging funds through a "fund swap," i.e., exchanging Measure AA funds for an equivalent or greater amount of state or federal dollars is one mechanism that TAM will utilize in the delivery of the Measure AA program. In its role as the Congestion Management Agency for Marin, TAM has the responsibility for programming the majority of state and federal funds that come to the county. TAM is therefore well-situated to identify opportunities where such an exchange would be appropriate. Specifically, TAM looks for fund swap opportunities that meet one or more of the following criteria:

- The fund swap will in some way reduce overall project costs of TAM sales tax categories, e.g. by reducing or eliminating the need for other financing.
- The fund swap will facilitate the accelerated delivery of TAM's sales tax categories.
- The fund swap will facilitate the accelerated or reduced delivery cost of TAM funded projects that would otherwise have been funded with federal funds.

F. Compliance Audit Policy

The Measure AA Expenditure Plan provides TAM with the authority to audit all Measure AA fund recipients for their use of the sales tax proceeds. An independent compliance audit is explicitly permitted under the terms and conditions of TAM's funding agreements/contracts with all Measure AA funding recipients. With the implementation of the projects/programs under Measure AA starting in FY19-20, staff will also start the revision process to the current compliance audit policy to include Measure AA funding recipients/projects/programs and start the implementation of the policy accordingly.

G. Expenditure Plan Amendment

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. The TAM Board cannot amend the plan to include prohibited categories including funds to extend or operate SMART, to support parks and open space, or to fund the planning, construction, or renovation of housing. The TAM Board 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.

The Expenditure Plan Development Committee, EPAC, and the TAM Board recognized in the development of the Measure AA Expenditure Plan that we exist in a disruptive environment when it comes to transportation needs and their solutions. The advent of autonomous vehicles, the move towards mobility as a service, and the demand to reduce our carbon footprint are all elements of transportation that will influence the future of transportation service.

The TAM Board included in the voter approved Measure AA sales tax expenditure plan a six-year revisiting of the plan. This period is sufficient time to allow some of the major urgent capital projects and urgent programs to be substantially delivered. Many of the ongoing programs could be maintained, but the TAM board could choose to assign funding differently, as options will have changed on providing cost-effective transportation solutions.

TAM envisions a transparent process with stakeholder and public involvement for any proposed amendment and at the six-year review. TAM will examine the usage of the tax up to that time, an assessment of outstanding needs, a full assessment of other funds TAM and our member and partner agencies could leverage to meet needs, and whether anything in the sales tax plan should be adjusted. The TAM Citizen's Oversight Committee will serve as an advisory forum for any adjustment to the plan.

Note that transportation will likely remain a high priority with the public, our local communities, and our business community. The approval of the Measure AA sales tax by 76.65% of voters indicates how important transportation is in our local communities. The importance of transportation to the attraction of and retention of employees remains very high. Adding in the vibrance of Marin as a recreational destination, these all fore-tell the need to sustain a high-quality diverse set of transportation projects and programs.

H. Strategic Plan Amendment Policy

The Strategic Plan is the programming document that directs the use of the transportation sales tax revenue over the next 30 years. The Strategic Plan provides the intent of the Board and resultant assurance to sponsors. While the programming is a statement of intent, the Board must approve individual allocations before the sales tax can be used.

Annual adjustments to the Strategic Plan will occur, and at a minimum will include adjustments to the Revenue and Expenditure element of the Strategic Plan. These are envisioned to occur at the change of the Fiscal Year in June/July. For any other adjustments in the revenue and expenditure element that occur prior to the annual update, and which result in a reduced use of sales tax, the change will be noted in the allocation action of the Board, but an amendment to the Strategic Plan's revenue and expenditure element will not be necessary.

If changes in the revenue and expenditure element result in increased use in sales tax over \$250,000, these changes will be noted in the allocations action of the Board, and an amendment to the Strategic Plan's revenue and expenditure element will be approved simultaneously.

For amendment changes \$250,000 and under, the Board will have the authority to program funds from prior year(s) that were not allocated and/or unprogrammed carryover funds without formally amending the Strategic Plan and opening a formal public comment period. All TAM allocation actions will continue to be done at regularly scheduled and noticed TAM board meetings, allowing public comment and input.

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. An amendment to the Strategic Plan will be implemented as part of a regularly scheduled Board meeting. Noticing of the amendment will occur as part of the current process for noticing Board meetings.

In all cases, the noticing shall comply with the Brown Act. Comments will be accepted at the meeting regarding the amendment. Approval of the amendment will occur at the following Board meeting, allowing time for additional comment. Any changes to policies contained in the Strategic Plan will also necessitate an amendment to the Strategic Plan, done simultaneously with changes to the policy.

I. Interest Fund Policy

All interest income generated by the sales tax can only be spent for the transportation purposes authorized by the 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.

Interest funds should be only used in cases where no other funding source is available or when immediate action is required to keep a Measure AA project or program on schedule. Examples include bid openings or construction shortfalls where an immediate source of funding is required to prevent substantial delays. The construction phase of projects is a period when any delay can have significant disruption to the total project budget or result in a vital construction window being missed if bids must be rejected. In the case of an increase in costs during construction, significant delay claims may occur if TAM does not have a source of readily available funding.

Commitments from previously allocated interest funds from Measure A will continue to be honored. This includes an insurance policy associated with the Central Marin Ferry Connection and limited bicycle path maintenance.

The current interest policy has Measure A and AA interest applied in the following priority order:

1. Maintain commitment to fund a mitigation measure associated with the Central Marin Ferry Connector Project;
2. Provide funding to respond to bid opening and construction shortfalls;
3. Maintain funding commitments to routine bike/ped path maintenance;
4. Other emerging unfunded immediate needs.

J. New Agency Policy

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 and policies outlined in this Strategic Plan.

K. Funding Restriction Policy

These funds may not be used for any transportation projects or programs other than those specified in the Expenditure Plan. Any transportation project or program not so specified will require an amendment to this Expenditure Plan.

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. The TAM Board cannot amend the plan to include these prohibited categories.

An independent Citizen's Oversight Committee will be established that will audit and report annually on TAM's use of the sales tax funds.

L. Advancement of Fund Policy

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.

As was the case in the first successful sales tax measure, Measure A, passed in 2004, there are several large capital improvement projects that need funds over a shorter period of time. Most of the Measure AA funds are distributed annually over the 30-year life of the measure. This is true with all of the categories except Category 1 for highway improvement projects.

The two major projects (Marin Sonoma Narrows and Direct Connector from northbound Highway 101 to eastbound I-580) approved by the public and the planning for interchange improvements under Category 1 will require an advancement of funds from the sales tax stream. Major Road Projects and RSR Bridge Approaches may also require advancement of funds. These projects are discussed below in the Section entitled, Programming Methodology & Assumptions for Categories

In addition, project sponsors, particularly local jurisdictions using the Local Streets and Roads funds under the Measure, needed more than their annualized share to complete a priority project.

TAM will continue to advance funds depending on overall funding availability. TAM may choose to assign interest cost to the advancing of funds.

M. Staffing and Administration Policy

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 administrative staffing will not exceed 1% and program management will not exceed 4% of the revenues generated by the transportation sales tax. Other administrative and operational costs are included in the 1% and 4% allowance. This is consistent with the previous sales tax plan.

III. Revenues & Expenditures

The **Measure AA – Transportation Sales Tax 2019 Strategic Plan** provides a 30-year outlook for how the local transportation sales tax will be spent. The Revenue and Expenditure Element of the Strategic Plan is the result of an analysis and modeling of revenue capacity, matched to project costs and project delivery schedules. The resulting assignment of dollars to programs and projects does not constitute a final funding commitment. Commitments are secured through actual allocations actions by the TAM Board to individual projects and programs.

A. Sales Tax Revenue Forecast Assumptions

TAM evaluated and revised its revenue assumptions in the formation of the Expenditure Plan. The budgeted Measure AA revenue level for FY 19/20 is \$27.5 million and will be used as the base for future revenue growth.

It is anticipated that sales tax revenue projections will be updated annually as part of the Revenue and Expenditure update process. Actual revenue and expenditure data will be added to the forecast. Annual revenue projections will be presented to the TAM Board for adoption before they are used in the updates of the Measure AA Strategic Plan.

B. Off-the-top Expenditure Assumptions / Debt Capacity

The Measure AA Expenditure Plan indicates that allocations to categories and subcategories are made after taking “off-the-top” expenses for administration, program management, Major Road Reserve of \$2.35 million annually, and consideration of up to 5% reserve.

For purposes of developing the revenue and expenditure plan, it is important to understand how funds are taken “off-the-top” and how the net amount available to categories and sub-categories is calculated.

Sales tax revenues are received monthly from the Board of Equalization. From the revenues remitted to TAM, the following off-the-top allocations are made consistent with the Expenditure Plan:

- 1% of sales tax receipts to TAM administration and 4% to program management,
- \$2.35 million annually to fund existing commitments to several major road projects and to the Richmond-San Rafael Bridge approaches, and
- Staff recommends 5% of sales tax receipts reserved annually for the first five years of the Strategic Plan.

The remaining revenues are allocated to each category and subcategory. The above-mentioned off-the-top expenditures were envisioned at the time the Expenditure Plan was developed and approved by the TAM Board.

As called for in the Expenditure Plan, Major Road Reserve is reserved off-the-top in the Strategic Plan to fulfill outstanding commitments to several major road projects. No debt payment,

besides funding the existing commitments, is anticipated at the development of the Strategic Plan. Staff will revisit the debt finance assumptions before the issuance of the bond and adjust assumptions and bond reserve needs appropriately if financing needs arise.

C. Revenue and Expenditure Plan

1. Revenue Available for Programming

The sales tax forecast for Marin County is the gross revenue available for the Measure AA Expenditure Plan. As noted previously, certain “off the top” deductions are made for expenditures required by law as anticipated in the Expenditure Plan. After the off-the-top expenditures and reserves are set aside, the amount available for programming to categories is calculated based on the percentage share of each category and subcategory in the Expenditure Plan. Measure AA sales tax revenue available for programming for each year of the plan period is shown in Attachment 1.

2. Revenue & Expenditure Plan by Category/Subcategory

The Expenditure Plan dedicated funding to categories and subcategories by percentage share. The four categories and associated subcategories are progressing at slightly different paces, given the nature of the project or program.

The sales tax revenue and expenditures programmed for each category and subcategories are shown in the Attachments to this Strategic Plan:

Attachment 1 – Sales Tax Revenues and Assignment to Strategies – this table exhibits in tabular format the revenue available by Category in each of 30 years of the Strategic Plan.

Attachment 2 – Sales Tax Programming Summary – this table exhibits programming of each Strategy over the 30 years of the Strategic Plan.

Attachment 3-1 – Category 1: Highway 101 and Adjacent Roadway Revenues and Expenditures

Attachment 3-2 – Category 2: Local Transportation Infrastructure Revenues and Expenditures

Attachment 3-3 – Category 3: School-Related Congestion and Safer Access to Schools Infrastructure Revenues and Expenditures

Attachment 3-4 – Category 4: Local Transit Services Revenues and Expenditures

Attachment 4 – Set Aside for Major Roads and RSR Approaches

The tables in Attachments 3-1 through 3-4 and Attachment 4 provide the basis for which allocations to subcategories and projects will be made. For each Category and the Set Aside for Major Roads and RSR Approaches, there is a detailed table of planned revenues and programming to those revenues.

Methodology and assumptions for how funds are programmed for each category and subcategory are described in Section III.D Programming Methodology and Assumptions for Strategies. Note that many of the aforementioned subcategories will require TAM and consultant support staff to manage their direct delivery.

For purposes of establishing sales tax availability targets for each subcategory, direct project management costs were included as a cost to each category. Direct project management costs are deducted before sales tax revenue availability is calculated by percentage shares for each subcategory. Note that at the end of each fiscal year, if direct project management costs are not expended as envisioned, the funds are returned to the Category and allowed to be claimed by the project or program sponsor in the following year.

D. Programming Methodology & Assumptions for Categories

1. Category 1: Highway 101 and Adjacent Roadways

Category 1 of the Expenditure Plan is to “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. The four subcategories in the Measure AA Expenditure Plan and the share of Measure AA revenue for each subcategory is as follows:

Subcategories	Percentage Share
1.1 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%
1.2 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%
1.3 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%
1.4 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%
Total	7.0%

1.1 Marin Sonoma Narrows

The US101 Marin-Sonoma Narrows is expected to enter its final phase of construction in the Summer of 2020. At that time, the total of \$12.4 million, representing 1.5% of the overall sales tax measure, will need to be committed by the TAM Board. The last phase of the Narrows is dependent on two other major fund sources: Regional Measure 3 funds provided

by MTC/BATA and State funds either granted or advanced by the California Transportation Commission (e.g. SB1). Both of these funds are expected to be available by June 2020.

The completion of the Narrows HOV Lane and multi-use path system in Marin will be matched by the completion of the HOV Lane and path system in Sonoma County. The final Sonoma project stretches from East Washington to Petaluma Boulevard North in the City of Petaluma and will begin construction approximately the Summer of 2019. The Marin project, assuming it receives all of its intended funding, will start construction in Summer of 2020.

If sufficient funds are not available through regular sales tax collections to meet the cash flow needs of the Narrows construction project, then a borrowing of future sales tax will need to occur. That borrowing will generate issuance costs that must be covered by the 1.5% of dedicated funds under the Measure, which again, is estimated at \$12.4 million. All possible borrowing scenarios will be considered to keep the borrowing costs to a minimum, including borrowing from MTC or BATA, or borrowing from a local jurisdiction.

This Strategic Plan shows the likely cash flow of the full \$12.4 million dedicated to the Narrows across the three years of constructing the final Narrows segment in Marin from FY 20/21 thru FY 22/23. It is estimated that due to the delivery schedule of other projects under Measure AA, sufficient funds will be available to meet the cash flow needs of the Narrows during this period. Costs of debt issuance or other borrowing will reduce the net funds available to the projects.

1.2 Direct Connector from Northbound Highway 101 to Eastbound Interstate 580

The Connector from Northbound Highway 101 to eastbound I-580 in San Rafael has been the subject of two strong public approvals. Voters in the Bay Area approved the Regional Measure 3 toll increase on June 6, 2018 that dedicated \$135 million to the Direct Connector. At present time, RM3 is the subject of litigation against the voter approval and it is unknown when the RM3 funds will be fully available.

The Direct Connector is receiving \$15.3 million in local Measure AA sales tax from voter approval in November 2018. As RM3 remains unavailable, Measure AA will be utilized to begin work on the project. The project has been conceptually developed but still requires all required phases of a major state highway project to be completed.

Staff is recommending the use of \$600,000 in Measure AA funds to complete the Caltrans required Project Initiation Document (PID) and Project Study Report (PSR), over the next two years. Upon approval of the PID and PSR, TAM will immediately start the Environmental Document approval process, accompanied by Preliminary Engineering. This is estimated to cost \$3.9 million and is expected to be completed by the end of 2022. All efforts are being made to expedite this schedule if possible.

The Strategic Plan shows the cash flow needs of the Direct Connector over the next several years, covering the completion of the Environmental Document. For remaining work - Final Design, Right of Acquisition and Utility Relocation, and Permits - it is unknown at this time when RM3 toll funds will be available. Therefore, the Strategic Plan programs only the early phases using Measure AA sales tax. The Strategic Plan will need to be amended if further funds are needed from Measure AA for remaining phases of the project.

This Strategic Plan shows the likely cash flow of the \$4,500,000 needed for the Direct Connector work up through completion of the Environmental Document in 2022. It is unknown at this time if debt issuance or other borrowing will be required to deliver necessary funding to this project. Any costs of debt issuance or borrowing must be funded by the project funds, reducing net funds available to the project.

1.3 Interchange Improvements

Measure AA dedicates 3% of its 30-year funding stream to planning interchange improvements at 11 locations in Marin. Some of these locations have been cooperatively planned amongst the partners for years. Other locations have held long standing visions for improvements but have not been planned in detail. The set of interchanges envisioned for planning as set forth in the Expenditure Plan are as follows:

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

TAM recognizes that each interchange listed represents significant access for the adjacent communities. Interchanges vary in age, and in needs for improvements. As communities around Marin have grown over the last 30-40 years, interchanges built in the 1950's and 1960's have not been altered to meet demands of vehicles, transit, bicyclists and pedestrians. A number of interchanges have been improved by the Department of Transportation over the years, including the Southbound Highway 101 offramp to East Blithedale and interchanges in the Novato area. A number of interchange improvements have been planned but never implemented.

TAM intends to address each interchange and the needs of all users in concert with the Department of Transportation, transit operators, local public works staff and city/town/county leadership. Eleven interchanges are difficult to plan all at once so TAM staff will arrange work after consulting with all affected jurisdictions and assessing needs.

While 3% of the overall Measure AA sales tax was dedicated to interchange improvements, or \$24.8 million, funds are not sufficient to implement many major improvements. The Expenditure Plan envisioned planning for improvements and seeking other grants from federal, state, and regional sources to complete implementation. Note that with the successful passage of Senate Bill 1, the State has over \$2.3 billion per year for highway needs, including operational improvements at interchanges. If projects are well coordinated with strong local

support and matching funds from various sources including minimal Measure AA funds, the state could be influenced to address the capital needs and fund the projects.

This Strategic Plan shows the likely cash flow of the \$24.8 million needed for the Interchange planning work. It is unknown at this time if sufficient funds will be available in future years to advance the majority of funds to early years of the measure.

1.4 Commute Alternatives and Reduction of Trips

Measure AA allocates 0.5% to the promotion and implementation of commute alternatives and trip reduction programs to decrease single occupant vehicle (SOV) trips, increase shared mobility and reduce peak hour congestion throughout the county. TAM has carried out commute alternatives programs since the passage of Measure B, Marin County's \$10 vehicle registration fee, and this subcategory will supplement Measure B funding to allow for an increase of TAM's activities to promote non-automotive transportation.

Commute alternatives and trip reduction strategies encourage residents, employees, and visitors to use more environmentally friendly and efficient modes, with an emphasis on transit, bicycle riding, 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 Marin Commutes Program, Vanpool Incentive Program, and Emergency Ride Home Program, along with new strategies building on the implementation of innovative programs including car sharing, TAM's Get SMART Pilot Program, and promotion of first/last mile access to major transit hubs, through bike sharing support and other shared mobility programs.

As a primary method of promoting a variety of high-quality transportation options and alternatives to single occupant vehicle trips, TAM launched the Marin Commutes Program in 2019 as a comprehensive public engagement strategy emphasizing the benefits of alternative transportation options and building awareness of the incentives and tools available to Marin commuters. Many of the commute alternatives and trip reduction strategies under this category of Measure AA will be delivered through the Marin Commutes Program

TAM funds transit programs under category 4 and public transit operations, maintenance or capital expenses are an ineligible expense. Commute Alternatives and Trip Reduction strategies often include local employer and employee outreach, education, rewards and incentives. TAM will administer the Commute Alternatives program as part of its existing Commute Alternatives program.

2. Category 2: Local Transportation Infrastructure

Category 2 of the Expenditure Plan is to "maintain, improve, and manage Marin's local transportation infrastructure, including roads, bikeways, sidewalks, and pathways to create a well-maintained and resilient transportation system." The four subcategories in the Measure AA Expenditure Plan and the share of Measure AA revenue for each subcategory is as follows:

Subcategories	Percentage Share
2.1 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"> • Paving and repair to roadways, drainage, sidewalks and intersections • Bike lanes and paths • Safe pathways to transit and bus stop improvements • System enhancements to accommodate new technologies such as signal coordination, real time information • Investments to address congestion on local street and road corridors • Facilities and support including project management, technical services and outreach to support alternative fuel vehicles, electric vehicles, zero emission vehicles and autonomous vehicles • Municipal fleet conversion to alternative fuel vehicles including electric vehicles • Improvements to address sea level rise and flooding on local streets 	22.0%
2.2 Provide safe pathways for safe walking and biking access to schools.	3.0%
2.3 Develop projects to address and mitigate transportation impacts from sea level rise, including facilities to support alternative fuel vehicles including electric vehicles.	1.0%
2.4 Support operational improvements to local streets and roads through innovative technology.	0.5%
Total	26.5%

2.1 Maintain and Manage Local Roads

Subcategory 2.1 funds the maintenance of and improvements to local roads, which are the largest single public investment in the county. 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.
- Municipal fleet conversions to alternative fuel vehicles.
- School bus service in local corridors as a mechanism to relieve congestion.

The Expenditure Plan recognized that each jurisdiction has unique needs and that local priorities are best identified at the local level. Because of this, Local Road funds are distributed on a programmatic basis. Funds are allocated to local agencies based on a formula weighted 50% by the population of the local agency's jurisdiction and 50% by the number of lane miles within the limits of that agency's jurisdiction. This formula is updated on a biennial basis to address changes in population and lane mile figures. The distribution shares will use the most current population data from the California Department of Finance and lane miles from MTC.

Local Infrastructure funds can be used for any eligible local transportation need identified by the jurisdiction's Public Works Director and approved by the respective governing board.

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.

The purpose of these reports is to have ongoing documentation showing that this element of Measure AA funds was spent on eligible activity in accordance with the Expenditure Plan. It is up to each jurisdiction to decide what to spend the funds on, in accordance with the Measure Expenditure Plan.

2.2 Safe Pathways for Safe Walking and Biking Access to Schools

Subcategory 2.2 funds school-related projects known 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.

Subcategory 2.2 can be used to fund Safe Pathway projects or as matching funds from other sources and may be used in combination with road funds to accelerate pathway improvements in school areas. 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.

Subcategory 2.2 provides funds to environmentally clear, design, and construct projects identified through implementation of the Safe Routes Plans. As defined in the Expenditure Plan, typical projects might include the construction of pathways, sidewalk improvements, circulation improvements, or traffic safety devices.

Subcategory 2.2 is intended to fund larger projects. The allocation of funds under Subcategory 2.2 is recommended to be capped up to \$400,000 to assure equitable distribution of available funds. A Call for Projects will be conducted approximately once every three to four years when the accumulation of funds has reached a sufficient level to fund more than seven projects. Smaller safe pathway projects are discussed under subcategory 3.3.

Eligible Safe Pathways projects will be selected based on performance criteria that may include the following:

- Relieve an identified safety or congestion problem along a major school route
- Complete a “gap” in the bicycle and pedestrian system along a major school route
- Maximize daily uses by students and others
- Attract matching funds
- Respect geographic equity

All projects will come from approved Safe Routes plans. Approved Safe Routes plans are developed in a cooperative effort of schools’ Safe Routes to Schools teams, which can include local Safe Routes Task Forces, school officials and staff, parents and children local elected officials and representatives of public works departments of local jurisdictions and at times, neighborhood representatives.

A primary element in development of the plans is the “walkabout” where the team identifies on-site, the routes to the school and areas for safety improvement. Plans resulting from this reconnaissance are reviewed and approved by the local jurisdictions’ public works department. This thorough review means that the final approved concept reflects support of parents, school officials and local jurisdictions.

2.3 Sea-Level Rise

The realities of rising sea levels, higher tides, and flooding are Bay Area issues that are particularly challenging in Marin and will have a severe effect on the future of infrastructure facilities. Marin has been served well by the efforts to define the impacts of climate change through its evaluations of vulnerabilities - the 2015 BayWAVE and C-SMART reporting efforts, addressing both Marin’s bayside and ocean coast impacts and opportunities for solutions. Caltrans has evaluated its major facilities and their vulnerability and released their report in Spring 2018 – Caltrans District 4. Climate Change Vulnerability Assessments.

The Expenditure Plan Advisory Committee considered the needs identified in BayWAVE and C-SMART and identified a small share of the Measure AA program to address sea-level rise. The funds are small and no doubt insufficient for design or construction of these solutions but can be used to plan for improvements and serve as matching funds to grants

from other sources. The TAM Board agreed with this approach and the public approved this dedication of funds as part of Measure AA.

The funds in this category are reserved for the planning of infrastructure improvements to address sea-level rise, or as matches to grants sought for that purpose, as spelled out in the adopted Measure AA Expenditure Plan.

The sea-level rise funding category is a new funding element in Measure AA. Since the new Measure AA plan takes effect April 1, 2019, and collection of funds for this new category will only have occurred for 2-3 months when this plan is adopted, TAM will address the use of these funds over the next full fiscal year of collection, FY 19/20. Staff will work closely with local agencies to consider future needs and opportunities and present programming options back to the TAM Board in preparation for the FY 20/21 Strategic Plan.

A reservation of \$50,000 is identified in this Strategic Plan for sea level rise needs. If other near-term opportunities arise, the Strategic Plan will be amended to include programming of funds during this upcoming fiscal year, FY 19/20.

2.4 Innovative Technology

Over the last several years, the transportation industry has seen rapid changes in mobility from the use of smartphone applications, Transportation Network Companies (TNCs), advanced traffic management and Intelligent Transportation Systems (ITS), and the emergence of Connected and Autonomous Vehicles (CAVs). These changes will have long-term implications for how Marin residents and workforce travel around the county. Mobility-on-Demand applications and the shared economy have the potential to reduce the reliance on vehicle ownership as a necessity to travel freely throughout the county, providing increased mobility options for our disadvantaged residents and elderly population. These changes, coupled with the maturity of clean, electric vehicle technologies, create possibilities for improved mobility and access while reducing greenhouse gas and particulate emissions.

It is impossible for transportation agencies to fully anticipate changes in the era of digital transformation that will occur over the next few years, let alone for the traditional planning horizon of several decades or more. The level of interest and investment in transportation technologies and market-driven solutions will have many positive benefits such as reducing traffic accidents and enhancing the productivity of our existing transportation assets. TAM must develop pro-active plans, policies and principles that encourage the use of innovation by partnering with the private-sector and with peer-agency leaders in the development and deployment of transportation technologies and solutions.

As part of TAM's Vision Plan adopted in the fall of 2017, TAM created an Innovation strategic plan, working closely with local agencies, both planning, public works, and sustainability coordinators, TAM was able to identify prospects for piloting in Marin, including shared mobility, mobility as a service, real time traveler information systems, adaptive traffic signal control, connected and automated vehicle pilots and integrated corridor management of Highway 101. All these pilots should be assessed based on their ability to attract private or grant funding, their ability to provide mobility improvements to improve the county transportation system, among other technology, safety, costs, environmental and equity considerations.

Much like the sea-level rise category of funds, the Innovation funds will just start to be collected April 1, 2019. TAM staff has begun discussions of potential pilots regarding bringing innovative solutions to the County and recommend reserving all available funds, totaling \$191,000 for next Fiscal Year. Much further discussions will be brought to the TAM Board.

3. Category 3: School-Related Congestion and Safer Access to Schools

Strategy 3 of the Expenditure Plan is to "reduce school related congestion and provide safer access to schools." The three subcategories in the Measure AA Expenditure Plan and the share of Measure AA revenue for each subcategory is as follows:

Subcategories	Percentage Share
3.1 Maintain the Safe Routes to Schools program	3.5%
3.2 Expand the crossing guard program, providing funding for up to approximately 96 crossing guards throughout Marin County.	7.0%
3.3 Capital funding for small safety related projects.	1.0%
Total	11.0%

The Expenditure Plan identifies school-related trips as a "significant impact on traffic congestion" in Marin, as has been the situation for many years. Category 3 is comprised of three subcategories designed to complement each other with the overall objective of providing safer access to Marin schools.

Student drop-off and pick-up automobile trips create 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 expanded the crossing guard program from the previous Measure A. FY 19/20 will have 100 TAM funded guards and seven guards funded by others to bring the total program to 107 guards. It will maintain the Safe Routes to School education and encouragement programs at over 60 schools in Marin, with some room for growth. 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.

3.1 Safe Routes to School Program

Subcategory 3.1 funds the Safe Routes to Schools (SR2S) Program, which is a proven program designed to reduce local congestion around schools. 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, managed by TAM, is in its 18th 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. In addition to congestion relief, the program seeks to improve safety, create a healthy lifestyle for children, and enhance the sense of community in their neighborhoods.

Measure AA will provide continued revenue for the successful Safe Routes program to continue expanding across Marin County.

The long-term success of the program is driven by collaboration between parents, teachers, local public works officials, engineers, school administrators, local elected officials, and law enforcement. The program includes classroom education, special events and contests, and Safe Routes development, mapping and engineering assistance. Structure is provided through the development of “Safe Routes Travel Plans,” which map out future improvements and target the use of funds used in subcategory 3.1, “Safe Pathways.”

TAM’s SR2S program continues to make a significant impact across the county, reducing car trips to and from schools and making a safer environment for all:

- In 2000, there were nine schools participating in Safe Routes to Schools; today, there are 60 schools, representing over 30,000 students.
- From 2011 through 2017, the county has maintained an average 50 percent green trip rate (walking, bicycling, bus, and carpool trips) to and from schools, even while enrollment and participating schools continue to increase.
- Seven Task Forces, representing over 60 parent volunteers are now actively promoting SR2S.

To strengthen the relevance and long-term impacts of Marin’s Safe Routes to Schools program, the program must continually evolve and try new solutions identified through TAM’s Safe Routes to Schools Program Evaluation Report conducted every 3-4 years. These funds will continue to fund TAM programs, and school bus operations or capital needs are not eligible expenses.

3.2 Crossing Guards

Subcategory 3.2 provides for establishment of crossing guards at approximately 91 intersections in FY19/20 throughout the county and tasks local Public Works Directors with their prioritization, subject to TAM approval (an additional nine guards are funded by TAM’s \$10 VRF and six are funded by others, totaling 100 countywide). The crossing guards are provided by a professional company that specializes in crossing guard programs in order to “eliminate liability concerns and to ensure that well trained crossing guards with back-ups are available for every critical intersection.”

The Expenditure Plan explains that 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.

TAM will use funds from subcategory 3.2 to contract with 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.

Measure AA funds along with the contribution from Element 3 of the Vehicle Registration Fee will allow the Crossing Guard Program to place approximately 100 guards in the field. A recertification of the sites occurs every four years and a revised list is expected in 2022. Costs and revenues are reviewed at that time to verify that 97 guards are a sustainable level. Periodically new sites are requested to be studied or conditions from the previous evaluation may have changed (student growth, boundary changes etc.) In these cases, TAM may evaluate a site before 2022 and add additional locations if warranted. Note. Three additional sites will be added for FY19/20 under this policy. The Program will reset to the 97-guard level upon the 2022 recertification.

3.3 Small Safety-Related Projects

While subcategory 2.2 funds “large” Safe Pathway projects with allocation of funds that could exceed \$350,000 or more, subcategory funds “small” Safe Pathway projects not covered by subcategory 2.2. TAM envisions limiting up to \$50,000 per project maximum.

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.

4. Category 4: Local Transit Services

Category 4 of the Expenditure Plan is to “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.”

While one of the primary goals of the Expenditure Plan was to mitigate congestion, it was also a goal of the Expenditure Plan to support diverse, efficient, and sustainable transportation options that promote mobility and maintain the quality of life for residents of Marin County. 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 a dedicated source of funds for local public transit services in Marin County, but it is not the only source of funding available for transit operators. 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.

The six subcategories in the Measure AA Expenditure Plan and the share of Measure AA revenue for each subcategory is as follows:

Subcategories	Percentage Share
<p>4.1 Maintain and improve existing levels of bus transit service in areas that can support productive fixed-route service throughout Marin County.</p> <ul style="list-style-type: none"> • Maintain a network of high productivity bus service in high volume corridors • Expand first and last mile transit services for residents and workers • Provide innovative services in communities that may not support traditional fixed-route service • Enhance public safety through Marin Transit’s role in providing emergency mobility in the face of natural disaster • Provide funding for the Muir Woods Shuttle System 	33.0%
<p>4.2 Maintain and expand the rural and recreational bus services including the West Marin Stagecoach.</p>	3.0%
<p>4.3 Maintain and expand transit services and programs for those with special needs – seniors and persons with disabilities including those who are low-income.</p>	9.5%
<p>4.4 Provide transit services to schools in Marin County to reduce local congestion.</p> <ul style="list-style-type: none"> • Provide yellow bus services in partnership with local schools and parent organizations • Provide transit routes to schools along high performing corridors 	5.0%
<p>4.5 Invest in bus transit facilities for a clean and efficient transit system.</p> <ul style="list-style-type: none"> • Provide matching funds for the purchase of the green transit fleet including alternative fuel vehicles and electric vehicles • Support the role of Marin Transit in development of a renewed/relocated Bettini Bus Hub • Support the development of a local bus maintenance facility • Improve passenger amenities at bus stops, including real-time transit information 	4.0%

<p>4.6 Expand access to ferries and regional transit, managed by Golden Gate Transit.</p> <ul style="list-style-type: none"> • Expand and maintain connecting ferry shuttle services to address first and last mile connections • Expand and maintain remote parking locations and other strategies to expand regional transit access for Marin’s residents and commuters • Expand first and last mile access to regional transit services for access to jobs in Marin County 	<p>0.5%</p>
Total	55.0%

The Expenditure Plan requires Marin Transit to prepare a Short-Range Transit Plan (SRTP) every two years through a planning process that includes extensive public input from all areas of the county. This SRTP is a balanced five-year plan with a ten-year outlook based on extensive data collection, assessment of financial inputs, and public participation. The SRTP and supplemental documents provide detailed performance data that address the criteria in the Expenditure Plan.

Marin Transit adopts the final local SRTP in a public hearing prior to sending the plan to TAM, which approves the SRTP in a public forum. 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.

Bus transit investments will be evaluated every two years through a short-range transit planning process that includes extensive public input from all areas of the county. Should the transit operators desire to reevaluate longer term service planning, TAM will work with transit operators to conduct independent operational analysis and long-range planning to assess long term investments maximize transit ridership, performance goals, and congestion reduction while minimizing transit operations costs and ongoing subsidies for low performing routes in the county. Transit investments for short range planning efforts 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

4.1 Maintain and Improve Existing Levels of Bus Transit Service

Category 4.1 allows Marin Transit to plan long term and contract Marin’s local transit service. Funding will ensure that service levels are maintained and increased in the long

term, with focus on the leveraging of other funds. Category 4.1 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.

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 low cost services such as smaller transit vehicles or on-demand services, such as the West Marin Stagecoach.

Category 4.1 will also fund programs that provide discounts to low-income riders to support mobility and access to jobs and basic services for those with no alternatives.

4.2 Maintain and Expand Rural and Recreational Bus Services

Category 4.2 funds Marin's rural and recreational bus services that reduce congestion and improving mobility for Marin County residents and visitors. These are primarily the West Marin Stagecoach, Muir Woods Shuttle, and Tomales-Dillion Beach Dial-A-Ride that serve the rural and recreational areas of Marin County.

4.3 Maintain and Improve Transit Services and Programs for Those with Special Needs

Category 4.3 funds transit services for those with special needs who are not able to use fixed-route services. Included in special needs are traditional paratransit for seniors and the disabled, travel training, subsidized taxi services, and volunteer drive programs. Marin Transit 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. Measure AA 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.

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

Safe Routes to Schools programs benefit students and families in close proximity to Marin schools by educating and encouraging walking and biking. Public transit and yellow school bus services provide service for students with longer trips to school.

Category 4.4 dedicates funds to maintain yellow bus services in partnership with local schools and parent organization. Category 4.4 also funds enhanced school-oriented bus services is also integral to this category.

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.

4.5 Invest in Bus Transit Facilities for a Clean and Efficient Transit System

Category 4.5 funds 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 (such as electric buses) will help the county reduce its carbon footprint and save costs in the long term. 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 from Category 4.5 are encouraged to be used as matching or leveraged 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.

Category 4.5 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.

4.6 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.

Category 4.6 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.

Category 4.6 provides dedicated funding to improve access to regional bus and ferry service provided by the Golden Gate Bridge, Highway, and Transportation District. These funds 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 and meeting their performance and operations subsidy goals.

IV. Accountability

A. Open and Public Meeting

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. All meetings of TAM will be conducted according to state law.

B. Independent Auditor

TAM will be required to hire an independent auditor who will audit sales tax expenditures, ensuring that expenditures are made in accordance with the Expenditure Plan.

C. Administrative Code

The TAM Administrative Code prescribes the powers and duties of the Authority's Chair and Vice Chair, the method of appointing Authority employees, and methods, procedures and systems of operation and management of the Authority. TAM will be guided by an Administrative Code covering all aspects of its operation and the administration of Measure AA funds.

D. Citizens' Oversight Committee (COC)

The COC created in 2004 will be continued under Measure AA. 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

V. Implementation Guidelines

Before Measure AA Transportation Sales Tax funds can be spent on a project or program, the sponsoring agency will need to request an allocation of funds and execute a funding agreement with TAM. In general, the funding agreement will describe the project/program scope, the anticipated schedule, and an estimated cash flow of Measure A funds. The agreement will also specify the responsibilities of both TAM and the project sponsor, as described in this section. The TAM Executive Director shall have the authority to execute such funding agreements on behalf of the TAM Board of Commissioners.

A. Claimant Policies

The following claimant policies provide a framework for the funding agreements that will be developed for the allocation of Measure AA funds. These policies clarify TAM's expectations of sponsors to deliver their projects and have been designed to support the Implementation Guidelines provided in the Expenditure Plan and the Strategic Plan Guiding Principles discussed in Section I.E.

1. Eligibility for Funding

- Project types and sponsors are to be as identified in the Marin County Transportation Sales Tax Expenditure Plan.
- The addition of new project types and/or sponsors can only be accomplished through an Expenditure Plan amendment.
- Projects are to be consistent, as applicable, with regional and state plans, such as Marin Transit's SRTP, Marin County's Congestion Management Plan, and the Metropolitan Transportation Commission's (MTC's) Regional Transportation Improvement Plan (including Air Quality Conformity).

2. Application Process

- There are two paths for the allocation of funds:
 - a. Programmatic funding, such as Category 2.1, Local Roads.
 - b. Project specific funding, such as Category 1.3, Local Interchange projects.
- Allocations for programmatic funding will be on an annual basis, in accordance with formulas specified in the Strategic Plan. For Local Roads projects, sponsors need to submit an allocation request form that specifies projects anticipated for implementation. The proposed projects should come from sponsors' Capital Improvement Programs (CIP) or equivalent. Sponsors may also use Local Roads funds for unanticipated emergency projects not in their CIP. If sponsors use such funds for projects not mentioned in the allocation request form, a revised allocation request form needs to be submitted to TAM before proceeding to implementation. Sponsors are also required to document the changes in the annual report.
- For an allocation of project specific Measure AA funds, project sponsors will need to submit a complete application package, consisting of the following information:
 - a. Identification of Lead Sponsor
 - b. Inclusion in local and/or regional plans (as required)

- c. Status of environmental review (as required)
- d. Notice of impediments to project or program
- e. Scope of Work / Description of Service
- f. Adherence to Performance Measures (as required)
- g. Delivery Schedule (by Phase)
- h. Funding Plan
 - i. Cost and funding for each phase of the project, including the status on non-Measure AA funds on whether these funds have been secured or have expiring deadlines
 - ii. Cash flow needed on Measure AA funds
 - iii. Expenditures to Date

3. Allocation and Disbursement of Funds

- All allocations of Measure A funds by TAM will be reviewed for the following:
 - a. Consistency with the Strategic Plan [Program of Projects]
 - b. Completeness of the application via the Allocation Request Form and consistency with Strategic Plan requirements.
- All allocations of Measure AA funds will be governed by a funding agreement between TAM and the sponsoring agency. The TAM Board will approve such allocations. TAM's Executive Director will have the authority to execute funding agreements.
- Programmatic funding will be approved annually, and project specific funding will be approved based on project readiness. For multi-year projects, funding allocations and funding agreements may be for the term of project phases (i.e. environmental, design, construction).
- All agreements will document the following (See Appendix 3b):
 - a. Scope of Work
 - b. Project Schedule
 - c. Funding Plan
 - d. Adherence to Performance Measures (if applicable)
 - e. Reporting requirements
 - f. Acceptance of TAM's Claimant Policies
- Funding agreements shall be executed by resolution of the sponsor's governing board.
- Prior to the disbursement of funds, a project must have:
 - a. an approved allocation resolution from the TAM Board
 - b. an executed funding agreement between the sponsoring agency and TAM.
- The standard method of payment will be through reimbursement, with the exceptions of Category 4.1, 4.2, 4.3, and 4.4, which can be distributed one month before costs have been incurred, and Category 2.1 (Local Roads), which are distributed on a formula basis. Project advances will require approval from the TAM Board.
- Funds may be accumulated by TAM over a period of time to pay for larger and long-term projects. All interest income generated by these proceeds will be used for the transportation purposes described in the Expenditure Plan and Strategic Plan as approved by the TAM Boards.
- Timely use of funds requirement will be specified in each agreement.

- Project reimbursement requests must be accompanied by evidence of payment. Reimbursement requests shall be submitted no more frequently than monthly.
- Measure AA funds will not substitute for another fund source that has been programmed or allocated previously to the project or program without prior approval of TAM.
- Other fund sources committed to the project or program will be used in conjunction with Measure AA funds. To the maximum extent practicable, other fund sources will be spent down prior to Measure AA funds. Otherwise, Measure AA funds will be drawn down at a rate proportional to the Measure AA share of the total funds programmed to that project phase or program.
- After a multi-year allocation of funds has been made to a project phase, the release of funds in any subsequent fiscal year will be subject to the submittal and acceptance by TAM's Executive Director of a complete Progress Report meeting the requirements for progress reports as adopted by the TAM Board.
- Measure AA funds will be allocated to phases of a project or to a program based on demonstrated readiness to begin the work and ability to complete the project phase.
- Measure AA allocations for right-of-way and construction will be contingent on a completed environment document.

4. Monitoring and Reporting Requirements

- Recipients of Measure AA funds will be required to submit status reports per the provisions of the funding agreement.
- The report will provide information on compliance to established performance measures.
- Audit requirements will be specified in the agreement.

5. Eligible and Ineligible Costs

- Funds are to be expended in accordance with the applicable provisions of the Expenditure Plan and the Public Utilities Code Section 180000 et seq.
- Eligible phases are as follows:
 - a. Planning / Conceptual Engineering
 - b. Preliminary Engineering / Environmental Studies
 - c. Design Engineering (PS&E)
 - d. Right of Way Support / Acquisition
 - e. Construction
- Eligible project sponsor costs include the following:
 - a. Direct staff time (salary and benefits)
 - b. Consultants selected through a competitive selection process
 - c. Right of way acquisition costs
 - d. Competitively bid construction contracts
- TAM oversight costs are eligible costs.
- Indirect costs (as defined by OMB Circular A-87) will not be considered an eligible expense.
- Retroactive expenses are ineligible. No expenses will be reimbursed that are incurred prior to Board approval of the Measure AA allocation for a project or program. TAM will not reimburse expenses incurred prior to fully executing a Funding Agreement.

6. Other

- Project sponsor will provide signage at construction sites for projects funded partially or wholly by Measure AA sales tax revenue so that the Marin County taxpayers are informed as to how funds are being used.
- Project cancellation will require repayment of all unexpended funds and funds determined by audit not to have been expended as provided for in the funding agreement.

VI. Conclusion

The Measure AA – Transportation Sales Tax Strategic Plan is a comprehensive document guiding the allocation of sales tax revenue over 30 years. With comprehensive policies and procedures corresponding to principles outlined in the Expenditure Plan approved by voters, this guiding document provides the necessary assurance to project and program sponsors, as well as the banking community, that TAM is managing its sales tax funds well.

The public was notified—via a notice on the TAM website homepage (www.tam.ca.gov)—that the Measure AA Strategic Plan was circulated for comment from May 30, 2019 to June 29, 2019. Copies of the document were be available electronically on the TAM website, and hard copies were be available at the TAM’s office at 900 Fifth Avenue, Suite 100; San Rafael, CA 94901.

A public hearing was held on June 27, 2019, immediately prior the TAM Board of Commissioners discussing this item. The TAM Board of Commissioners approved the Measure AA Strategic Plan at their regular meeting on June 27, 2019. With no comments received by June 29, 2019, the Measure AA Strategic Plan was adopted on June 29, 2019.

**Transportation Authority of Marin
Measure AA
Attachment 1: Sales Tax Revenues and Assignment to Categories**

	Year	1	2	3	4	5	6	7	8	9	10	11	12	13
	Total	FY 18/19 ¹	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31
Measure AA Sales Tax Revenue	\$1,200,330,286	\$7,075,000	\$27,500,000	\$28,187,500	\$28,892,188	\$29,614,492	\$30,354,854	\$31,113,726	\$31,891,569	\$32,688,858	\$33,506,080	\$34,343,732	\$35,202,325	\$36,082,383
Off the Top Assignment														
5% Administration & Program Management Set Aside (1% & 4%)	\$60,016,514	\$353,750	\$1,375,000	\$1,409,375	\$1,444,609	\$1,480,725	\$1,517,743	\$1,555,686	\$1,594,578	\$1,634,443	\$1,675,304	\$1,717,187	\$1,760,116	\$1,804,119
Major Road & Other Commitment Set Aside	\$32,900,000	\$587,500	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000
Reserve Funds (5%) Set Aside ⁴	\$7,227,452	\$0	\$1,375,000	\$1,409,375	\$1,444,609	\$1,480,725	\$1,517,743	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Off the Top Set Aside	\$100,143,966	\$941,250	\$5,100,000	\$5,168,750	\$5,239,219	\$5,311,449	\$5,385,485	\$3,905,686	\$3,944,578	\$3,984,443	\$4,025,304	\$4,067,187	\$4,110,116	\$4,154,119
Net Measure AA Revenue	\$1,100,186,320	\$6,133,750	\$22,400,000	\$23,018,750	\$23,652,969	\$24,303,043	\$24,969,369	\$27,208,040	\$27,946,991	\$28,704,415	\$29,480,776	\$30,276,545	\$31,092,209	\$31,928,264
Reserve Fund Expenditure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue Available to Categories	\$1,100,186,320	\$6,133,750	\$22,400,000	\$23,018,750	\$23,652,969	\$24,303,043	\$24,969,369	\$27,208,040	\$27,946,991	\$28,704,415	\$29,480,776	\$30,276,545	\$31,092,209	\$31,928,264
Assignment to Categories														
	Total	FY 18/19 ¹	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31
Category 1														
TAM Direct Project Management ²	\$6,000,000	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Category 1 - Highway 101 & Adjacent Roads	\$71,013,042	\$429,363	\$1,368,000	\$1,411,313	\$1,455,708	\$1,501,213	\$1,547,856	\$1,704,563	\$1,756,289	\$1,809,309	\$1,863,654	\$1,919,358	\$1,976,455	\$2,034,978
Category 1 Total	\$77,013,042	\$429,363	\$1,568,000	\$1,611,313	\$1,655,708	\$1,701,213	\$1,747,856	\$1,904,563	\$1,956,289	\$2,009,309	\$2,063,654	\$2,119,358	\$2,176,455	\$2,234,978
Category 2														
TAM Direct Project Management ²	\$3,750,000	\$0	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Category 2 - Local Transportation Infr.	\$287,799,375	\$1,625,444	\$5,811,000	\$5,974,969	\$6,143,037	\$6,315,306	\$6,491,883	\$7,085,130	\$7,280,952	\$7,481,670	\$7,687,406	\$7,898,284	\$8,114,435	\$8,335,990
Category 2 Total	\$291,549,375	\$1,625,444	\$5,936,000	\$6,099,969	\$6,268,037	\$6,440,306	\$6,616,883	\$7,210,130	\$7,405,952	\$7,606,670	\$7,812,406	\$8,023,284	\$8,239,435	\$8,460,990
Category 3														
TAM Direct Project Management ²	\$7,500,000	\$0	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
Category 3 - School-Related Congestion	\$119,021,427	\$705,381	\$2,326,000	\$2,397,156	\$2,470,091	\$2,544,850	\$2,621,477	\$2,878,925	\$2,963,904	\$3,051,008	\$3,140,289	\$3,231,803	\$3,325,604	\$3,421,750
Category 3 Total	\$126,521,427	\$705,381	\$2,576,000	\$2,647,156	\$2,720,091	\$2,794,850	\$2,871,477	\$3,128,925	\$3,213,904	\$3,301,008	\$3,390,289	\$3,481,803	\$3,575,604	\$3,671,750
Category 4'														
TAM Direct Project Management ²	\$3,000,000	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Category 4 - Local Transit Services	\$602,102,476	\$3,373,563	\$12,220,000	\$12,560,313	\$12,909,133	\$13,266,674	\$13,633,153	\$14,864,422	\$15,270,845	\$15,687,428	\$16,114,427	\$16,552,100	\$17,000,715	\$17,460,545
Category 4 Total	\$605,102,476	\$3,373,563	\$12,320,000	\$12,660,313	\$13,009,133	\$13,366,674	\$13,733,153	\$14,964,422	\$15,370,845	\$15,787,428	\$16,214,427	\$16,652,100	\$17,100,715	\$17,560,545
TAM Direct Project Management	\$20,250,000	\$0	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000
Assignment to Categories	\$1,079,936,320	\$6,133,750	\$21,725,000	\$22,343,750	\$22,977,969	\$23,628,043	\$24,294,369	\$26,533,040	\$27,271,991	\$28,029,415	\$28,805,776	\$29,601,545	\$30,417,209	\$31,253,264
Total Revenue Assigned	\$1,100,186,320	\$6,133,750	\$22,400,000	\$23,018,750	\$23,652,969	\$24,303,043	\$24,969,369	\$27,208,040	\$27,946,991	\$28,704,415	\$29,480,776	\$30,276,545	\$31,092,209	\$31,928,264
Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Note:

1. Collection of Measure AA revenue commenced on April 1, 2019. FY 18/19 includes only three months of revenues (April 1, 2019 to June 30, 2019).
2. TAM direct project management is actual cost needed to manage the category. The amounts shown are the anticipated costs. Any project management funds not used will return to the Category in the following year.
3. The Measure AA Expenditure Plan expires March 31, 2048, therefore, the last year (FY 47/48) of the Strategic Plan only includes revenues collected from July 1, 2047 to March 31, 2048.
4. Per Expenditure Plan, TAM may set aside 10% of revenues for reserve fund. Staff recommends setting aside 5% for the first five full years for reserve funds.

14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
FY 31/32	FY 32/33	FY 33/34	FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/49 ³
\$36,984,443	\$37,909,054	\$38,856,780	\$39,828,200	\$40,823,905	\$41,844,502	\$42,890,615	\$43,962,880	\$45,061,952	\$46,188,501	\$47,343,213	\$48,526,794	\$49,739,964	\$50,983,463	\$52,258,049	\$53,564,501	\$54,903,613	\$42,207,153
\$1,849,222	\$1,895,453	\$1,942,839	\$1,991,410	\$2,041,195	\$2,092,225	\$2,144,531	\$2,198,144	\$2,253,098	\$2,309,425	\$2,367,161	\$2,426,340	\$2,486,998	\$2,549,173	\$2,612,902	\$2,678,225	\$2,745,181	\$2,110,358
\$2,350,000	\$1,762,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$4,199,222	\$3,657,953	\$1,942,839	\$1,991,410	\$2,041,195	\$2,092,225	\$2,144,531	\$2,198,144	\$2,253,098	\$2,309,425	\$2,367,161	\$2,426,340	\$2,486,998	\$2,549,173	\$2,612,902	\$2,678,225	\$2,745,181	\$2,110,358
\$32,785,221	\$34,251,101	\$36,913,941	\$37,836,790	\$38,782,709	\$39,752,277	\$40,746,084	\$41,764,736	\$42,808,855	\$43,879,076	\$44,976,053	\$46,100,454	\$47,252,965	\$48,434,290	\$49,645,147	\$50,886,275	\$52,158,432	\$40,096,795
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$32,785,221	\$34,251,101	\$36,913,941	\$37,836,790	\$38,782,709	\$39,752,277	\$40,746,084	\$41,764,736	\$42,808,855	\$43,879,076	\$44,976,053	\$46,100,454	\$47,252,965	\$48,434,290	\$49,645,147	\$50,886,275	\$52,158,432	\$40,096,795
FY 31/32	FY 32/33	FY 33/34	FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/49 ³
\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
\$2,094,965	\$2,197,577	\$2,383,976	\$2,448,575	\$2,514,790	\$2,582,659	\$2,652,226	\$2,723,532	\$2,796,620	\$2,871,535	\$2,948,324	\$3,027,032	\$3,107,708	\$3,190,400	\$3,275,160	\$3,362,039	\$3,451,090	\$2,606,776
\$2,294,965	\$2,397,577	\$2,583,976	\$2,648,575	\$2,714,790	\$2,782,659	\$2,852,226	\$2,923,532	\$2,996,620	\$3,071,535	\$3,148,324	\$3,227,032	\$3,307,708	\$3,390,400	\$3,475,160	\$3,562,039	\$3,651,090	\$2,806,776
\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
\$8,563,083	\$8,951,542	\$9,657,194	\$9,901,749	\$10,152,418	\$10,409,353	\$10,672,712	\$10,942,655	\$11,219,346	\$11,502,955	\$11,793,654	\$12,091,620	\$12,397,036	\$12,710,087	\$13,030,964	\$13,359,863	\$13,696,985	\$10,500,651
\$8,688,083	\$9,076,542	\$9,782,194	\$10,026,749	\$10,277,418	\$10,534,353	\$10,797,712	\$11,067,655	\$11,344,346	\$11,627,955	\$11,918,654	\$12,216,620	\$12,522,036	\$12,835,087	\$13,155,964	\$13,484,863	\$13,821,985	\$10,625,651
\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
\$3,520,300	\$3,688,877	\$3,995,103	\$4,101,231	\$4,210,012	\$4,321,512	\$4,435,800	\$4,552,945	\$4,673,018	\$4,796,094	\$4,922,246	\$5,051,552	\$5,184,091	\$5,319,943	\$5,459,192	\$5,601,922	\$5,748,220	\$4,361,131
\$3,770,300	\$3,938,877	\$4,245,103	\$4,351,231	\$4,460,012	\$4,571,512	\$4,685,800	\$4,802,945	\$4,923,018	\$5,046,094	\$5,172,246	\$5,301,552	\$5,434,091	\$5,569,943	\$5,709,192	\$5,851,922	\$5,998,220	\$4,611,131
\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
\$17,931,871	\$18,738,106	\$20,202,668	\$20,710,234	\$21,230,490	\$21,763,752	\$22,310,346	\$22,870,605	\$23,444,870	\$24,033,492	\$24,636,829	\$25,255,250	\$25,889,131	\$26,538,859	\$27,204,831	\$27,887,452	\$28,587,138	\$21,953,237
\$18,031,871	\$18,838,106	\$20,302,668	\$20,810,234	\$21,330,490	\$21,863,752	\$22,410,346	\$22,970,605	\$23,544,870	\$24,133,492	\$24,736,829	\$25,355,250	\$25,989,131	\$26,638,859	\$27,304,831	\$27,987,452	\$28,687,138	\$22,053,237
\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000
\$32,110,221	\$33,576,101	\$36,238,941	\$37,161,790	\$38,107,709	\$39,077,277	\$40,071,084	\$41,089,736	\$42,133,855	\$43,204,076	\$44,301,053	\$45,425,454	\$46,577,965	\$47,759,290	\$48,970,147	\$50,211,275	\$51,483,432	\$39,421,795
\$32,785,221	\$34,251,101	\$36,913,941	\$37,836,790	\$38,782,709	\$39,752,277	\$40,746,084	\$41,764,736	\$42,808,855	\$43,879,076	\$44,976,053	\$46,100,454	\$47,252,965	\$48,434,290	\$49,645,147	\$50,886,275	\$52,158,432	\$40,096,795
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

**Transportation Authority of Marin
Attachment 3-1 -- Category 1: Reduce Congestion on Highway 101 and Adjacent Roadways
Measure AA Revenues and Expenditures**

		Year	1	2	3	4	5	6	7	8	9	10	11	12	13
		Total	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31
Revenue Available to Category 1 (7% in EP)		\$77,013,042	\$429,363	\$1,568,000	\$1,611,313	\$1,655,708	\$1,701,213	\$1,747,856	\$1,904,563	\$1,956,289	\$2,009,309	\$2,063,654	\$2,119,358	\$2,176,455	\$2,234,978
Direct Project Management		\$6,000,000	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Net Revenue Available to Subcategories		\$71,013,042	\$429,363	\$1,368,000	\$1,411,313	\$1,455,708	\$1,501,213	\$1,547,856	\$1,704,563	\$1,756,289	\$1,809,309	\$1,863,654	\$1,919,358	\$1,976,455	\$2,034,978

Subcategory	EP	Total	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31
Subcategory 1 Marin Sonoma Narrows															
Revenue															
Subcategory 1 Revenue	1.50%	\$15,217,081	\$92,006	\$293,143	\$302,424	\$311,937	\$321,689	\$331,683	\$365,263	\$376,348	\$387,709	\$399,354	\$411,291	\$423,526	\$436,067
Expenditures															
Subcategory 1 - MSN Matching Funds		\$15,217,081	\$0	\$2,800,000	\$12,417,081	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subcategory 1 Funding Deficit/Surplus		\$0	\$92,006	(2,414,851)	(14,529,508)	(14,217,570)	(13,895,882)	(13,564,199)	(13,198,935)	(12,822,587)	(12,434,878)	(12,035,524)	(11,624,233)	(11,200,707)	(10,764,640)

Subcategory	EP	Total	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31
Subcategory 2 Highway 101/580 Direct Connector															
Revenue															
Subcategory 2 Revenue	2.00%	\$20,289,441	\$122,675	\$390,857	\$403,232	\$415,917	\$428,918	\$442,245	\$487,018	\$501,797	\$516,945	\$532,473	\$548,388	\$564,701	\$581,422
Total Revenue		\$20,289,441	\$122,675	\$390,857	\$403,232	\$415,917	\$428,918	\$442,245	\$487,018	\$501,797	\$516,945	\$532,473	\$548,388	\$564,701	\$581,422
Expenditures															
Substrategy 2 - 101/580 Direct Connector		\$20,289,441	\$0	\$4,400,000	\$0	\$0	\$5,300,000	\$4,000,000	\$6,589,441	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures		\$20,289,441	\$0	\$4,400,000	\$0	\$0	\$5,300,000	\$4,000,000	\$6,589,441	\$0	\$0	\$0	\$0	\$0	\$0
Subcategory 2 Funding Deficit/Surplus		\$0	\$122,675	(3,886,468)	(3,483,236)	(3,067,319)	(7,938,401)	(11,496,157)	(17,598,580)	(17,096,783)	(16,579,837)	(16,047,365)	(15,498,977)	(14,934,275)	(14,352,853)

Subcategory	EP	Total	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31
Subcategory 3 Highway 101 Local Interchanges															
Revenue															
Subcategory 3 Revenue	3.00%	\$30,434,161	\$184,013	\$586,286	\$604,848	\$623,875	\$643,377	\$663,367	\$730,527	\$752,695	\$775,418	\$798,709	\$822,582	\$847,052	\$872,134
Total Revenue		\$30,434,161	\$184,013	\$586,286	\$604,848	\$623,875	\$643,377	\$663,367	\$730,527	\$752,695	\$775,418	\$798,709	\$822,582	\$847,052	\$872,134
Expenditures															
Subcategory 3 - Hwy 101 Local Interchanges		\$30,434,161	\$184,013	\$586,286	\$604,848	\$623,875	\$643,377	\$663,367	\$730,527	\$752,695	\$775,418	\$798,709	\$822,582	\$847,052	\$872,134
Total Expenditures		\$30,434,161	\$184,013	\$586,286	\$604,848	\$623,875	\$643,377	\$663,367	\$730,527	\$752,695	\$775,418	\$798,709	\$822,582	\$847,052	\$872,134
Subcategory 3 Cumulative Balance		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Subcategory	EP	Total	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31
Subcategory 4 Commute Alternative & Trip Reduction															
Revenue															
Subcategory 4 Revenue	0.50%	\$5,072,360	\$30,669	\$97,714	\$100,808	\$103,979	\$107,230	\$110,561	\$121,754	\$125,449	\$129,236	\$133,118	\$137,097	\$141,175	\$145,356
Total Revenue		\$5,072,360	\$30,669	\$97,714	\$100,808	\$103,979	\$107,230	\$110,561	\$121,754	\$125,449	\$129,236	\$133,118	\$137,097	\$141,175	\$145,356
Expenditures															
Subcategory 4 - Commute Alternatives		\$5,072,360	\$30,669	\$97,714	\$100,808	\$103,979	\$107,230	\$110,561	\$121,754	\$125,449	\$129,236	\$133,118	\$137,097	\$141,175	\$145,356
Total Expenditures		\$5,072,360	\$30,669	\$97,714	\$100,808	\$103,979	\$107,230	\$110,561	\$121,754	\$125,449	\$129,236	\$133,118	\$137,097	\$141,175	\$145,356
Subcategory 4 Cumulative Balance		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
FY 31/32	FY 32/33	FY 33/34	FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/49
\$2,294,965	\$2,397,577	\$2,583,976	\$2,648,575	\$2,714,790	\$2,782,659	\$2,852,226	\$2,923,532	\$2,996,620	\$3,071,535	\$3,148,324	\$3,227,032	\$3,307,708	\$3,390,400	\$3,475,160	\$3,562,039	\$3,651,090	\$2,806,776
\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
\$2,094,965	\$2,197,577	\$2,383,976	\$2,448,575	\$2,514,790	\$2,582,659	\$2,652,226	\$2,723,532	\$2,796,620	\$2,871,535	\$2,948,324	\$3,027,032	\$3,107,708	\$3,190,400	\$3,275,160	\$3,362,039	\$3,451,090	\$2,606,776
FY 31/32	FY 32/33	FY 33/34	FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/49
\$448,921	\$470,909	\$510,852	\$524,695	\$538,883	\$553,427	\$568,334	\$583,614	\$599,276	\$615,329	\$631,784	\$648,650	\$665,937	\$683,657	\$701,820	\$720,437	\$739,519	\$558,595
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(10,315,719)	(9,844,809)	(9,333,957)	(8,809,263)	(8,270,379)	(7,716,952)	(7,148,618)	(6,565,004)	(5,965,729)	(5,350,400)	(4,718,616)	(4,069,966)	(3,404,029)	(2,720,372)	(2,018,552)	(1,298,115)	(558,595)	(0)
FY 31/32	FY 32/33	FY 33/34	FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/49
\$598,562	\$627,879	\$681,136	\$699,593	\$718,511	\$737,903	\$757,779	\$778,152	\$799,034	\$820,439	\$842,378	\$864,866	\$887,916	\$911,543	\$935,760	\$960,583	\$986,026	\$744,793
\$598,562	\$627,879	\$681,136	\$699,593	\$718,511	\$737,903	\$757,779	\$778,152	\$799,034	\$820,439	\$842,378	\$864,866	\$887,916	\$911,543	\$935,760	\$960,583	\$986,026	\$744,793
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(13,754,291)	(13,126,412)	(12,445,276)	(11,745,683)	(11,027,172)	(10,289,269)	(9,531,490)	(8,753,339)	(7,954,304)	(7,133,866)	(6,291,487)	(5,426,621)	(4,538,705)	(3,627,162)	(2,691,402)	(1,730,819)	(744,793)	(0)
FY 31/32	FY 32/33	FY 33/34	FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/49
\$897,842	\$941,819	\$1,021,704	\$1,049,389	\$1,077,767	\$1,106,854	\$1,136,668	\$1,167,228	\$1,198,551	\$1,230,658	\$1,263,567	\$1,297,299	\$1,331,875	\$1,367,314	\$1,403,640	\$1,440,874	\$1,479,039	\$1,117,190
\$897,842	\$941,819	\$1,021,704	\$1,049,389	\$1,077,767	\$1,106,854	\$1,136,668	\$1,167,228	\$1,198,551	\$1,230,658	\$1,263,567	\$1,297,299	\$1,331,875	\$1,367,314	\$1,403,640	\$1,440,874	\$1,479,039	\$1,117,190
\$897,842	\$941,819	\$1,021,704	\$1,049,389	\$1,077,767	\$1,106,854	\$1,136,668	\$1,167,228	\$1,198,551	\$1,230,658	\$1,263,567	\$1,297,299	\$1,331,875	\$1,367,314	\$1,403,640	\$1,440,874	\$1,479,039	\$1,117,190
\$897,842	\$941,819	\$1,021,704	\$1,049,389	\$1,077,767	\$1,106,854	\$1,136,668	\$1,167,228	\$1,198,551	\$1,230,658	\$1,263,567	\$1,297,299	\$1,331,875	\$1,367,314	\$1,403,640	\$1,440,874	\$1,479,039	\$1,117,190
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FY 31/32	FY 32/33	FY 33/34	FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/49
\$149,640	\$156,970	\$170,284	\$174,898	\$179,628	\$184,476	\$189,445	\$194,538	\$199,759	\$205,110	\$210,595	\$216,217	\$221,979	\$227,886	\$233,940	\$240,146	\$246,506	\$186,198
\$149,640	\$156,970	\$170,284	\$174,898	\$179,628	\$184,476	\$189,445	\$194,538	\$199,759	\$205,110	\$210,595	\$216,217	\$221,979	\$227,886	\$233,940	\$240,146	\$246,506	\$186,198
\$149,640	\$156,970	\$170,284	\$174,898	\$179,628	\$184,476	\$189,445	\$194,538	\$199,759	\$205,110	\$210,595	\$216,217	\$221,979	\$227,886	\$233,940	\$240,146	\$246,506	\$186,198
\$149,640	\$156,970	\$170,284	\$174,898	\$179,628	\$184,476	\$189,445	\$194,538	\$199,759	\$205,110	\$210,595	\$216,217	\$221,979	\$227,886	\$233,940	\$240,146	\$246,506	\$186,198
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

**Transportation Authority of Marin
Attachment 3-3 -- Category 3: School-Related Congestion and Safer Access to School
Measure AA Revenues and Expenditures**

	Year	1	2	3	4	5	6	7	8	9	10	11	12	13
	Total	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31
Revenue Available to Category 3 (11.5% in EP)	\$126,521,427	\$705,381	\$2,576,000	\$2,647,156	\$2,720,091	\$2,794,850	\$2,871,477	\$3,128,925	\$3,213,904	\$3,301,008	\$3,390,289	\$3,481,803	\$3,575,604	\$3,671,750
Direct Project Management	\$7,500,000	\$0	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
Net Revenue Available to Subcategories	\$119,021,427	\$705,381	\$2,326,000	\$2,397,156	\$2,470,091	\$2,544,850	\$2,621,477	\$2,878,925	\$2,963,904	\$3,051,008	\$3,140,289	\$3,231,803	\$3,325,604	\$3,421,750

Subcategory 1 Safe Routes to Schools Education	EP	Total	FY 18/19 ¹	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31
Revenue															
Prior Year Carryforward				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subcategory 1 Revenue	3.50%	\$36,223,913	\$214,681	\$707,913	\$729,569	\$751,767	\$774,520	\$797,841	\$876,194	\$902,058	\$928,568	\$955,740	\$983,592	\$1,012,140	\$1,041,402
Total Revenue		\$36,223,913	\$214,681	\$707,913	\$729,569	\$751,767	\$774,520	\$797,841	\$876,194	\$902,058	\$928,568	\$955,740	\$983,592	\$1,012,140	\$1,041,402
Expenditures															
Subcategory 1 - Safe Routes to Schools		\$36,223,913	\$214,681	\$707,913	\$729,569	\$751,767	\$774,520	\$797,841	\$876,194	\$902,058	\$928,568	\$955,740	\$983,592	\$1,012,140	\$1,041,402
Total Expenditures		\$36,223,913	\$214,681	\$707,913	\$729,569	\$751,767	\$774,520	\$797,841	\$876,194	\$902,058	\$928,568	\$955,740	\$983,592	\$1,012,140	\$1,041,402
Subcategory 1 Cumulative Balance		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Subcategory 2 Crossing Guard Program	EP	Total	FY 18/19 ¹	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31
Revenue															
Prior Year Carryforward				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subcategory 2 Revenue	7.00%	\$72,447,825	\$429,363	\$1,415,826	\$1,459,139	\$1,503,534	\$1,549,039	\$1,595,682	\$1,752,389	\$1,804,115	\$1,857,135	\$1,911,480	\$1,967,184	\$2,024,281	\$2,082,805
Total Revenue		\$72,447,825	\$429,363	\$1,415,826	\$1,459,139	\$1,503,534	\$1,549,039	\$1,595,682	\$1,752,389	\$1,804,115	\$1,857,135	\$1,911,480	\$1,967,184	\$2,024,281	\$2,082,805
Expenditures															
Substrategy 2 - Crossing Guard Program		\$72,447,825	\$429,363	\$1,415,826	\$1,459,139	\$1,503,534	\$1,549,039	\$1,595,682	\$1,752,389	\$1,804,115	\$1,857,135	\$1,911,480	\$1,967,184	\$2,024,281	\$2,082,805
Total Expenditures		\$72,447,825	\$429,363	\$1,415,826	\$1,459,139	\$1,503,534	\$1,549,039	\$1,595,682	\$1,752,389	\$1,804,115	\$1,857,135	\$1,911,480	\$1,967,184	\$2,024,281	\$2,082,805
Subcategory 2 Cumulative Balance		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Subcategory 3 Small School Safety-Related Projects	EP	Total	FY 18/19 ¹	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31
Revenue															
Prior Year Carryforward				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subcategory 3 Revenue	1.00%	\$10,349,689	\$61,338	\$202,261	\$208,448	\$214,791	\$221,291	\$227,955	\$250,341	\$257,731	\$265,305	\$273,069	\$281,026	\$289,183	\$297,544
Total Revenue		\$10,349,689	\$61,338	\$202,261	\$208,448	\$214,791	\$221,291	\$227,955	\$250,341	\$257,731	\$265,305	\$273,069	\$281,026	\$289,183	\$297,544
Expenditures															
Subcategory 3 - Small School Safety-Related Projects		\$10,349,689	\$61,338	\$202,261	\$208,448	\$214,791	\$221,291	\$227,955	\$250,341	\$257,731	\$265,305	\$273,069	\$281,026	\$289,183	\$297,544
Total Expenditures		\$10,349,689	\$61,338	\$202,261	\$208,448	\$214,791	\$221,291	\$227,955	\$250,341	\$257,731	\$265,305	\$273,069	\$281,026	\$289,183	\$297,544
Subcategory 3 Cumulative Balance		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
FY 31/32	FY 32/33	FY 33/34	FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/49
\$3,770,300	\$3,938,877	\$4,245,103	\$4,351,231	\$4,460,012	\$4,571,512	\$4,685,800	\$4,802,945	\$4,923,018	\$5,046,094	\$5,172,246	\$5,301,552	\$5,434,091	\$5,569,943	\$5,709,192	\$5,851,922	\$5,998,220	\$4,611,131
\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
\$3,520,300	\$3,688,877	\$3,995,103	\$4,101,231	\$4,210,012	\$4,321,512	\$4,435,800	\$4,552,945	\$4,673,018	\$4,796,094	\$4,922,246	\$5,051,552	\$5,184,091	\$5,319,943	\$5,459,192	\$5,601,922	\$5,748,220	\$4,361,131

FY 31/32	FY 32/33	FY 33/34	FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/49
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$1,071,396	\$1,122,702	\$1,215,901	\$1,248,201	\$1,281,308	\$1,315,243	\$1,350,026	\$1,385,679	\$1,422,223	\$1,459,681	\$1,498,075	\$1,537,429	\$1,577,767	\$1,619,113	\$1,661,493	\$1,704,933	\$1,749,458	\$1,327,301
\$1,071,396	\$1,122,702	\$1,215,901	\$1,248,201	\$1,281,308	\$1,315,243	\$1,350,026	\$1,385,679	\$1,422,223	\$1,459,681	\$1,498,075	\$1,537,429	\$1,577,767	\$1,619,113	\$1,661,493	\$1,704,933	\$1,749,458	\$1,327,301

\$1,071,396	\$1,122,702	\$1,215,901	\$1,248,201	\$1,281,308	\$1,315,243	\$1,350,026	\$1,385,679	\$1,422,223	\$1,459,681	\$1,498,075	\$1,537,429	\$1,577,767	\$1,619,113	\$1,661,493	\$1,704,933	\$1,749,458	\$1,327,301
\$1,071,396	\$1,122,702	\$1,215,901	\$1,248,201	\$1,281,308	\$1,315,243	\$1,350,026	\$1,385,679	\$1,422,223	\$1,459,681	\$1,498,075	\$1,537,429	\$1,577,767	\$1,619,113	\$1,661,493	\$1,704,933	\$1,749,458	\$1,327,301
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

FY 31/32	FY 32/33	FY 33/34	FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/49
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$2,142,792	\$2,245,403	\$2,431,802	\$2,496,401	\$2,562,616	\$2,630,485	\$2,700,052	\$2,771,358	\$2,844,446	\$2,919,361	\$2,996,150	\$3,074,858	\$3,155,534	\$3,238,226	\$3,322,986	\$3,409,865	\$3,498,916	\$2,654,602
\$2,142,792	\$2,245,403	\$2,431,802	\$2,496,401	\$2,562,616	\$2,630,485	\$2,700,052	\$2,771,358	\$2,844,446	\$2,919,361	\$2,996,150	\$3,074,858	\$3,155,534	\$3,238,226	\$3,322,986	\$3,409,865	\$3,498,916	\$2,654,602

\$2,142,792	\$2,245,403	\$2,431,802	\$2,496,401	\$2,562,616	\$2,630,485	\$2,700,052	\$2,771,358	\$2,844,446	\$2,919,361	\$2,996,150	\$3,074,858	\$3,155,534	\$3,238,226	\$3,322,986	\$3,409,865	\$3,498,916	\$2,654,602
\$2,142,792	\$2,245,403	\$2,431,802	\$2,496,401	\$2,562,616	\$2,630,485	\$2,700,052	\$2,771,358	\$2,844,446	\$2,919,361	\$2,996,150	\$3,074,858	\$3,155,534	\$3,238,226	\$3,322,986	\$3,409,865	\$3,498,916	\$2,654,602
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

FY 31/32	FY 32/33	FY 33/34	FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/49
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$306,113	\$320,772	\$347,400	\$356,629	\$366,088	\$375,784	\$385,722	\$395,908	\$406,349	\$417,052	\$428,021	\$439,265	\$450,791	\$462,604	\$474,712	\$487,124	\$499,845	\$379,229
\$306,113	\$320,772	\$347,400	\$356,629	\$366,088	\$375,784	\$385,722	\$395,908	\$406,349	\$417,052	\$428,021	\$439,265	\$450,791	\$462,604	\$474,712	\$487,124	\$499,845	\$379,229

\$306,113	\$320,772	\$347,400	\$356,629	\$366,088	\$375,784	\$385,722	\$395,908	\$406,349	\$417,052	\$428,021	\$439,265	\$450,791	\$462,604	\$474,712	\$487,124	\$499,845	\$379,229
\$306,113	\$320,772	\$347,400	\$356,629	\$366,088	\$375,784	\$385,722	\$395,908	\$406,349	\$417,052	\$428,021	\$439,265	\$450,791	\$462,604	\$474,712	\$487,124	\$499,845	\$379,229
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

**Transportation Authority of Marin
Attachment 4 -- Set Aside for Major Roads and RSR Approaches
Measure AA Revenues and Expenditures**

Year	1	2	3	4	5	6	7	8	9	10	11	12	13
Total	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31
Revenue Available	\$32,900,000	\$587,500	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000
Revenue													
Unallocated Measure A Carryover	\$9,597,081	\$9,597,081											
Available Measure AA Revenue	\$32,152,919	\$587,500	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000
Total Revenue	\$41,750,000	\$10,184,581	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000
Expenditures													
Ross Valley Planning Area - Sir Francis Drake Blvd	\$11,870,000	\$0	\$11,870,000										
North Planning Area - Novato Blvd	\$11,587,000	\$0	\$600,000	\$700,000			\$10,287,000						
Central Planning Area - 3rd Street	\$12,522,000	\$0	\$1,100,000		\$11,422,000								
South Planning Area - E. Blithedale Avenue	\$1,897,000	\$0	\$746,000	\$1,151,000									
West Planning Area - Sir Francis Drake Blvd	\$74,000	\$0		\$74,000									
Richmond San Rafael Bridge Approaches	\$3,800,000	\$0	\$3,800,000										
Total Expenditures	\$41,750,000	\$0	\$18,116,000	\$1,925,000	\$11,422,000	\$0	\$10,287,000	\$0	\$0	\$0	\$0	\$0	\$0
Set Aside Funding Deficit/Surplus	\$0	\$10,184,581	-\$15,766,000	\$425,000	-\$9,072,000	\$2,350,000	-\$7,937,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000

14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
FY 31/32	FY 32/33	FY 33/34	FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/49
\$2,350,000	\$1,762,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FY 31/32	FY 32/33	FY 33/34	FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/49
\$2,350,000	\$1,015,419																
\$2,350,000	\$1,015,419																
\$0	\$0																
\$2,350,000	\$1,015,419	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0



DATE: June 27, 2019

TO: Transportation Authority of Marin Board of Commissioners

FROM: Dianne Steinhauser, Executive Director
David Chan, Programming Manager

SUBJECT: Allocate Transportation Sales Tax Funds from Measure A Strategy 3.2, Measure AA Category 2.1, and Reserve Funds for Local Road and Related Infrastructure Projects (Action), Agenda Item No. 10

RECOMMENDATION

Allocate a total of \$6,207,790 to cities, towns, and Marin County for local roads and related infrastructure projects that include \$2,443,544 in Measure A Strategy 3.2 funds, \$1,349,425 in Measure AA Category 2.1 funds, and \$2,414,821 in Measure B Element 1.1 funds for FY 19/20.

The approval of the Measure AA Category 2.1 funds is subject to the adoption of the Measure AA Strategic Plan that will be discussed under Item 9b of the TAM Board June 27th Agenda. If the Measure AA Strategic Plan is not adopted prior to this item, Measure A and Measure B funds can still be allocated. However, the Measure AA funds noted in the memo will be deferred to a later TAM Board meeting until the Measure AA Strategic Plan is adopted.

BACKGROUND

Strategy 3.2 of the Measure A Strategic Plan

Measure A funds from Strategy 3.2 are used to maintain, improve, and manage Marin County's local transportation infrastructure, including roadways, bikeways, sidewalks, and pathways. Funds apportioned to Strategy 3.2 for local roads and related infrastructure are programmed in the Measure A Strategic Plan to be distributed on an annual basis to each city, town, and Marin County calculated from a formula based on a 50/50 split derived from lane miles maintained and population.

Category 2.1 of the Measure AA Strategic Plan

Measure AA funds from Category 2.1 are used for 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.

Funds from Category 2.1 can also be used to increase public availability to alternative fuel facilities, such as electric vehicle charging infrastructure. Innovative technology for better managing traffic can also be funded, such as the installation of smart traffic signals and real-time transit information.

Element 1.1 of the Measure B Strategic Plan

Distribution of Measure B Element 1.1 funds to the Department of Public Works in each of the jurisdictions is based on the existing Measure A formula which uses 50 percent on local population and 50 percent on number of lane miles. Funds may be used for the following:

- Road maintenance, rehabilitation and congestion relief on local and residential streets. New facilities are also eligible for maintenance funds
- Safety improvements for all modes
- Emergency pothole repair on residential streets, sidewalks and pathways
- Crosswalk and accessibility enhancements
- Intersection control, pavement, and drainage improvements
- Streetscape improvements to better manage stormwater runoff
- Maintenance and improvement of Class I (exclusively) bicycle and pedestrian pathways, including new facilities

Because annual collection of Measure B funds for local streets is insufficient for the smaller jurisdictions to complete the typical street projects, Measure B Element 1.1 funds are made available once every three years of revenue collection. The last year that Measure B Element 1.1 funds were distributed was in FY 16/17.

FUNDS AVAILABLE

The available amounts for allocation, as shown in the below table, include \$2,443,544 in Measure A Strategy 3.2 funds, \$1,349,425 in Measure AA Category 2.1 funds, and \$2,414,821 in Measure B Element 1.1 funds for a total of \$6,207,790 in FY 19/20.

	Measure A	Measure AA	Measure B	Total
Belvedere	\$23,999	\$13,253	\$23,717	\$60,969
Corte Madera	\$86,339	\$47,680	\$85,324	\$219,343
Fairfax	\$67,617	\$37,341	\$66,822	\$171,779
Larkspur	\$97,506	\$53,847	\$96,360	\$247,713
Mill Valley	\$138,015	\$76,218	\$136,393	\$350,626
Novato	\$442,211	\$244,207	\$437,013	\$1,123,431
Ross	\$24,875	\$13,737	\$24,583	\$63,196
San Anselmo	\$108,416	\$59,872	\$107,141	\$275,429
San Rafael	\$478,607	\$264,307	\$472,982	\$1,215,896
Sausalito	\$68,436	\$37,793	\$67,632	\$173,861
Tiburon	\$84,575	\$46,706	\$83,581	\$214,862
Marin County	\$822,947	\$454,465	\$813,273	\$2,090,684
Total	\$2,443,544	\$1,349,425	\$2,414,821	\$6,207,790

Because local road funds are distributed upfront to agencies, as opposed to reimbursement after project completion, local road funds under all three Measures are collected before the funds are allocated. Therefore, the estimated local road funds under Measure A and Measure AA are funds that have been and still being collected for FY 18/19 until June 30, 2019.

Measure A includes estimated revenues collected from July 1, 2018 to March 31, 2019. Measure AA includes estimated revenues collected from April 1, 2019 to June 30, 2019

As mentioned above, the availability of the Measure AA funds is subject to the adoption of the Measure AA Strategic Plan. If the Measure AA Strategic Plan is not adopted, the allocations of Measure A and Measure B funds can still move forward. The allocation of Measure AA funds will be deferred to a later TAM Board meeting until the Measure AA Strategic Plan is adopted.

CALL FOR PROJECTS

On May 16, 2019, a Call for Projects was issued to the Public Works Directors of each agency, requesting applications for FY 19/20. The Public Works Directors were informed of the allocation process and the amount of available funds for each agency. The FY 19/20 funding availabilities for local infrastructure projects as programmed in the respective Strategic Plans were made available in the Call for Projects. Every agency submitted an allocation request form for the full amounts available.

Attachment A contains a summary of projects from each agency describing anticipated project(s) that will be funded for FY 19/20.

FISCAL IMPACTS

These amounts were anticipated in the development of the FY 19/20 TAM Budget and have been incorporated in its adoption in June 2019. No further action is needed at this time.

NEXT STEPS

If approved by the TAM Board, funding agreements for the amounts listed will be issued to the agencies.

ATTACHMENT

Attachment A: FY 19/20 Local Infrastructure Allocation Requests

THIS PAGE LEFT BLANK INTENTIONALLY

**Transportation Authority of Marin
Measures A and AA – Transportation Sales Tax Funds
Measure B – Vehicle Registration Fee Funds**

Allocation Request Form

Fiscal Year of Allocation: 2019/20

Expenditure Plan: Local Roads and Related Infrastructures

Project Name: Lanes Initiative Program

Implementing Agency: City of Belvedere

Scope of Work: The City of Belvedere has placed a priority on developing connecting pedestrian pathways between streets. These pathways, commonly referred to as Lanes, improve access between communities and reduce vehicular traffic on Belvederes' narrow streets. The Parks & Open Space Committee, residents, and the City Council will assist in the selection of the FY20 Lane project.

Cost of Scope: \$600,000

Measure A Strategy 3.2 Funds Available Amount: \$23,999

Measure AA Category 2.1 Funds Available Amount: \$13,253

Measure B Element 1.1 Funds Available Amount: \$23,717

Total Requested Amount: \$60,969

Other Funding: \$539,031

Project Delivery Schedule (include start & completion milestones): Estimated construction window: April to June 2020.

**Transportation Authority of Marin
Measures A and AA – Transportation Sales Tax Funds
Measure B – Vehicle Registration Fee Funds**

Allocation Request Form

Fiscal Year of Allocation: 2019/20

Expenditure Plan: Local Roads and Related Infrastructures

Project Name: Madera/Tamal Vista Blvd. Roundabout

Implementing Agency: Town of Corte Madera

Scope of Work: Construct a roundabout at the intersection of Tamal Vista Blvd. and Madera Blvd. to increase safety and traffic flow efficiency

Cost of Scope: \$900,000

Measure A Strategy 3.2 Funds Available Amount: \$86,339

Measure AA Category 2.1 Funds Available Amount: \$47,680

Measure B Element 1.1 Funds Available Amount: \$85,324

Total Requested Amount: \$219,343

Other Funding: Local funds

Project Delivery Schedule (include start & completion milestones):

Open Bids – April 2020

Start Construction – May 2020

Complete Construction – December 2020

**Transportation Authority of Marin
Measures A and AA – Transportation Sales Tax Funds
Measure B – Vehicle Registration Fee Funds**

Allocation Request Form

Fiscal Year of Allocation: 2019/20

Expenditure Plan: Local Roads and Related Infrastructures

Project Name: Scenic Rd. Pavement project & Dominga/Napa Avenues Street Maintenance project

Implementing Agency: Town of Fairfax

Scope of Work: Repaving selected portions of Scenic Rd. from Tamalpais Rd. to Upper Scenic Rd.); Slurry seal and digouts of Dominga/Napa Avenues from Pacheco Ave. to Creek Rd.

Cost of Scope: \$171,779

Measure A Strategy 3.2 Funds Available Amount: \$67,617

Measure AA Category 2.1 Funds Available Amount: \$37,341

Measure B Element 1.1 Funds Available Amount: \$66,822

Total Requested Amount: \$171,779

Other Funding: The Town will provide additional funding if needed for project contingencies.

Project Delivery Schedule (include start & completion milestones):

Scenic Rd. Pavement Project

Start design- July 1, 2019

Bid award- October 2, 2019

Start construction- October 18, 2019

Complete- Dec. 31, 2019

Dominga/Napa Avenues Street Maintenance Project

Obtain quotes - July 1, 2019

Award contract- August 7, 2019

Complete work- September 30, 2019

**Transportation Authority of Marin
Measures A and AA – Transportation Sales Tax Funds
Measure B – Vehicle Registration Fee Funds**

Allocation Request Form

Fiscal Year of Allocation: 2019/20

Expenditure Plan: Local Roads and Related Infrastructures

Project Name: Measure B Group 2 Pavement Rehabilitation (CIP 20-301)

Implementing Agency: City of Larkspur

Scope of Work: Pavement Rehabilitation

STREET NAME	FROM	TO
CREEKSIDE DR	LARKSPUR PLAZA DR	282' N/O MAGNOLIA AVE
CREEKSIDE DR	282' N/O MAGNOLIA AVE	MAGNOLIA AVE
EDGEWATER PL	NORTH END	CREEKSIDE DR
CORNELL AVE	HARVARD DR	TULANE DR
DARTMOUTH DR	MAGNOLIA AVE	TULANE DR
HARVARD DR	EAST END	WEST END
STANFORD CT	NORTH END	TULANE DR
TULANE DR	HARVARD DR	END
YALE AVE	HARVARD DR	TULANE DR
HOLLY AVE	WILLOW AVE	SOUTH END
SYCAMORE AVE	HAWTHORNE LN	BOND ST
AJAX ST	HAWTORNE LN	CEDAR AVE
LOCUST AVE	HAWTHORNE LN	WARD ST
CEDAR AVE	NORTH END	SOUTH END
HAWTHORNE AVE	LOCUST AVE	willow
WILLOW AVE	HAWTHORNE LN	HOLLY AVE
CORTE DEL NORTE	END	VIA HIDALGO
CORTE LENOSA	END	VIA HIDALGO
CORTE ORIENTAL	VIA CASITAS	END
VIA HIDALGO	VIA CASITAS	BON AIR RD
OWLSWOOD DR	WILTSHIRE AVE	SOUTH END
UPPER ADMORE	WILTSHIRE AVE	SOUTH END
CORTE PLACIDA	END	VIA LA CUMBRE
VIA HERMOSA	VIA LA CUMBRE	ELISEO DR
VIA LA CUMBRE (SB)	N. CITY LIMIT	VIA HERMOSA
VIA LA CUMBRE (SB)	VIA HERMOSA	END DIVIDED RD
VIA LA CUMBRE (SB)	END DIVIDED RD	ELISEO DR
VIA LA CUMBRE (NB)	START DIVIDED RD	VIA HERMOSA

VIA LA CUMBRE (NB)	VIA HERMOSA	985' N/O VIA HERMOSA
REDWOOD HWY	NORTH END	INDUSTRIAL WAY
RICH ST	INDUSTRIAL WAY	PCC SECTION
INDUSTRIAL WAY	END	REDWOOD HWY
RICH ST	PCC SECTION	REDWOOD HWY

Cost of Scope: \$7,607,713

Measure A Strategy 3.2 Funds Available Amount: \$ 97,506

Measure AA Category 2.1 Funds Available Amount: \$ 53,847

Measure B Element 1.1 Funds Available Amount: \$ 96,360

Total Requested Amount: \$247,713

Other Funding:

Local Vehicle Impact Fees \$600,000

Local Gas Tax (including RMRA) \$360,000

Local Sales Tax Road Improvement Account (Larkspur Measure B) \$6,400,000

Project Delivery Schedule (include start & completion milestones):

Design and Environmental Review – May 2019 - December 2019

Construction May 2020 - August 2020

**Transportation Authority of Marin
Measures A and AA – Transportation Sales Tax Funds
Measure B – Vehicle Registration Fee Funds**

Allocation Request Form

Fiscal Year of Allocation: 2019/20

Expenditure Plan: Local Roads and Related Infrastructures

Project Name: Camino Alto Pavement Rehabilitation- Miller Avenue to Camino Alto Court.

Implementing Agency: City of Mill Valley

Scope of Work: Pavement grind and overlay, deep lift AC spot repairs, traffic signal conduits and boxes, ADA curb ramps, striping

Estimated Cost of Scope: \$1,050,000

Measure A Strategy 3.2 Funds Available Amount:	\$138,015
Measure AA Category 2.1 Funds Available Amount:	\$76,218
Measure B Element 1.1 Funds Available Amount:	\$136,393

Total Requested Amount: \$350,626

Other Funding:

Gas Tax	\$647,3257
Local Funding	\$52,049

Project Delivery Schedule (include start & completion milestones):

Construction Start August 2019 Completed October 2019

C

**Transportation Authority of Marin
Measures A and AA – Transportation Sales Tax Funds
Measure B – Vehicle Registration Fee Funds**

Allocation Request Form

Fiscal Year of Allocation: 2019/20

Expenditure Plan: Local Roads and Related Infrastructures

Project Name: Street Maintenance Budget
2019 Annual Pavement Rehabilitation
2020 Annual Pavement Rehabilitation

Implementing Agency: City of Novato

Scope of Work:

Street Maintenance Budget - Maintenance of city's streets and storm drainage systems.

Street Maintenance: Street Maintenance staff inspect and repair city streets, sidewalks and road shoulders daily. This section routinely provides services as necessary including public property repairs, debris pickup, miscellaneous concrete repairs, sidewalk trip hazard removal, unwanted vegetation and brush removal, street tree trimming for pedestrian and vehicle clearance.

Drainage Maintenance: Drainage Maintenance staff maintains all surface and underground drainage systems and provides semi-annual inspections and cleaning of open space inlets, ditches and creeks.

Street Sweeping: Street Sweeping staff provides street sweeping on a routine basis under this program, completing the citywide circuit every four to five weeks. Staff provides the daily street sweeping schedule to the public via a recorded message and the city's website www.novato.org/streetsweeping

National Pollutant Discharge Elimination System (NPDES) Program: This section manages the City's storm discharge program. Staff maintain two storm water pump stations and provide annual inspection and cleaning of drainage inlets and storm drains within the street right-of-way. Staff also inspects all drainage systems and prepares and implements a priority list for cleaning. Staff inspects Novato's creeks and creek banks in order to prioritize and implement stabilization work.

Emergency Services: This section responds to hazardous material spills, including oil and fuel spills. Staff also respond to emergency material spills. Staff are assigned to work in the event of an emergency as needed and provide emergency services in conjunction with the Novato Police Department and the Novato Fire Protection District.

Annual Pavement Rehabilitation - Pavement Rehabilitation including deep lift repairs, scrub seal and micro-surface application; repair of damaged sidewalks and installation of ADA compliant curb ramps on the following street segments:

	Street Name	Beg Location	End Location
1	ALAMEDA DEL PRADO - ALAMDP	IGNACIO BL	ALAMEDA DE LA LOMA
2	ATHERTON AVENUE - ATHERT	US 101	CITY LIMITS
3	CENTER ROAD - CENTER	WILSON AVE	RICA VISTA
4	CENTER ROAD - CENTER	TAMALPAIS AVE	CRESCENT LN
5	ENFRENTE ROAD - ENFREN	US 101 OFF RAMP	ENTRADA DR
6	IGNACIO BOULEVARD - IGNACB	ENFRENTE DR	ENTRADA DR
7	INDIAN VALLEY ROAD - INDIIV	CHAMBERLAIN AVE	WEST TO CITY LIMITS
8	NOVATO BOULEVARD - NOVATO	CITY LIMITS	SAN MARIN DRIVE
9	REDWOOD BOULEVARD - REDWOB	RUSH CREEK PL	SAN MARIN DR
10	REDWOOD BOULEVARD - REDWOB	SAN MARIN DRIVE	CITY LIMIT
11	REDWOOD BOULEVARD - REDWOB	BRIARWOOD CT	S. NOVAYO BLVD
12	REDWOOD BOULEVARD - REDWOB	GOLDEN GATE PL	RUSH CREEK PL
13	REDWOOD BOULEVARD - REDWOB	ROWLAND BLVD	1363 FT N. OF ROWLAND BLVD
14	ROWLAND BOULEVARD - ROWLAB	END OF PCC of 101 OVERCROSS	VINTAGE WAY(N)
15	ROWLAND WAY - ROWLAW	ROWLAND BLVD	NOVATO CREEK
16	WILSON AVENUE - WILSON	CENTER RD	CITY LIMIT

Street Maintenance Budget:

Cost of Scope: \$1,427,370 includes:
 \$442,211 of Measure A Strategy 3.2 Funds
 \$144,207 of Measure AA Category 2.1 Funds

Other Funding: General Fund, Gas Tax

Project Delivery Schedule (include start & completion milestones): 7/1/2019-6/30/2020

2019 Annual Pavement Rehabilitation:

Cost of Scope: \$1,022,496 includes
 \$100,000 of Measure AA Category 2.1 Funds

Other Funding: Gas Tax, PCA/STP Grant

Project Delivery Schedule (include start & completion milestones):

Project Development and Environmental	Fall/ Winter 2019
Construction	Spring/ Summer 2020
Project Close-out	Fall 2020

2020 Annual Pavement Rehabilitation:

Cost of Scope: \$2,017,000 includes
\$437,013 of Measure B Element 1.1 Funds

Other Funding: Gas Tax, PCA/STP Grant, future Measure A Funds

Project Delivery Schedule (include start & completion milestones):

Project Development and Environmental	Fall/ Winter 2020
Construction	Spring/ Summer 2021
Project Close-out	Fall 2021

Measure A Strategy 3.2 Funds Available Amount: \$442,211

Measure AA Category 2.1 Funds Available Amount: \$244,207

Measure B Element 1.1 Funds Available Amount: \$437,013

Total Requested Amount: \$1,123,431

**Transportation Authority of Marin
Measures A and AA – Transportation Sales Tax Funds
Measure B – Vehicle Registration Fee Funds**

Allocation Request Form

Fiscal Year of Allocation: 2019/20

Expenditure Plan: Local Roads and Related Infrastructures

Project Name: 2019 Pavement Rehabilitation Project

Implementing Agency: Town of Ross

Scope of Work: Various pavement overlays, slurry/micro seals and subgrade treatments to be performed on Walnut Ave., Olive Ave., North Road, and portions of Southwood Ave., Wellington Ave., and Chestnut Ave. in the Town of Ross

Cost of Scope: \$190,000

Measure A Strategy 3.2 Funds Available Amount: \$24,875

Measure AA Category 2.1 Funds Available Amount: \$13,737

Measure B Element 1.1 Funds Available Amount: \$24,583

Total Requested Amount: \$63,196

Other Funding: Town of Ross Roadway Fund

Project Delivery Schedule (include start & completion milestones):

Awarded June 13th 2019. Start July 1, 2019. Complete August 1, 2019

**Transportation Authority of Marin
Measures A and AA – Transportation Sales Tax Funds
Measure B – Vehicle Registration Fee Funds**

Allocation Request Form

Fiscal Year of Allocation: 2019/20

Expenditure Plan: Local Roads and Related Infrastructures

Project Name: 2018 Pavement Rehabilitation Phase 1

Implementing Agency: Town of San Anselmo

Scope of Work: San Francisco Blvd (Sir Francis Drake Blvd to Town Limits north of Salinas Ave): Pavement restoration with traffic calming and bioretention

Cost of Scope: \$750,000

Measure A Strategy 3.2 Funds Available Amount: \$108,416

Measure AA Category 2.1 Funds Available Amount: \$59,872

Measure B Element 1.1 Funds Available Amount: \$107,141

Total Requested Amount: \$275,429

Other Funding: Town Measure D Sales Tax: Capital Improvements

Project Delivery Schedule (include start & completion milestones):

Start Construction: beginning of July 2018

Estimated completion: end of July 2019

**Transportation Authority of Marin
Measures A and AA – Transportation Sales Tax Funds
Measure B – Vehicle Registration Fee Funds**

Allocation Request Form

Fiscal Year of Allocation: FY 2019-20

Expenditure Plan: Local Roads and Related Infrastructures

Project Name: Street Resurfacing FY 2019-20

Implementing Agency: City of San Rafael Department of Public Works

Scope of Work:

Street Resurfacing FY 2019-20:

Each year, the City identifies 2-3 miles of local roads that are in critical need of resurfacing. Local roads to be resurfaced are selected based on their Pavement Condition Index (PCI), which is a rating based on the last time the street was overlaid and the physical condition of the roadway. Roads with the highest need, PCI rating of 60 or lower, are selected for that year’s resurfacing.

Resurfacing includes a grind of the existing roadway and overlay of new asphalt. Some streets will be micro sealed as well – which can extend the life of the resurfacing. The installation of ADA ramps may be included, depending upon the extent of the resurfacing work done on the road. Resurfacing of an entire road will trigger replacement of non-accessible curb ramps, however deep lift asphalt concrete pavement repairs will leave existing curb ramps in place.

The exact roadways which will be resurfaced in FY 2019-20 have not yet been finalized, however the preliminary list is included below:

Street Name	Beginning Location	Ending Location
Corrillo Ave	El Prado Ave	End
McNear Drive	Peacock Drive	End
Westwood Drive	Hillside Ave	End
HillSide Drive	City Limit	Spring Grove Ave
Center Street	H Street	K Street
Harbor Street	Francisco Blvd East	Canal
Peacock Drive	Point San Pedro	End
Silver Oak Circle	Peacock Drive	Peacock Drive
Bracken Court	Silver Oak Circle	End
Lupine Court	Silver Oak Circle	End
Sage Brush Court	Silver Oak Circle	End
Snowberry Court	Silver Oak Circle	End
Woodrose Court	Silver Oak Circle	End

Flamingo Lane	Peacock Drive	End
Nightingale Lane	Peacock Drive	End
Las Ovejas Ave	Lacolindas Rd	Del Ganado
Las Ovejas Ave	Del Ganado	End
Montecillo Road	Manuel T Freitas PKWY	End
Bamboo Terrace	Las Ovejas Ave	Montecillo Road
Barberry Lane	Bamboo Terrace	Bamboo Terrace
Holly Drive	Hyacinth Way	Las Pavadas AVE
Sterling Way	Channing Wy	700 feet from Channing Way
Brookdale Av	Linden Ln	Lincoln Av
Clayton St	E St	68/64 Clayton St
Duffy Pl	Irwin St	End
Fremont Rd	Marquard Av	End
Shannon Ln	Fifth Av	End
Estates Ct	Clark St	End
Grand Av	Acacia Av	Mountain View Av
Holly Dr	Las Gallinas Ave	Hyacinth Way
Mary St	Mission Av	Third St
Robert Dollar Scenic Dr	55' S/O Tampa Dr	Tampa Dr
Aquinas Dr	37' N/O Dominican Dr	N/End

Cost of Scope: Street Resurfacing FY 2019-20: \$1,215,896

Measure A Strategy 3.2 Funds Available Amount: \$478,607

Measure AA Category 2.1 Funds Available Amount: \$264,307

Measure B Element 1.1 Funds Available Amount: \$472,982

Total Requested Amount: \$1,215,896

Other Funding: The remaining \$1,384,104 (\$2,600,000 - \$1,215,896) for FY 2019-20 Street Resurfacing will be financed with State Gas Tax monies.

Cash flow Availability (leave blank):

Project Delivery Schedule (include start & completion milestones):

Street Resurfacing FY 2019-20: Summer 2020

Start Design: August 2019

Complete Design: January 2020

Start Bid: February 2020

Complete Bid: March 2020

Start Construction: May 2020

End Construction: August 2020

Environmental Clearance: Categorically exempt.

**Transportation Authority of Marin
Measures A and AA – Transportation Sales Tax Funds
Measure B – Vehicle Registration Fee Funds**

Allocation Request Form

Fiscal Year of Allocation: 2019/20

Expenditure Plan: Local Roads and Related Infrastructures

Project Name: City of Sausalito 2019 Streets Rehabilitation Project including Bonita St., between Litho St. and Bee St., and Bee St., between Caledonia St. and Bonita St.

Implementing Agency: City of Sausalito

Scope of Work: Remove exist PCC street surface and replace with AC surface, ADA curb ramps, striping, sanitary sewer and storm drain replacement.

Estimated Cost of Scope: \$820,000

Measure A Strategy 3.2 Funds Available Amount: \$68,436

Measure AA Category 2.1 Funds Available Amount: \$37,793

Measure B Element 1.1 Funds Available Amount: \$67,632

Total Requested Amount: \$173,861

Other Funding: Measure “O,” Gas Tax, Construction Impact, General Fund

Project Delivery Schedule (include start & completion milestones):

Construction Start March 2020 Completed June 2020

Environmental Clearance: Categorically Exempt

**Transportation Authority of Marin
Measures A and AA – Transportation Sales Tax Funds
Measure B – Vehicle Registration Fee Funds**

Allocation Request Form

Fiscal Year of Allocation: 2019/20

Expenditure Plan: Local Roads and Related Infrastructures

Project Name: 2020 Street Paving Project at Various Locations in Town

Implementing Agency: Town of Tiburon

Scope of Work: Grind and overlay a number of existing roadway segments in Tiburon.

Street Name	From	To	PCI	Project Schedule
Barn Road	Bay Vista	End	22	Summer 2020
Corte Las Casas	Reed Ranch	Cul-de-sac	47	Summer 2020
Indian Rock Court	Reed Ranch	Cul-de-sac	31	Summer 2020
Karen Way	Blackfield	Cul-de-sac	63	Summer 2020
Steward Drive	Silverado	Tenaya	58	Summer 2020
Steward Drive	Tenaya	Roseville	65	Summer 2020
Baccharis Place	Cypress Hollow	End	65	Summer 2020
Benton Court	Hacienda	Cul-de-sac	62	Summer 2020
Blackfield Drive	Cecilia Ave	Karen Wy	68	Summer 2020
Buckwheat Court	Blackfield	End	67	Summer 2020
Corte Palos Verdes	Reed Ranch	Cul-de-sac	57	Summer 2020
Rancho Drive	Cecilia	Cul-de-sac	65	Summer 2020
Turtle Rock Court	Trestle Glen	Cul-de-sac	62	Summer 2020

Via Capistrano	Frontage	Blackfield	64	Summer 2020
Vista Tiburon	Via Los Altos	Cul-de-sac	51	Summer 2020
Hawthorn Drive	East End	Rockhill	46	Summer 2020
Hawthorn Drive	Rockhill	West End	23	Summer 2020
Rock Hill	Tiburon Blvd	Del Mar	35	Summer 2020
Rock Hill	Del Mar	Cul-de-sac	77	Summer 2020

Cost of Scope: 1.5 Million

Measure A Strategy 3.2 Funds Available Amount: \$84,575.00
Measure AA Category 2.1 Funds Available Amount: \$46,706.00
Measure B Element 1.1 Funds Available Amount: \$83,581.00

Total Requested Amount: \$214,862.00

Other Funding: Gas Tax, Streets Impact Fees, General Fund

Project Delivery Schedule (include start & completion milestones):

Design starts August 2019

Bid February 2020

Construction Starts June 2020

Construction Complete August 2020

**Transportation Authority of Marin
Measure A, AA, and B – Transportation Sales Tax Funds and Vehicle Registration Fee**

Allocation Request Form

Fiscal Year of Allocation: 2019/20

Expenditure Plan: Local Roads and Related Infrastructures (Strategy 3.2 of Measure A, Category 2.1 of Measure AA, and Element 1.1 of Measure B)

Project Name: A. 2019 Road Rehabilitation Project – Southern Region
B. Yellow School Bus Service

Implementing Agency: A. Marin County Public Works - B. Marin County Administrator

Scope of Work:

Project A: \$1,880,685 in Measure A/AA/B funds to complete a road rehabilitation project consisting of the following roads:

- **Laverne Avenue** - From Montford Ave to Homestead Blvd, 2.67 lane miles.
- **Lattie Lane** - From Waterview Dr to W. California Ave, 0.80 lane miles
- **Reed Street** - From Laverne Ave to Miller Ave, 0.67 lane miles.
- **Cleveland Avenue** - From Princeton Ave to California Ave, 0.60 lane miles
- **Melrose Avenue** - From Laverne Ave to Montford Ave, 0.24 lane miles
- **Hawthorne Avenue** - From Laverne Ave to Evergreen Ave, 0.18 lane miles
- **Scott Street** - From Laverne Ave to Evergreen Ave, 0.12 lane miles

This project will involve road rehabilitation of 5.28 centerline miles of roadway, including repairing base failures, minor drainage improvements, traffic striping, and pavement markings.

Cost of Scope for Project A: \$2,500,000

Project B: \$210,000 in Measure AA funds to provide a local match for the yellow school bus program. The breakdown is as follows:

- Mill Valley: \$55,000
- Tiburon/Reed: \$65,000
- Ross Valley: \$90,000

Our local match will be combined with parents, schools, cities/towns and Marin Transit funds to support unincorporated roadway congestion relief efforts.

Measure A Available Amount: Project A: \$822,947

Measure AA Available Amount: Project A: \$244,465 Project B: \$210,000

Measure B Available Amount: Project A: \$813,273

Total Requested Amount: **Project A:** \$1,880,685
Project B: \$210,000

Other Funding: Local general fund

Cash flow Availability (leave blank):

Project Delivery Schedule (include start & completion milestones):

Project A: Construction anticipated between July 2019 and November 2019.

Project B: Services to run during FY 2019/20 fiscal year.

Environmental Clearance: CEQA CatEx



DATE: June 27, 2019

TO: Transportation Authority of Marin Board of Commissioners

FROM: Dianne Steinhauser, Executive Director
Dan Cherrier, Deputy Executive Director

SUBJECT: TAM Response to Grand Jury Report on Wildfire Preparedness (Action), Agenda Item No. 11a

RECOMMENDATION

Review and accept TAM response to April 18, 2019 Grand Jury Report on Wildfire Preparedness

BACKGROUND and ANALYSIS

TAM was requested in late April 2019 to respond to a 2018-2019 Marin County Civil Grand Jury report entitled “Wildfire Preparedness, A New Approach”. The report proposes the creation of a countywide entity whose purpose would be to coordinate fire preparedness throughout the county regardless of the political jurisdiction. This proposed umbrella entity (the “Entity”) would not propose to interfere with actual fire-fighting issues nor would it attempt a countywide consolidation of fire departments or districts. Its mission would be to focus on pre-ignition and pre-suppression issues only. The report discusses several options for funding the entity, and lists a number of findings and recommendations

TAM has been requested to respond to a number of the recommendations. That recommended response for each recommendation is attached.

FISCAL CONSIDERATION

There are no fiscal impacts associated with the recommended response.

NEXT STEPS

Once finalized, staff will send the attached Cover Letters along with the response letter to The Honorable Judge Paul Haakenson as well as the Jury Foreperson. Note the deadline for response is July 18th, 2019.

ATTACHMENTS:

- A – Grand Jury Report Wildfire Preparedness
- B – TAM Response to Grand Jury
- C – Cover Letter to Grand Jury
- D – Cover Letter to Judge Haakenson

THIS PAGE LEFT BLANK INTENTIONALLY

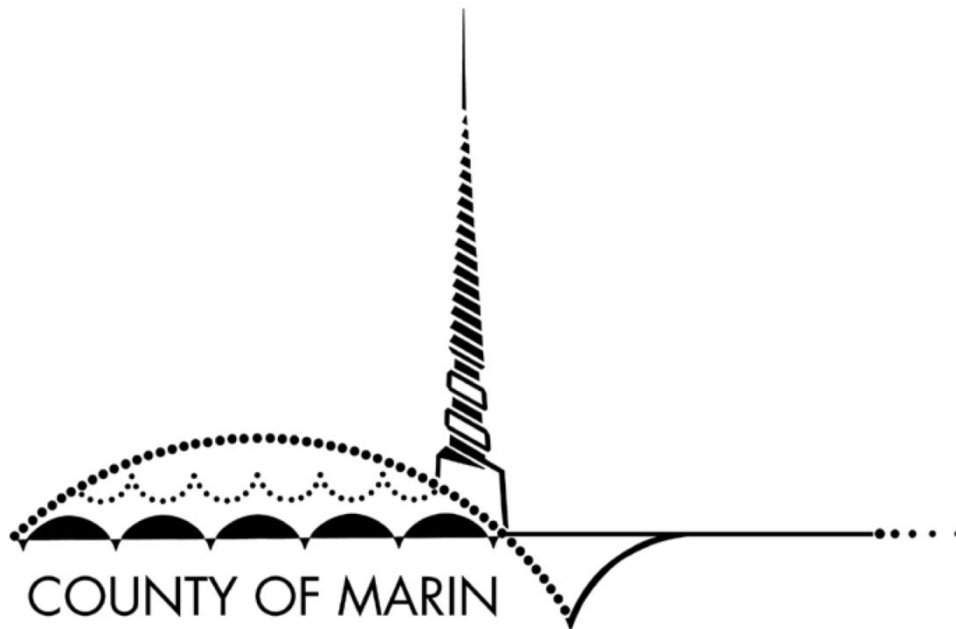
2018–2019 MARIN COUNTY CIVIL GRAND JURY

Wildfire Preparedness

A New Approach

Report Date: April 18, 2019

Public Release Date: April 25, 2019



Wildfire Preparedness: A New Approach

SUMMARY

Marin faces unprecedented danger to life and property from wildfire. The Grand Jury reviewed the conditions that make us vulnerable to wildfire, assessed the plans currently in place to correct them, and recommends a new approach to meeting these challenges. Four areas of vulnerability stand out:

Vegetation Management: Fuel conditions make Marin extremely vulnerable to wildfires. Through a combination of aggressive fire suppression and environmental policies, overgrown vegetation has created hazardous fuel loads throughout the county. The policies and procedures intended to manage and reduce vegetation are inadequate. Too few inspectors are available to determine compliance, and enforcement is too slow.

Educating the Public: The public's ignorance of how to prepare for and respond to wildfires makes Marin vulnerable. Most people do not know how to make their homes fire resistant or create defensible space by cutting back vegetation. Many have failed to collect emergency supplies or plan for evacuations. Nearly 90% of the county's residents have not signed up to receive emergency alerts. Programs to educate the public for wildfire are not well known and are offered infrequently. The county's only organization assigned to educate the public about wildfires is understaffed.

Alerts: The two crucial emergency alert systems in the county have a flaw that restricts their reach. Both Alert Marin and Nixle, as opt-in systems, warn only those who have registered.

Evacuations: Evacuation planning is also a grave concern. Marin's topography creates great danger for those who live far from the main evacuation routes. Most connecting roads are narrow and overgrown. Some are constricted by traffic calming obstacles such as concrete medians, and bump outs which impede traffic in emergency evacuations. Plans to ease emergency traffic flow such as traffic-light sequencing and the conversion of two-way roads to one-way flow corridors are years away from implementation. Marin's roads lack the capacity for a mass evacuation in personal vehicles. Public transit is a neglected piece of evacuation preparedness and is underused. Inertia and complacency have prevented a proactive and nimble response to wildfire dangers.

The Grand Jury Proposes: The creation of a joint powers authority to coordinate a comprehensive, consistent approach to pre-ignition planning funded by a ¼ cent sales tax. This new approach will remedy the gaps in our preparedness and demonstrate our political will to improve wildfire safety in Marin.

INTRODUCTION

The conditions that made wildfire a distant and unlikely risk have now changed. Through a combination of new weather patterns, aggressive suppression of natural wildfires, and pro-vegetation environmental policy, Marin has become extremely vulnerable to devastation from wildfires.

We are living in a powder keg.

Marin's first responders are highly trained and dedicated specialists who excel in fighting fires. Mutual aid among fire agencies and disaster coordinators operates seamlessly, and countywide agencies meet regularly to discuss pre-ignition (before a fire) and pre-suppression (before a fire is extinguished) preparation. However, there are significant disparities among fire districts in the policies applicable to vegetation management, education of the public, evacuations and use of sirens.

Considering Marin's current state of preparedness, citizens should not assume that first responders will be able to save them from the horrors of a wildfire like those experienced during Butte County's Camp Fire. The deadly threat of fire creates an urgent need for new policies for wildfire preparedness which must be implemented without delay. These policies and practices must be made a top priority to ensure the public's safety.

Marin County has been warned repeatedly that it stands one spark away from a major conflagration, but many of the county's governments continue to conduct business as usual. Uncoordinated pre-ignition planning, jurisdictional rivalries, and a glacial pace for implementation of improvements has left the public in grave danger.

This report argues for a change in civic culture and suggests a mechanism to address many of the inadequacies in wildfire preparedness. The Grand Jury recommends the creation of a countywide umbrella agency to fund, coordinate and lead pre-ignition and pre-suppression planning.

METHODOLOGY

To prepare this report, the Grand Jury:

- Interviewed county officials and fire chiefs.
- Interviewed individuals in law enforcement, arboriculture, emergency planning, wildfire education, public advocacy, transportation, and public transit.
- Surveyed current fire preparedness procedures and practices.
- Reviewed newspaper articles.
- Examined websites.
- Studied wildfire and firefighting blogs.
- Reviewed emergency alert platforms.
- Researched emergency transportation studies.
- Considered previous Grand Jury wildfire reports.
- Visited 2017 and 2018 wildfire sites in Sonoma and Butte Counties.

DISCUSSION

Vegetation Management

The danger of a catastrophic wildfire in Marin exists in part due to vegetation management policies. Approximately 60,000 acres fall within the wildland urban interface (WUI), where residences are intermixed with open space and wildland vegetation. The Marin County Fire Department estimates there are upwards of 69,000 living units valued at \$59 billion within this area, which borders virtually every city and town in Marin. While vegetation management is critical throughout the county, its importance is elevated in areas where homes and residences are within the WUI.¹

Photographs of Marin County in the first half of the 20th Century reveal a landscape of open grassland with a smattering of trees and bushes. When the Golden Gate Bridge opened, many new homes were built, and more vegetation was planted. Marin now consists of homes, businesses, and shopping centers surrounded by densely overgrown vegetation. This overgrowth constitutes an enormous hazard that could fuel a firestorm and devastate our communities.

¹ Weber, Jason and Neill, Christie. "[2017 Marin County Unit Strategic Fire Plan & Community Wildfire Protection Plan \(CWPP\)](#)", Section 1.0. Accessed 12 Sept. 2018.



View from Mt. Tamalpais in days gone by (top) and today 2019. (Bottom photo: Eileen Alexander)

Overgrown vegetation also threatens Marin’s roads and evacuation routes. It narrows these escape routes, many of which will be impassable in a wildfire. As happened in Paradise, panicked Marin residents may try to flee only to find the roads impeded by burning vegetation, fallen trees, downed power lines, and stalled cars with melting engine blocks.²

² St. John, Page, Serna, Joseph, and Lin II, Rong-Gong. [“Here’s how Paradise ignored warnings and became a Deathtrap.”](#) *LA Times*. 30 Dec. 2018.



Burned Cars and Melted Aluminum from Engine Block Caused by Extreme Heat in Camp Fire, November 2018. (Jane Tyska/Bay Area News Group) *The Mercury News*. Published Nov. 13, 2018.

Overhanging trees, thick underbrush, and vegetation that have grown too close to structures also pose serious threats. First responders will bypass evacuated homes that are overgrown by vegetation. Instead, they will move on to homes that have defensible space rather than attempt to save a structure that has none.

Facts:

1. The federal government and the State of California own thousands of acres of ungroomed open space in the county.
2. The Marin Municipal Water District owns approximately 21,500 acres of wildland³ and has been clearing only 30 acres per year.⁴
3. Marin County Open Space District owns approximately 16,000 acres of wildland, but only about 10% are managed to reduce fire hazard annually.⁵
4. According to the Marin County Assessor's Office, approximately 4,400 vacant lots are in the county. They are usually not well maintained, or maintained at all, and as a result are dangerously overgrown, often with pyrophytic (fire prone) plants.
5. The vegetation management policies and practices by the county fire departments and districts are not uniform.

³ ["About MMWD,"](#) *Marin Municipal Water District*. Accessed on 14 Mar. 2018.

⁴ Spotswood, Dick. ["Challenge becomes clear in visit to MMWD watershed."](#) *Marin Independent Journal*. 25 Sept. 2018.

⁵ Kortan, Max. ["2016-17 Annual Report."](#) *Marin County Parks and Open Space*. p. 3. Accessed 6 Mar. 2019.

6. The number of dedicated vegetation inspectors, who are also trained firefighters, varies significantly from one department to another. For example, the largest fire department, the County of Marin, has two chief officers, two captains, two part-time inspectors, and four to six seasonal defensible space inspectors. In contrast, many smaller departments cannot dedicate even a single firefighter to full-time inspection duties.
7. The number and frequency of vegetation/defensible space inspections vary significantly among jurisdictions.
8. Jurisdictions differ regarding the vegetation that is or should be banned. For example, San Rafael requires but fails to enforce the removal of juniper and bamboo as they are considered pyrophytic plants, but most cities and towns have no list of prohibited plants.
9. In residential communities, the lack of vegetation inspectors requires some departments to conduct only “windshield” inspections, where engine crews drive through neighborhoods looking for obvious violations that can be seen from the street, often missing hidden hazardous conditions.
10. Where hazardous conditions are observed and corrective notices are issued, jurisdictions rarely have the resources to follow-up and confirm the violations have been remedied.
11. The formal procedures to take action against code violators vary from one jurisdiction to another and none provide a streamlined process that will accomplish corrective actions in a timely manner.
12. Vegetation management is a repetitive task that needs to be performed at least annually; it requires clearing underbrush, mowing grass, limbing-up trees and disposing of dead matter.

Two charts summarizing current vegetation management practices in all of Marin’s fire jurisdictions are attached as Appendix A.

Educating the Public

Another essential issue is education of the public. To reach everyone in every neighborhood the number of Firewise Communities should be expanded through the efforts of Firewise USA™ and FIRESafe Marin. These two organizations support Marin County neighborhoods to reduce wildfire risks by educating and motivating citizens to mitigate hazards and prepare for a wildfire disaster.

Firewise Communities are neighborhood groups certified by Firewise USA, a national organization that teaches people about the risk of wildfire and encourages neighbors to take immediate action to protect their homes and improve their safety through neighborhood-wide collaboration. Communities develop plans that guide their risk reduction activities and develop collaborative efforts for neighbors to work toward building a safer place to live. Marin already has over 30 Firewise Communities.

FIRESafe Marin is a local non-profit information organization dedicated to wildfire risk prevention and increasing fire-safety awareness in Marin County. This organization provides education, resources, tools, and on-going support for neighborhoods to form Firewise Communities.

FIRESafe Marin also provides information and literature to the *Fire in Marin!* program that is held each wildfire season. Only a single volunteer delivers the *Fire in Marin!* program thereby limiting the number of sessions and attendees. In addition, there are a number of emergency preparedness programs offered, most of which cover all disasters, not exclusively wildfire. These are delivered by volunteers or fire departments. Most public education sessions have been notable for the predominance of older residents and the paucity of parents of young children.

Even if all local fire jurisdictions in Marin were to act together, more personnel would be needed to make sure everyone gets the message and gets prepared. This must be done at a grass roots level. Marin Firewise Communities have shown that they can generate much more neighborhood participation and preparation than public agencies are able to do. In order to involve all neighborhoods, FIRESafe Marin needs to expand its staff and activities from its one current part-time employee.

Education of the public is essential to enable Marin residents to reduce damages and destruction, to escape wildfire, and to survive. Educating and informing the public requires complete disclosure. This includes posting all possible evacuation routes and other exits including stairs, paths, fire roads and shortcuts. It also includes making all appropriate geographic information system maps easily understandable so residents can see and evaluate their own individual properties and situations regardless of possible commercial misuse by the insurance industry or others. By providing all information, emergency planners will enable people to make the best decisions for their own safety and survival because people cannot rely on being protected and rescued in a large emergency.

Wildfire is Coming: Are We Ready?

Ultimately, to be prepared for wildfire, everyone must take responsibility for their own property and join their neighbors to build strong, fire resistant communities. We must shake off apathy, get informed, and act.

Citizens have to ask themselves, “Am I ready and do I know what actions to take?”
For example, have I...

1. Created defensible space around my home?
2. Hardened my home against ember showers?
3. Discussed evacuation plans with my family?
4. Identified two exit routes from my neighborhood?
5. Stocked emergency supplies to last 72 hours?
6. Signed up for all emergency alerts?
7. Packed a go-bag?

If the answer to any of these questions is no, our safety authorities have failed to meet their obligation to educate and convince the public, or our citizens have failed to incorporate their message. Prompt action is needed while there still is time to prepare.

Facts:

1. Public education on wildfire preparedness is delivered inconsistently via websites, email, and in person in neighborhoods, homes, pop-up meetings, and classes.
2. County wildfire education policies are not consistent across towns/cities nor is the application of those policies.
3. Marin has 30 plus Firewise Communities which encourage neighbors to help neighbors to prepare for emergencies.
4. Only about 10% of Marin residents are signed up for Alert Marin.
5. Only a small percentage of Marin's citizens have attended a wildfire safety preparation meeting.
6. FIRESafe Marin has only one part-time employee to educate the entire county.
7. Emergency preparedness information is occasionally offered by CERT, Get Ready Novato, Neighborhood Response Groups, Fire in Marin!, FIRESafe Marin, FireWise Communities and fire departments.
8. There are no other countywide government sponsored programs that cover wildfire preparation.
9. Few residents take advantage of home visits provided by fire departments to assess their properties' vegetation and fire hazards.

Two charts summarizing current programs to educate the public in the county are attached as Appendix B.

Alerts

When a wildfire starts, emergency managers implement a number of alert systems to protect the public. It is critical that those in the path of a deadly wildfire receive accurate and timely information. The effectiveness of these warnings depends on the reliability of all alert system technologies and their rapid implementation through the emergency command structure.

Alert Technologies and their Weaknesses

Marin County has overlapping alert systems, which can be implemented for emergency events. Such redundancy is important as no single system will reach all residents at all times. Emergency managers use the Emergency Alert System, Wireless Emergency Alerts, Alert Marin, Nixle and, in some fire districts, sirens. In addition, emergency services use television and radio bulletins, and social media such as Facebook, Twitter, Nextdoor, and Instagram to inform the public. As a last resort, law enforcement personnel and fire fighters may go door to door or use loud speakers to deliver evacuation orders.

Emergency Alert System is used for catastrophic events. It is a national warning system, but state and local authorities can use it to deliver local emergency information. It reaches

the public via broadcast, cable, satellite, and wired communications pathways. However, if power is lost or the devices are switched off, the alert fails.

Wireless Emergency Alerts (WEA) is a system that employs “push notification” alerts. It reaches mobile devices by geographically targeting cell towers in a certain area. It sends text-like messages that warn of imminent threats to safety in the area. WEA does not require telephone subscribers to sign-up.

The disadvantage of the WEA system is that it is geographically imprecise. The message can “bleed over” to those who drive in and out of a cell tower’s range so it can reach more people than the intended recipients of the warning or evacuation order. Because of this, emergency officials hesitate to use it, as was the case in both the Tubbs Fire in 2017 and, again, in the Camp Fire in 2018. Recent history has shown that early use of WEA might be less dangerous, even if too many people are notified, than the risk of using it too late. Despite its over-reach, it offers at least a chance of escape to those in danger. If WEA is used too early and too many people receive an evacuation notice, at worst, it will provide a real-time, full scale evacuation drill for those involved even though it might strain evacuation routes.

Additionally, cell tower locations are proprietary information and therefore emergency officials cannot be sure when sending out a WEA that the information will be transmitted to exactly the right geographic location. Emergency planners discovered that in the East Bay, an emergency alert was issued to a specific location and after the event it was revealed that the alert had not gone through because no cell towers were in the targeted geographic area. Further, alerts only reach WEA compatible cell phones that are turned on, that are within range of an active cell tower, and whose wireless provider participates in WEA.

Significantly, in the context of wildfires, WEA are also vulnerable to failure because if cell towers and power lines are destroyed, phone contact will be lost, and alerts will fail.

Alert Marin is the most precise way to target those populations that need to be warned of danger. It is considered to be the first-tier emergency notification system for the county. It reaches land lines, and for those who register, cell phones, email, and VOIP (Voice Over Internet Protocol) connections. Alerts are sent to individuals who are registered to specific postal addresses and contain vital, but short, instructions such as *shelter in place*, *prepare to evacuate*, or *evacuate now*. These directives remain in effect until the situation changes. Alert Marin keeps leaving messages until the recipient responds.

Alert Marin is designed to provide messages to the public using pre-written templates, so its directives are terse, inflexible, and not explanatory. Consequently, after a recent fire event on Mt. Barnabe in Marin, fire officials were told that some recipients were

confused because the information conveyed was so brief or not updated as the situation unfolded.

Alert Marin is an opt-in service that only reaches those who have signed up. The fact that it is not opt-out is a significant weakness. The Marin Office of Emergency Services (OES) estimates that only about 10% of Marin residents are registered with Alert Marin.

In addition, like WEA, Alert Marin is vulnerable to cell tower damage and therefore its communications may fail to reach people in the path of danger.

Nixle sends out a text messages to smartphones. It reaches an entire zip code. Messages are sent from different safety authorities to inform the public of local conditions such as roadwork, accidents, weather, and other events. Emergency officials find Nixle a useful and flexible means of transmitting warnings and updates in dynamic situations. It is hard to track how many people subscribe to Nixle because it is a zip code-based registration system with multiple zip codes easily added by one phone subscriber. Emergency planners believe that a low percentage of Marin's residents are signed up for Nixle.

A disadvantage of the Nixle system is that people might develop "Nixle fatigue." They may stop reading their texts because Nixle is used by so many different agencies and alerts are sent so frequently, including situations that they don't consider dangerous or relevant.

Another disadvantage is that Nixle, as with Alert Marin, is an opt-in system and that it is vulnerable to failure when communications systems are overwhelmed or when cell towers go down.

Sirens do not depend on wireless technology and therefore they are less likely to fail at the same time than other alert systems. Their disadvantages are that sirens cannot be heard everywhere or by all people and they do not convey specific information unless they have a voice communication system attached such as a Long Range Acoustic Device (LRAD).

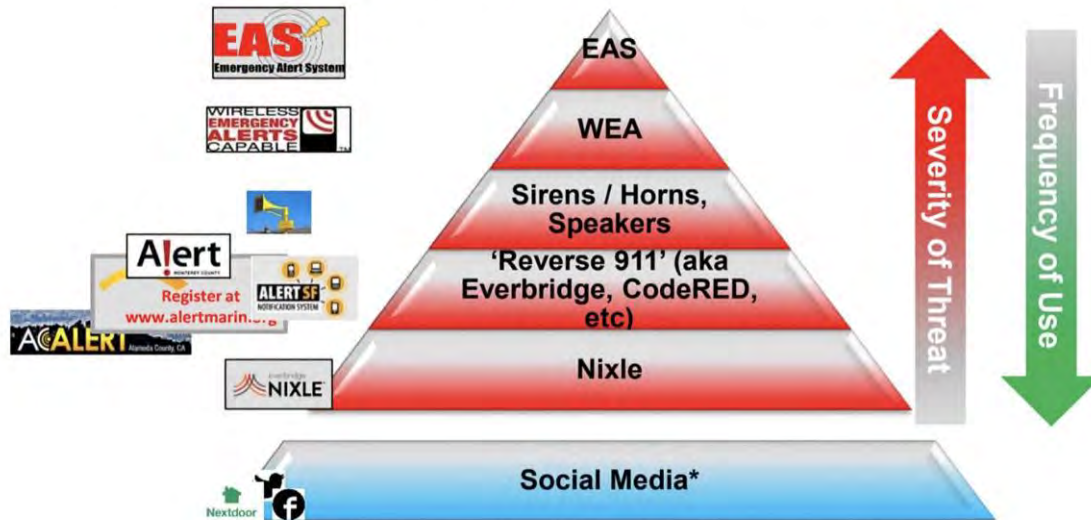
Social media are useful but also subject to cell tower failure. Also, social media cannot reach those who are not online.

Radio and TV bulletins are reliable because they are independent of cell towers and they operate on different frequencies in the wireless spectrum. Radio and TV, however, require power and access to equipment. To serve as a reliable alert system such devices must be on at all times.

Megaphones are used when all else fails. Police and firefighters drive through neighborhoods to warn residents with loud speakers and horns. They also may knock on

doors to announce an evacuation. While these methods are highly effective, they are time consuming, dangerous, waste skilled manpower and provide the least amount of advance notice.

Mass Notification Landscape



Woody Baker-Cohn, Emergency Services Coordinator, Marin County Sheriff's Office of Emergency Services

Having multiple alert systems is essential to reach the greatest number of residents who are in the path of fire danger. No single system is adequate because at some point, each is vulnerable to failure when put to the test. However, designing a warning system that requires the public to sign-up and then failing to advertise adequately its existence, fails to meet even minimum standards of emergency preparedness and common sense.

Evacuations

Having alerted the public to danger, the next step is to evacuate large groups away from an oncoming wildfire. Evacuations will be difficult; they have not been well planned or practiced. Evacuations in Marin will be chaotic, and could be deadly, during a wildfire.

Evacuation Dangers and Concerns

The geography of Marin County is varied and most of the county is open space, much of which has become dangerously overgrown. The majority of Marin's population is concentrated along the Highway 101 corridor. Access from residential neighborhoods to the freeway is usually crowded, through narrow corridors, and often deliberately constricted. Some smaller communities in West Marin are situated along Highway 1, Sir Francis Drake Boulevard, and Novato Boulevard, the county's main east/west routes. These roads, and Highway 37, would be main evacuation routes to or from Highway 101 to escape a wildfire. None of these arteries is designed to accommodate mass evacuations.

About 69,000 homes in Marin are in the WUI.⁶ Due to surrounding vegetation and proximity to wildlands these areas are considered to be at greater risk of wildfires. In the WUI, many residential communities are in steep, box canyons with only one entry or exit road. Houses built on hills are frequently connected to safety only by narrow, winding roads that lack shoulders and have a steep drop to one side. Roads in these areas also snake through hills covered by dense vegetation. The topography and overgrown vegetation of the county makes us vulnerable to catastrophic evacuation failures.

Indeed, all areas in Marin are vulnerable to wildfire and evacuation failure no matter whether they are situated inside or outside of the WUI. Those shown on the county's fire hazard severity zone maps to be located in low fire risk areas are also vulnerable.⁷ Ember showers and fire tornadoes are frightening characteristics of recent, devastating fires. In wind driven wildfires, embers travel miles ahead of the flame front, igniting new fires. For example, Coffey Park in Santa Rosa is not in the WUI; it abuts Highway 101 and was totally destroyed by the Tubbs Fire. In fact, fire authorities are beginning to consider hazard projection maps misleading because people rely on them mistakenly believing that they are safe.⁸ No neighborhood can consider itself immune to the ravages of wildfire and difficulties in evacuating.

Evacuations in the Camp Fire proved deadly. Poor vegetation management on both sides of the evacuation routes created fuel loads that sent temperatures to over 1500 degrees. This intense heat melted tires and wheel rims, and many newer cars simply ceased to operate when their air intake temperature sensors detected extreme heat. Roads were blocked with abandoned cars, fallen trees and downed power lines, which led to panic -- creating a lethally dangerous situation for those attempting to escape the fire. A number of people died in their cars while attempting to evacuate.⁹

⁶ ["Updated Wildfire Protection Plan OK'd by Board."](#) *County of Marin*. Accessed on 22 Feb. 2019.

⁷ ["Wildland Hazard & Building Codes: Fire Hazard Severity Zones Maps."](#) *Cal Fire*. Accessed on 13 Mar. 2019.

⁸ Pera, Matthew. ["Marin firefighters uneasy about state's risk maps."](#) *Marin Independent Journal*. 6 Jan. 2019.

⁹ Krieger, Lisa and Debolt, David. ["Camp Fire: Paradise residents say they received no mass cellphone alerts to evacuate, or to warn of fires - Residents learned late of the danger --then faced gridlock."](#) *The Mercury News*. Nov.18, 2018.



Burned Cars and Downed Power Lines Block Pearson Road in Paradise, California, on Saturday, Nov. 10, 2018. (Jane Tyska/Bay Area News Group) *San Jose Mercury News*, November 17, 2018.

The Grand Jury visited Paradise in January 2019 to view the disaster. See Appendix F to this report, which compares Paradise’s wildfire preparedness before the Camp Fire with Marin’s current state of preparedness.

Marin County has failed to manage its vegetation adequately and its evacuation routes are narrow and overgrown. The public is not sufficiently prepared or drilled in evacuation procedures and first responders cannot handle evacuation events with the speed and scale required by the new, routinely occurring megafires. Even when drills are practiced, they occur on a small scale, using unblocked roads, with clear information and no panic (See Appendix E). The mass movement of populations in an unpredictable, dynamic emergency needs meticulous planning. Fire departments work with law enforcement to manage evacuations and neither may be able to muster sufficient personnel to handle it.

The staffing of emergency personnel in Marin is a matter of concern. According to the Grand Jury report in 2011, only 20-30% of first responders live in the county.¹⁰ That number is likely to be even lower now. Considering how fast a wildfire travels and how few police and firefighters would be on duty to handle a sudden threat, the county’s reliance on a prompt response from non-resident, reserve and off-duty personnel is unrealistic. They could be delayed for hours because of road damage or congestion, if they even arrive at all.

¹⁰ [“Disaster Preparedness in Marin: Are You Ready?”](#) *Marin County Civil Grand Jury*. 21 June 2011, p.1.

Marin's narrow roads cannot all be rebuilt, but existing, wider roads and those that are major evacuation routes should not be narrowed or impeded. Some roads now have obstacles such as concrete medians, sidewalk bump-outs, lane reductions, speed bumps and other "traffic calming" techniques, which will significantly hinder evacuations. The lethal danger these obstacles create outweighs the benefit a community achieves by reducing the "expressway feeling" that busy roads give to a pleasant town. The possibility of a mass evacuation now rises to a significant daily risk in the fire season; constricting already inadequate roads seems reckless.

Plans to ease the flow of traffic along existing evacuation routes are far from ready. The use of traffic-light sequencing which could be used to improve the speed and flow of traffic along evacuation routes such as Sir Francis Drake Boulevard are being discussed, but implementation is years away. Other roads that might be suitable for this life-saving innovation have not yet been considered.

Additionally, contraflow arrangements, making two-way roads into one-way thoroughfares, is essential to move people more swiftly. Contraflow can increase the directional capacity of a roadway without the time or cost required to construct additional lanes. However, contraflow procedures have not yet been developed or tested for the county's main evacuation routes.

No traffic studies have been performed to determine how long a mass evacuation would take for an entire community. Consequently, comparing the time a mass evacuation on available exit roads would take with the duration of an evacuation on contraflow routes and routes with sequenced traffic lights, has not been considered in evacuation planning. These omissions put the public at grave risk. They will make mass evacuations along Marin's inadequate roads a predictably terrifying, if not deadly, event.

Use of Transit in Evacuations

Finding that plans for residents to evacuate in their own vehicles down Marin's narrow roads has not been adequately addressed, the Grand Jury examined the county's plans to use public transit to ease congestion along routes that cannot or will not be improved, straightened or enlarged.

A vital part of evacuation planning in Marin County should involve the participation of public transit. In the Tubbs fire, a memory care facility was evacuated by bus drivers who, on their own initiative, drove to the facility and rescued the residents.¹¹

Public transit is an underused resource for evacuations. It must be included in emergency planning because buses can carry numerous passengers who otherwise might be trapped. Marin residents who do not have cars cannot simply drive away from a wildfire, yet planners have not identified how many non-drivers would need rescue.

¹¹ McCallum, Kevin. "[Santa Rosa bus video shows harrowing Tubbs fire rescue.](#)" *Santa Rosa Press Democrat*. 5 Jun. 2018.

A major national report by the Transportation Research Board of the National Academies found that transit should be involved in both planning and implementation procedures of an emergency evacuation. It specified that “transit agencies should be part of preparedness plans and represented in the emergency command structure. They can also play a vital role during the response phase, in both helping to evacuate those without access to a private vehicle and bringing emergency responders and equipment to the incident site.”¹²

Additionally, other emergency transportation preparedness studies reviewed by the Grand Jury make it clear that for an orderly evacuation, large populations cannot be moved without transit being fully represented in the chain of command in an emergency operations center (EOC).^{13 14} In Marin’s EOC, transit is only represented by Marin Transit. Golden Gate Transit emergency managers, SMART representatives, Whistlestop, Marin Airporter and ferry operators do not have a seat in the room. The current arrangement is that Marin Transit will keep Golden Gate Transit and the other transit agencies informed and on standby. This places most transit agencies too far from the emergency command structure in the operations center and will lead to unnecessary delays as information has to be relayed to and from these other agencies before any assets can be deployed.

These emergency transportation studies indicate that an evacuation using public transit requires real-time communication between transit operators and emergency managers prior to and during emergency evacuations. This entails integration of communications within a transit system, among different transit agencies and between transit and other governmental safety partners. Currently, Marin’s transit communications fail to meet these standards.

Transit communications are not properly integrated into the Marin Emergency Radio Authority (MERA), a multi-agency communications system. In 2014, a special parcel tax was passed to fund MERA’s Next Generation radio equipment, a system that was intended to improve its interoperability and integrate emergency communications services into a unified system. Despite this, units in the field of both Golden Gate Transit and Marin Transit still cannot communicate directly with each other, with other transit agencies or with other mutual aid safety partners and first responders to coordinate emergency activities because the new equipment has not yet been installed. It is expected that the new system will be up and running by 2023. This failure impedes the county’s ability to deploy transit services and help evacuate large populations in an emergency.

Judged on both criteria of integration with the command structure and fully integrated communications, transit is an underused resource of evacuation preparedness in Marin.

¹² [The Role of Transit in Emergency Evacuation, Transportation Research Board of the National Academies Special Report 294, Transportation Research Board 2008, p.3.](#)

¹³ Schwarz, Michael A. and Litman, Todd A. “[Evacuation Station: The use of Public Transportation in Emergency Management Planning.](#)” *ITE Journal on the Web*. Jan. 2008.

¹⁴ Scanlon, J. “[Transportation In Emergencies: An Often Neglected Story.](#)” *Disaster Prevention and Management*. Vol. 12, No. 5 2003.

Impediments to Progress

Much could be done to greatly improve Marin's wildfire preparedness in all the areas mentioned above were it not for public and private inertia, governmental distrust of the public, and instances of bureaucratic complacency. In the face of wildfires' unprecedented threat, our political culture must change. We must prioritize public safety now. We need to adopt a new wildfire safety ethic.

In the last twenty years, the Marin County Civil Grand Jury has issued five reports on the dangers of wildfire and the importance of being prepared; the most recent was released in 2013. County elected officials overseeing multiple departments and agencies have been required to read and respond to the reports' recommendations. Although summaries have been published in the *Marin Independent Journal* and other publications, not enough has been done publicly or privately to improve countywide preparedness.

In some cases, local government does not trust the public. It "spins" information to avoid an adverse public response. Government officials and first responders would like the public to believe that all evacuation routes have been cleared of roadside vegetation, all designated access and egress roads are accessible and passable, and that traffic congestion can be handled by police officers who will be in place at critical intersections. The public would be mistaken to believe this.

Emergency planners in many jurisdictions do not publicize all possible evacuation routes and other exits including stairs, paths, fire roads and shortcuts because they think that wildfires are too dynamic and unpredictable. They fear that residents will focus on a predetermined route even though changing conditions might make that route unfeasible. Withholding information prevents people from planning ahead for their own evacuation or improvising as circumstances change. It is precisely the unpredictability of wildfire that makes it essential that all possible escape routes be known well in advance. Only if they understand all the options can residents make well-reasoned decisions in unforeseen circumstances. The public needs to be protected from wildfire, not from knowledge.

Studies have shown that to build public trust, those in authority positions must be open.¹⁵ Trust affects evacuation behavior in emergency situations and is vital to avoid panic. To gain the public's trust, emergency planners must trust the public, keep them fully informed and explain the limits of their ability to help the public in an emergency. Governments must make it clear that alerts might fail and evacuations, if possible at all, will be dangerous, unpredictable and slow. If the public understands that nothing is being hidden, they will make preparations for themselves, trust that the information provided to them is both accurate and as complete as possible and respond to an emergency order without delay or panic.

¹⁵ Drury, John and Cocking, Chris "[The Mass Psychology of Disasters and Emergency Evacuations: A Research Report and Implications for Practice](#)" *Department of Psychology. University of Sussex.* March 2007.

The Transportation Authority of Marin (TAM) is an example of bureaucratic complacency and evasion of responsibility. TAM's job is to oversee the use of its 2004 sales tax money with a "single goal: [i]mprove mobility and reduce local congestion for everyone who lives or works in Marin County by providing a variety of high quality transportation options designed to meet local needs." Also, improving Marin's roads and preventing evacuation congestion fits squarely with the provisions of TAM's new 2018 Expenditure Plan which requires it to spend Measure AA dollars to, among other things, "[m]aintain, improve, and manage Marin County's local transportation infrastructure, including roads ... to create a well-maintained and resilient transportation system" and to "[m]aintain and expand local transit services."¹⁶ Despite this, TAM has not involved itself in planning for mass evacuations, or to improve the county's roads, evacuation routes, and other emergency infrastructure for large scale emergencies. The Grand Jury was unable to determine why this is so since TAM's authorizing legislation allows it to perform these functions.^{17 18}

Further, citing concerns about liability, TAM has been resistant to even convening a discussion to address evacuation congestion planning. Although it administers a "Safe Routes to School" program to reduce congestion, TAM claims that making routes safe from fire is not within its power or responsibility. Would not addressing evacuation planning and procedures "improve mobility and reduce congestion" for Marin residents and workers escaping wildfire? Bureaucratic inertia and the shirking of responsibility are dangerous to everyone.

Another instance of potentially devastating complacency concerns the fact that both Alert Marin and Nixle are opt-in. Having estimated that only about 10% of Marin residents are registered with Alert Marin, and most likely the same with Nixle, the OES and other county officials should not be content with this dismal number. To date, little effort has gone into increasing registration with a public information campaign: no media blitz, bus advertisements, billboards, mailers or public service announcements. The fact that the vast majority of the county cannot be reached by its two most important warning systems should be of urgent concern.

However, the Grand Jury considers that a public information campaign, even if implemented, would still be inadequate for public safety. The OES should facilitate the inclusion of all Marin citizens into Alert Marin and Nixle to make them opt-out systems. Both should have a database containing residents' contact information. This information can be obtained from a variety of sources. Let those with privacy concerns opt-out. This is a matter of life or death for the ninety percent of Marin residents who are not registered.

County and local governments cannot afford to manage vegetation. Property owners must be responsible for doing much of the work. Despite this, county and local officials have made little effort to impress upon property owners that their safety depends on individual action. Few

¹⁶ "[Transportation Authority of Marin 2018 Final Expenditure Plan](#)." Accessed on 15 Mar. 2019.

¹⁷ "[California Public Utilities Code](#)", Division 19, Chapters.1-6, Sections 180000-180264.

¹⁸ Resolution No. 2004-21. *Marin County Board of Supervisors*. 2 Mar. 2004.

programs or subsidies are offered. Our local politicians reliance on public participation without adequate public outreach and education is a poor response to mitigating a significant hazard.

This slipshod approach to public safety seems to rely more upon the hope for good luck than it does on rigorous planning. Appendix E to this report lists what a former Federal Emergency Management Agency Administrator describes as the seven deadly sins of emergency management - each one can be found in Marin's plans. Why do we have inconsistent vegetation management, inefficient fire code enforcement procedures, and spotty public education? Where are our best thinkers and planners? What is every government agency doing to protect the public from the catastrophic dangers we now confront? Our priorities and attention are elsewhere.

Despite the laudable efforts of Marin's fire chiefs to create a bold new approach to pre-ignition and pre-suppression issues, other entities such as city councils, transportation agencies, environmental groups, regional/urban planners, and land-use activists are not addressing the wildfire risks that climate change has brought to our daily lives. Environmental activists discourage vegetation removal and controlled burns, elected officials allow development in the WUI and choke evacuation routes with obstacles.

These policies reflect an old reality and old thinking. The environment, housing, and traffic calming efforts are important, but the consequences of these policies are not being reviewed or modified to address the new hazards created by wildfire. Wildfires ravage the environment; they create massive air quality issues, toxic waste, mass destruction, and most importantly, they cause death. Whether through lethargy, indifference or inflexible thinking, many policy makers, emergency planners, and government agencies do not prioritize wildfire safety, nor do they seem willing or able to act nimbly to forestall an impending disaster.

Two charts summarizing current countywide evacuation and alerts issues are attached as Appendix C.

CAMP FIRE

Worst air on Earth

State urged to take steps to protect public



Air Quality During the Camp Fire. Marin Independent Journal dated November 17, 2018.
(Risberg, Eric. Associated Press)

CONCLUSION

Proposed Umbrella Entity

In response to its pre-ignition and pre-suppression planning concerns, the Grand Jury proposes the creation of a countywide entity whose purpose would be to coordinate fire preparedness throughout the county regardless of the political jurisdiction. This proposed umbrella entity (the “Entity”) would not propose to interfere with actual fire-fighting issues nor would it attempt a countywide consolidation of fire departments or districts. Its mission would be to focus on pre-ignition and pre-suppression issues only.

Proposed Powers

The countywide Entity would have authority to investigate, create, propose, and carry out programs and processes in the following areas:

1. **Vegetation management:** Create a countywide group of at least 30 plus full-time vegetation management inspectors with authority granted by each constituent jurisdiction to inspect property throughout the county regardless of the city/town or county where the property is located. The inspectors would be authorized to issue citations to enforce countywide protocols established by best practices for safe vegetation management. The Entity would create uniform enforcement of vegetation management citations as well as develop an expedited legal process akin to the process currently used in civil courts for evictions. This would ensure prompt compliance with citations. If the creation of this accelerated enforcement procedure requires state legislative action, the Entity should lobby the California legislature for these changes.
2. **Fuel Reduction Crews:** Create sufficient fire/fuels crews whose sole responsibilities would be to work on reducing the fuel load starting with the highest fire risk areas.
3. **Education:** Engage in public outreach and education either through dedicated staff or by subcontracting with FIRESafe Marin.
4. **Alerts and Evacuations:** Develop countywide best practice policies for alert notification systems and evacuation route planning, including the possible use of new technology, such as the LRAD system, as well as working with public transit agencies to develop emergency response protocols, evacuations, drills and alerts.
5. **Public Participation:** Create programs to encourage fuel reduction work by citizens on their own properties as well as develop funding programs either by the Entity or through grants from other sources to help the elderly, those with access and functional needs, and low-income residents.

Suggested Structure

The Grand Jury proposes that the Entity be a Joint Powers Authority (JPA). It should include every special fire district, every city and town, Marin County Fire Department, Marin Municipal Water District (MMWD) and Parks and Open Space. See Appendix D for a list of those that should be members of the Entity.

Although the fire chiefs and city/town managers in the county have come together to formulate a joint community-wide response to all the major wildfire issues, their working group is an informal structure. This group will not be able to fully implement and enforce all of the programs and protocols necessary to make Marin firesafe and prevent individual jurisdictions from adopting their own practices. As fire knows no jurisdictional boundaries, a countywide JPA must be formed to unify wildfire preparation.

Funding

Funding for pre-ignition and pre-suppression projects is the main obstacle cited by all government agencies and fire districts. Not only do government entities claim that there are no excess funds in their budgets, individual fire departments and special fire districts also claim that they do not have enough money to undertake the types of pre-ignition and pre-suppression proposals cited in this report. It is imperative to solve this critical issue.

Two practical methods for funding the Entity are (1) a countywide parcel tax or (2) a countywide sales tax:

1. **Parcel Tax:** According to the Assessor's office there are approximately 90,000 taxable parcels in Marin County not counting the extensive holdings under control of the Golden Gate National Recreation Area, MMWD or Marin County Parks. Thus, any parcel tax paid would have to be high enough to fund projects on these tax-exempt lands. In order to be effective, each jurisdiction would have to pass exactly the same parcel tax measure for the same amount at the same time. Besides the difficulty of having 11 cities and towns as well as the county coordinate such a process, there are a number of special fire districts in the county that would also have to be involved in the drafting and implementation of this process. If just one jurisdiction fails to cooperate with this proposal, the benefit of having a countywide plan to deal with wildfire preparedness would fail. Based on these very real political issues, the Grand Jury does not recommend a parcel tax as the best method to fund the Entity.
2. **Sales Tax:** The best way to fund the Entity is to authorize a countywide quarter cent sales tax. Under state law, the sales tax is 6% plus an additional mandatory 1.25% for local jurisdictions for a total of 7.25%. State law allows local jurisdictions to assess up to an additional 2% sales tax with voter approval. The 7.25% coupled with the 2% maximum means that the maximum sales tax could be 9.25%. However, the state legislature routinely allows local entities to exceed the 2% cap by simply passing a statute to that effect. For example, all of Los Angeles County, including its 16 cities, plus an additional seven cities in Northern California have requested and been granted the right to exceed the 2% limit.

Because of the 2% cap, a number of local officials have resisted putting this final ¼ cent tax before the voters. However, only four jurisdictions currently have actual combined sales tax rates at the 9% level. The remaining eight jurisdictions could easily add this ¼ cent and still not hit the 2% ceiling. Each jurisdiction's current sales tax is attached as Appendix G. As for the four jurisdictions that would hit the 9.25% maximum, they would be likely to get a state exemption should the need arise in the future.

Finally, the most important reason for recommending a ¼ cent sales tax as a funding mechanism is that there need be only one enabling statute which can be placed directly on the ballot by the Marin County Board of Supervisors with the agreement of all the political jurisdictions. Marin voters used this process in November 2018 to continue a ½ cent sales tax for transportation improvements.

The time has come to use the final ¼ cent sales tax for our most pressing countywide issue, wildfire. If not now, when? If not for this, then for what? What could be more important than saving lives? If the citizens of Marin are given a chance to make their county as safe as possible from wildfires, passing this sales tax measure should not be a problem. It will provide a steady source of revenue so that the local governments and special fire districts will not have to tap into their budgets. As part of this ballot measure, a citizen oversight committee should be created to make sure that the funds collected are used solely for the mission of the Entity.

Local Interests Must Be Subsumed Into A Countywide Organization

This proposal is revolutionary for Marin. It will require every government entity and every special fire district to become a member. The only way to make Marin safer is for the entire county to work together and not allow local politics to torpedo this innovative proposal.

A number of critical issues prevent Marin from being fire safe. Current vegetation management policies, alert systems and evacuation planning, as well as current public education efforts are insufficient to make Marin pre-ignition and pre-suppression fire safe. The most crucial issue is the political will to create this countywide agency with such broad authority.

The citizens of Marin must choose between safety and vegetation aesthetics.

The creation of this Entity allows for necessary actions to be developed and implemented for all pre-ignition and pre-suppression matters. The Entity will ensure that the tax funds are used solely for wildfire preparedness and not for other environmental priorities. It also does not impinge on local sovereignty except where necessary to create countywide best practices. Without the Entity, local jurisdictions have neither the will nor the money to undertake such sweeping measures.

Wildfires do not respect jurisdictional boundaries. Marin is known for providing mutual aid and cooperation among its professional firefighting agencies. What is missing are countywide, coordinated, science-based, pre-ignition and pre-suppression policies and procedures. This recommendation solves that issue.

FINDINGS — Vegetation

- F1. Existing vegetation management codes are both inconsistent and inconsistently enforced.
- F2. There are not enough trained vegetation inspectors or fuel reduction crews.
- F3. Current vegetation enforcement procedures are slow, difficult and expensive.
- F4. Government agencies and safety authorities cannot currently manage vegetation on public lands.
- F5. All property owners are responsible for vegetation management on their property, yet they are not sufficiently educated about vegetation management and many do not have the physical and financial resources to create defensible space.

FINDINGS — Education of the Public

- F6. Wildfire preparedness education is inconsistent and fails to reach most citizens, especially parents of young children.
- F7. The most effective method of education is person to person in neighborhoods.
- F8. Although Marin has 30 plus Firewise neighborhoods, the most in California, they only cover a small percentage of population and land.
- F9. Sufficient public funds have not been provided to sustain comprehensive wildfire preparedness education.
- F10. Educating the public requires a different set of skills than firefighters usually have.

FINDINGS — Alerts

- F11. Any hesitation to use the WEA system can be deadly even if its alerts might reach people outside of its intended target zone.
- F12. Alert Marin sends the most accurately targeted warnings to endangered populations, but it reaches too few residents because it is not well publicized. Both Alert Marin and Nixle require opt-in registration, a serious design flaw.
- F13. Sirens could be a useful and reliable warning system if their numbers and locations were increased to broaden their reach and if they were enhanced with a customized message through LRAD.

FINDINGS — Evacuations

- F14. In the WUI and in many town centers, infrastructure and roads are inadequate for mass evacuations.
- F15. Evacuation routes are dangerously overgrown with vegetation and many evacuation routes are too narrow to allow safe passage in an emergency.
- F16. Emergency planners often do not publicize evacuation routes due to their mistrust of the public.
- F17. Town councils, planners, and public works officials have not addressed traffic choke points and, in some instances, they have created obstacles to traffic flow by the installation of concrete medians, bumpouts, curbs, speed bumps, and lane reductions.
- F18. No studies have been performed to determine how long it would take to evacuate entire communities via existing evacuation corridors.
- F19. The implementation of traffic-light sequencing and coordination to allow mass egress, and the conversion of two-way roads into one-way evacuation routes to ease traffic congestion, are dangerously delayed and years away from being implemented.
- F20. Public transit is a neglected asset of emergency response preparedness: all operators except one transit agency are left out of the command structure and none is integrated into the emergency radio communication system MERA.
- F21. A bureaucratic culture of complacency and inertia exists in Marin. Government often fails to act quickly to repair known gaps in emergency preparedness, to think flexibly, and to prioritize safety in its planning and policies.

FINDINGS — Umbrella

- F22. No countywide comprehensive, coordinated policies have been made and no funds have been allocated to prepare for wildfires.

RECOMMENDATIONS — Vegetation

- R1. Create a comprehensive, countywide vegetation management plan that includes vegetation along evacuation routes, a campaign to mobilize public participation, and low-income subsidies.
- R2. Hire at least 30 new civilian vegetation inspectors and at least eight fire/fuels crews focused on fuel reduction in the high risk areas of the county, including federal, state and local public lands.
- R3. Develop and implement a fast, streamlined procedure to enforce vegetation citations.

RECOMMENDATIONS — Education

- R4. Adopt and deliver a comprehensive education program focused on action for all residents of Marin on a regular schedule by a team of expert trainers.
- R5. Promote the creation of Firewise Communities in every neighborhood by all local jurisdictions.
- R6. Employ individuals with skills in public speaking, teaching, curriculum design, graphics, web design, advertising, community organization, community relations, and diplomacy to educate the public.

RECOMMENDATIONS — Alerts

- R7. Collect Marin residents' information and add it to Alert Marin and Nixle databases to make them opt-out systems.
- R8. Expand the use of sirens with LRADs.

RECOMMENDATIONS — Evacuations

- R9. Research, develop, and publish plans for the mass movement of populations along designated evacuation routes.
- R10. Give the highest priority to mitigating known choke points and to maximizing the capacity of existing evacuation routes.
- R11. Incorporate and prioritize plans for mass evacuations in all pending and future traffic/road projects along major escape routes.
- R12. Educate, prepare, and drill for evacuations in all communities.
- R13. Fully integrate public transit into the MERA communications system without further delay.
- R14. The Transportation Authority of Marin must convene all stakeholders no later than December 31, 2019, to address congestion on escape routes in an evacuation.

RECOMMENDATIONS — Umbrella Entity

- R15. Establish in the form of a Joint Powers Authority an umbrella organization for wildfire planning and preparedness (vegetation management, public education, alerts, and evacuation), funded by a ¼ cent sales tax.

REQUEST FOR RESPONSES

Pursuant to Penal code section 933.05, the Grand Jury requests responses as follows:

From the following governing bodies:

- County of Marin Board of Supervisors (R1-13, R15)
- Belvedere City Council (R1, R3-13, R15)
- Corte Madera Town Council (R1, R3-13, R15)
- Fairfax Town Council (R1, R3-13, R15)
- Larkspur City Council (R1, R3-13, R15)
- Mill Valley City Council (R1, R3-13, R15)
- Novato City Council (R1, R3-13, R15)
- Ross Town Council (R1, R3-13, R15)
- San Anselmo Town Council (R1, R3-13, R15)
- San Rafael City Council (R1, R3-13, R15)
- Sausalito City Council (R1, R3-13, R15)
- Tiburon Town Council (R1, R3-13, R15)

- Bolinas Fire Protection District Board of Directors (R1, R3-13, R15)
- Central Marin Fire Authority Council (R1, R3-13, R15)
- Inverness Public Utility District Board (R1, R3-13, R15)
- Kentfield Fire Protection District Board (R1, R3-13, R15)
- Marinwood Community Services District Board (R1, R3-13, R15)
- Novato Fire District Board of Directors (R1, R3-13, R15)
- Ross Valley Fire Department Board of Directors (R1, R3-13, R15)
- Sleepy Hollow Fire Protection District Board of Directors (R1, R3-13, R15)
- Southern Marin Fire Protection District Board of Directors (R1, R3-13, R15)
- Stinson Beach Fire Protection District Board (R1, R3-13, R15)
- Tiburon Fire Protection District Board of Directors (R1, R3-13, R15)

- Marin Municipal Water District Board of Directors (R1, R2, R15)
- Transportation Authority of Marin Board of Commissioners (R9-11, R14)

The governing bodies indicated above should be aware that the comment or response of the governing body must be conducted in accordance with Penal Code section 933 (c) and subject to the notice, agenda and open meeting requirements of the Brown Act.

From the following individuals:

- Marin County Sheriff (R7, R11)

The Grand Jury also invites responses from the following individuals:

- FIRESafe Marin Council Coordinator

Note: At the time this report was prepared information was available at the websites listed.

Reports issued by the Civil Grand Jury do not identify individuals interviewed. Penal Code Section 929 requires that reports of the Grand Jury not contain the name of any person or facts leading to the identity of any person who provides information to the Civil Grand Jury. The California State Legislature has stated that it intends the provisions of Penal Code Section 929 prohibiting disclosure of witness identities to encourage full candor in testimony in Grand Jury investigations by protecting the privacy and confidentiality of those who participate in any Civil Grand Jury investigation.

APPENDIX A: Vegetation Management

VEGETATION MANAGEMENT	FIRE DEPARTMENTS/ DISTRICTS	V/M STAFF	TYPE OF INSPECTION	ANNUAL PARCEL INSPECTIONS
	Bolinas Fire Protection District	None noted	Complaints & requests for inspection; neighborhoods and roads are inspected annually.	Goal: individual property inspections every year: currently, every 2-3-years.
	Central Marin Fire Authority (Larkspur & Corte Madera)	None noted	Yearly windshield inspections. 30 day Wildfire Hazard Notices issued to those not in compliance	No specific goals
	Inverness Volunteer Fire Department	None noted	Complaints & requests for inspection	Inspect and note problem areas; no specific goals; MCFD has records of inspection frequency
	Kentfield Fire Protection District	Fire Inspector & Community Risk Reduction Specialist	Inspectors visit properties located in WUI in May. Violators asked to create defensible space by 6/15.	Required by law to inspect every SRA parcel each year. Goal: inspect 200 additional parcels/yr
	Marin County Fire Department (Marin Open Space; provides fire services to the GGNRA)	2 chief officers, 2 captains, 2 part-time inspectors, 4-6 seasonal defensible space inspectors	Defensible Space Event in June: on duty staff conduct inspections in their response area. Seasonal firefighter inspectors perform 4K+ defensible space inspections/yr.	For the county, goal:: inspect 4500K parcels annually.
	Mill Valley Fire Department	None noted	Proactive & maturing compliance program requires active agency management	Annually
	Novato Fire District	None noted	Engine crews drive WUI, leave door hangers where needed. Inspect reported properties, referred for review, or requested for voluntary evaluation. New construction & major remodels in WUI must submit VM plan. Properties for sale require inspection. Assessment in May to determine which properties must provide defensible space	Door hangers/windshield inspections in the WUI followed by notices. Homes remain on watch list for 3 yrs.
	Ross Valley Fire Department (Fairfax, San Anselmo, Ross, & the Sleepy Hollow FPD)	VM program includes on-duty engine company, full-time inspector, and 2 part-time employees 26 hrs/week	New construction & major remodels in WUI must submit VM plan. Properties for sale require inspection. Engine companies assess in May to determine which properties must provide defensible space	Currently, no goal, but if RVFD Board approves dedicated inspector program, will inspect 3-4K parcels annually.
	San Rafael Fire Department and Marinwood	2 dedicated VM fire inspectors	Proactive inspections. Assist rangers & remove homeless encampments. Residents notified yearly to keep defensible space. Inspections conducted by request	Inspect all of the approx. 8K parcels in the WUI in a 3 year cycle
	Southern Marin Fire Protect. District (includes Tam-Valley, Almonte, Homestead Valley, Alto, Strawberry, Sausalito, Fort Baker, Marin Headlands, part of Tiburon)	None noted	None noted	Annually inspects all parcels
Stinson Beach Fire Protection District	None noted	Some areas covered under Marin County VM. Citizens perform voluntary compliance	None	
Tiburon Fire Protection District (Tiburon and Belvedere)	None noted	Some areas covered under Marin County VM. Citizens perform voluntary compliance	Goal: to inspect 100% of high fire severity zone parcels annually	

APPENDIX A: Vegetation Management (cont'd)

VEGETATION MANAGEMENT	FIRE DEPARTMENTS/ DISTRICTS	PROHIBITED PLANTS	FINANCIAL ASSISTANCE WITH V/M REMOVAL	WIDE CLEARANCE ON EVAC ROUTES
	Bolinas Fire Protection District	None noted	Matching grant opportunities for vegetation clearance on non-county-maintained roads	Collaborate with local utility district to reduce vegetation
	Central Marin Fire Authority (Larkspur & Corte Madera)	3K+ parcels are in WUI. Major reconstruction plans must be evaluated by Fire Prevention Bureau to ensure pyrophytic plant removed/not replanted	Free chipper program	Yes
	Inverness Volunteer Fire Department	None noted	Part of cost of chipper days underwritten	Fire Dept. partners with MCFD & Fire Safe Marin for clearing along the local major evacuation routes
	Kentfield Fire Protection District	None noted	Not currently	Roadside clearance is Marin DPW responsibility. Standards in place to ensure private driveways are maintained to current standards.
	Marin County Fire Department (Marin Open Space; provides fire services to the GGNRA)	New construction & substantial remodels in WUI prohibit pyrophytic plants w/in 100' of structures. Otherwise, prohibition not feasible (unless in close proximity to residential structures)	\$15K CA Fire Foundation grant matched plus \$15K from BOS, North Bay Lessons Learned Committee. Coordinating with HHS Senior Protective Service to identify persons in need	No. There is no code that requires extra wide vegetation clearances
	Mill Valley Fire Department	Changing code to prohibit bamboo, juniper, cypress, acacia and bays within 30' of structures	Considering a program similar to Novato Fire's grant program	Yes, clear vegetation but it is not specified to be extra wide
	Novato Fire District	None noted	Matching grant to owners, 1x/yr. \$500 for chipper/fuel removal. HOAs in WUI offered annual matching grant to \$1500 for same	Major evacuation routes maintained by CalTrans.
	Ross Valley Fire Department (Fairfax, San Anselmo, Ross, & the Sleepy Hollow FPD)	New construction & substantial remodels in WUI prohibit pyrophytic plants and require a Veg. Mgmt Plan be submitted.	\$15K CA Fire Foundation grant matched plus \$15K from BOS, North Bay Lessons Learned Committee. Coordinating with HHS Senior Protective Service to identify persons in need	No. There is no code that requires extra wide vegetation clearances
	San Rafael Fire Department and Marinwood	Mandatory removal of juniper and bamboo	Free chipper service for juniper and bamboo	Requires a 10' clearance from roadway on each side: considering additional distances in WUI
	Southern Marin Fire Protect. District (incl Tam-Valley, Almonte, Homestead Valley, Alto, Strawberry, Sausalito, Fort Baker, Marin Headlands, part of Tiburon)	Code prohibits bamboo, juniper, cypress, acacia and bays within 30' of structures	Regularly partner with Tam Valley Community Services District to manage grants used for chipper days and other vegetation management programs	Enforce access/defensible space requirements/ vegetation clearances; Roadways to maintain flammable vegetation clearance from roadway 10 feet onto properties. Inspect roadways annually
Stinson Beach Fire Protection District	None noted	Chipper days	Yes	
Tiburon Fire Protection District (Tiburon and Belvedere)	None noted	No	Yes	

APPENDIX B: Education

EDUCATION	FIRE DEPARTMENTS/ DISTRICTS	EDUCATION STAFF	PROGRAMS/EVENTS
	Bolinas Fire Protection District	No staff fully dedicated to education. Firefighters are trained to teach preparedness to the public	Annual community forums held with moderate attendance
	Central Marin Fire Authority (Larkspur & Corte Madera)	No staff fully dedicated to education. Firefighters are trained to teach preparedness to the public	32 Neighborhood Response Groups with coordinator; partners with FD to provide fire safety education
	Inverness Volunteer Fire Department	No staff fully dedicated to education. Firefighters are trained to teach preparedness to the public	Inverness Disaster Council, West Marin Disaster Council
	Kentfield Fire Protection District	No staff fully dedicated to education. Firefighters are trained to teach preparedness to the public	Kentfield Fire District employees. Fire Inspector and Community Risk Reduction Specialist, educating the community and school children within the community.
	Marin County Fire Department (Marin Open Space; provides fire services to the GGNRA)	No staff fully dedicated to education. Firefighters are trained to teach preparedness to the public	Supported by Marin BOS, CALFIRE, FIRESafe Marin, CERTs and disaster councils
	Mill Valley Fire Department	No staff fully dedicated to education. Firefighters are trained to teach preparedness to the public	Rotary Club organizes and sponsors events; Emergency Preparedness Commission sponsors programs
	Novato Fire District	No staff fully dedicated to education but firefighters implement door hanger program targeting WUI neighborhoods annually	Ready, Set, Go: Get Ready Novato; FireWise Communities; Cal Fires, Prevent Wildfire California, Ready for Wildfire, One Less Spark
	Ross Valley Fire Department (Fairfax, San Anselmo, Ross, & the Sleepy Hollow FPD)	No staff fully dedicated to education. Firefighters are trained to teach preparedness to the public	Materials provided by FSM, Marin County Fire Chiefs Assoc.
	San Rafael Fire Department and Marinwood	Firefighters assist Prevention and OES staff with presentations, inspections and public outreach	San Rafael Fire Commission and San Rafael Fire Foundation fund wildfire education along with FireSafe Marin and Firewise USA
	Southern Marin Fire Protect. District (includes Tam-Valley, Almonte, Homestead Valley, Alto, Strawberry, Sausalito, Fort Baker, Marin Headlands, part of Tiburon)	No staff fully dedicated to education. Firefighters are trained to teach preparedness to the public	Partners with Tam Valley Community Services District and Marin County FD to prepare and educate public
Stinson Beach Fire Protection District	No staff fully dedicated to education. Firefighters are trained to teach preparedness to the public	None	
Tiburon Fire Protection District (Tiburon and Belvedere)	Deputy Fire Marshal performs public education for emergency preparation; all firefighters can teach defensible space practices.	Belvedere-Tiburon Joint Disaster Council promotes wildfire and Get Ready awareness programs.	

APPENDIX B: Education (cont'd)

E D U C A T I O N	FIRE DEPARTMENTS/ DISTRICTS	EDUCATIONAL READINESS & PREPAREDNESS GOALS	SUCCESES
	Bolinas Fire Protection District	Not ready for next fire season. Property owners not engaged/active in preparedness. Neighbors encouraged to know each other	Over 200 residents did evacuation drill and discussion of fire hazard mitigation
	Central Marin Fire Authority (Larkspur & Corte Madera)	Participation in NRGs increases each year. Community forums, presentations	Several neighborhoods pursuing FireWise recognition
	Inverness Volunteer Fire Department	Residents are prepared as neighbors helping neighbors	Designated local neighborhood disaster groups since 1982; fire safety covered at group meetings
	Kentfield Fire Protection District	Kentfield Fire District conducting inspections to prep for next fire season; secured grant to create a defensible space between District and large landowner partners.	Kent Woodlands community is Firewise certified
	Marin County Fire Department (Marin Open Space; provides fire services to the GGNRA)	Referenced in Marin County Performance Measures and Lessons Learned	FireWise participation, evacuation exercises and community meetings
	Mill Valley Fire Department	Working towards entire community becoming FireWise certified	2-minute videos on website; 8 community meetings; numerous FireWise communities
	Novato Fire District	Neighbors helping neighbors: three FireWise communities are ready for next fire season	4 FireWise Communities: Pacheco Valley, MVMCC, Black Point/Green Point, Indian Valley; HOAs - Wildhorse Valley and Bahia
	Ross Valley Fire Department (Fairfax, San Anselmo, Ross, & the Sleepy Hollow FPD)	Hosting community meetings; and referenced in Marin County Performance Measures and Lessons Learned	Cascade Canyon and Sleepy Hollow FireWise Communities
	San Rafael Fire Department and Marinwood	San Rafael Wildfire Protection Plan has 37 recommendations to make SR fire safe.	4 Firewise communities, 20+ HOA wildfire safety/preparedness presentations in 2018, 2 Wildfire Preparedness Symposia at Dominican in 2018
	Southern Marin Fire Protect. District (includes Tam-Valley, Almonte, Homestead Valley, Alto, Strawberry, Sausalito, Fort Baker, Marin Headlands, part of Tiburon)	No goals set yet; anticipate more with the passage of Measure U	3 Get Ready programs which have low participation
	Stinson Beach Fire Protection District	Work in progress; hiring fire prevention officer	Meetings with Marin County FD and GGNRA
Tiburon Fire Protection District (Tiburon and Belvedere)	2-3 additional FireWise Communities in 2019	First FireWise Community of Harbor Hill	

APPENDIX C: Evacuations & Alerts

EVACUATIONS & ALERTS	FIRE DEPARTMENTS/ DISTRICTS	SPECIAL NEEDS/ ELDERLY LISTS	EVACUATION CHOKE POINTS	HIGH-RISK COMMUNITIES	TRANSIT DEPENDENT COMMUNITIES
	Bolinas Fire Protection District	Disaster council, fire department keep list of at-risk residents	Elm Road, Evergreen Rd, Mesa Rd, Olema-Bolinas Rd	Yes. All communities on gridded Mesa are high risk	No
	Central Marin Fire Authority (Larkspur & Corte Madera)	32 NRGs maintain lists	Madrone & Magnolia Aves. Redwood & Corte Madera Aves. <u>Corte Madera</u> : Christmas Tree Hill, Sausalito Ave. (aka Hidden Valley). <u>Larkspur</u> : Baltimore Canyon, Marina Vista Area	Madrone & Magnolia Aves. Redwood & Corte Madera Aves. <u>Corte Madera</u> : Christmas Tree Hill, Sausalito Ave. (aka Hidden Valley). <u>Larkspur</u> : Baltimore Canyon, Marina Vista Area	No official accounting
	Inverness Volunteer Fire Department	Yes	Sir Francis Drake is the only road in and out	Seahaven	No
	Kentfield Fire Protection District	No	Sir Francis Drake at Hwy 101	Most residential communities at risk	None
	Marin County Fire Department (Marin Open Space; provides fire services to the GGNRA)	Residents with special needs, or elderly must make MCFD aware of their status	Yes, most non-county maintained roads in West Marin	Yes, refer to 2016 CWPP pages 43-56	Unknown
	Mill Valley Fire Department	Maintain a list of those with additional needs, though this changes often and is unreliable	All non-county maintained roads in West Marin are choke points. SFDB, Miller Ave, Blithedale leading to Hwy 101 and on ramps to Hwy 101	75% of MV is in the WUI and therefore at risk	The Redwoods
	Novato Fire District	No	Atherton on-ramp NB on 101; North of San Rafael SB 101; on HWY 37 (Sonoma County) past raceway, Novato Blvd and Diablo Ave.	Wildhorse Valley, Atherton, Marin Valley, Little Mountain, San Marin, Blackpoint, Cherry Hill, Indian Valley, Ignacio Valley, Pacheco Valley, Anderson Rowe, Loma Verde, President's (IVC), Wilson West Novato North, Hilltop	EOC has information on agencies to contact
	Ross Valley Fire Department (Fairfax, San Anselmo, Ross, & the Sleepy Hollow FPD)	Residents with special needs or elderly must make RVFD aware of their status	Most of RVFD's response area consists of single lane roads leading to single artery roadway	Yes, refer to 2016 CWPP pages 43-56	Unknown
	San Rafael Fire Department and Marinwood	Promote neighborhood awareness through GetReady and CERT	None identified	All neighborhoods in the WUI	Residential, assisting living facilities, Kaiser patients
	Southern Marin Fire Protect. District (includes Tam-Valley, Almonte, Homestead Valley, Alto, Strawberry, Sausalito, Fort Baker, Marin Headlands, part of Tiburon)	List of residents of Sausalito only.	Every intersection is a choke point. Control of intersections is by PD and DPW	Districts near the WUI and areas within canyons	Public transit is available in flatter topographic areas
Stinson Beach Fire Protection District	Yes	No	No	No	
Tiburon Fire Protection District (Tiburon and Belvedere)	PD departments maintain lists	Currently creating "Red Zones"	Neighborhoods adjacent to open space at ridgeline	Neds Way /downtown rely on public transit	

APPENDIX C: Evacuations & Alerts (cont'd)

EVACUATIONS & ALERTS	FIRE DEPARTMENTS/ DISTRICTS	EVACUATION ROUTES PUBLICIZED	SIRENS	COMMUNITY DRILLS	CITE & TOW ON EVACUATION ROUTES
	Bolinas Fire Protection District	Policy decision not to publicize routes	No sirens currently; researching LRAD	1 drill held in 2017; Planning annual drills	No
	Central Marin Fire Authority (Larkspur & Corte Madera)	Evacuation routes are not publicized. Planning is key element of the NRGs	1 siren and 1 diaphon system in Corte Madera not yet operational. Considering LRAD	Drill in 2018 had 18% participation. Plan to conduct one exercise/year	CMFD has no authority to cite vehicles
	Inverness Volunteer Fire Department	No. Dependent on specifics of the emergency	Sirens determined to be ineffective	Monthly radio drills with CERT, daily radio checks	No parking within 6' of center of road. Violators cited.
	Kentfield Fire Protection District	Possible evacuation routes are available to the public through marinfire.org. No signage used.	Kentfield Fire District has one Siren. Test of LRAD did not meet expectations	Evacuation drills held in Kent Woodlands; Full campus drill held at COM 2018. Yearly drills held with all schools	Parking enforcement issues are referred to the Sheriff's office
	Marin County Fire Department (Marin Open Space; provides fire services to the GGNRA)	No. Dependent on specifics of the emergency	One siren on Throckmorton Ridge	As needed	MCFD has no authority to enforce vehicle code
	Mill Valley Fire Department	Steps, Lanes and Paths are marked evacuation routes	5 sirens located throughout the City. LRAD system on order	1 drill performed each year	Yes. Cite and tow
	Novato Fire District	Evacuation points for Blackpoint/ Greenpoint & Marin Valley Mobile Country Club	No	Coordinates drills, targeting WUI areas every 3-5 years	Yes. Cites vehicles. Works with NPD and CHP
	Ross Valley Fire Department (Fairfax, San Anselmo, Ross, & the Sleepy Hollow FPD)	No. Dependent on specifics of the emergency	Sirens in Fairfax, San Anselmo and Ross. Recommend a battery backup weather radio activated by the Emergency Alert System	As needed	RVFD has no authority to enforce vehicle code
	San Rafael Fire Department and Marinwood	Encourage residents to know an alternate to standard routes	No sirens. Rely upon NIXLE, WEA. Evaluating other systems	On a small scale in various neighborhoods	No parking within 6' of center of road. Violators cited. Working to designate parking in WUI zones & towing under red flag conditions
	Southern Marin Fire Protect. District (includes Tam-Valley, Almonte, Homestead Valley, Alto, Strawberry, Sausalito, Fort Baker, Marin Headlands, part of Tiburon)	No. There is a potential conflict with actual emergency evacuation needs	No fixed sirens. Coordinating with OES. LRAD can be linked to Alert Marin and Everbridge	One or two every year	Yes. Cite and tow
	Stinson Beach Fire Protection District	No	Yes	No, but working on plans	No
Tiburon Fire Protection District (Tiburon and Belvedere)	No, but working on plans	6 sirens currently in use. Considering LRAD	Not presently	All vehicle violations are referred to the PD	

APPENDIX D: Recommended Structure and Membership for Entity

The Grand Jury recommends the following entities be members of the Entity. Listed in alphabetical order, with the fire districts first, the entities are:

1. Bolinas Fire Protection District
2. Central Marin Fire Authority – serves the City of Larkspur and Town of Corte Madera
3. Inverness Volunteer Fire Dept. – run by the Inverness Public Utility
4. Kentfield Fire Protection District
5. Marin County Fire Department – serves unincorporated Marin County not within a Fire District and contracts to provide wildland fire protection with CAL Fire for all State Responsibility areas and with Golden Gate National Recreation Area (GGNRA) and Point Reyes National Seashore (PRNSS) for Federal Responsibility Area FRA within the County.
6. Marin Municipal Water District
7. Marinwood Community Services District – Fire Department
8. Novato Fire Protection District
9. Ross Valley Fire Department – serves the Towns of San Anselmo, Fairfax, Ross and the Sleepy Hollow Fire Protection District
10. Sleepy Hollow Fire Protection District – provides only pre-ignition and pre-suppression services to Sleepy Hollow
11. Southern Marin Fire Protection District – serves the communities of Tamalpais Valley, Almonte, Homestead Valley, Alto, Strawberry, approximately 1/4 of the Town of Tiburon, the City of Sausalito, Fort Baker and the Marin Headlands.
12. Stinson Beach Fire Protection District
13. Tiburon Fire Protection District – serves the Town of Tiburon and City of Belvedere and surrounding areas.
14. County of Marin
15. City of Belvedere
16. Town of Corte Madera
17. City of Fairfax
18. City of Larkspur
19. City of Mill Valley
20. City of Novato
21. Town of Ross
22. Town of San Anselmo
23. City of San Rafael
24. City of Sausalito
25. Town of Tiburon

Since having 25 members would make the Entity difficult to manage, the Grand Jury recommends that the Entity hire an executive director. This should be a person with considerable knowledge and experience with the key pre-ignition and pre-suppression issues such as community education, vegetation management, alert notices, and evacuation policies. This person would be employed to create processes and programs, emphasizing “best practices,” for all pre-ignition and pre-suppression matters. To do this, the executive director would be authorized to hire staff necessary to carry out the Entity’s mandate.

Item 11a - Attachment A

To help guide the executive director and staff with policy development, the Grand Jury recommends that the Entity as a whole, select a group of individuals from its membership to act as a Board of Directors. Finally, the Grand Jury recommends that the County Counsel's office be authorized to draft the legal documents to create the Entity as well as the ballot measure for the $\frac{1}{4}$ cent sales tax.

APPENDIX E: The 7 Deadly Sins of Emergency Management

At a conference in Stockholm, Sweden on November 28, 2017, Craig Fugate, former Administrator of FEMA under President Obama, discussed what he considers to be

The 7 Deadly Sins of Emergency Management.¹⁹

1. We plan for what we are capable of responding to.
2. We plan for our communities by placing our vulnerable populations aside.
3. We do drills and exercises that we know will be successful.
4. We think our emergency response system can scale up from small emergencies to large disasters.
5. We build our emergency management team around government, leaving out volunteer organizations, the private sector and the public.
6. We treat the public as a liability.
7. We price risk too low to change behavior; as a result, risk grows.

Marin's emergency management plans replicate these errors.

¹⁹ Fugate, Craig. "[The 7 Deadly Sins of Emergency Management](#)." *YouTube video*. Viewed Jan.10, 2019.

APPENDIX F: A Case in Point: Paradise and Marin

The Grand Jury visited Paradise, California in January 2019. Here are some of the major contrasts and comparisons between Paradise's wildfire preparedness and Marin's current preparedness:

- Paradise has three well-paved good roads out of town.
 - Marin has many communities located in canyons with only one exit on narrow, poorly maintained roads.
 - All of Marin's main east west evacuation routes have choke points where they narrow to one lane in each direction.
-

- At the time of the Camp Fire, most of Paradise's fire and police officers lived in town and were on the job quickly.
 - Marin's fire and police officers often live in other counties which will severely delay response time. It may take hours for emergency personnel to get here.
-

- Paradise had comprehensive evacuation plans that were tested in previous fires and had conducted practice evacuation drills. Even so, it took around 5 hours to evacuate the town.
 - Marin's OES has given itself 36 months to update its evacuation plans.
 - Marin has no comprehensive evacuation plans that have been shared with the public, and only a few neighborhoods have had an evacuation drill.
-

- Paradise had failed to manage vegetation, particularly along evacuation routes.
 - Marin has failed to manage vegetation adequately in its residential communities, open space and along evacuation routes.
-

- The fire in Paradise did not come from the usual direction but came from the opposite direction from what was expected.
 - Fire in Marin could come from any direction depending on the prevailing wind.
-

- The Butte County Grand Jury report on Paradise in 2008 criticized the lack of an adequate number of evacuation routes and the deliberate narrowing of the main evacuation routes.
- Many jurisdictions in Marin deliberately constrict the flow of traffic along already narrow evacuation routes with lane reductions and road impediments..

APPENDIX G: Sales Tax

With the local sales cap at 2%, the final quarter cent only applies to jurisdictions that are currently at 9%. The following are the breakdown of Marin jurisdictions and what the local rates are:²⁰

Jurisdiction	Current Sales Tax	Local Sales Rate
Corte Madera	9.00%	0.75%
Fairfax	9.00%	0.75%
Larkspur	9.00%	0.75%
San Rafael	9.00%	0.75%
San Anselmo	8.75%	0.50%
Sausalito	8.75%	0.50%
Novato	8.50%	0.25%
Tiburon	8.25%	0%
Belvedere	8.25%	0%
County of Marin	8.25%	0.25%
Mill Valley	8.25%	0%
Ross	8.25%	0%

From this, it can be seen that only four out of the 12 taxing authorities in Marin are at the limit. There are 16 cities, all in LA County, that each have their combined sales tax rate over 10% as well as seven cities in the Bay Area that are over the 9.25% cap.

²⁰ ["California Department of Tax and Fee Administration."](#) *CA.Gov*. Accessed on 25 Mar. 2019

APPENDIX H: Prior Marin County Civil Grand Jury Reports on Wildfire (Since 2000)

[Marin Civil Grand Jury, “Wildfires — Partners in Prevention”, 2002-03](#)

[Marin Civil Grand Jury, “The Next Disaster: Are Marin Citizens Prepared?”, 2005-06](#)

[Marin Civil Grand Jury, “Marin on Fire! Not if, but when, 2007-08](#)

[Marin Civil Grand Jury, “Disaster Preparedness in Marin: Are You Ready?”, 2010-11](#)

[Marin Civil Grand Jury, “Marin on Fire Redux”, 2012-13](#)

RESPONSE TO GRAND JURY REPORT

Report Title: Wildfire Preparedness – A New Approach

Report Date: April 18, 2019

Agenda Date: June 27, 2019

Response by: Transportation Authority of Marin (TAM)

RECOMMENDATIONS

R9. Evacuations – Research, develop, and publish plans for the mass movement of populations along designated evacuation routes.

Response: R9. The devastating wildfires of the past few years have been a wakeup call that disaster preparedness is a topic that must be addressed. The April 18 Grand Jury Report estimates where deficiencies exist and the desired outcome for the residents and visitors in Marin County. The report also points out difficulties associated with the large number of public agencies involved.

The Marin County Office of Emergency Services is responsible for countywide emergency planning. The Marin County Office of Emergency Services (OES) provides the backbone operations and planning for the Marin Emergency Operations Center, EOC, before, during, and after an emergency. The mission of the OES is to lead efforts to prepare for, mitigate, respond to, and recover from disasters. The EOC consists of the staffing deemed necessary to fully respond to a declared emergency.

When fully activated, the Marin County EOC consists of designated personnel skilled in emergency management, public safety, fire, public works, transportation, and human services, at a minimum. The Transportation Authority of Marin (TAM) was formed under PUC Code Division 19, Section 18000 et seq. and evacuation planning is not part of TAM’s statutory roles and responsibilities. Furthermore, neither TAM’s 2010 voter-approved \$10 vehicle registration fee program or the recent November 2018 voter approved ½ cent transportation sales tax plan includes emergency evacuation planning as a mission of TAM.

R10. Evacuations – Give the highest priority to mitigating known choke points and to maximizing the capacity of existing evacuation routes.

Response: R10. The geography of Marin makes it difficult to move large numbers of vehicles at the same time. Some residences are built in valleys and on hillsides with narrow roads and limited access points. Everyday traffic around schools is a perfect example of the restricted capacity of local roadways; with even limited traffic increases associated with school drop-off the roads became almost gridlocked.

The responsibility for local roads lies with the local cities/towns and the county. TAM works closely with all public work agencies throughout the County and helps in funding capital improvement projects. Major points of congestion are constantly being improved through these capital improvement projects. Vehicle capacity is one of many elements that are involved in capital improvements. Multi-modal access and safety are also important elements of capital projects and can create improved capacity for non-vehicular travel.

R11. Evacuations – Incorporate and prioritize plans for mass evacuations in all pending and future traffic/road projects along major escape routes.

Response: R11. TAM has worked closely with local agencies to help implement various programs such as complete streets and improved disability access. Jurisdictions receiving funding from TAM for local and major road improvements are required to consider safety and access improvements for all users of the roadway, and requirements for evacuation access could also be considered by the facility owners.

Local Streets and Road funding flowing through the State of California is sent directly to the jurisdictions and requirements associated with those funds are initiated by the State of California.

TAM is a funding agency and does not set local policy. The local jurisdiction is responsible for determining the scope, cost and schedule of a project and determining the overall budget. Many projects do not have the space, public support or budget to add large capacity increasing features to local roadways.

R14. Evacuations – The Transportation Authority of Marin must convene all stakeholders no later than December 31, 2019, to address congestion on escape routes in an evacuation.

Response: R14. As was pointed out in the April 18 report, various jurisdictions have adopted a range of policies and ordinances to deal with wildfire preparedness. The Marin County Office of Emergency Services is leading efforts on coordination. TAM does not own any road assets or facilities and does not have policing authority in the case of an emergency. Our role is limited to securing and distributing funds to the local agencies that do own the facilities and are knowledgeable as to the best course of action for roadway improvements.

The transportation sales tax expenditure plan, recently approved by the voters in November of 2018, very clearly defined the role of TAM and how the residents of Marin felt their tax monies should be spent. Although very important to the county as a whole, wildfire prevention and evacuation preparedness are not defined elements of the expenditure plan. Therefore, planning for this stakeholder meeting (if held) should not be initiated by TAM.



900 Fifth Avenue
Suite 100
San Rafael
California 94901

Phone: 415/226-0815
Fax: 415/226-0816

www.tam.ca.gov

Belvedere
James Campbell

Corte Madera
David Kunhardt

Fairfax
John Reed

Larkspur
Dan Hillmer

Mill Valley
Stephanie Moulton-Peters

Novato
Eric Lucan

Ross
P. Beach Kuhl

San Anselmo
Brian Colbert

San Rafael
Gary Phillips

Sausalito
Susan Cleveland-Knowles

Tiburon
Alice Fredericks

County of Marin
Damon Connolly
Katie Rice
Kathrin Sears
Dennis Rodoni
Judy Arnold

June 27, 2019

Pat Randolph, Foreperson
Marin County Grand Jury
3501 Civic Center Drive, Room 275
San Rafael, CA 94903

Subject: Response to Grand Jury Report “Wildfire Preparedness- A New Approach”

Dear Ms. Randolph:

The Transportation Authority of Marin Board of Commissioners considered the report issued by the Civil Grand Jury entitled “Wildfire Preparedness- A New Approach” at its regularly scheduled meeting of June 27, 2019. The Board appreciated the efforts of the Grand Jury and the opportunity to respond to their recommendations. Attached please find the Board’s response.

Sincerely,

Dianne Steinhauser
Executive Director
Transportation Authority of Marin

Attachment: Response to Grand Jury Report

THIS PAGE LEFT BLANK INTENTIONALLY



900 Fifth Avenue
Suite 100
San Rafael
California 94901

Phone: 415/226-0815
Fax: 415/226-0816

www.tam.ca.gov

Belvedere
James Campbell

Corte Madera
David Kunhardt

Fairfax
John Reed

Larkspur
Dan Hillmer

Mill Valley
Stephanie Moulton-Peters

Novato
Eric Lucan

Ross
P. Beach Kuhl

San Anselmo
Brian Colbert

San Rafael
Gary Phillips

Sausalito
Susan Cleveland-Knowles

Tiburon
Alice Fredericks

County of Marin
Damon Connolly
Katie Rice
Kathrin Sears
Dennis Rodoni
Judy Arnold

June 27, 2019

The Honorable Judge Paul Haakenson
Marin County Superior Court
P. O. Box 4988
San Rafael, CA 94914-4988

Subject: Response to Grand Jury Report, “Wildfire Preparedness – A New Approach”

Dear Judge Haakenson:

The Transportation Authority of Marin Board of Commissioners considered the report issued by the Civil Grand Jury entitled “Wildfire Preparedness – A New Approach” at its regularly scheduled meeting of June 27, 2019. The Board appreciated the efforts of the Grand Jury and the opportunity to respond to their recommendations. Attached please find the Board’s response.

Sincerely,

Dianne Steinhauser
Executive Director
Transportation Authority of Marin

Attachment: Response to Grand Jury Report

THIS PAGE LEFT BLANK INTENTIONALLY



DATE: June 27, 2019

TO: Transportation Authority of Marin Board of Commissioners

FROM: Dianne Steinhauser, Executive Director
Dan Cherrier, Deputy Executive Director

SUBJECT: TAM Response to Grand Jury Report on SMART First Mile/Last Mile Options (Action),
Agenda Item No. 11b

RECOMMENDATION

Review and accept TAM response to April 25, 2019 Grand Jury Report on SMART First Mile/ Last Mile Options.

BACKGROUND and ANALYSIS

TAM was requested in late April 2019 to respond to a 2018-2019 Marin County Civil Grand Jury report entitled SMART First Mile/ Last Mile Options. The report recognizes, given that SMART has been operational for less than two years, they and their partner transit agencies have done a commendable job in developing numerous modes for traveling to and from SMART stations. The expectation is that new options for first and last mile connections will be implemented as the system matures. The report attempts to provide a comprehensive guide to the various connection options. To further encourage ridership on SMART, it also makes recommendations to enhance the effectiveness of the connections.

TAM has been requested to respond to a number of the recommendations. That recommended response for each recommendation is attached.

FISCAL CONSIDERATION

There are no fiscal impacts associated with the recommended response.

NEXT STEPS

Once finalized, staff will send the attached Cover Letters along with the response letter to The Honorable Judge Paul Haakenson as well as the Jury Foreperson. Note the deadline for response is July 25th, 2019.

ATTACHMENTS

- A – Grand Jury Report SMART First/Last Mile
- B – TAM Response to Grand Jury
- C – Cover Letter to Grand Jury
- D – Cover Letter to Judge Haakenson

THIS PAGE LEFT BLANK INTENTIONALLY

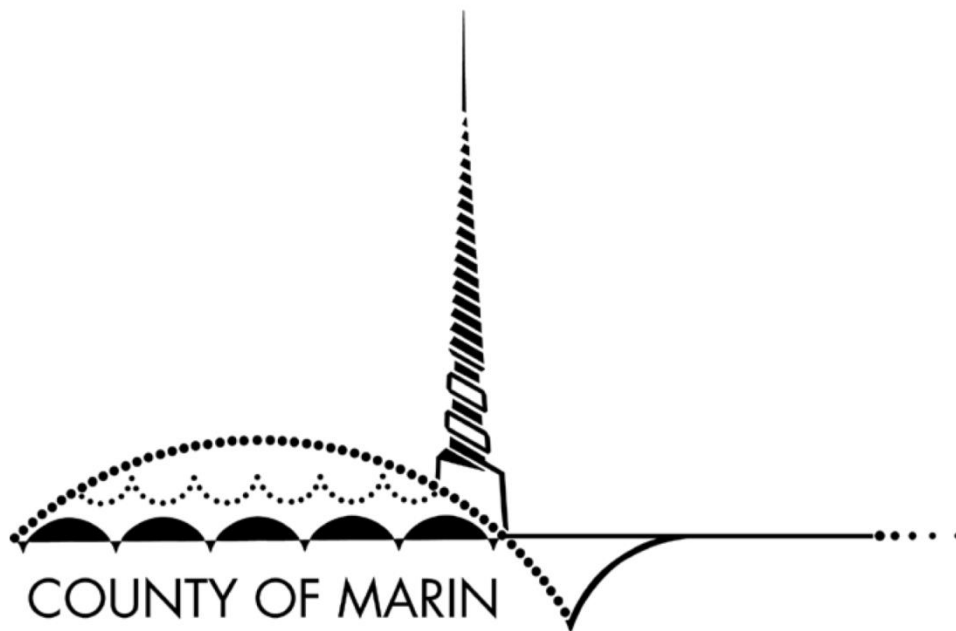
2018–2019 MARIN COUNTY CIVIL GRAND JURY

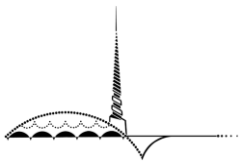
SMART

First Mile/Last Mile Options

Report Date: April 25, 2019

Public Release Date: May 9, 2019





SMART – First Mile/Last Mile Options

SUMMARY

Sonoma Marin Area Rail Transit (SMART) has been operational since August 2017, providing passenger rail service between the Sonoma County Airport Station north of Santa Rosa and downtown San Rafael. Expansion of service to Larkspur Landing as well as an additional stop in downtown Novato is scheduled to open in late 2019. One of the main objectives of SMART is to provide a transit alternative for commuters between Sonoma and Marin. Whether it will prove to be a boon to Marin and Sonoma Counties' livability, will in part depend on the convenience and feasibility of east-west and north-south connectivity to/from the stations, often referred to as "first mile - last mile."

The Marin County Civil Grand Jury issued two earlier reports on SMART operations prior to the implementation of train service. Now that SMART is operational, the current Grand Jury decided to focus on the connectivity question as it relates to SMART stations located in Marin County. While the Grand Jury looked at information related to SMART stations located in Sonoma and Marin Counties, the scope of this report is limited to Marin SMART stations.

The Grand Jury interviewed transit agency and SMART representatives as well as independent consultants; reviewed management reports; researched the SMART website; and talked with SMART passengers.

Measure Q, the voter initiative that established a sales tax to fund SMART operations, requires SMART to publish a strategic plan update every five years. With previous plans published in 2009 and 2014, the next update is due in 2019. SMART management has assured the Grand Jury that the 2019 update is under development and scheduled to be released in the fall of 2019.

All possibilities to enhance and improve first and last mile connections should be examined, including expansion of Marin Connect to include additional areas outside of the North San Rafael pilot zone. The feasibility of using autonomous shuttles should be considered since the technology is available and is currently deployed in a number of pilot projects.

Given that SMART has been operational for less than two years, they and their partner transit agencies have done a commendable job in developing numerous modes for traveling to and from SMART stations. The expectation is that new options for first and last mile connections will be implemented as the system matures.

BACKGROUND

Marin has never had a comprehensive public transit system because its population is concentrated along its major north-south artery, U.S. 101, and its primary east-west corridor, Sir Francis Drake Boulevard. Prior to 2005, the main source of public transit was Golden Gate Transit (GGT) which ran buses within Marin and to San Francisco with ferry service from Larkspur to the SF Ferry Terminal added in August 1970. In 2005, Marin Transit took over the intra-county bus service. With the growth of Santa Rosa and Sonoma County over the past 30+ years, traffic has increased tremendously between Marin and Sonoma, but public transit between the two counties has not kept pace with this growth. Sonoma and Marin counties added a new public transit option, SMART, which started carrying passengers in August 2017. The Grand Jury decided to investigate how passengers connect to and from SMART stations within Marin County now that it has completed its first year of operation.



SMART Train at the San Rafael Station

METHODOLOGY

The Grand Jury:

- Interviewed transportation experts from Marin agencies, representatives of major employers in the County, as well as independent consultants.
- Reviewed SMART’s website for basic operating information.
- Obtained SMART’s ridership reports and surveys.
- Rode SMART round trip between San Rafael and Santa Rosa.
- Studied prior Grand Jury reports on the development and implementation of SMART as well as documentation from other transportation sources.
- Conducted informal “interviews” with SMART riders.
- Observed passengers making connections at several stations.

DISCUSSION

SMART’s First Year of Operation

Currently SMART has ten stations between downtown San Rafael and a station one mile from the Sonoma County Airport. Construction is underway to expand the SMART system to Larkspur Landing as well as a new downtown stop in Novato, with passenger operation projected to begin by the end of 2019. Additionally, construction is slated to begin on the extension to Windsor shortly thereafter. Eventually, SMART plans to extend service to Healdsburg and Cloverdale in northern Sonoma County when funds become available. In addition, SMART and other regional transit agencies are preparing a study, due in 2019, of the feasibility of utilizing the existing freight line partially paralleling Highway 37 as a passenger train route. Part of this track is owned by SMART. The proposal is for SMART to ultimately connect to Amtrak in the East Bay.

Fares are multi-tiered depending on distance traveled (calibrated by zones), with special rates for youth, seniors, and the disabled. There are also discounted monthly passes and pre-purchased Clipper® cards available to all passengers. Additionally, participating employers can purchase Eco-Passes at a significant discount. They can then pass that discount on to employees, who have the added advantage of paying with pre-tax dollars. See the SMART Fact Sheet on its Eco-Pass in Appendix A for details. SMART reports that Marin businesses have been slow to embrace the use of the Eco-Passes, with only about two dozen employers doing so as of January 2019; this may be due in part to the small number of medium to large size businesses located in the county.

SMART data indicates that more than half of its revenue comes from Clipper single fare riders followed by SMART 31 day discounted monthly passes. SMART has also created a mobile app which many riders are now using. According to SMART, 16% of fare revenue for their first 12 months of operation came from passengers using the mobile app. During its field trip, the Grand

Jury used both the Clipper card and the mobile app and found the app was quite convenient. The app is available online.¹

Data from SMART shows that their average monthly passenger load is approximately 63,000 riders; SMART carried its one-millionth passenger on January 17th of this year. SMART currently has capacity issues during commute hours, often resulting in standing room only, which should be ameliorated when four additional rail cars will be added in the spring of 2019.

Issues Investigated

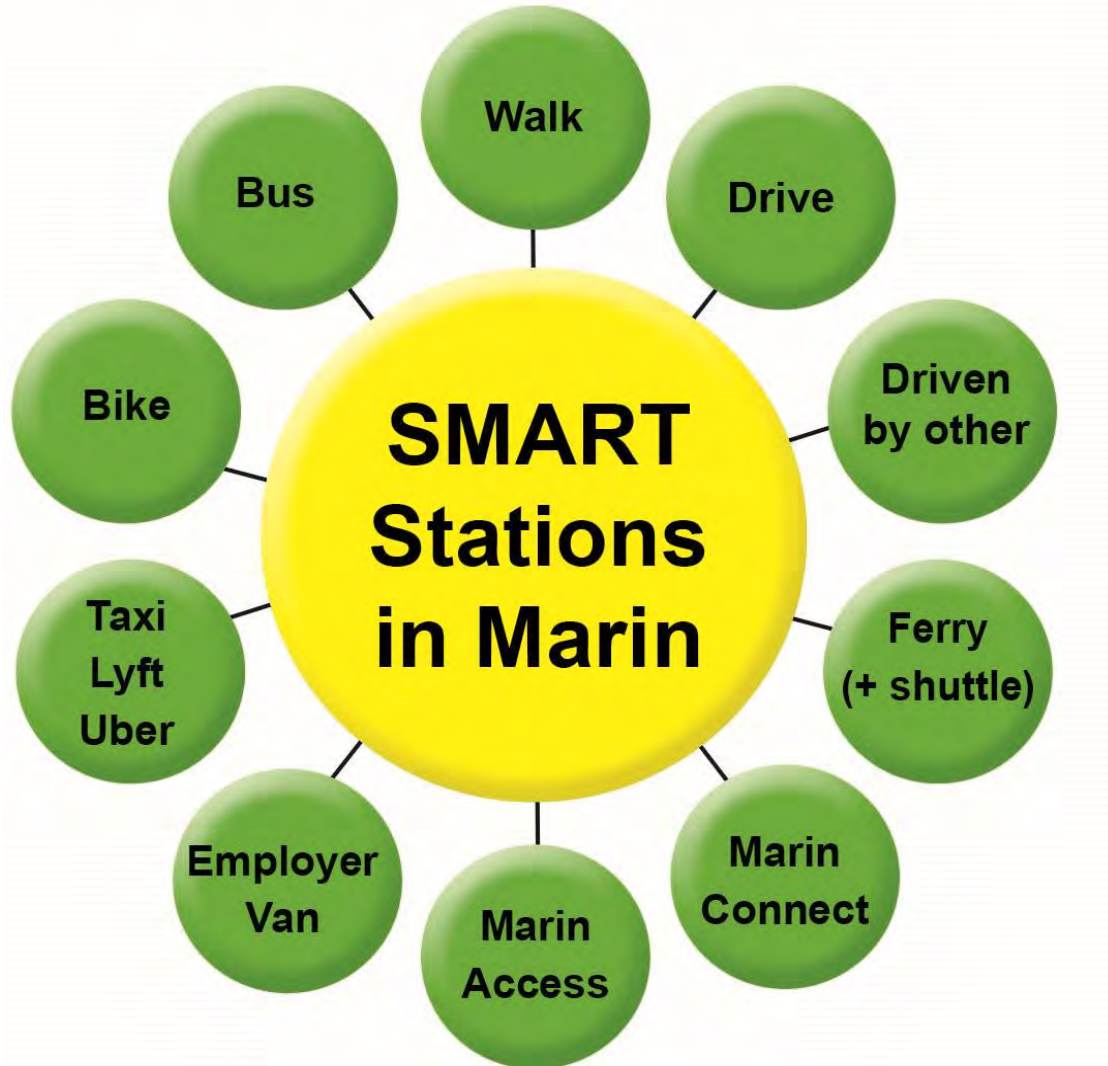
Key questions to increasing ridership are how do passengers travel to the various stations to start their trip and how do they get to their final destination after they disembark at a SMART station? SMART is attempting to address these questions. What SMART does know is that many passengers live or work at varying distances -- sometimes considerable -- east and west as well as north and south of SMART stations. A recent ridership survey is attached as Appendix B. In its investigation, the Grand Jury found that various modes of connecting to SMART stations are in use or are under consideration. These include walking, driving where parking is available, being dropped off by others, biking and scooters -- motorized and non-motorized, taking a bus or shuttle, and ridesharing in various forms.

Connection Options

In addition to Marin Transit buses, there are several specific “first mile - last mile” options. The most important ones are illustrated below.

¹ [Apple App Store](#), [Google Play Store](#), and [SMART Website](#). Accessed on March 19, 2019.

Modes of First/Last Mile Transit to and from SMART



Marin Connect

Marin Connect is an on-demand, 100% accessible, nine passenger shared bus service operated as a pilot program by Marin Transit. It currently serves northern San Rafael, which includes the Marin Civic Center SMART station. The app for this service is available on-line.² The area served by this pilot program is shown in Appendix C.

A new connection issue will be raised once SMART’s Larkspur terminal is completed. Though SMART is planning on 35 parking spaces plus 4 handicapped spaces at its Larkspur terminal, sufficient parking may be a problem when the station is open. Because there is approximately a quarter mile between the ferry and the SMART terminal, a public transit connection between the two could prove pivotal to increasing ridership on both systems. With the Larkspur SMART station’s lack of substantial on-site parking, the Marin Connect program might become even more important for this new SMART station.



A Marin Connect shuttle stop adjacent to the Civic Center Station

² [Marin Transit/Marin Transit Connect](#). *Marin Transit*. Accessed 19 Mar. 2019.

Hamilton Shuttle

For those passengers living or working in the Hamilton area, there is a free shuttle operated by Whistlestop, funded by the Hamilton Field of Marin Owners Association. It operates during commute hours, with stops at the Hamilton station from 5:50 to 8:20 A.M. and from 4:00 to 7:00 P.M. for the evening commute. See Appendix D for the shuttle’s route.



Hamilton Shuttle at the Novato Hamilton SMART Station

Novato Dial-a-ride

Novato residents have an alternative for transit to and from the San Marin and Hamilton stations, as well as Novato Downtown (once it is operational), called Novato Dial-A-Ride, which can provide curb-to-curb pick-up and drop-off service. This service is available to anyone within Novato (see Appendix E for the service area). To use the service, the passenger must request a ride by calling the scheduling office at 415-892-7899, preferably at least a day in advance; a same day ride request runs the risk that a seat will not be available.

Lyft

The Transportation Authority of Marin (TAM) has partnered with Lyft in a program called “GetSmart 17”. This allows the passenger to obtain up to a \$5/ride subsidy to and from SMART stations in Marin County.³ This program has proven to be extremely popular as it has gone from an initial use by only 60 in its first month of operation in September 2017 to over 1300 rides per month as of September 2018, the last date data is available. Other TAM data shows that approximately 65% of those who used this program had their origin/destination within 4 miles of a SMART station.



Banner Promoting Lyft Credit

Zipcar

For those who want the flexibility of driving themselves to their final destination, Zipcar offers another alternative. Zipcar is a car-sharing service that allows the member to rent a car by the hour or by the day and then return the car to its point of origin. The driver applies online and receives a membership card in the mail. A car can then be reserved using the Zipcar app. Two Zipcars are currently available at the San Rafael SMART station.

Autonomous Vehicles

Another possibility to be examined in the future is the use of autonomous vehicles. In June 2018, Mcity, a University of Michigan public-private partnership, launched the first autonomous shuttle in the United States.⁴ Similar projects are under consideration in the Bay Area. In Marin, such possibilities could include a shuttle between the SMART

³ [“TAM Partners with Lyft and Whistlestop on a \\$5-discount for Lyft to/from SMART Stations in Marin”](#). *Transportation Authority of Marin*. Accessed 19 Mar. 2019.

⁴ [Mcity Driverless Shuttle](#). *University of Michigan*. Accessed 19 Mar. 2019.

terminus and the Larkspur Ferry terminal. Other possibilities could include a loop around Hamilton to the SMART station. In addition, perhaps a circuit through Novato that ends at the downtown Novato SMART station could be developed.

Biking

Biking to and from a SMART station has proven to be a very popular option. SMART has now carried its 100,000th bicyclist as of March 14th, 2019.⁵ While each two-car SMART train has space for 24 bicycles, a potential problem that comes with this popularity, as noted by SMART management, is that bike racks on many trains are usually filled quickly within the first few stations. In a few instances, bike riders have been turned away because there was no more room on the cars for the bikes. However, each SMART station has ten U-racks for bicycles and SMART has installed 34 electronic lockers, accommodating 68 bicycles systemwide. Each station has a minimum of four locker parking spaces and efforts are being implemented to ensure that any new stations will also have electronic lockers, as space allows. According to SMART, these lockers are rarely used, perhaps because those who bike to a SMART station also use their bikes to get to their final destination. SMART is also exploring partnerships to provide bike sharing near some of its stations.⁶

Transit Subsidies

The Grand Jury investigated employer subsidies that encourage employees to take some form of public/shared services transportation. Several of Marin’s largest employers offer a variety of programs. For example, any Kaiser employee that uses public transit three times per week or any combination totaling 12 rides per month receives a monthly subsidy of \$60. Kaiser also has an arrangement with Marin Connect to provide free shuttle service for any employee riding to and from SMART stations and between Kaiser facilities. Marin Connect is also available to the general public for a fee.

Bank of Marin subsidizes any employee up to \$50/month in a commuter benefit account, which is a pre-tax benefit. It also provides Uber subsidies for employees going to and from SMART stations and bank branches.

Similarly, the County of Marin provides a program called “Ride Green” for its employees. The county offers numerous transportation benefits for employees through this program, including several for riders of SMART. Employees can ride Marin Connect shuttles to and from county facilities within the Connect service area with fees currently covered by the county. The Connect app must be downloaded for this service. They can also use the Lyft Line app for a \$5 discount. Additionally, by registering through the Employee Benefits “RideGreen” portal, employees can

⁵ “[Smart To Surpass The 100,000-cyclist Mark.](#)” SMART Website. *Sonoma Marin Area Rail Transit*. Accessed 14 Mar. 2019.

⁶ “[SMART exploring bike sharing partnerships.](#)” SMART Website. *Sonoma Marin Area Rail Transit*. Accessed 14 Mar. 2019.

obtain SMART Eco-Passes by purchasing a Clipper Card using pre-tax dollars and receive up to \$40/month in transit matching benefits.

FINDINGS

- F1. An important key to the success of SMART will be the availability of economical, fast and convenient transit connectivity to and from the stations since many passengers do not live or work in areas close to these stops.
- F2. There are numerous transportation modes to connect with SMART stations. These include: walking, biking, electric bikes and scooters, cars, ride sharing, Lyft, Uber, traditional taxis, group vans, standard sized as well as smaller buses, including shuttles such as Marin Connect, which can be called as needed. In the future, autonomous shuttles and other vehicles will be an option.
- F3. Transportation Authority of Marin in conjunction with Marin Transit, are the agencies charged with fostering public transit connectivity with SMART in Marin.
- F4. Comprehensive surveys of customer riding patterns are extremely useful to the determination of which modes to focus on and put resources into, but the ultimate determination will be driven by customer preferences over the next few years.
- F5. The distance between the SMART Larkspur terminal and the ferry terminal may act as a barrier that could adversely impact SMART ridership since currently there are no known plans for public transit between the two terminals.
- F6. The SMART plan calls for limited parking for passengers at the Larkspur station. This could be an obstacle to SMART ridership northbound.
- F7. There are railroad tracks owned by SMART going east out of southern Novato currently used only for freight. An engineering study is currently underway, due late spring of 2019, to determine the feasibility of extending SMART to Amtrak in the East Bay.

COMMENDATION

In its first year, SMART and the other transit agencies have done a commendable job in developing first and last mile connections to SMART stations. This report attempts to provide a comprehensive guide to the various connection options. To further encourage ridership on SMART, it also makes recommendations to enhance the effectiveness of the connections.

RECOMMENDATIONS

- R1. Transportation Authority of Marin and Marin Transit should conduct surveys and pertinent research, using the criteria of convenience, cost, and accessibility to determine optimal “first mile - last mile” connections to SMART stations.
- R2. Marin Transit should expand the usage of Marin Connect beyond northern San Rafael no later than the first quarter of 2020.
- R3. SMART should complete and publish its feasibility study by July 2019 on the east-west track connecting to an Amtrak station in the East Bay.
- R4. Upon completion of the SMART station in Larkspur, there needs to be a free passenger shuttle between the station and the Larkspur ferry terminal.
- R5. SMART, Transportation Authority of Marin and Marin Transit should prepare a joint feasibility study for the possible implementation of an autonomous shuttle for connection from the Larkspur SMART station to the Larkspur Ferry.

REQUEST FOR RESPONSES

Pursuant to Penal code section 933.05, the Grand Jury requests responses as follows:

From the following governing bodies:


- Sonoma Marin Area Rail Transit (SMART) Board of Directors (R1, R3, R5)
- Marin Transit Board of Directors (R1, R2, R4, R5)
- Transportation Authority of Marin Board of Commissioners (R1, R2, R4, R5)

The governing bodies indicated above should be aware that the comment or response of the governing body must be conducted in accordance with Penal Code section 933 (c) and subject to the notice, agenda and open meeting requirements of the Brown Act.

Note: At the time this report was prepared information was available at the websites listed.

Reports issued by the Civil Grand Jury do not identify individuals interviewed. Penal Code Section 929 requires that reports of the Grand Jury not contain the name of any person or facts leading to the identity of any person who provides information to the Civil Grand Jury. The California State Legislature has stated that it intends the provisions of Penal Code Section 929 prohibiting disclosure of witness identities to encourage full candor in testimony in Grand Jury investigations by protecting the privacy and confidentiality of those who participate in any Civil Grand Jury investigation.

APPENDIX A: SMART Eco-Pass Fact Sheet



THE SMART ECO-PASS

Employers, colleges, and veterans' groups can purchase Eco-Passes directly from SMART for their employees or members. Eco-Passes are discounted up to 50%, based on the number of passes purchased. Passes can be purchased in four, six, or twelve-month increments and are loaded onto Clipper® Cards by SMART. All Clipper® products, including the Eco-Pass, are eligible for transfer credits with other local bus operators.

DISCOUNTS FOR ECO-PASSES	
Number of Passes Purchased	Eco-Pass Price (per month)
Up to 50	\$213.00
51-250	\$193.00
251-500	\$174.00
Over 500	\$155.00
College Students & Veterans' Groups	\$138.00

It doesn't matter how far your commute is or how many times you ride the train, SMART's Eco-Pass offers one discounted flat rate.

COMMUTER TAX BENEFITS

The Federal Tax Code allows employees to use up to \$265 per month of pre-tax dollars to pay for transit costs through employer sponsored programs.

EMPLOYEE SAVINGS

Employees can save hundreds of dollars each year by setting aside pre-tax income to pay for transit expenses. For example, an employee who spends \$200 per month on transit will save \$60 per month, or \$720 per year, in taxes (at 30% tax rate).

EMPLOYER SAVINGS


Providing employees with pre-tax commuter tax benefits can save payroll taxes for employers. The value of the benefit paid to employees is considered a tax-free transportation fringe benefit and not wage or salary compensation, therefore, payroll taxes do not apply. Employers can save roughly 7.5% in payroll taxes (including FICA, SUI, SDI and city taxes) on the amount employees set aside.

COMMUTE COST SAVINGS

Taking the train can save commuters time and money. On average, most SMART Eco-Pass users would save close to \$12 each day in fuel and vehicle wear-and-tear costs.

For example, using the 2019 IRS mileage reimbursement rate of 58-cents per mile, a 70-mile round-trip commute costs \$40.60 per day. An Eco-Pass costs between \$6.90 and \$10.65 per day, depending on the number of passes purchased, saving commuters roughly \$30 per day, or \$600 per month, in fuel and vehicle wear-and-tear costs.

For more information on Eco-Passes visit www.SonomaMarinTrain.org, email info@SonomaMarinTrain.org or call (707) 794-3330.

 SMART || SONOMA-MARIN AREA RAIL TRANSIT

P: (707) 794-3330 F: (707) 794-3037 www.SonomaMarinTrain.org

[Eco-Pass Fact Sheet](#), Sonoma Marin Area Rail Transit

APPENDIX B: SMART’s Recent Ridership Survey (2017-2018)

Ridership survey data is from [SMART Board of Directors Workshop](#), SMART Board of Directors

MARIN CIVIC CENTER STATION

How did you get to the Marin Civic Center Station?

1. Drove my car (52%)
2. Walked (24%)
3. Dropped off at the station (Ex: Lyft, Uber, friend dropped you off, etc.) (14%)
4. Biked (7%)
5. Rode the bus (3%)

How are you getting to your final destination from the Marin Civic Center Station? (Select all that apply)

1. Walking (44%)
2. County of Marin Employee Shuttle (26%)
3. Getting dropped off (Ex: Lyft, Uber, friend will drop you off, etc.) (13%)
4. Driving my car (8%)
5. Biking (5%)
6. Taking a bus (4%)

SAN RAFAEL STATION DATA

How did you get to the San Rafael Station?

1. Rode a bus (38%)
2. Got dropped off (Ex: Lyft, Uber, friend dropped you off, etc.) (21%)
3. Walked (15%)
4. Drove my car (13%)
5. Biked (13%)

How are you getting to your final destination from the San Rafael Station? (Select all that apply)

1. Walking (30%)
2. Taking a bus (23%)
3. Taking the ferry (21%)
4. Getting picked up (Ex: Lyft, Uber, friend will pick you up, etc.) (12%)
5. Biking (9%)
6. Driving my car (3%)
7. I’m already at my final destination (2%)

APPENDIX B: SMART's Recent Ridership Survey (2017-2018) (cont'd)

NOVATO HAMILTON STATION DATA

How did you get to the Novato Hamilton Station?

1. Drove my car (32%)
2. Biked (23%)
3. Walked (22%)
4. Dropped off at the station (Ex: Lyft, Uber, friend dropped you off, etc.) (20%)
5. Rode the bus (3%)

How are you getting to your final destination from the Novato Hamilton Station? (Select all that apply)

1. Walking (46%)
2. Biking (26%)
3. Getting dropped off (Ex: Lyft, Uber, friend will drop you off, etc.) (20%)
4. Driving my car (5%)
5. Taking a bus (3%)

NOVATO SAN MARIN DATA

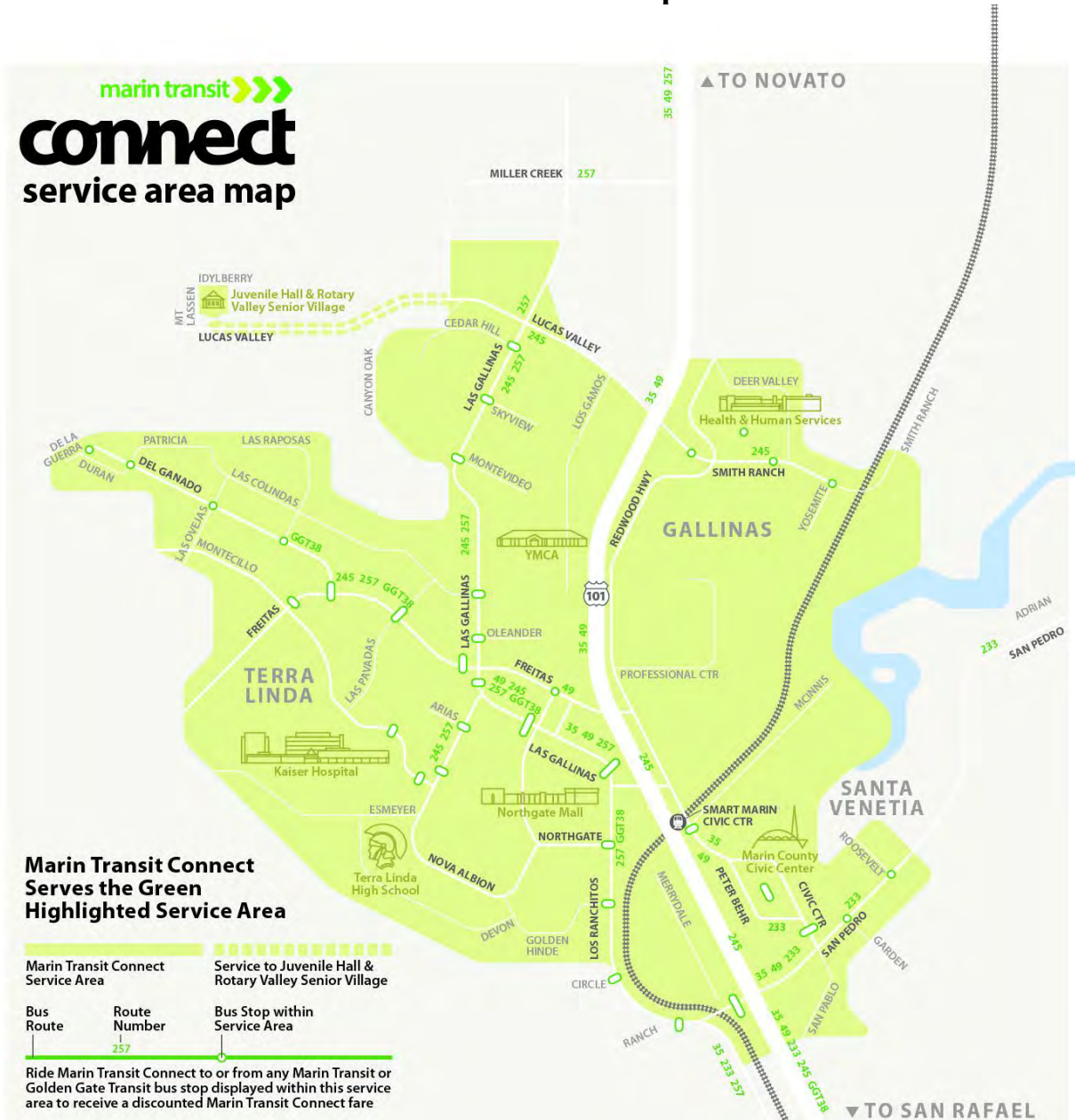
How did you get to the Novato San Marin Station?

1. Drove my car (46%)
2. Dropped off at the station (Ex: Lyft, Uber, friend dropped you off, etc.) (23%)
3. Biked (17%)
4. Walked (12%)
5. Rode the bus (2%)

How are you getting to your final destination from the Novato San Marin Station? (Select all that apply)

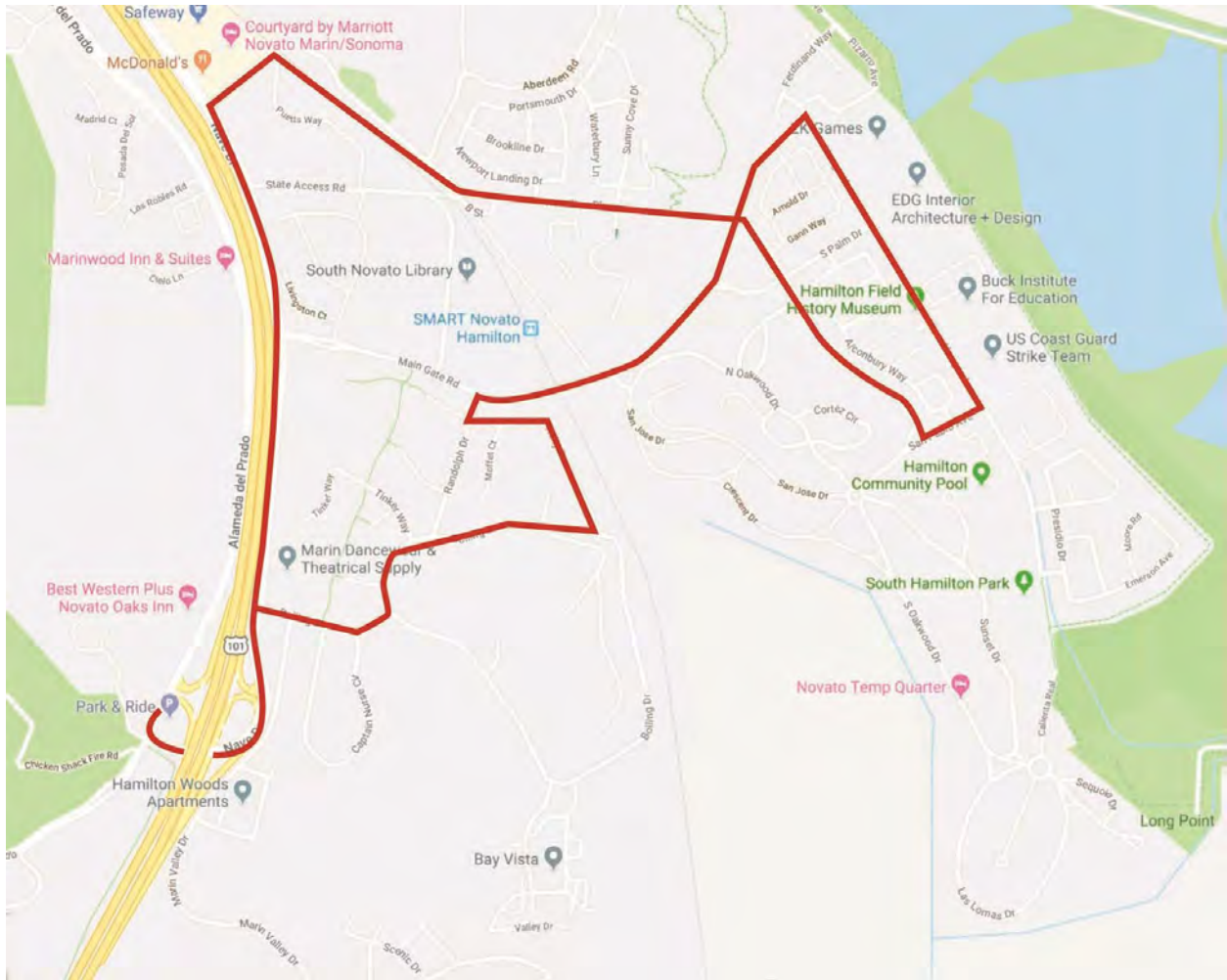
1. Walking (56%)
2. Getting dropped off (Ex: Lyft, Uber, friend will drop you off, etc.) (19%)
3. Driving my car (12%)
4. Biking (9%)
5. Taking a bus (4%)

APPENDIX C: Marin Connect Service Area Map



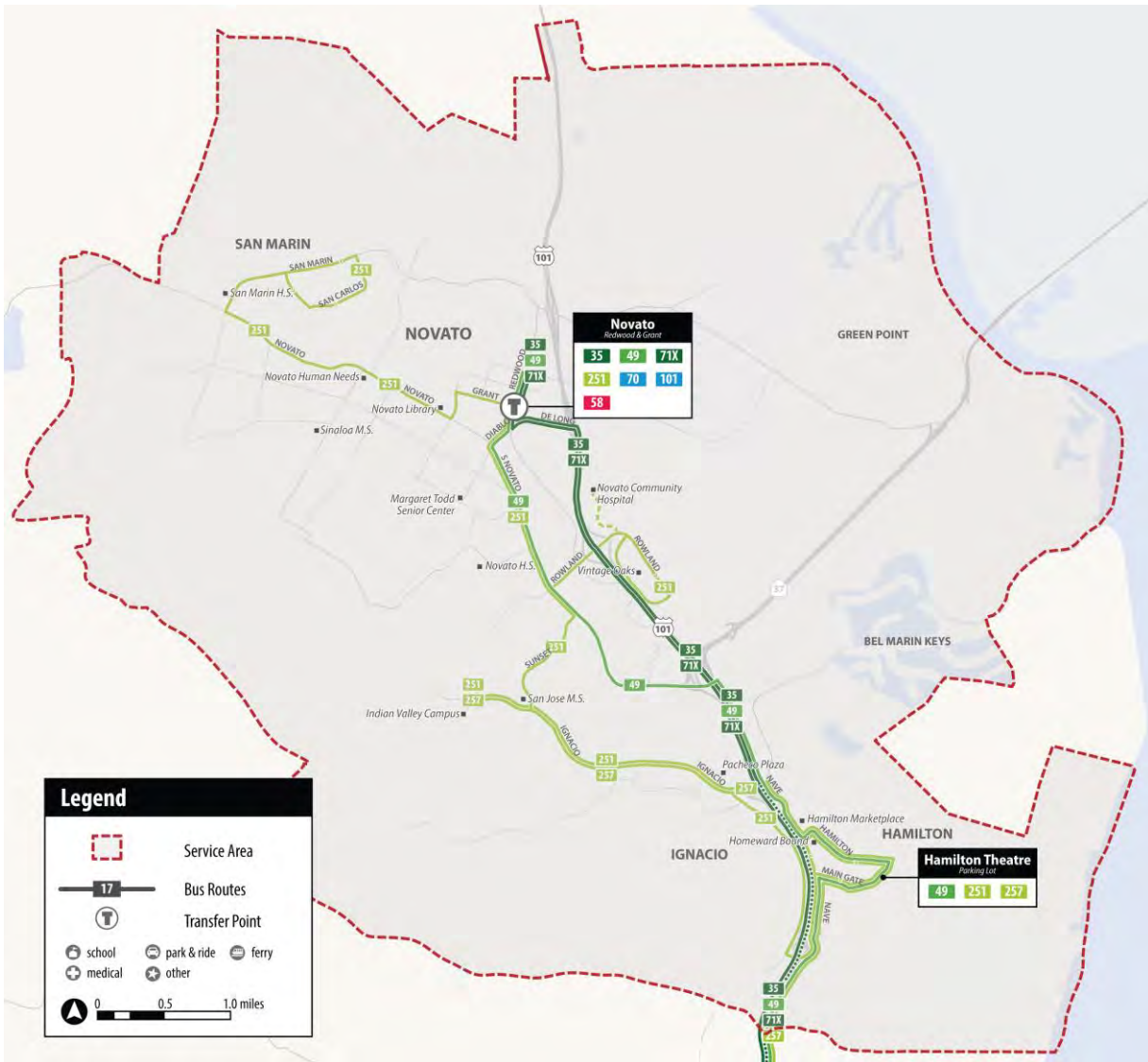
[Marin Connect Service Area Map](#), *Marin Transit*

APPENDIX D: Route Map for Hamilton Shuttle



[Route Map for Hamilton Shuttle, Hamilton Field](#)

APPENDIX E: Service Area Map for Novato Dial-A-Ride



[Service Area Map for Novato Dial-A-Ride - Marin Transit](#)

RESPONSE TO GRAND JURY REPORT

Report Title: SMART – First Mile/Last Mile Options

Report Date: April 25, 2019

Agenda Date: June 27, 2019

Response by: Transportation Authority of Marin (TAM)

RECOMMENDATIONS

R1. Transportation Authority of Marin and Marin Transit should conduct surveys and pertinent research, using the criteria of convenience, cost and accessibility to determine optimal “first mile – last mile” connections to SMART stations.

Response: R1. First/last mile solutions to transit are amongst the many challenges transit services face in building ridership. The Transportation Authority of Marin (TAM) has been engaged in discussions with the cities and towns in the corridor, transit operators, and employers along the corridor. Much of these discussions have centered around new transit or shuttle solutions, but have also included low cost first/last mile solutions such as walking and biking. TAM has facilitated and led discussions on this important issue with agencies, private employers and the public.

As a result of the financial recession, SMART was unable to provide shuttle services as originally planned as part of the joint train and multi-use path project. Due to this financial shortfall, TAM has engaged in assessment of various first/last mile services to connect to the SMART train in the course of the development of the passenger rail service since the passage of Measure Q in 2008. TAM recognized this need, and participated in the preparation of a first/last mile integration study conducted by the Metropolitan Transportation Commission and finished in 2017. This study brought TAM, transit operators and local jurisdiction staff together to analyze the need for first/last mile solutions at rail stations.

During the period prior to launch of SMART services, employer groups were also gathering and surveying employers to discuss the use of the train for their employees. TAM participated in those discussions as well, along with our transit operator partners. During the course of these discussions, SMART conducted a review of potential contractor provided shuttle services and determined that it would cost approximately \$85-125 per revenue hour to provide shuttle services. These estimated costs proved to be on the low end of the actual costs of shuttle services provided by the City of Santa Rosa and the County of Marin (via a contract with Marin Transit), both of which were discontinued after six months and deemed non-cost effective solutions.

As a low-cost option to address higher cost transit and shuttle services, TAM sought input from cities throughout the United States on potential low cost options and recognized the increasing role that Transportation Network Companies (TNC’s like Uber, Lyft) were playing in this area. TAM reached out and discussed these services with other cities and ultimately ended up developing a successful pilot program with Lyft to provide \$5 off Shared Rides at SMART Stations in Marin. Part of this service package is Whistlestop, under a separate contract, they are contracted with TAM to provide ADA services as part of this pilot. This pilot is still ongoing, and the data reported from this program is being shared with transit operators to inform their decisions on transit schedules and routes. TAM has provided over

12,500 shared rides to date and over 42,000 miles of service. This pilot has provided commuters in Marin County with a low-cost service to SMART, and provides actual data about first/last mile travel behaviors.

TAM also plays a role in promotion of green modes of transportation to the SMART rail corridor. TAM has worked extensively with ZipCar to assist them in establish a car sharing operation next to the SMART Station in Downtown San Rafael, providing access to a car for commuters who may need one during the course of the day. TAM is also working closely with Sonoma County and local Marin jurisdictions and plans to launch a Bikeshare program at SMART stations in 2020, furthering first/last mile offerings at stations.

R2. Marin Transit should expand the usage of Marin Connect beyond northern San Rafael no later than the first quarter of 2020.

Response: TAM has worked closely with Marin Transit to explore the viability to expand its Marin Connect program. On-demand services such as Marin Connect are a way to expand potential ridership of transit services, however the costs of these programs should be considered prior to expansion.

R4. Upon completion of the SMART station in Larkspur, there needs to be a free passenger shuttle between the station and the Larkspur ferry terminal.

Response: R4. TAM would participate in multi-agency review of this proposal to explore a free passenger shuttle and could evaluate grant funding opportunities. Based on costs of recently discontinued City of Santa Rosa and County of Marin Shuttle programs careful consideration should be given to financial sustainability of a shuttle operation.

R5. SMART, Transportation Authority of Marin and Marin Transit should prepare a joint feasibility study for the possible implementation of an autonomous shuttle for connection from the Larkspur SMART station to the Larkspur Ferry.

Response: R5. TAM has been working to advance the next wave of technology improvements to Marin's transportation network. TAM has led initial discussions around the county with our local agency and transit partners about the concept of autonomous vehicle (AV) pilots in Marin County, including TAM's successful Innovation Workshops in 2017 and 2018. TAM's sister agency in Contra Costa has piloted AV shuttles at the Bishop Ranch business park, that includes access on local roads to BART. TAM is teaming up with Contra Costa Transportation Authority (CCTA) to possibly implement a similar shuttle in Marin. In addition, CCTA recently partnered with TAM to receive an \$8M Federal Mobility on Demand Grant from the Federal Highway Administration. As part of this grant, AV shuttle feasibility will be looked at in locations connecting transportation modes including the Larkspur SMART station and the Larkspur Ferry Terminal.



900 Fifth Avenue
Suite 100
San Rafael
California 94901

Phone: 415/226-0815
Fax: 415/226-0816

www.tam.ca.gov

Belvedere
James Campbell

Corte Madera
David Kunhardt

Fairfax
John Reed

Larkspur
Dan Hillmer

Mill Valley
Stephanie Moulton-Peters

Novato
Eric Lucan

Ross
P. Beach Kuhl

San Anselmo
Brian Colbert

San Rafael
Gary Phillips

Sausalito
Susan Cleveland-Knowles

Tiburon
Alice Fredericks

County of Marin
Damon Connolly
Katie Rice
Kathrin Sears
Dennis Rodoni
Judy Arnold

June 27, 2019

Pat Randolph, Foreperson
Marin County Grand Jury
3501 Civic Center Drive, Room 275
San Rafael, CA 94903

Subject: Response to Grand Jury Report, “SMART – First Mile/Last Mile Options”

Dear Ms. Randolph:

The Transportation Authority of Marin Board of Commissioners considered the report issued by the Civil Grand Jury entitled “SMART – First Mile/Last Mile Options” at its regularly scheduled meeting of June 27, 2019. The Board appreciated the efforts of the Grand Jury and the opportunity to respond to their recommendations. Attached please find the Board’s response.

Sincerely,

Dianne Steinhauser
Executive Director
Transportation Authority of Marin

Attachment: Response to Grand Jury Report

THIS PAGE LEFT BLANK INTENTIONALLY



900 Fifth Avenue
Suite 100
San Rafael
California 94901

Phone: 415/226-0815
Fax: 415/226-0816

www.tam.ca.gov

Belvedere
James Campbell

Corte Madera
David Kunhardt

Fairfax
John Reed

Larkspur
Dan Hillmer

Mill Valley
Stephanie Moulton-Peters

Novato
Eric Lucan

Ross
P. Beach Kuhl

San Anselmo
Brian Colbert

San Rafael
Gary Phillips

Sausalito
Susan Cleveland-Knowles

Tiburon
Alice Fredericks

County of Marin
Damon Connolly
Katie Rice
Kathrin Sears
Dennis Rodoni
Judy Arnold

June 27th, 2019

The Honorable Judge Paul Haakenson
Marin County Superior Court
P. O. Box 4988
San Rafael, CA 94914-4988

Subject: Response to Grand Jury Report, “SMART – First Mile/Last Mile Options”

Dear Judge Haakenson:

The Transportation Authority of Marin Board of Commissioners considered the report issued by the Civil Grand Jury entitled “SMART – First Mile/Last Mile Options” at its regularly scheduled meeting of June 27, 2019. The Board appreciated the efforts of the Grand Jury and the opportunity to respond to their recommendations. Attached please find the Board’s response.

Sincerely,

Dianne Steinhauser
Executive Director
Transportation Authority of Marin

Attachment: Response to Grand Jury Report

THIS PAGE LEFT BLANK INTENTIONALLY



DATE: June 27, 2019

TO: Transportation Authority of Marin Board of Commissioners

FROM: Dianne Steinhauser, Executive Director
Li Zhang, Chief Financial Officer

SUBJECT: Public Hearing on the Proposed TAM FY2019-20 Annual Budget, Agenda Item No. 12a

RECOMMENDATION

The Board conducts a public hearing and receives public input on the Proposed TAM FY2019-20 Annual Budget.

Pursuant to Article VI, Section 106.1 of the TAM Administrative Code, no later than its June meeting of each year, the TAM Board shall adopt the annual budget for the following fiscal year. A minimum thirty-day public comment period and a public hearing are also required as part of the budget development process. The TAM Board adopted the recommended FY2019-20 revenue levels for both Measure AA, the 1/2-Cent Transportation Sales Tax, and, Measure B, the \$10 Vehicle Registration Fee, and the budget development schedule at its March 28, 2019 meeting. The Proposed FY2019-20 Annual Budget was reviewed and released by the TAM Board for its required 30-day public comment period at the May 30, 2019 TAM Board meeting. The Proposed FY2019-20 Annual Budget has also been reviewed by TAM's Citizens' Oversight Committee and the Marin Managers Association.

Details of the Proposed FY2019-20 Annual Budget are presented under Item 12b of the TAM Board packet.

THIS PAGE LEFT BLANK INTENTIONALLY



DATE: June 27, 2019

TO: Transportation Authority of Marin Board of Commissioners

FROM: Dianne Steinhauser, Executive Director
Li Zhang, Chief Financial Officer

SUBJECT: Adoption of the Proposed TAM FY2019-20 Annual Budget (Action) - Agenda Item No. 12b

RECOMMENDATION:

The TAM Board reviews and adopts the Proposed TAM FY2019-20 Annual Budget, along with the proposed work plans for FY2019-20 and the salary schedule effective as of July 1, 2019.

BACKGROUND:

Pursuant to Article VI, Section 106.1 of the TAM Administrative Code, no later than its June meeting of each year, the TAM Board shall adopt the annual budget for the following fiscal year. A minimum 30-day public comment period and a public hearing are also required as part of the budget approval process. The TAM Board adopted the recommended FY2019-20 revenue levels for both Measure AA, the 1/2-Cent Transportation Sales Tax, and, Measure B, the \$10 Vehicle Registration Fee, and the budget development schedule at its March 28, 2019 meeting. The Proposed FY2019-20 Annual Budget was reviewed and released by the TAM Board for its required 30-day public comment period at the May 30, 2019 TAM Board meeting.

The Citizens' Oversight Committee (COC) reviewed and provided comments to the Proposed FY2019-20 Annual Budget at its May 28, 2019 meeting. The Proposed FY2019-20 Annual Budget was also presented to the Marin Managers Association for review and comment at its May 23, 2019 meeting.

Updates made since the May 30, 2019 TAM Board review are highlighted in the applicable section of the staff memo and the attachments.

DISCUSSION/ANALYSIS:

In an effort to present the agency's budget in a more transparent and easier to understand format, TAM staff has revamped TAM's traditional annual budget document and is presenting a redesigned format for the budget report to the TAM Board and public. The new budget report includes four main sections:

- Letter from the Executive Director - providing an overview of TAM's prior year major accomplishments and major milestones planned for the upcoming year
- TAM Budget General Overview – providing an overview of TAM's budget process and related policies

- FY2019-20 Annual Budget Process and Overview – providing the in-dept analyses of all revenue and expenditure budget line items that are proposed for FY2019-20
- FY2019-20 Work Plans by Function – providing the general overview and highlighted work items for FY2019-20 by function

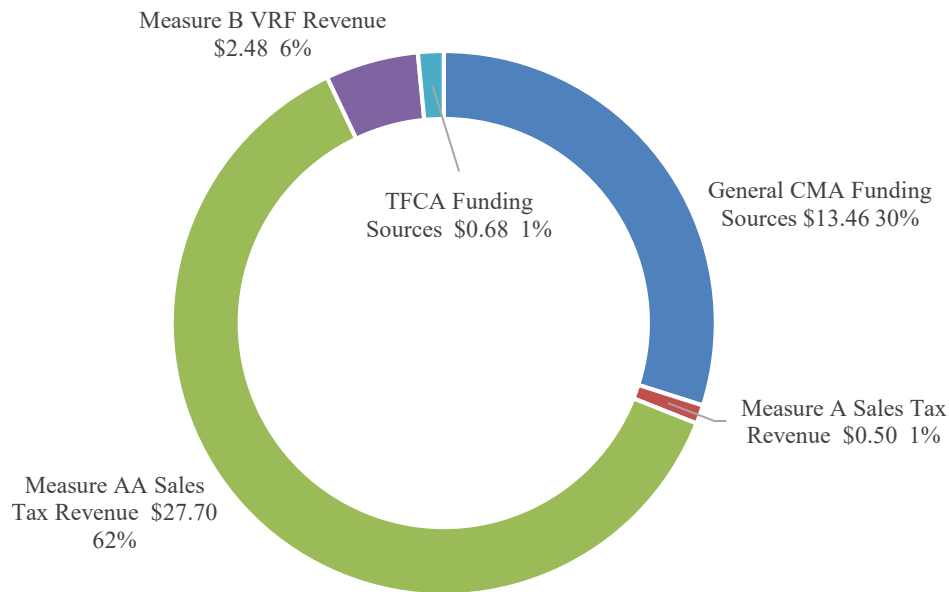
These four sections, along with the appendix, will provide the TAM Board, and the public in Marin a complete picture of all revenue and expenditure activities related to all work items planned, and also give the readers a thorough report on the financial situation of the agency.

Updates Since the May 30, 2019 TAM Board Review

Staff is excited to report that TAM was awarded a grant from Caltrans for its Bus on Shoulder Feasibility Study in the amount of \$308,000, with a \$42,000 local match requirement, which will be provided with the CMA fees TAM receives from the local jurisdictions. The TAM Board is expected to approve the agreement with Caltrans and a resolution of support required for the grant at this meeting.

Staff plans to go out with a request for proposal for this work by early 2020 and \$100,000 worth of work is expected to be completed in FY2019-20. The Proposed FY2019-20 Annual Budget was updated to reflect this most recent funding addition and the work item under the Professional Services Category.

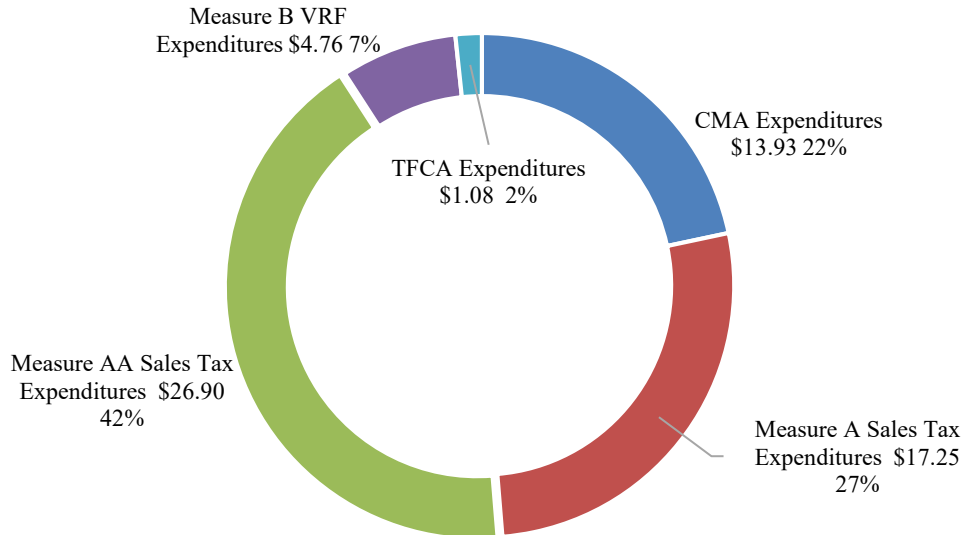
Chart 1: Proposed FY2019-20 Revenue by Fund
 (Numbers in Million)



After the incorporation of the above updates, TAM’s total expected revenue for FY2019-20 is \$44.82 million and total expected expenditure is \$63.90 million. Revenues are presented in the budget mostly by the source of funds, while expenditures are presented by seven main spending categories. Please note that as a funding agency that collects the Measure A/AA ½-Cent Transportation Sales Tax, the Measure B \$10 Vehicle Registration Fee, as well as a few other small fund sources with advance payments, having budgeted expenditures over its budget revenues, in most cases, will not be an alarming financial situation for TAM. When budgeted expenditure exceeds budgeted revenue in certain years, it simply means that TAM and its partner agencies are using prior year accumulated fund balances to deliver more projects and programs in that particular year. Chart 1: Proposed FY2019-20 Revenue by Fund and Chart 2: Proposed FY2019-20 Expenditure by Fund illustrate the FY2019-20

revenue and expenditure by fund, while the attached Proposed FY2019-20 Budget Report provides all the budget details and work plan information.

Chart 2: Proposed FY2019-20 Expenditure by Fund
(Numbers in Million)



FISCAL CONSIDERATION:

Expected revenue collection and reimbursement for FY2019-20 is \$44.82 million while the proposed expenditure is \$63.90. TAM’s prior year balance will be reduced by \$19.08 million but will remain positive at \$26.21 million by the end of FY2019-20.

NEXT STEPS:

With the approval of the TAM Board, staff will finalize the budget document and start the implementation of all projects/programs and other related changes as of July 1, 2019.

ATTACHMENTS:

Proposed TAM FY2019-20 Annual Budget Document

THIS PAGE LEFT BLANK INTENTIONALLY



PROPOSED FY2019-20 ANNUAL BUDGET

Transportation Authority of Marin



Table of Contents

Executive Director’s Message	1
TAM Budget General Overview	2
About TAM.....	2
Budget Adoption and Amendment Policies	2
Budget Development Process and Timeline.....	2
A Historic Overview of TAM’s Budget	3
FY2019-20 Annual Budget Process and Overview	4
Budget Summary	4
FY2019-20 Revenue Overview	4
FY2019-20 Expenditure Overview.....	8
Proposed FY2019-20 Annual Budget by Fund	16
Measure A Fund Budget.....	16
Measure AA Fund Budget	16
Measure B Fund Budget.....	16
CMA Fund Budget	16
TFCA Fund Budget	16
FY2019-20 Appropriation Limit	24
FY2019-20 Work Plans by Function	25
Administration & Finance Function.....	25
Highlights of Major FY2019-20 Administration & Finance Work Plan	25
Public Information and Outreach Function	25
Highlights of Major FY2019-20 Public Information and Outreach Work Plan.....	26
Project Management and Delivery Function.....	26
Highlights of Major FY2019-20 Project Management and Delivery Work Plan	26
Planning and Programs Function.....	27
Major functions related to Measure programs are highlighted below:.....	27
Highlights of Major FY2019-20 Planning and Programs Work Plan	28
Programming and Legislation Function.....	28
Highlights of Major FY2019-20 Programming and Legislation Work Plan	29
Appendix	30
Appendix 1: TAM Board of Commissioners – June 2019.....	30

Appendix 2: TAM Budget Assumption Sheet..... 31
Appendix 3: TAM FY2019-20 Work Plans by Function 38
Appendix 4: Proposed FY2019-20 Classification & Salary Range 56

Executive Director's Message

I am pleased to present the Proposed FY2019-20 Annual Budget for the Transportation Authority of Marin (TAM). TAM is dedicated to a transparent budget process and delivering transportation dollars to affirmed local priorities.

2018 proved to be a great year for transportation funding in Marin County, the Bay Area and throughout California. The public has spoken at the ballot box in clear support of expanding and extending transportation funding. Revenue streams for defined transportation improvements have been secured into the future and the TAM budget reflects the revenues and expenditures from these funding sources. The TAM budget has been reformatted this year to be more easily understood and accessible.

One of the key accomplishments of the past year was the renewal and 30-year extension of the primary revenue source managed by TAM on behalf of Marin, the ½-cent transportation sales tax. This ½-cent sales tax generates approximately \$27 million each year, which is the lion's share of transportation funding in the county. These local funds directly meet needs and are also critical to attracting additional regional, state and federal funding.

The goal of the recently approved sales tax expenditure plan is a recurring theme for many elements of our work, "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."

Development of the expenditure plan was an inclusive and transparent effort with a localized approach that resulted in a plan that reflects the transportation priorities and needs of all our diverse communities. The plan development process created the opportunity to look carefully at the direction of TAM's local expenditures to confirm what projects and programs are supported and successful, consider where efforts could be bolstered or redirected, and determine what new needs warrant attention. Key adjustments were made to address the needs of our businesses, our local communities, our seniors and schools. New programs were created to address sea level rise, dedicate funding toward innovative solutions and ensure funding is available locally to support clean fuel vehicle adoption.

We are proud of our environmental stewardship in Marin and TAM's responsiveness to public priorities. TAM, its member agencies and our transit partners have expanded and refined programs to support all modes of travel, sustaining and expanding options for all users. On the horizon are continued investments in clean fuel vehicles, in mobility-on-demand applications to aid travel choice, in new first/last mile solutions to access transit, and alternative commute options captured in our newly launched Marin Commutes program.

TAM is in a strong financial position. Our reliable local funding stream helps attract additional regional, state and federal funding to complete critical projects that assure better operation of our freeways and sustain ongoing programs to address a wide range of needs.

I am pleased to present this budget defining the revenues and expenditures of the agency for the upcoming year and we are proud of our ongoing partnership with the community of Marin.

Sincerely,



Dianne Steinhauser

TAM Budget General Overview

About TAM

The Transportation Authority of Marin (TAM) is a joint powers authority comprised of Marin's 11 cities and towns and the County of Marin. The TAM Board of Commissioners includes the five members of the County Board of Supervisors and a councilmember from each city and town. *(A list of TAM's current Board members is included as Appendix 1.)* TAM administers the expenditure plans for Measure A (2004), the original 20-year ½-Cent Transportation Sales Tax, Measure AA (2018), the 30-year renewal of the ½-Cent Transportation Sales Tax, and Measure B (2010), the \$10 Vehicle Registration Fee (VRF). These revenue sources are dedicated to transportation projects and programs in Marin and were approved by the Marin voters. TAM also serves as Marin's Congestion Management Agency (CMA) and is responsible for coordinating funding for many of the transportation projects and programs in the County, including various local, regional, state and federal funds.

Mission Statement - 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.

Budget Adoption and Amendment Policies

Pursuant to Article VI, Section 106.1 of the TAM Administrative Code, each year no later than its June meeting, the Board shall adopt the Annual Budget(s) for the ensuing fiscal year. Approval of a majority of the Commissioners is required for the adoption of the Annual Budget. In accordance with Section 180108 of the Public Utilities Code governing Local Transportation Authorities including TAM, notice of the time and place of a public hearing on the adoption of the Annual Budget shall be published pursuant to Section 6061 of the California Government Code not later than the 15th day prior to the date of the hearing. A preliminary proposed annual budget shall be available for public inspection at least 30 days prior to adoption.

In the event that total expenditure for the annual budget has to increase due to special circumstances, prior approval from the Board is required. In the event that total expenditures within one or more category(ies) are projected to be greater than the budgetary authority, a transfer of budgeted funds may be processed as long as sufficient savings can be identified for transfers to the category(ies) in need. The Executive Director shall be authorized to approve budget transfers among categories if the dollar amount is equal or less than 5% of the total budget authority of the category from which funds will be reduced. Any transfer among categories that is greater than 5% of the total budget authority of the category from which funds will be reduced must receive prior approval from the Board. The Executive Director shall be authorized to approve all budget transfers among line items within the same category. Any transfer related to Measure A/AA ½-Cent Transportation Sales Tax and Measure B, the \$10 VRF funding shall be effectuated according to the Policy and Procedures specified in the Expenditure Plan and currently adopted Strategic Plan.

Budget Development Process and Timeline

TAM's annual budget development process begins in late January/early February with a kickoff meeting with all staff that are involved in the annual budget process. In March, revenue estimates for the Measure A/Measure AA ½-Cent Transportation Sales Tax prepared based on economic analyses are presented to the TAM Board for consideration. The draft annual budget is presented to the TAM Board and released for public comments in April/May and adoption of the final budget is at TAM's May or June Board meeting.

A Historic Overview of TAM's Budget

A five-year historic look of TAM's actual revenue, expenditure and fund balance, with a comparison to the final FY2018-19 Annual Budget is presented below to provide a quick overview of the collection of revenues as well as delivery of projects/programs over the past few years. Over the last 5-year period, TAM and its partner agencies have increased delivery of some major projects/programs, mostly under the Measure A Sales Tax Projects/Programs and the Interagency Agreements categories.

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Final Budget
Revenues						
<i>Measure A Sales Tax Revenue</i>	24,086,678	25,265,790	25,702,937	25,755,762	27,507,852	26,940,000
<i>Measure B VRF Revenue</i>	2,347,339	2,333,642	2,376,492	2,399,640	2,386,486	2,400,000
<i>Cities/Town & County Contribution</i>	430,043	429,914	559,001	559,000	559,000	559,000
<i>Interest Earnings</i>	203,298	164,964	682,270	122,475	139,632	400,000
<i>BAAQMD/TFCA</i>	356,306	355,848	361,034	361,471	362,284	360,000
<i>Federal</i>	763,713	1,591,156	5,301,158	840,442	3,124,051	1,554,421
<i>State</i>	1,674,388	1,418,942	716,923	665,974	1,193,020	1,962,185
<i>Regional</i>	977,992	1,862,025	1,259,013	5,597,422	753,288	5,642,680
<i>Other Revenue</i>	22,927	-	338,130		337,770	
Total Revenues	30,862,684	33,422,281	37,296,958	36,302,186	36,363,383	39,818,286
Expenditures						
<i>Administration</i>	2,221,074	2,342,920	2,857,963	3,013,630	3,058,896	3,860,140
<i>Professional Services</i>	2,511,401	2,979,268	1,717,395	2,965,064	2,803,406	3,758,250
<i>Measure A Sales Tax Projects/Programs</i>	25,529,043	18,689,459	19,325,453	25,351,395	28,668,609	28,012,362
<i>Measure B VRF Projects/Programs</i>	3,285,753	1,547,808	1,290,574	3,632,620	1,556,536	2,372,999
<i>Interagency Agreements</i>	596,806	1,541,444	4,902,359	4,526,973	5,855,948	9,685,000
<i>TFCA Programs/Projects</i>	171,012	43,196	765,658	276,856	176,392	397,000
Total Expenditures	34,315,089	27,144,095	30,859,402	39,766,538	42,119,787	48,085,751
Net Change in Fund Balance	(3,452,405)	6,278,186	6,437,556	(3,464,352)	(5,756,404)	(8,267,465)
Ending Fund Balance	36,438,644	42,716,830	49,154,387	45,690,035	39,933,631	31,666,166

FY2019-20 Annual Budget Process and Overview

Staff officially started the FY2019-20 Annual Budget process with the in-house kickoff meeting on February 5, 2019. The following is the timeline for the FY2019-20 Annual Budget development:

February 5, 2019	Budget Kick-off Meeting
February - March 2019	Staff Budget Work at Project/Program Level
March 2019	Review and Acceptance of Measure AA/B Revenue Levels
April/May 2019	Review and Release of Draft Budget for Comments
May/June	Public Hearing and Adoption of Final Budget

Staff has also redesigned the FY2019-20 TAM Annual Budget document to give it a fresh new look and improve transparency and readability. Over the past years, TAM's budget document focused mostly on the financial element of the budgeting dimensions. The new comprehensive budget report is designed to not only present a sound financial plan, but also focus on the agency's planning, project, communication and administrative work elements for the upcoming year and present them in an easy to understand manner.

Staff is pleased to report that the agency is in a strong financial position to provide the necessary funding and cash flow support for not only all high priority transportation projects/programs managed by TAM directly, but also for many important projects/programs managed by our partner agencies. Despite the various challenges the transportation industry faces, TAM remains on solid financial footing and has been working diligently and effectively to protect and obtain valuable transportation funds for the County through various sources.

The successful passage of the Measure AA ½-Cent Transportation Sales Tax, renewal of the original Measure A, with 76.7% approval rate is a 30-year guarantee of the critical funding sources Marin needs for its transportation priorities and also a validation of the work performance of the agency from the voters of Marin.

Budget Summary

TAM's annual budget provides reasonable estimates for revenues and expenditures expected for the upcoming fiscal year. TAM's total expected revenue for FY2019-20 is \$44.82 million and total expected expenditure is \$63.90 million. Revenues are presented in the budget mostly by the source of funds, while expenditures are presented by seven main spending categories.

Please note that as a funding agency that collects the Measure A/AA ½-Cent Transportation Sales Tax, the Measure B \$10 Vehicle Registration Fee, as well as a few other small fund sources with advance payments, having budgeted expenditure over its budget revenues is not an alarming financial situation for TAM. When budgeted expenditure exceeds budgeted revenue in certain years, it simply means that TAM and its partner agencies are using prior year accumulated fund balances to deliver more projects and programs in that particular year.

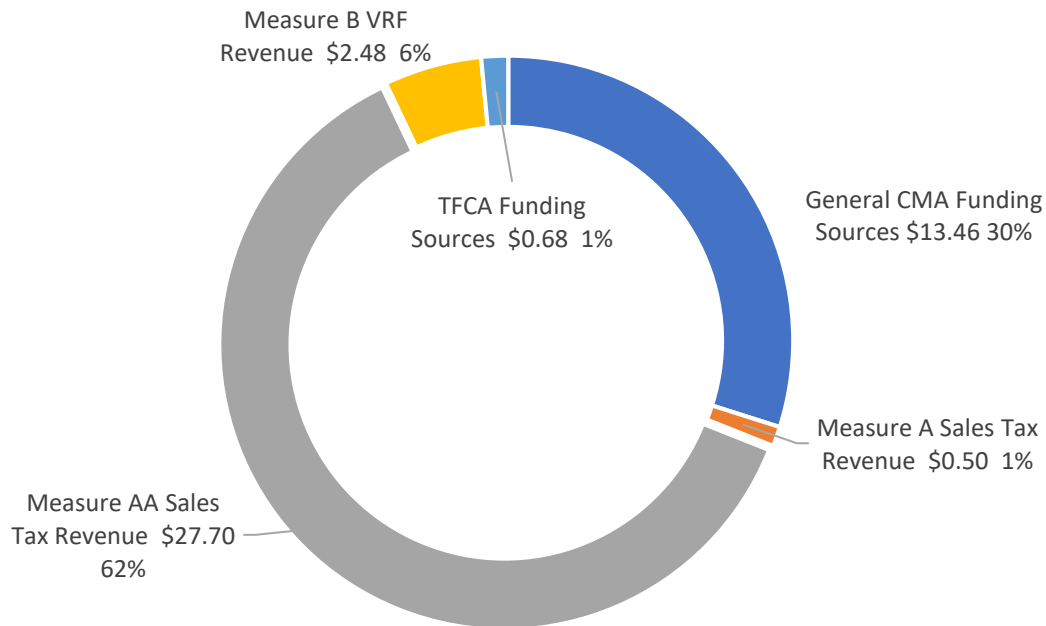
[FY2019-20 Revenue Overview](#)

As a transportation planning and funding agency, as well as the administrator of the Measure A/AA ½-Cent Transportation Sales Tax and the Measure B \$10 Vehicle Registration fee, the suite of funding sources TAM has to manage, to say the least, is complex. In FY2019-20, TAM is expecting a total of \$44.82 million in revenue. Table 1 and Chart 1 illustrate TAM's various revenue sources by source and by each of the governmental fund.

Table 1: TAM FY2019-20 Proposed Budget – Revenue

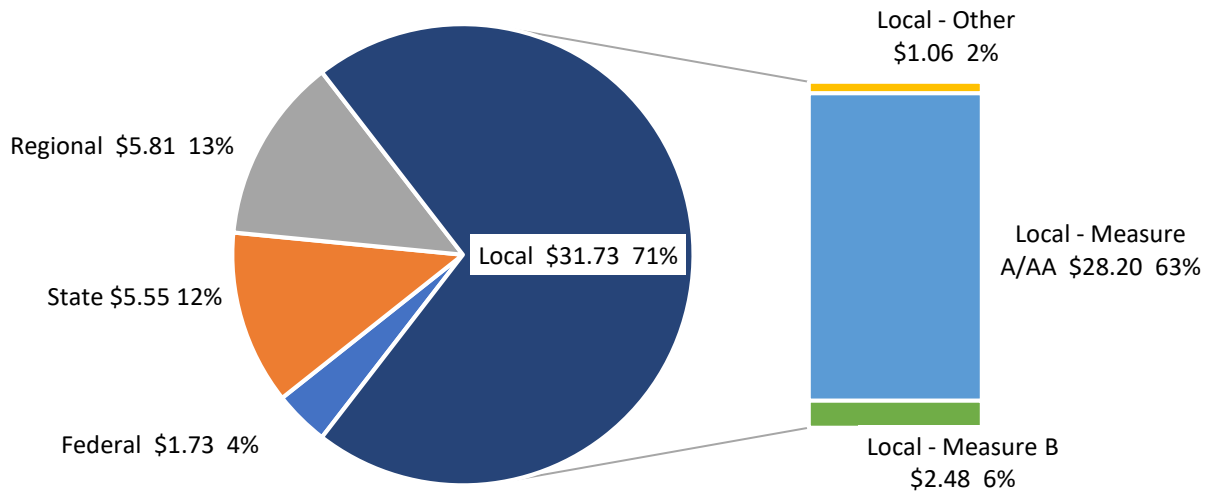
	FY2017-18 Actual	FY2018-19 Final Budget	FY2018-19 Estimated Actual	FY2019-20 Proposed Budget
Measure A/AA Sales Tax Revenue	27,507,853	26,940,000	28,300,000	27,500,000
Measure B VRF Revenue	2,386,486	2,400,000	2,400,000	2,400,000
Cities/Towns and County Contribution	559,000	559,000	559,000	559,000
Interest Revenue	777,045	400,000	1,040,000	910,000
MTC STP/CMAQ Planning Fund and OBAG Grants	629,676	1,452,023	647,006	1,039,487
MTC Regional Measure 2 Fund	753,288	5,642,680	3,449,391	5,528,889
Marin Transportation For Clean Air Funding	362,284	360,000	363,000	363,000
Regional TFCA Competitive Grant				283,637
State STIP PPM Fund	8,870	194,063	165,321	160,813
STIP/RTIP/ITIP Funds/SB1 Local Partnership	315,679	1,153,122	2,161,000	948,500
Nonmotorized Transportation Pilot Program Fund	2,332,167	37,287	16,413	19,000
MTC Climate Initiatives Program Grant	102,864	65,111	16,155	72,091
Federal STP Fund	-	-	1,400,000	600,000
Caltrans Bus On Shoulder Grant				88,000
Realized Highway 101 ROW Excess Fund	868,471	615,000	319,073	4,349,000
Realized Revenue Line Items for Prior Year	397,115	-	-	-
Total Revenue Available	37,000,799	39,818,286	40,836,358	44,821,416

**Chart 1: Proposed FY2019-20 Revenue by Fund
(Numbers in Million)**



The funding generated by all the voter-approval Expenditure Plans illustrates how important local revenues are to the transportation future of Marin County. As you can see in Chart 1.1, for FY2019-20, more than 71% of the revenue that TAM is expecting is from local sources, with 63% Measure A/AA ½-Cent Sales Tax revenue, 6% Measure B VRF revenue and 2% City/Town/County CMA Fee, Transportation for Clean Air (TFCA) fund and interests generated by TAM’s fund balance.

Chart 2: Proposed FY2019-20 Revenue By Funding Source
(Numbers in Million)



Measure AA ½-Cent Transportation Sales Tax Revenue

The voters’ strong approval of Measure AA, the 30-year extension of the Measure A ½-Cent Transportation Sales Tax, in November 2018, marked the end of the collection of Measure A revenue on March 31, 2019 and launched the start of Measure AA revenue collection on April 1, 2019.

To continue TAM’s prudent and conservative approach, staff recommended, and the TAM Board approved setting the FY2019-20 Measure AA Sales Tax revenue level at \$27.5 million at its March 28, 2019 meeting. Any excess revenue over the budget will be made available to project/program sponsors in the following year as prior year carryover funds. Based on the newest estimate provided by Avenu Insights & Analytics, TAM’s sales tax consultant team, revenue for the current year will be approximately \$28.30 million, \$1.3 million more than the \$26.94 million budgeted amount. This excess revenue will allow TAM to fully replenish the \$1.88 million reserve released in early 2017 and enable TAM to allocate additional \$1 million to funding recipients as part of the FY2019-20 Measure A/AA Strategic Plan process. Staff will also actively monitor the sales tax revenue trend and any potential economic downturn in a timely manner and update the Board if any negative adjustments are necessary.

Measure B \$10 Vehicle Registration Fee Revenue

Budgeted Measure B revenue for the current year is \$2.4 million. Staff believes that actual revenue will be close to the \$2.4 million budgeted and recommended and the TAM Board approved the \$2.4 million budget level for FY2019-20 at the March 28, 2019 TAM Board meeting.

City/Town/County CMA Fee Contribution

Expected revenue from the City/Town and County CMA contribution will be \$559,000 for FY2019-20, including the \$430,000 base fee and an additional \$129,000 as result of a temporary 5-year increase agreement to support the listed important countywide projects/programs: developing a new countywide Transportation Strategic Plan; updating TAM’s travel model to better support our local partners; working to renew the Measure A ½-Cent Transportation Sales Tax, and monitoring traffic and collecting countywide traffic data.

[History of the City/Town/County CMA Fee](#)

To support the essential functions TAM carries as the CMA of Marin, all local jurisdictions in Marin, including the County, have been making an annual fee formula-based (calculated based on 50% population and 50% lane miles share) fee contribution to TAM since the formation of the CMA. The total City/County fee fund was \$350,000 back in FY2004-05. In FY2005-06, with the full start of the Measure A ½-Cent Transportation Sales Tax program/projects, the City/County fee was increased to \$430,000 annually to help cover the cost of additional functions TAM took on both as the CMA and the sales tax administration agency of the County.

While TAM has been efficiently utilizing the funding support from all the local jurisdictions, the continuing growth of the responsibilities of the agency, mostly as the CMA of the County, resulted in the agency reaching out to our local partners in early 2015 for additional funding support. After several months of negotiation, all local jurisdictions agreed to a temporary 30% (\$129,000 per year) increase over a 5-year period, which provided TAM a total of \$645,000 to support the critical county-wide transportation efforts mentioned above. The temporary increase took effective in FY2015-16 and FY2019-20 is the last year of the 5-year period.

[MTC STP/CMAQ Planning and OBAG Grant Funds](#)

TAM received a share of planning funds consistent with recent years through the MTC One Bay Area Grants (OBAG) Cycle 2 process. The current fund agreement with MTC covers the core CMA staffing and planning function needs. It's a 10-year agreement which provides fund from FY2017-18 to FY2026-27. These revenue items are reimbursement based. About \$1.03 million in revenue is expected for this line item based on the work planned. The total realized revenue will depend on actual programming and project expenditures in FY2019-20.

[MTC Regional Measure 2 Revenue](#)

TAM expects a total of \$5.53 million in Regional Measure 2 (RM2) funds for the work related to the North/South Greenway project. Funding will be used for environmental document approval and preliminary engineering in the Southern Segment, and final design work, permits and construction in the Northern Segment.

[Transportation Funding for Clean Air](#)

TAM receives 40% of the TFCA fund, a \$4 statewide vehicle registration fee, as Marin's local share every year. This fund is collected and distributed to TAM in advance every year. Based on the actual revenue received for FY2018-19, a total of \$0.36 million is estimated for FY2019-20.

In FY2019-20, TAM is also expecting \$0.28 million in TFCA fund from the 60% regional share that the Bay Area Air Quality Management District receives and then distributes to qualified projects/programs in the region through its grant process. TAM was awarded this grant through a competitive grant application process for the construction of the Northern Segment of the North/South Greenway project.

[State STIP PPM Fund](#)

About \$0.16 million STIP/PPM funds is expected to be spent and reimbursed in FY2019-20 for STIP Planning, Programming and Monitoring related activities, mostly staff support.

[STIP/RTIP/ITIP Funds/SB1 Local Partnership](#)

For various Marin Sonoma Narrows (MSN) construction and Highway 101 Gap Closure Mitigation projects, a total of \$0.45 million is expected to be spent and reimbursed with STIP/RTIP funds and additional \$0.5 million with SB 1 Local Partnership funds in FY2019-20. All expected funds have been fully allocated by the California Transportation Commission (CTC).

Non-motorized Transportation Pilot Program Fund

TAM received \$60,000 in Non-motorized Transportation Pilot Program (NTPP) funds from the County for the Street Smarts Program. The remainder of this grant, approximately \$19,000, is expected to be spent and reimbursed for eligible expenditures of the Street Smarts Program implementation effort in FY2019-20.

MTC Climate Initiatives Program Grant/CMAQ

TAM staff received this MTC grant for the Carshare Pilot Program. About \$81,000 of grant will be spent and reimbursed on TAM’s outreach and promotion of the Carshare Program, along with information presented to the public as part of the Marin Commutes public engagement program which increases awareness of alternative transportation modes including car sharing.

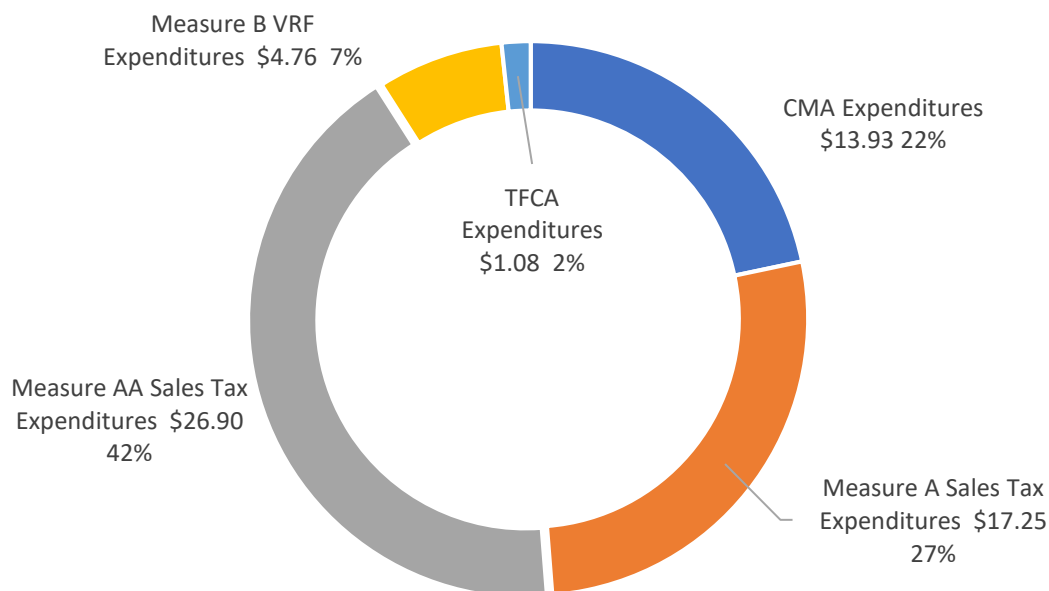
Realized Highway 101 ROW Excess Fund

TAM programmed \$3.13 million of the total \$6.88 million of the excess right of way sale proceeds from the Highway 101 Gap Closure Project as part of OBAG 2 process to various projects. A total of \$599,000 of the \$3.13 million programmed is expected to be spent in FY2019-20 based on project schedules provided. As part of the FY2019-20 budget process, staff recommends allocating the remaining \$3.75 million to meet the design, permits and right of way needs for MSN. In this case, those deferred revenues will become earned revenues in FY2019-20.

FY2019-20 Expenditure Overview

In FY2019-20, with the support and cooperation of our federal, state, regional and local partners, TAM is expected to deliver a total of \$63.90 million in projects, programs and services under the major spending categories of the agency: Administration; Professional Services, Measure A Sales Tax Programs/Projects; Measure AA Sales Tax Programs/Projects; Measure B VRF Programs; Interagency Agreements and TFCA Programs and Projects. Chart 2 illustrates the total expenditures by each of the governmental fund.

Chart 3: Propsoed FY2019-20 Expenditure by Fund
(Numbers in Million)



Administration

Compared to the FY2018-19 budget, total expenditures under the Administration category is approximately \$357,074 (10%) lower. Majority of the savings are due to the completion of the one-time payment to CalPERS which paid off TAM’s pension liability in FY2018-19, along with potential savings from other small budget lines, such Office Supplies, Human Resource/Board Support, etc.

Table 2.1: TAM FY2019-20 Proposed Budget – Expenditure/Administration

	FY2017-18 Actual	FY2018-19 Final Budget	FY2018-19 Estimated Actual	FY2019-20 Proposed Budget
Salaries & Benefits	2,339,827	2,481,774	2,451,336	2,600,596
Pension and OPEB Section 115 Trust Pre-Funding	-	157,470	-	157,470
Office Lease	248,025	260,000	252,000	260,000
Agencywide IT and Computer Equipment Upgrade	39,129	10,000	8,500	10,000
Equipment Purchase/Lease	7,840	10,000	9,000	10,000
Telephone/Internet/ Web Hosting Services	20,803	25,000	25,000	25,000
Office Supplies	30,721	40,000	20,215	31,000
Updates and Technical Support for TAM Website	44,716	20,000	15,000	20,000
Classification Study	-	30,000	-	30,000
Insurance	5,878	12,000	9,512	11,000
Financial Audit	18,000	20,000	19,000	20,000
Legal Services	60,651	70,000	60,622	80,000
Document/Video/Marketing Material Production	20,528	61,000	21,125	45,000
Memberships	18,044	25,000	20,330	25,000
Travel/Meetings/Conferences	33,314	42,500	23,285	40,000
Professional Development	1,187	6,000	5,228	8,000
Human Resources/Board Support	80,550	110,000	80,000	60,000
Information Technology Support	50,023	45,000	26,000	45,000
Annual Support & Upgrade of Financial System	14,216	15,000	8,623	10,000
Misc. Expenses	25,445	20,500	10,345	15,000
Expired Expenditure Line Items	-	398,896	398,050	-
Subtotal, Administration	3,058,898	3,860,140	3,463,171	3,503,066

FY2019-20 Staffing Level and Salary & Benefit Costs

As of January 1, 2018, TAM directly hires all employees and administers the benefits provided. TAM entered into direct contract with CalPERS to provide its employees retirement benefits as well as health benefits.

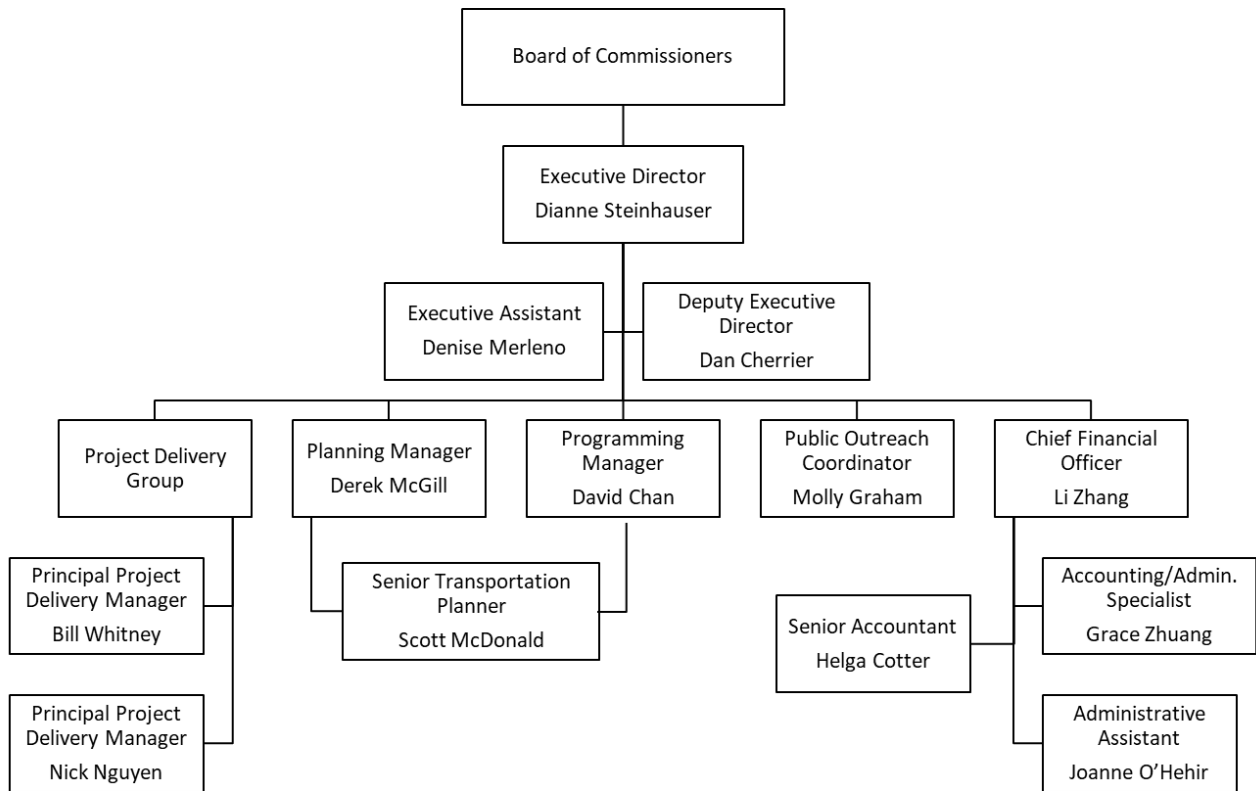
TAM currently has a total of 12.8 full-time equivalent (FTE) positions as shown in Chart 4: TAM Organization Chart. With the implementation of all the new projects/programs under Measure AA, TAM expects increases in workload. However, to be financially prudent, staff recommends keeping the same staff level in FY2019-20 at this time point. On the other hand, staff recommends that the new Executive Director conducts a thorough overview of the agency’s work priorities and incorporates this into the agency’s long overdue classification and compensation study and bring any necessary staff level adjustments to the TAM Board at that time.

Based on the current 12.8 FTE staff level, with the anticipation that the retiring Executive Director will stay on payroll using earn paid leave until late September and the new Executive Director will start as of July 1, 2019, and assuming a potential 3% Cost of Living Adjustment (COLA) increase subject to Board approval during the budget adoption, the proposed FY2019-20 Salaries and Benefits costs will be \$4.8% higher than what’s budgeted for the current year. Keep in mind that most of TAM’s employees have been with the agency for a long time and reached the top of their current pay ranges. Therefore, the total Salaries and Benefits cost increase, with an assumed 3% COLA increase and a higher salary for the new Executive Director, is only about \$118,000 or 4.8% higher, compared to the FY2018-19 estimated actual, which is very close to the budgeted amount.

[2019 Cost of Living Adjustment Review](#)

Starting with the FY2016-17 budget cycle, the TAM Board approved the first 3% COLA of the agency since 2004. As part of the FY2016-17 budget review and approval process, the TAM Board also agreed to consider the approval of COLA adjustments during the review of each budget cycle and approved two additional 3% COLA adjustments during the FY2017-18 and FY2018-19 budget approval processes. The proposed FY2019-20 Salaries and Benefits cost assumes a 3% COLA for 2019, which is subject to the TAM Board approval. According to the data released by the Bureau of Labor Statistics, as of April 2019, Consumer Price Index (CPI) for the San Francisco Bay Area is up 4% from a year ago. Staff surveyed the 17 comparable agencies TAM used in the prior years, including other Congestion Management Agency/Sales Tax Authority in the region, as well as local jurisdictions in Marin. Out of the 15 agencies that responded to TAM’s survey, 12 agencies are provided CPI adjustment range from 2% to 3.72%, one is pending negotiation, two do not offer annual CPI increase. Out of the 12 agencies with CPI increases, 10 of them offer a CPI increase at 3% or more.

**Transportation Authority of Marin Organization Chart
(As of June 2019)**



Please note that Chief Financial Officer Li Zhang will move into the Deputy Executive Director role as of July 1, 2019 as part of TAM’s deputy rotation plan.

Professional Services

Compared to the FY2018-19 budget, the proposed expenditure level for the Professional Services category is \$1.0 million (27%) lower in FY2019-20. TAM is finishing up various capital projects, including a few major MSN Projects in FY2018-19 and is planning for a suite of new projects/programs in FY2019-20.

Table 2.2: TAM FY2019-20 Proposed Budget – Expenditure/Professional Services

	FY2017-18 Actual	FY2018-19 Final Budget	FY2018-19 Estimated Actual	FY2019-20 Proposed Budget
Bellam Blvd 101 Off-ramp Improvements - Design & R/W	275,123	350,000	320,000	250,000
SFD Flyover Bike Path Barrier				100,000
CMP Update/Traffic Monitoring	56,389	60,000	50,000	60,000
Travel Model Maintenance & Update	92,020	250,000	180,000	80,000
Traffic Monitoring and Reporting	15,000	25,000	25,000	25,000
Project Management Oversight	379,889	488,000	240,000	400,000
MSN Phase 2 HOV Lane ROW/Utility Relocation & Design	180,927	1,100,000	2,020,000	1,100,000
MSN San Antonio Curve Correction Construction Support	85,175	150,000	135,000	40,000
HOV Gap Closure Mitigation - Brookdale /Maintenance	6,750	10,000	6,000	6,000
State Legislative Assistance	36,750	40,250	40,250	42,000
Financial Advisor/Sales Tax Audit Services	7,138	20,000	2,625	20,000
North-South Greenway Gap Closure / PS&E & CM Services	442,759	700,000	600,000	400,000
Public Outreach Service Support	39,174	45,000	30,000	45,000
Street Smart Program Implementation	13,500	35,000	16,000	19,000
CMFC Onsite Re-Vegetation Mitigation Monitoring and Reporting	3,603	10,000	2,000	2,500
Bus On Shoulder Feasibility Study				100,000
Consulting Pool	103,729	70,000	45,000	70,000
Expired Expenditure Line Items	1,078,636	405,000	319,809	-
Subtotal, Professional Services	2,816,560	3,758,250	4,031,684	2,759,500

Measure A Sale Tax Programs/Projects

The approval of the Measure AA ½-Cent Transportation Sales Tax Expenditure Plan by the Marin voters in November 2018 marked the end of Measure A revenue collection as of March 31, 2019. However, many of the Measure A projects/programs will continue with the fund balance accumulated over the years. For this reason, both the Measure A and AA Sales Tax Program/Projects will be included in TAM’s annual budget for the next few years.

For FY2019-20, under Measure A Program/Projects, \$20,000 is budgeted to meet the continuing needs of the compliance audit effort. Out of the interest revenue, \$100,000 is budgeted for Regional Bike/Ped Path maintenance and \$10,000 for the SMART insurance policy cost needed for the Central Marin Ferry Connector project. As part of the Strategic Plan update process, staff is also working on an interest use policy that would reserve the uncommitted interest funds for project cost overrun and will bring that to the TAM Board for review under the Strategic Plan Update item.

Marin Transit, the sole recipient under Strategy 1, will claim a total of \$18.77 million in FY2019-20 for its operation and capital needs. With the transition from Measure A to AA, for transit needs that are eligible under both Measure A and AA, TAM will apply the request to Marin Transit’s carryover under Measure A first, then the balance will be applied to new Measure AA funding. Based on the estimated FY2018-19 expenditure numbers provided by Marin Transit staff and the current FY2018-19 sales tax revenue expected, TAM staff has the following preliminary estimates for the FY2019-20 budget.

Table 3: Preliminary Marin Transit FY2019-20 Measure A/AA Funding Request

	MT Request	Measure A	Measure AA	Total
Local Bus Transit Service	9,600,000	2,015,600	7,584,400	9,600,000
Rural Bus Transit System	948,639	-	948,639	948,639
Special Needs Transit Services	2,809,000	-	2,809,000	2,809,000
School Transit Service	1,120,000	-	1,120,000	1,120,000
Bus Transit Facilities	4,292,647	3,268,500	1,024,147	4,292,647
Total	18,770,286	5,284,100	13,486,186	18,770,286

Under Strategy 2, TAM has paid off the MTC loan which was secured for the cash flow needs of the Highway 101 Gap Closure Project as well as the related Caltrans construction support costs. The only remaining category under Strategy 2 is the STP/STP-HIP Swap Project category. All other swap projects are completed with the exception of \$484,000, which was reserved for the County of Marin HIP Project but was redirected to the City of San Rafael's Grand Ave Bridge Project, and \$300,000 is scheduled to be reimbursed in FY2018-19 but likely will be delayed into FY2019-20.

Under Strategy 3, \$3.80 million is budgeted to meet the reimbursement needs of active Major Road projects, and \$2.44 million is budgeted to be distributed to local jurisdictions for Local Streets and Roads projects.

Under Strategy 4, \$550,000 is set aside for the Safe Routes to Schools Education and Encouragement programs, \$350,000 for crossing guard services and crossing guard count services, and \$1.25 million for Safe Pathways plan development and capital project cost reimbursements.

Table 2.3: TAM FY2019-20 Proposed Budget – Expenditure/Measure A Sales Tax Programs/Projects

	FY2017-18 Actual	FY2018-19 Final Budget	FY2018-19 Estimated Actual	FY2019-20 Proposed Budget
Measure A Compliance Audit	10,500	20,000	11,500	20,000
Bike/Ped Path Maintenance	48,796	166,000	60,000	100,000
Central Marin Ferry Connector - SMART Insurance Policy	14,349	25,000	15,000	10,000
Strategy 1 - Transit	16,708,511	18,061,751	14,035,400	5,284,100
Strategy 1.1 - Local Bus Transit Service	9,960,852	10,400,000	9,860,000	2,015,600
Strategy 1.2 - Rural Bus Transit System	1,139,691	990,000	990,000	-
Strategy 1.3 - Special Needs Transit Services	2,154,534	2,721,751	2,535,400	-
Strategy 1.4 - Bus Transit Facilities	3,453,434	3,950,000	650,000	3,268,500
Strategy 2 - Hwy 101 Gap Closure	1,211,798	400,000	100,000	300,000
STP/HIP Swap Project	1,211,798	400,000	100,000	300,000
Strategy 3 - Local Transportation Infrastructure	7,561,452	5,551,611	4,301,611	6,243,544
Strategy 3.1 - Major Roads	4,260,337	2,250,000	1,000,000	3,800,000
Strategy 3.2 - Local Roads	3,301,115	3,301,611	3,301,611	2,443,544
Strategy 4 - Safer Access to Schools	3,028,050	3,703,000	3,163,000	2,151,000
Strategy 4.1 - Safe Routes to Schools	711,337	823,000	823,000	550,000
Strategy 4.2 - Crossing Guards	1,366,924	1,530,000	1,240,000	350,000
Strategy 4.3 - Safe Pathways To School				
Safe Pathways Plan Development	203,144	100,000	100,000	-
Safe Pathway Capital Projects	746,645	1,250,000	1,000,000	1,251,000
Expired Expenditure Line Items	85,000	85,000	85,000	-
Subtotal, Measure A Programs/Projects	28,668,456	28,012,362	21,771,511	14,108,644

Measure AA Sale Tax Programs/Projects

Staff is pleased to start the implementation of the projects/programs under Measure AA while continuing the delivery of the projects/programs under Measure A and managing the transition of projects/programs eligible

under both expenditure plans. Due to the typical uncertainties associated with budgeting and project/program delivery, it will be hard to split the expenditures under Measure A and AA for the project/program that are eligible for both Measure A and AA. The split is estimated based on current available information and may change during the budget year. Staff will monitor the progress of all spending closely and adjust the split when necessary during the year.

Under Category 1, Reduce Congestion, a total of \$4.6 million of work is planned for FY2019-20, including \$2.8 million to support MSN Phase 2 HOV Lane right of way, utility relocation and design work, \$1.4 million for the Project Initiation Document (PID) & Project Approval and environmental Document (PA&ED) of the 580/101 Director Connector and \$400,000 for studies related to interchange enhancement and traffic demand management.

Under Category 2, Local Transportation Infrastructure, TAM will release \$1.35 million local roads funds collected as the last quarter of FY2018-19 and expects to spend \$50,000 on sea-level rise and \$141,000 on innovative technology study and support. Staff will bring those two new programs to the TAM Board for thorough discussion in the near future.

Under Category 3, Safer Access to Schools, \$1.74 million is expected to be needed under Measure AA after fully spending the funds under Measure A. These funds will be spent on Safe Routes to Schools Education and Encouragement programs (\$400,000) and the Crossing Guard program (\$1.34 million).

Under Category 4, Transit, as illustrated under the Measure A Strategy 1 section, \$13.49 million of Marin Transit’s total \$18.77 million requested amount for FY2019-20 will be applied under Measure AA. Golden Gate Transit also is expected to claim its share of \$112,000 to support local access to ferry services and regional transit.

Table 2.4: TAM FY2019-20 Proposed Budget – Expenditure/Measure AA Sales Tax Programs/Projects

	FY2017-18 Actual	FY2018-19 Final Budget	FY2018-19 Estimated Actual	FY2019-20 Proposed Budget
Category 1: Reduce Congestion	-	-	-	4,600,000
<i>Category 1.1 - Completion of Marin-Sonoma Narrows MSN Phase 2 HOV Lane ROW/Utility Relocation & Design</i>				2,800,000
<i>Category 1.2 - Match for Completion of 101/580 Direct Connector 580/101 Direct Connector Project PID & PAED</i>				1,400,000
<i>Category 1.3 - Enhance Interchanges</i>				350,000
<i>Category 1.4 - Traffic Demand Management</i>				50,000
Category 2: Local Transportation Infrastructure	-	-	-	2,190,425
<i>Category 2.1 - Local Roads</i>				1,349,425
<i>Category 2.2 - Safe Pathways</i>				650,000
<i>Category 2.3 - Sea Level Rise</i>				50,000
<i>Category 2.4 - Innovative Technology</i>				141,000
Category 3: Safer Access to Schools	-	-	-	1,740,000
<i>Category 3.1 - Safe Routes to Schools</i>				400,000
<i>Category 3.2 - Crossing Guards</i>				1,340,000
<i>Category 3.3 - Safe Pathway Capital Projects</i>				-
Category 4: Transit	-	-	-	13,598,186
<i>Category 4.1 - Local Bus Transit Service</i>				7,584,400
<i>Category 4.2 - Rural Bus Transit Service</i>				948,639
<i>Category 4.3 - Special Needs Transit Service</i>				2,809,000
<i>Category 4.4 - School Transit Service</i>				1,120,000
<i>Category 4.5 - Bus Transit Facilities</i>				1,024,147
<i>Category 4.6 - Expand Access to Transit</i>				112,000
Subtotal, Measure AA Programs/Projects				22,128,611

Measure B VRF Programs

All expected programs for the upcoming fiscal year under the Measure B Expenditure Plan are presented under the Measure B VRF Programs category. The expected expenditure level for FY2019-20 is \$4.68 million, much higher than the \$2.52 million budgeted in FY2018-19. The increase is mostly due to the release of Element 1.1, Local Streets funds, which is distributed every three years. For Element 1.2, Bike/Pedestrian Pathways Maintenance, about \$114,000 will be programmed and allocated in FY2019-20. Marin Transit is planning to expand its programs under Element 2, Improving Transit for Seniors and People with Disabilities, and will claim a total of \$1.17 million for FY2019-20. Proposed funding level for Element 3, Reduce Congestion and Pollution, in FY2019-20 is \$0.87 million, which is for a share of the Crossing Guard program, various employer/employee TDM programs under Marin Commnutes, and for the alternative fuels/ electric vehicle support programs.

Table 2.5: TAM FY2019-20 Proposed Budget – Expenditure/Measure B VRF Programs

	FY2017-18 Actual	FY2018-19 Final Budget	FY2018-19 Estimated Actual	FY2019-20 Proposed Budget
<u>Element 1 - Maintain Local Streets & Pathways</u>	72,050	114,000	75,000	2,528,821
<i>Element 1.1 - Local Streets</i>	-	-	-	2,414,821
<i>Element 1.2 - Bike/Ped Pathways</i>	72,050	114,000	75,000	114,000
<u>Element 2 - Seniors & Disabled Mobility</u>	957,016	1,120,000	950,000	1,245,000
<i>Element 2.1 - Mobility Management Programs</i>	159,019	140,000	50,000	140,000
<i>Element 2.2 - Paratransit & Low-Income Scholarships</i>	206,259	235,000	200,000	235,000
<i>Element 2.3 - Paratransit Plus</i>	476,065	600,000	600,000	700,000
<i>Element 2.4 - Volunteer Drive & Gap Grant</i>	115,673	145,000	100,000	170,000
<u>Element 3 - Reduce Congestion & Pollution</u>	527,472	1,138,999	1,138,999	870,000
<i>Element 3.1 - Safe Routes to School/Street Smart Program</i>	286,326	345,000	345,000	175,000
<i>Element 3.2 - Commute Alternative Programs</i>	180,724	358,999	358,999	350,000
<i>Element 3.3 - Alternative Fuel Vehicle Program</i>	60,423	435,000	435,000	345,000
Subtotal, Measure B Programs	1,556,538	2,372,999	2,163,999	4,643,821

Interagency Agreements

The Interagency Agreements category covers fund agreements between TAM and its transportation partners for the implementation of various transportation projects/programs. It includes a total of \$15.71 million for FY2019-20, of which, the majority contract services and construction related funding agreements with various agencies that will help TAM delivery the North/South Greenway and the Bellam Boulevard Construction project.

Table 2.6: TAM FY2019-20 Proposed Budget – Expenditure/Interagency Agreements

	FY2017-18 Actual	FY2018-19 Final Budget	FY2018-19 Estimated Actual	FY2019-20 Proposed Budget
North-South Greenway (Southern Segment)- County Project Management	207,418	250,000	100,000	150,000
North-South Greenway (Northern Segment) Cooperative Agreement with Caltrans for Construction	-	2,000,000	-	5,000,000
HOV Gap Closure Offsite Landscaping Mitigation Funding Agreement - Caltrans	-	400,000	-	400,000
Funding Agreement with County of Marin for Bellam Boulevard Construction and Construction Management	-	1,800,000	44,000	3,955,000
County Lower Marin City Drainage Study Agreement	29,388	50,000	50,000	45,000
Novato Pedestrian Access to Transit and Crosswalk Improvement Project Agreement	-	151,000	-	318,000
Marin Transit Bus Facility Lease or Purchase Fund Contribution				1,100,000
Sausalito - Gate 6 Bridgeway Intersection Improvements	83,536	47,000	-	73,000
Corte Madera - Tamal Vista Blvd Bike/Ped Improvements		526,000	-	526,000
San Anselmo-Hub Reconfiguration Phase I Study	-	309,000	-	309,000
Marin County/Caltrans Planning Grant Match Manzanita & Southern Marin Flooding	-	21,000	-	24,000
San Rafael - Canal Neighborhood CBTP		20,000	20,000	55,000
Caltrans - MSN Phase 2 HOV Lanes ROW and Construction Support				3,750,000
Expired Expenditure Line Items	5,522,606	4,111,000	3,840,272	-
Subtotal, Interagency Agreements	5,842,948	9,685,000	4,054,272	15,705,000

TFCA Programs/Projects

This category includes anticipated reimbursement requests for various TFCA capital projects funded by the Marin Local TFCA funding at \$768,000, and a regional TFCA grant at \$283,637 for the construction work of the North/South Greenway project.

Table 2.7: TAM FY2019-20 Proposed Budget – Expenditure/TFCA Programs/Projects

	FY2017-18 Actual	FY2018-19 Final Budget	FY2018-19 Estimated Actual	FY2019-20 Proposed Budget
North/South Greenway Construction				283,637
TFCA - Reimbursement of Various Capital Projects	176,392	397,000	-	768,000
Subtotal, TFCA Programs/Projects	176,392	397,000	-	1,051,637

More detailed assumptions for each of the budget lines are included in Appendix 2: TAM Budget Assumption Sheet.

Proposed FY2019-20 Annual Budget by Fund

With the passage of Measure AA, extension of the Measure A ½-Cent Transportation Sales Tax, TAM now has a total of five active major governmental funds. The budget represents the process through which policies decisions are made, implemented and controlled by fund. On the other hand, budget authorities can be adjusted during the year according to the budget amendment policy. Accordingly, the legal level of budgetary control by TAM is the total expenditures at the agency level, if the adjustments among the different funds are in compliance with the expenditure requirements of each fund. This section of the budget document provides the details of the FY2019-20 budget at the individual fund level. The budget at the fund level presents the spending priorities in the upcoming fiscal year and provides the specific information by fund.

Measure A Fund Budget

The Measure A Fund accounts for revenues and expenditures for the projects and programs set forth by the voters in the Measure A ½-Cent Transportation Sales Tax Expenditure Plan, approved by Marin voters in November 2004, and further described in the TAM Measure A Strategic Plan, initially adopted in June 2006, and updated on a biennial basis, though annual updates of revenue and expenditure sheets. On April 1, 2019, collection of the Measure A ½-Cent Transportation Sales Tax was replaced by Measure AA, the renewal of the Measure A that was approved by the Marin Voter in November 2018.

Measure AA Fund Budget

The Measure AA Fund accounts for revenues and expenditures for the projects and programs set forth by the voters in Measure AA ½-Cent Transportation Sales Tax Expenditure Plan, approved by Marin voters in November 2018, and further described in the TAM Measure A Strategic Plan, while will be brought forward to the TAM Board for review as a separate action in May 2019.

Measure B Fund Budget

The Measure B Fund accounts for revenues and expenditures for the projects and programs set forth by the voters in the Measure B Vehicle Registration Fee Expenditure Plan, approved by Marin voters in November 2010, and further described in the TAM Measure B Strategic Plan, initially adopted in July 2011, and updated as needed.

CMA Fund Budget

The CMA Fund accounts for revenues and expenditures for TAM's congestion management activities, primarily the local planning and programming work elements. Major revenue sources for this fund are various federal, state, regional and the City/County Fee revenues.

TFCA Fund Budget

The TFCA fund accounts for revenues and expenditures for the TFCA capital grant TAM receives from the Bay Area Air Quality Management District (BAAQMD). The purpose of the TFCA grant is to fund capital improvements that can contribute to the improvement of air quality, and studies related to the monitoring of air quality control. A discrete amount of TFCA is available for management of the local program.

Table 4: Proposed FY2019-20 Annual Budget - Measure A 1/2-Cent Transportation Sales Tax

	FY2017-18 Actual	FY2018-19 Final Budget	FY2018-19 Actual Estimated	FY2019-20 Proposed Budget
<i>Beginning Balance</i>	<i>40,185,352</i>	<i>33,645,375</i>	<i>33,645,375</i>	<i>31,088,239</i>
REVENUE				
Measure A Sales Tax	27,507,853	26,940,000	21,225,000	-
Interest Revenue	649,791	300,000	700,000	500,000
<i>Total Revenue Available</i>	<i>28,157,643</i>	<i>27,240,000</i>	<i>21,925,000</i>	<i>500,000</i>
EXPENDITURES				
Administration				
Salaries & Benefits	1,139,294	993,330	1,048,441	248,049
Office Lease	248,025	260,000	252,000	260,000
Agency IT Related Equipment Upgrade	39,129	10,000	8,500	10,000
Equipment Purchase/Lease	7,840	10,000	9,000	10,000
Telephone/Internet/ Web Hosting Services	20,803	25,000	25,000	25,000
Office Supplies	29,479	30,000	18,615	25,000
Updates and Technical Support for TAM Website	44,716	20,000	15,000	20,000
Classification Study	-	30,000	-	30,000
Insurance	5,878	12,000	9,512	11,000
Financial Audit	18,000	20,000	19,000	20,000
Legal Services	24,695	30,000	20,000	30,000
Document/Video/Marketing Material Production	9,808	16,000	5,660	20,000
Memberships	5,942	5,000	5,330	5,000
Travel/Meetings/Conferences	21,195	25,000	14,994	20,000
Professional Development	1,187	3,500	5,228	5,000
Human Resources/Board Support	69,652	75,000	50,000	50,000
Information Technology Support	50,023	45,000	26,000	45,000
Annual Support & Upgrade of Financial System	14,216	15,000	8,623	10,000
Misc. Expenses	9,776	15,000	8,000	10,000
<i>Expired Expenditure Line Items</i>	<i>-</i>	<i>5,000</i>	<i>4,154</i>	<i>-</i>
<i>Subtotal, Administration</i>	<i>1,759,656</i>	<i>1,644,830</i>	<i>1,553,058</i>	<i>854,049</i>
Professional Services				
Bellam Blvd 101 Off-ramp Improvements - Design & R/W	275,123	350,000	320,000	250,000
SFD Flyover Bike Path Barrier				100,000
Project Management Oversight	107,110	318,000	90,000	100,000
Financial Advisor/Sales Tax Audit Services	5,000	10,000	2,625	10,000
North-South Greenway Gap Closure / PS&E & Services	-	400,000	300,000	100,000
Public Outreach Support		15,000	5,000	15,000
Consulting Pool	11,246	45,000	45,000	45,000
<i>Expired Expenditure Line Items</i>	<i>835,100</i>	<i>293,500</i>	<i>293,435</i>	<i>-</i>
<i>Subtotal, Professional Services</i>	<i>1,233,579</i>	<i>1,431,500</i>	<i>1,056,060</i>	<i>620,000</i>
Measure A Sales Tax Programs/Projects				
Measure A Compliance Audit	10,500	20,000	11,500	20,000
Bike/Ped Path Maintenance	48,796	166,000	60,000	100,000
Central Marin Ferry Connector - SMART Insurance Policy	14,349	25,000	15,000	10,000
<i>Strategy 1 - Transit</i>	<i>16,708,511</i>	<i>18,061,751</i>	<i>14,035,400</i>	<i>5,284,100</i>
<i>Strategy 1.1 - Local Bus Transit Service</i>	<i>9,960,852</i>	<i>10,400,000</i>	<i>9,860,000</i>	<i>2,015,600</i>
<i>Strategy 1.2 - Rural Bus Transit System</i>	<i>1,139,691</i>	<i>990,000</i>	<i>990,000</i>	<i>-</i>
<i>Strategy 1.3 - Special Needs Transit Services</i>	<i>2,154,534</i>	<i>2,721,751</i>	<i>2,535,400</i>	<i>-</i>
<i>Strategy 1.4 - Bus Transit Facilities</i>	<i>3,453,434</i>	<i>3,950,000</i>	<i>650,000</i>	<i>3,268,500</i>

**Table 4: Proposed FY2019-20 Annual Budget - Measure A 1/2-Cent Transportation Sales Tax
(Continued)**

	FY2017-18 Actual	FY2018-19 Final Budget	FY2018-19 Actual Estimated	FY2019-20 Proposed Budget
<u>Beginning Balance</u>	<u>40,185,352</u>	<u>33,645,375</u>	<u>33,645,375</u>	<u>31,088,239</u>
Strategy 2 - Hwy 101 Gap Closure	1,211,798	400,000	100,000	300,000
STP/HIP Swap Project	1,211,798	400,000	100,000	300,000
<u>Strategy 3 - Local Transportation Infrastructure</u>	<u>7,561,452</u>	<u>5,551,611</u>	<u>4,301,611</u>	<u>6,243,544</u>
Strategy 3.1 - Major Roads	4,260,337	2,250,000	1,000,000	3,800,000
Strategy 3.2 - Local Roads	3,301,115	3,301,611	3,301,611	2,443,544
<u>Strategy 4 - Safer Access to Schools.</u>	<u>3,028,050</u>	<u>3,703,000</u>	<u>3,163,000</u>	<u>2,151,000</u>
Strategy 4.1 - Safe Routes to Schools	711,337	823,000	823,000	550,000
Strategy 4.2 - Crossing Guards	1,366,924	1,530,000	1,240,000	350,000
Strategy 4.3 - Safe Pathways To School				
Safe Pathways Plan Development	203,144	100,000	100,000	-
Safe Pathway Capital Projects	746,645	1,250,000	1,000,000	1,251,000
Expired Expenditure Line Items	85,000	85,000	85,000	-
<u>Subtotal, Measure A Programs/Projects</u>	<u>28,668,456</u>	<u>28,012,362</u>	<u>21,771,511</u>	<u>14,108,644</u>
<u>Interagency Agreements</u>				
Funding Agreement with County of Marin for Bellam Boulevard Construction and Construction Management	-	1,800,000	44,000	200,000
County Lower Marin City Drainage Study Agreement	29,388	50,000	50,000	45,000
Novato Pedestrian Access to Transit and Crosswalk Improvement Project Agreement	-	151,000	-	318,000
Marin Transit Bus Facility Lease or Purchase Fund Contribution	-	-	-	1,100,000
Expired Expenditure Line Items	2,454,993	200,000	7,507	
<u>Subtotal, Interagency Agreement</u>	<u>2,484,381</u>	<u>2,201,000</u>	<u>101,507</u>	<u>1,663,000</u>
<u>Total Expenditures</u>	<u>34,146,072</u>	<u>33,289,692</u>	<u>24,482,135</u>	<u>17,245,693</u>
<u>Net Change in Fund Balance</u>	<u>(6,539,977)</u>	<u>(6,049,692)</u>	<u>(2,557,135)</u>	<u>(16,745,693)</u>
<u>Ending Balance</u>	<u>33,645,375</u>	<u>27,595,683</u>	<u>31,088,239</u>	<u>14,342,546</u>

Table 5: Proposed FY2019-20 Annual Budget - Measure AA 1/2-Cent Transportation Sales Tax

	FY2017-18 Actual	FY2018-19 Final Budget	FY2018-19 Actual Estimated	FY2019-20 Proposed Budget
<u>Beginning Balance</u>		-	-	7,115,000
REVENUE				
Measure AA Sales Tax			7,075,000	27,500,000
Interest Revenue			40,000	200,000
<u>Total Revenue Available</u>	-	-	7,115,000	27,700,000
EXPENDITURES				
Administration				
Salaries & Benefits				736,990
<u>Subtotal, Administration</u>	-	-		736,990
Professional Services				
Project Management Oversight				275,000
<u>Subtotal, Professional Services</u>	-	-		275,000
Measure AA Sales Tax Programs/Projects				
<u>Category 1: Reduce Congestion</u>	-	-	-	4,600,000
<i>Category 1.1 - Completion of Marin-Sonoma Narrows MSN Phase 2 HOV Lane ROW/Utility Relocation & Design</i>				2,800,000
<i>Category 1.2 - Match for Completion of 101/580 Direct Connector 580/101 Direct Connector Project PID & PAED</i>				-
<i>Category 1.3 - Enhance Interchanges</i>				1,400,000
<i>Category 1.4 - Traffic Demand Management</i>				350,000
				50,000
<u>Category 2: Local Transportation Infrastructure</u>	-	-	-	2,190,425
<i>Category 2.1 - Local Roads</i>				1,349,425
<i>Category 2.2 - Safe Pathways</i>				650,000
<i>Category 2.3 - Sea Level Rise</i>				50,000
<i>Category 2.4 - Innovative Technology</i>				141,000
<u>Category 3: Safer Access to Schools</u>	-	-	-	1,740,000
<i>Category 3.1 - Safe Routes to Schools</i>				400,000
<i>Category 3.2 - Crossing Guards</i>				1,340,000
<i>Category 3.3 - Safe Pathway Capital Projects</i>				-
<u>Category 4: Transit</u>	-	-	-	13,598,186
<i>Category 4.1 - Local Bus Transit Service</i>				7,584,400
<i>Category 4.2 - Rural Bus Transit Service</i>				948,639
<i>Category 4.3 - Special Needs Transit Service</i>				2,809,000
<i>Category 4.4 - School Transit Service</i>				1,120,000
<i>Category 4.5 - Bus Transit Facilities</i>				1,024,147
<i>Category 4.6 - Expand Access to Transit</i>				112,000
<u>Subtotal, Measure AA Programs/Projects</u>	-	-	-	22,128,611
Interagency Agreements				
Funding Agreement with County of Marin for Bellam Boulevard Construction and Construction Management				3,755,000
<u>Subtotal, Interagency Agreement</u>	-	-	-	3,755,000
<u>Total Expenditures</u>	-	-	-	26,895,601
Net Change in Fund Balance	-	-	7,115,000	804,399
<u>Ending Balance</u>			7,115,000	7,919,399

Table 6: Proposed FY2019-20 Annual Budget - Measure B Vehicle Registration Fee

	FY2017-18 Actual	FY2018-19 Final Budget	FY2018-19 Actual Estimated	FY2019-20 Proposed Budget
<u>Beginning Balance</u>	<u>2,548,561</u>	<u>3,228,270</u>	<u>3,228,270</u>	<u>3,382,789</u>
REVENUE				
Measure B Vehicle Registration Fee	2,386,486	2,400,000	2,400,000	2,400,000
Interest Revenue	59,254	50,000	70,000	75,000
<u>Total Revenue Available</u>	<u>2,445,740</u>	<u>2,450,000</u>	<u>2,470,000</u>	<u>2,475,000</u>
EXPENDITURES				
Administration				
Salaries & Benefits	148,288	118,579	137,363	91,042
Office Supplies	1,147	-	600	1,000
Legal	9,631	10,000	3,710	10,000
Document/Video/Marketing Material Production	2,027	5,000	3,664	5,000
Travel/Meeting/Conference	2,378	1,500	4,433	5,000
Misc. Expense	1,260	3,000	1,712	2,000
<u>Subtotal, Administration</u>	<u>164,731</u>	<u>138,079</u>	<u>151,482</u>	<u>114,042</u>
Professional Services				
<i>Expired Expenditure Line Items</i>	380	10,000	-	-
<u>Subtotal, Professional Services</u>	<u>380</u>	<u>10,000</u>	<u>-</u>	<u>-</u>
Measure B Programs				
<u>Element 1 - Maintain Local Streets & Pathways</u>	<u>72,050</u>	<u>114,000</u>	<u>75,000</u>	<u>2,528,821</u>
<i>Element 1.1 - Local Streets</i>		-	-	2,414,821
<i>Element 1.2 - Bike/Ped Pathways</i>	72,050	114,000	75,000	114,000
<u>Element 2 - Seniors & Disabled Mobility</u>	<u>957,016</u>	<u>1,120,000</u>	<u>950,000</u>	<u>1,245,000</u>
<i>Element 2.1 - Mobility Management Programs</i>	159,019	140,000	50,000	140,000
<i>Element 2.2 - Paratransit & Low-Income Scholarships</i>	206,259	235,000	200,000	235,000
<i>Element 2.3 - Paratransit Plus</i>	476,065	600,000	600,000	700,000
<i>Element 2.4 - Volunteer Drive & Gap Grant</i>	115,673	145,000	100,000	170,000
<u>Element 3 - Reduce Congestion & Pollution</u>	<u>527,472</u>	<u>1,138,999</u>	<u>1,138,999</u>	<u>870,000</u>
<i>Element 3.1 - Safe Routes to School/Street Smart Program</i>	286,326	345,000	345,000	175,000
<i>Element 3.2 - Commute Alternative Programs</i>	180,724	358,999	358,999	350,000
<i>Element 3.3 - Alternative Fuel Vehicle Program</i>	60,423	435,000	435,000	345,000
<u>Subtotal, Measure B Programs</u>	<u>1,556,538</u>	<u>2,372,999</u>	<u>2,163,999</u>	<u>4,643,821</u>
<i>Expired Expenditure Line Items</i>			-	
<u>Total Expenditures</u>	<u>1,721,649</u>	<u>2,521,078</u>	<u>2,315,481</u>	<u>4,757,863</u>
Net Change in Fund Balance	679,709	(71,078)	154,519	(2,282,863)
<u>Ending Balance</u>	<u>3,228,270</u>	<u>3,157,192</u>	<u>3,382,789</u>	<u>1,099,926</u>

Table 7: Proposed FY2019-20 Annual Budget – CMA

	FY2017-18 Actual	FY2018-19 Final Budget	FY2018-19 Actual Estimated	FY2019-20 Proposed Budget
<i>Beginning Balance</i>	<i>1,807,945</i>	<i>1,770,058</i>	<i>1,770,058</i>	<i>2,039,084</i>
REVENUE				
Cities/Towns and County Contribution	559,000	559,000	559,000	559,000
Interest Revenue	46,537	25,000	200,000	100,000
MTC STP/CMAQ Planning & OBAG Grant Funds	629,676	1,452,023	647,006	1,039,487
MTC Regional Measure 2 Fund	753,288	5,642,680	3,449,391	5,528,889
State STIP PPM Fund	8,870	194,063	165,321	160,813
STIP/RTIP/ITIP Funds/SB1 Local Partnership	315,679	1,153,122	2,161,000	948,500
Nonmotorized Transportation Pilot Program Fund	2,332,167	37,287	16,413	19,000
MTC Climate Initiatives Program Grant	102,864	65,111	16,155	72,091
Federal STP Fund			1,400,000	600,000
Caltrans Bus On Shoulder Grant				88,000
Realized Highway 101 ROW Excess Fund	868,471	615,000	319,073	4,349,000
Realized Revenue Line Items for Prior Year	397,115			-
<i>Total Revenue Available</i>	<i>6,013,667</i>	<i>9,743,286</i>	<i>8,933,358</i>	<i>13,464,779</i>
EXPENDITURES				
Administration				
Salaries & Benefits	1,029,643	1,352,100	1,242,844	1,500,990
Pension and OPEB Section 115 Trust Pre-Funding		157,470	-	157,470
Office Supplies	95	10,000	1,000	5,000
Legal Services	26,324	30,000	36,912	40,000
Document/Video/Marketing Material Production	8,693	40,000	11,801	20,000
Memberships	12,103	20,000	15,000	20,000
Travel/Meetings/Conferences	9,742	16,000	3,859	15,000
Professional Development	-	2,500	-	3,000
Human Resources/Board Support	10,898	35,000	30,000	10,000
Misc. Expenses	14,410	2,500	633	3,000
Expired Expenditure Line Items	-	393,896	393,896	-
<i>Subtotal, Administration</i>	<i>1,111,908</i>	<i>2,059,466</i>	<i>1,735,944</i>	<i>1,774,460</i>
Professional Services				
CMP Update/Traffic Monitoring	56,389	60,000	50,000	60,000
Travel Model Maintenance & Update	92,020	250,000	180,000	80,000
Traffic Monitoring and Reporting	15,000	25,000	25,000	25,000
Project Management Oversight	272,778	170,000	150,000	25,000
MSN Phase 2 HOV Lane ROW/Utility Relocation & Design	180,927	1,100,000	2,020,000	1,100,000
MSN San Antonio Curve Correction Construction Support	85,175	150,000	135,000	40,000
HOV Gap Closure Mitigation - Brookdale /Maintenance	6,750	10,000	6,000	6,000
State Legislative Assistance	36,750	40,250	40,250	42,000
Financial Advisor Services	2,138	10,000		10,000
North-South Greenway Gap Closure / PS&E & CM Services	442,759	300,000	300,000	300,000
Public Outreach Service Support	39,174	30,000	25,000	30,000
Street Smart Program Implementation	13,500	35,000	16,000	19,000
CMFC Onsite Re-Vegetation Mitigation Monitoring and	3,603	10,000	2,000	2,500
Bus On Shoulder Feasibility Study				100,000
Consulting Pool	92,483	25,000		25,000
Expired Expenditure Line Items	212,462	101,500	26,374	-
<i>Subtotal, Professional Services</i>	<i>1,551,907</i>	<i>2,316,750</i>	<i>2,975,624</i>	<i>1,864,500</i>

**Table 7: Proposed FY2019-20 Annual Budget – CMA
(Continued)**

	FY2017-18 Actual	FY2018-19 Final Budget	FY2018-19 Actual Estimated	FY2019-20 Proposed Budget
<i>Beginning Balance</i>	<u>1,807,945</u>	<u>1,770,058</u>	<u>1,770,058</u>	<u>2,039,084</u>
Interagency Agreements				
North-South Greenway (Southern Segment)- County Project Management	207,418	250,000	100,000	150,000
North-South Greenway (Northern Segment) Cooperative Agreement with Caltrans for Construction		2,000,000	-	5,000,000
HOV Gap Closure Offsite Landscaping Mitigation Funding Agreement - Caltrans	-	400,000	-	400,000
Sausalito - Gate 6 Bridgeway Intersection Improvements	83,536	47,000		73,000
Corte Madera - Tamal Vista Blvd Bike/Ped Improvements		526,000		526,000
San Anselmo-Hub Reconfiguration Phase I Study		309,000	-	309,000
Marin County/Caltrans Planning Grant Match Manzanita & Southern Marin Flooding		21,000	-	24,000
San Rafael - Canal Neighborhood CBTP		20,000	20,000	55,000
Caltrans - MSN Phase 2 HOV Lanes ROW and Construction				3,750,000
Expired Expenditure Line Items	3,067,613	3,911,000	3,832,765	
<i>Subtotal, Interagency Agreements</i>	<u>3,358,567</u>	<u>7,484,000</u>	<u>3,952,765</u>	<u>10,287,000</u>
<i>Total Expenditures</i>	<u>6,022,381</u>	<u>11,860,215</u>	<u>8,664,332</u>	<u>13,925,960</u>
Net Change in Fund Balance	(37,887)	(2,116,929)	269,026	(461,181)
<i>Ending Balance</i>	<u>1,770,058</u>	<u>(346,871)</u>	<u>2,039,084</u>	<u>1,577,904</u>

Table 8: Proposed FY2019-20 Annual Budget – TFCA

	FY2017-18 Actual	FY2018-19 Final Budget	FY2018-19 Actual Estimated	FY2019-20 Proposed Budget
<i>Beginning Balance</i>	<u>1,148,177</u>	<u>1,289,929</u>	<u>1,289,928</u>	<u>1,660,241</u>
REVENUE				
Marin Transportation For Clean Air Funding	362,284	360,000	363,000	363,000
Regional TFCA Competitive Grant				283,637
Interest Revenue	21,464	25,000	30,000	35,000
<i>Total Revenue Available</i>	<u>383,748</u>	<u>385,000</u>	<u>393,000</u>	<u>681,637</u>
EXPENDITURES				
Administration				
Salaries & Benefits	22,602	17,765	22,688	23,525
<i>Subtotal, Administration</i>	<u>22,602</u>	<u>17,765</u>	<u>22,688</u>	<u>23,525</u>
Professional Services				
<i>Expired Expenditure Line Items</i>	<i>30,694</i>	<i>-</i>	<i>-</i>	<i>-</i>
<i>Subtotal, Professional Services</i>	<u>30,694</u>	<u>-</u>	<u>-</u>	<u>-</u>
TFCA Programs/Projects				
North/South Greenway Construction				283,637
TFCA - Reimbursement of Various Capital Projects	176,392	397,000	-	768,000
<i>Subtotal, Other Capital Expenditures</i>	<u>176,392</u>	<u>397,000</u>	<u>-</u>	<u>1,051,637</u>
<i>Total Expenditures</i>	<u>229,689</u>	<u>414,765</u>	<u>22,688</u>	<u>1,075,162</u>
Net Change in Fund Balance	141,752	(29,765)	370,313	(393,524)
<i>Ending Balance</i>	<u>1,289,928</u>	<u>1,260,164</u>	<u>1,660,241</u>	<u>1,266,717</u>

FY2019-20 Appropriation Limit

Per Article XIII B of California State Constitution, all State, as well as local governments, including any city and county, school district, special district, authority, or other political subdivision of or within in the State, are subjected to the appropriations limitation imposed by Proposition 4 (1979) and later amended by Proposition 111 (1990). The appropriations limit only applies to those revenues defined as “proceeds of taxes”, which in TAM’s case, is the sales tax revenue and its interest revenues generated by the Measure A/AA ½-Cent Transportation Sales Tax.

TAM Ordinance 2004-01, the ordinance that adopted the Measure A ½-Cent Transportation Sales Tax Expenditure Plan, set the initial appropriation limit for Measure A at \$50 million. The appropriation limit then has been adjusted annually based on two factors: change in the cost of living and population of the County. The Measure A appropriation limit calculated for FY2019-20 based on the most recently inflationary adjustment and population change is \$92.82 million. TAM’s appropriation under Measure A for FY2019-20 will be way under the limit.

TAM Ordinance 2018-01, the ordinance that adopted the Measure AA ½-Cent Transportation Sales Tax Expenditure Plan, set the FY2019-20 appropriation limit for the sales tax at \$70 million. Thereafter, the appropriate limit will be adjusted annually based on two factors: change in the cost of living and population of the County.

FY2019-20 Work Plans by Function

Administration & Finance Function

Under the direction of the TAM Board and Executive Director, the Administration and Finance Unit is responsible for TAM's financial and administrative functions and activities. Staff that carries out most of the administrative and financial activities includes: Li Zhang, Chief Financial Officer; Denise Merleno, Executive Assistant; Helga Cotter, Senior Accountant; Grace Zhuang, Accounting & Administrative Specialist and Joanne O'Hehir, Administrative Assistant.

Major functions of the Unit are highlighted below:

- Providing support to the TAM Board and various committees
- Administrating TAM's human resources tasks, including recruitment of new staff, management of benefits, etc.
- Ensuring compliance of various employment law and regulations
- Managing the payroll, accounting and financial systems of TAM
- Administrating disbursements of Measure A and AA 1/2-Cent Sales Tax, Measure B \$10 Vehicle Registration Fee, and grant funds received from other agencies
- Performing financial analyses and work for the preparation of TAM's financial statements, strategic plans, annual budget, and other regular financial reports
- Managing finance, human resources, and information technology consulting teams
- Overseeing the investment of TAM funds
- Providing support in the management of all contracts and agreements
- Managing daily operation of the office

Highlights of Major FY2019-20 Administration & Finance Work Plan

Detailed work plan table for the Administration & Finance Function with timeline is included in Appendix 3 of the budget document. Meanwhile, the following work items are expected to be the major focuses of the Administration and Finance Function in FY2019-20.

- ✓ Conducting the classification study, with the anticipated starting of new Executive Director in early summer, staff plan to conduct a review of all current TAM positions, including job descriptions, salary structure, benefit level and propose any necessary adjustments.
- ✓ Continuing to improve the agency's financial and payroll system and propose improvements to further increase workflow efficiency
- ✓ Conducting review of current benefits, research options that help the agency maintain the benefit while achieving cost savings
- ✓ Monitoring the sales tax revenues and preparing the agency for a potential recession
- ✓ Conducting cash flow analyses of major capital projects and exploring various financial tools to meet the cash flow of projects needs

Public Information and Outreach Function

Under the direction of the TAM Board and Executive Director, the Public Information and Outreach Unit manages TAM's public information and outreach. Staff that carries out most of the public information and outreach activities includes: Molly Graham, Public Outreach Coordinator and Denise Merleno, Executive Assistant.

Major functions of the Unit are highlighted below:

- Creating public information material such as factsheets, website content, press releases, social media and the TAM Traveler newsletter publication;
- Acting as primary advisor to the TAM Board Chairperson/Vice-Chairperson and Executive Director on stakeholder and media relations;
- Making recommendations and tracking media coverage; overseeing the maintenance and update of public information channels such as the TAM website and the inclusion of TAM's material on related agency and community partner websites;
- Supporting communication of TAM's projects and programs, coordinating diverse media and public outreach activities, events and meetings.

Highlights of Major FY2019-20 Public Information and Outreach Work Plan

Detailed work plan table for the Public Information and Outreach Function with timeline is included in Appendix 3 of the budget document. Meanwhile, the following work items are expected to be the major focuses of the Public Information and Outreach Function in FY2019-20.

- ✓ Supporting key new initiatives, including Marin Commutes and the regional bikeshare program
- ✓ Conducting extensive Public outreach efforts for major capital improvement programs, including MSN, the North/South Greenway Gap Closure, the Bellam Boulevard widening and initiation of the Highway 101-580 Direct Connector project
- ✓ Managing outreach for key projects affecting Marin, such as the opening of the Upper Deck Bike Lane on the Richmond San Rafael Bridge and Ramp Metering

Project Management and Delivery Function

Under the direction of the TAM Board and Executive Director, the Project Management and Delivery Unit manages the agency's project management and delivery processes. Staff that carries out most of the project management and delivery activities includes: Bill Whitney, Principal Project Delivery Manager; Dan Cherrier, Principal Project Delivery Manager; and Nick Nguyen, Principal Project Delivery Manager.

Major functions of the Unit are highlighted below:

- Managing the delivery of various projects, including direct environmental clearance, design and engineering, right of way acquisition, utility relocation, permitting, construction oversight, etc.
- Overseeing and ensuring compliance of mandatory reporting and other requirements for various projects
- Developing and managing fund programming and project budgets for federal, state, and local funds, monitoring cash flow and expenditure schedules
- Coordinating and assisting in the development of transportation improvement projects for local jurisdictions directly and/or through consultants
- Coordinating with federal, state and regional agencies to ensure compliance and the success delivery of projects

Highlights of Major FY2019-20 Project Management and Delivery Work Plan

Detailed work plan table for the Project Management and Delivery Function with timeline is included in Appendix 3 of the budget document. Meanwhile, the following work items are expected to be the major focuses of the Project Management and Delivery Function in FY2019-20.

- ✓ Managing design completion for the Highway 101 HOV Lane and the Multi-Use Pathway Extension in the Marin Sonoma Narrows
- ✓ Managing project planning and environmental studies for the Highway 101/580 Direct Connector Project
- ✓ Managing Crossing Guard Program
- ✓ Managing Alternative Fuel/Electric Vehicle Program
- ✓ Partnering with Caltrans to Construct the Northern Segment of the North/South Greenway Project over Corte Madera Creek, and manage continuation of Environmental Document approval of the Southern Segment
- ✓ Initiating Planning Improvements to Highway 101 Interchanges (total 11)
- ✓ Monitoring Phase One Ramp Metering Project under Construction
- ✓ Managing Highway 101 Off Ramp Improvements at Bellam Boulevard
- ✓ Monitoring and participating as partner in Golden Gate's planning for new Bettini Transit Center
- ✓ Managing of the Safe Routes to Schools programs, including crossing guards, Street Smarts and education and outreach programs
- ✓ Managing the Alternative Fuel program and Electric Vehicle program, including development of plans and programs to promote EV adoption amongst jurisdictions

Planning and Programs Function

Under the direction of the TAM Board and Executive Director, the Planning Unit carries out all the planning functions of the agency and is also responsible for the management and delivery of Measure Programs of the agency. Staff that carries out most of the planning and program activities includes: Derek McGill, Planning Manager and Scott McDonald, Senior Transportation Planner.

Major planning functions are highlighted below:

- Managing the development of the Congestion Management Plan
- Developing the Travel Demand Model and preparing travel forecasts
- Managing the traffic monitoring and reporting programs
- Managing the development of long-range transportation plans for Marin County
- Reviewing and coordinating various Marin County transportation interests in regional transportation and land use planning efforts
- Reviewing and coordinating on multi- county transportation planning efforts
- Coordinating and overseeing the delivery of Community Based Transportation Plans
- Coordinating with local planning efforts on transportation related topics including new mobility services, vehicle miles traveled, congestion relief and greenhouse gas emissions
- Reviewing and coordinating local development projects and plans
- Representing TAM member agencies on transportation matters to the public, other governmental agencies, community groups and transportation organizations on planning issues
- Managing local and regional bicycle and pedestrian plans and coordination of TAM's Bicycle/Pedestrian Advisory Committee

Major functions related to Measure programs are highlighted below:

- Managing the Transportation Demand Management (TDM) program, including Marin Commutes, and other sub elements such as Vanpool Incentive, Lyft Shared Rides Program, and Emergency Ride Home programs

- Researching and developing new TDM programs
- Developing first/last mile options in coordination with SMART, Marin Transit, and Golden Gate Transit
- Assisting local jurisdictions in development planning regarding commercial and residential development as needed, providing access to TAM's newly adopted travel model
- Managing the development of new Measure Programs including Sea Level Rise, Commute Alternative and Trip Reduction, and Innovation programs

Highlights of Major FY2019-20 Planning and Programs Work Plan

Detailed work plan table for the Planning and Programs Function with timeline is included in Appendix 3 of the budget document. Meanwhile, the following work items are expected to be the major focuses of the Planning and Programs Function in FY2019-20.

- ✓ Implementing the Marin Commutes public outreach and mode shift campaigns
- ✓ Coordinating with MTC/BATA and CCTA on TDM strategies for the Richmond San Rafael Bridge Corridor, aka Richmond Bridge Forward
- ✓ Developing the Marin and Sonoma County's Bikeshare Program
- ✓ Coordinating the development of the long-range transportation forecasts for Year 2040
- ✓ Coordinating and facilitating of Marin County's transportation interests in MTC/ABAG's Regional Transportation Plan/Sustainable Communities Strategy, Plan Bay Area 2050
- ✓ Developing new Measure Programs for Sea Level Rise, Innovation and Commute Alternatives and Trip Reduction

Programming and Legislation Function

Under the direction of the TAM Board and Executive Director, the Programming Unit administers all fund programming and allocation processes, and the legislation work of TAM. Staff that carries out most of the funding programming and allocation activities includes: David Chan, Programming and Legislation Manager and Scott McDonald, Senior Transportation Planner.

Major functions of the Units are highlighted below:

- Developing and updating the strategic plans for the Measure A/AA ½-Cent Transportation Sales Tax and Measure B \$10 Vehicle Registration Fee
- Developing the managing funding agreements/contracts for various funding sources
- Managing the competitive grant process for various grants including close coordination with local agencies as sponsors
- Assessing federal, state, and regional laws, regulations, policies, and procedures, and complying with requirements of various grants under TAM's purview
- Coordinating with federal, state and regional authorities as well as local agencies on various funding programming/exchanges
- Conducting complex funding analysis for projects and programs
- Conducting Call for Projects for various funding sources
- Managing the legislation advocacy consultant team and monitoring all legislations that have potential impacts on TAM and Marin
- Monitoring delivery of projects and programs as required by various fund types

Highlights of Major FY2019-20 Programming and Legislation Work Plan

Detailed work plan table for the Programming and Legislation Function with timeline is included in Appendix 3 of the budget document. Meanwhile, the following work items are expected to be the major focuses of the Programming and Legislation Function in FY2019-20.

- ✓ Managing the fund allocation and programming process of all the three measure programs of the agency and conducting the required strategic plan updates timely
- ✓ Assisting in delivery of federally funded projects from OBAG2 to assure no loss of funds
- ✓ Conducting Calls for Projects for TDA Article 3, TFCA, and Safe Pathway projects
- ✓ Developing Active transportation Program applications with priority direction from the TAM Board
- ✓ Developing Regional Measure 3 (RM3) competitive program applications, for example Safe Routes to Transit, with priority direction from the TAM Board.
- ✓ Conducting various call for project fund cycles
- ✓ Providing necessary assistance to Measure AA funding recipients during the first year of project/program implementation
- ✓ Tracking legislation affecting funding in Marin County and bring issues as necessary to the TAM Board

Appendix

Appendix 1: TAM Board of Commissioners – June 2019

<i>James Campbell</i>	<i>City of Belvedere</i>
<i>David Kunhardt</i>	<i>Town of Corte Madera</i>
<i>John Reed</i>	<i>Town of Fairfax</i>
<i>Dan Hillmer</i>	<i>City of Larkspur</i>
<i>Stephanie Moulton-Peters</i>	<i>City of Mill Valley</i>
<i>Eric Lucan</i>	<i>City of Novato</i>
<i>P. Beach Kuhl</i>	<i>Town of Ross</i>
<i>Brian Colbert</i>	<i>Town of San Anselmo</i>
<i>Gary Phillips</i>	<i>City of San Rafael</i>
<i>Susan Cleveland-Knowles</i>	<i>City of Sausalito</i>
<i>Alice Fredericks</i>	<i>Town of Tiburon</i>
<i>Damon Connolly</i>	<i>County of Marin District 1</i>
<i>Katie Rice</i>	<i>County of Marin District 2</i>
<i>Kathrin Sears</i>	<i>County of Marin District 3</i>
<i>Dennis Rodoni</i>	<i>County of Marin District 4</i>
<i>Judy Arnold</i>	<i>County of Marin District 5</i>

Appendix 2: TAM Budget Assumption Sheet

Budget Line item	Assumption
REVENUES	
Measure A/AA Sales Tax Revenue	\$27.5 million revenue estimate based on the current disbursements received and economic conditions
Measure B VRF Revenue	\$2.40 million estimated based on the most recent Marin County vehicle registration data and DMV fee off the top
Cities/Towns and County Contribution	The base contribution is \$430,000, local jurisdictions agreed to 5-year, 30%/\$129,000 increase to fund traffic studies, new model, sales tax development effort, starting in FY2015-16, collected based on 50% lane-miles/50% population formula. FY2019-20 is the last year of the temporary increase.
Interest Revenue	Based on estimated fund balance and investment return rate, note returns from CalTRUST investment pool. Staff bringing separate policy forward to dedicate to contract cost overruns for FY2019-20.
MTC STP/CMAQ Planning Fund and OBAG Grants	Estimated reimbursement fund for the following work elements: staff cost funded by MTC planning funds, CMP, traffic model, plus OBAG 2 grant for MSN.
MTC Regional Measure 2 Fund	Based on project construction cost estimates for the North/South Greenway Gap Closure (Northern Segment and Southern Segment). SMART \$850,000 for lost lease revenue vicinity Larkspur has been paid in FY2018-19. Minor costs outstanding for Central Marin Ferry Connection Project (Mitigation/Monitoring/ Maintenance).
Marin Transportation For Clean Air Funding	FY2019-20 revenue disbursement estimated based on FY2018-19 actual revenue collection.
Regional TFCA Competitive Grant	Funds received as competitive grant for Northern Segment of North/South Greenway - to be used for construction costs.
State STIP PPM Fund	Reimbursement of staff cost for all STIP PPM related activities.
STIP/RTIP/ITIP Funds/SB1 Local Partnership	Reimbursement of state funding allocated to various MSN projects and HOV Gap Closure Mitigation project.
Nonmotorized Transportation Pilot Program Fund	Money will likely be expended in FY2019-20 on Street Smart Program.
MTC Climate Initiatives Program Grant	MTC Grant for Car Share Pilot Program Implementation, staff support.
Federal STP Fund	Federal STP Funds awarded to TAM by MTC to assist with completion of MSN Phase 2 design work. E76 was approved in late January 2019.
Caltrans Bus On Shoulder Grant	Caltrans planning grant to conduct a Bus on Shoulder Feasibility study for Highway 101. Caltrans has awarded \$308K in State funds with a local match of \$42K., \$100K worthy of consultant work is expected to be completed in FY2019-20, with \$88,000 reimbursed by the grant.
Realized Highway 101 ROW Excess Fund	TAM programmed \$3 million from right-of-way sale proceeds from the HWY101 Gap Closure Project as part of OBAG2 process. Funds must be spent on STIP eligible projects.

Budget Line item	Assumption
EXPENDITURES	
Administration	
Salaries & Benefits	Estimated labor cost of 12.8 FTE positions, this line include all salary and benefit costs and assumes a 3% COLA increase.
Pension and OPEB Section 115 Trust Pre-Funding	The TAM Board approved the one-time \$129,970 contribution into a Pension Section 115 Trust and also authorized the start of an annual \$27,500 contribution into an OPEB Section 115 Trust in February 28, 2019. Staff recommended to postpone the start of the contribution until FY2019-20, awaiting for the final implementation of the CalPERS Pension Section 115 Trust.
Office Lease	Annual office lease cost under the current lease term.
Agencywide IT and Computer Equipment Upgrade	Cover scheduled IT equipment upgrade needs, most of the computer equipment were upgraded in FY2017-18.
Equipment Purchase/Lease	For mail, copy, scan and other office equipment needs.
Telephone/Internet/ Web Hosting Services	Estimates based on prior year usage of actual cost of the telephone/internet and cell phone services.
Office Supplies	Estimated based on FY2017-18 actual expenditures for office supplies needs, including all routine printing supply and copy costs.
Updates and Technical Support for TAM Website	Continued updates of TAM's website, technical support and other required work.
Classification Study	Budget needed for a comprehensive classification and compensation study, TAM positions last reviewed and ranges adopted in 2011 based on 2010 data. Plan to be done in FY2019-20. Carried over from prior years and postponed until next fiscal year.
Insurance	Based on current insurance cost.
Financial Audit	Based on current/expected financial and compliance audit contracts other than Measure A compliance which is included under the Measure A Programs.
Legal Services	For general legal services received from County Counsel and special legal services from outside legal teams.
Document/Video/Marketing Material Production	Based on estimated expenditures of major report production, including COC Annual Report, updated TAM Snapshot report design services, video production, copy editing and outreach materials.
Memberships	Based on Self Help Counties Coalition, CalCOG, MCEP dues for employees' professional memberships and Marin Map - note ongoing support from Marin Map.
Travel/Meetings/Conferences	Based on estimated staff work travel needs.
Professional Development	For staff professional development; computer skill training/classes; management training for Deputy ED & Managers.
Human Resources/Board Support	For projected routine HR and board support functions.
Information Technology Support	For routine IT and web support needs.
Annual Support & Upgrade of Financial System	Annual software license cost and necessary support.
Misc. Expenses	For any necessary misc. administration needs that are not included in the above budget lines.

Budget Line item	Assumption
EXPENDITURES	
Professional Services	
Bellam Blvd 101 Off-ramp Improvements - Design & R/W	Project will add second off ramp lane from northbound Hwy 101 to improve travel time for traffic going from northbound Hwy 101 to east bound I580. Cost is for design work and design support during construction and right-of-way.
SFD Flyover Bike Path Barrier	Design work for two-way bike path over I580.
CMP Update/Traffic Monitoring	For the update of the Congestion Management Plan as required by State law, data collection being performed in FY2018-19 and the CMP Update will be completed in Fall FY2019-20.
Travel Model Maintenance & Update	New updated TAM Model adopted by TAM Board April 2019. Ongoing maintenance and model updates as needed, complete future year (2040) forecasts.
Traffic Monitoring and Reporting	Ongoing traffic counts and monitoring effort from City County fund increase in FY2015-16.
Project Management Oversight	On-call consultant contract to meet TAM's various project/program management needs, estimate based on past use and necessary needs. Under CMA Budget \$25,000 for regional planning. Under Measure AA, \$15,000 for bike path estimates/studies, \$15,000 for grant application assistance, \$70,000 for crossing guard support, \$20,000 for one time legal support, \$30,000 for Local Agency support, \$50,000 for new program development support, \$25,000 for Lyft program support, and \$50,000 for unknown. Measure A, \$100,000 for Richmond San Rafael Bridge traffic studies.
MSN Phase 2 HOV Lane ROW/Utility Relocation & Design	MSN Phase 2 projects in Marin County to complete all HOV lanes. Estimated FY2019-20 budget requirement for final design, permits and right-of-way work. Fund sources include SB1 LLP and Federal STP. Additional funds may come from Measure AA to complete all design support. Construction funds necessary from SB1 SCCP and Regional RM3.
MSN San Antonio Curve Correction Construction Support	Hwy 101 at San Antonio Bridge Curve Correction project has entered the construction phase. Estimated remaining spending authority per Caltrans Coop is \$200,000 – Estimated FY 2019-20 budget requirement: \$40,000.
HOV Gap Closure Mitigation - Brookdale /Maintenance	Hwy 101 Gap Closure Mitigation along Brookdale Avenue and off-site mitigation at China Camp. TAM has managed construction contract and will continue with 5 year plant establishment period till end of 2022.
State Legislative Assistance	State legislative assistance and advocacy contract.
Financial Advisor/Sales Tax Audit Services	For sales tax monitoring and allocation audit services and on-call financial advisor team to help TAM with various transportation financing issues.
North-South Greenway Gap Closure / PS&E & CM Services	Northern Segment - Finalize PS&E for both Caltrans Segment and Larkspur Segment & provide construction administration support to Caltrans.
Public Outreach Service Support	Public outreach consultant support for unique efforts that are not covered by in-house staff.
Street Smart Program Implementation	Completion of NTPP funds likely in FY 2019-20. Program redesign in FY2019-20, portion of work to be completed as part of SR2S contract.
CMFC Onsite Re-Vegetation Mitigation Monitoring and Reporting	Includes Mitigation, Monitoring and Reporting. Minimal replanting may be necessary due to impacts of severe winter weather conditions.
Bus On Shoulder Feasibility Study	Caltrans planning grant to conduct a Bus on Shoulder Feasibility study for Highway 101. Feasibility study includes elements of ridership analysis and operational concept development. \$100,000 in consultant support is budgeted for FY2019-20.
Consulting Pool	A pool of small consultant contracts for various small misc. services, amount reflective of previous years.

Budget Line item	Assumption
EXPENDITURES	
Measure A Programs	
Measure A Compliance Audit	For the annual compliance audit need of selected project sponsors.
Bike/Ped Path Maintenance	Amount available for routine maintenance for regional paths according to the current TAM Board adopted Bike/Ped Path Maintenance Policy latest Board adopted update November 2016.
Central Marin Ferry Connector - SMART Insurance Policy	As a condition of the Cooperative Agreement TAM will reimburse SMART for the cost of insurance for the bridge over SFDB in their right-of-way until such time passenger rail service is extended to Larkspur. Possibly discontinue reimbursement in FY2020.
Strategy 1 - Transit	
<i>Strategy 1.1 - Local Bus Transit Service</i>	Marin Transit requested \$9.6 million under Strategy 1.1, the full requested amount is shown under Measure A as of now. A portion of the amount may needed to be moved to Measure AA once TAM finalize both the Measure A and AA Strategic Plans.
<i>Strategy 1.2 - Rural Bus Transit System</i>	Marin Transit requested \$0.95 million under Strategy 1.2, the full requested amount is shown under Measure A as of now. A portion of the amount may needed to be moved to Measure AA once TAM finalize both the Measure A and AA Strategic Plans.
<i>Strategy 1.3 - Special Needs Transit Services</i>	Marin Transit requested \$2.8 million under Strategy 1.3, the full requested amount is shown under Measure A as of now. A portion of the amount may needed to be moved to Measure AA once TAM finalize both the Measure A and AA Strategic Plans.
<i>Strategy 1.4 - Bus Transit Facilities</i>	Marin Transit requested \$4.3 million under Strategy 1.4, the full requested amount is shown under Measure A as of now. A portion of the amount may needed to be moved to Measure AA once TAM finalize both the Measure A and AA Strategic Plans.
Strategy 2 - Hwy 101 Gap Closure	
<i>STP/HIP Swap Project</i>	Hwy 101 Gap Closure remaining Measure A and federal fund swap for local projects remaining \$484,000 that is reserved for County of Marin HIP Project redirected to the City of San Rafael's Grand Ave Bridge Project. \$184,000 paid in FY17/18 with \$300,000 remaining to be paid in FY18/19 but now is assumed to be carried into FY2019-20.
Strategy 3 - Local Transportation Infrastructure	
<i>Strategy 3.1 - Major Roads</i>	Expected FY2019-20 expenditures/reimbursements for Major Roads projects is \$3.8 million, \$3 million for SFD/County project, \$0.3 million for Third Street/SR, and \$0.5 for Novato Blvd. Allocation amounts higher, these are cash flow estimates for FY2019-20. Funds from 2011 SLPP swap are included.
<i>Strategy 3.2 - Local Roads</i>	Total allocation for FY2019-20 Local Roads projects is \$2.44 million.
Strategy 4 - Safer Access to Schools.	
<i>Strategy 4.1 - Safe Routes to Schools</i>	Total SR2S contract for FY2019-20 Estimation of \$950K funds come out of Measure A Strategy 4.1, and Measure B 3.1, Use of Measure AA once funds are expended from Measure A 4.1.
<i>Strategy 4.2 - Crossing Guards</i>	Crossing guard cost based on \$17,800/guard annual rate, service level at 91 guards, also including summer school service and transit reimbursement (note Measure B VRF also funds guards). \$180,000 to carry over from Measure A.
<i>Strategy 4.3 - Safe Pathways To School</i>	
<i>Safe Pathways Plan Development</i>	Total SR2S contract for FY2019-20 is \$950K, contributed from Measure A 4.1, Measure B Element 3 and Measure AA. No Measure A 4.3 funds budgeted for FY2019-20.
<i>Safe Pathway Capital Projects</i>	\$3.48 million allocated March 2015, estimated reimbursement for FY2019-20 is \$1.25 million. Call for projects for FY2019-20 in June 2019 with Fall adoption of new program. Funds in Measure A used first for large projects (\$1.25 M) with new category of small projects from Measure AA (\$650K).

Budget Line item	Assumption
EXPENDITURES	
Measure AA Programs	
Category 1: Reduce Congestion	
Category 1.1 - Completion of Marin-Sonoma Narrows	
<i>MSN Phase 2 HOV Lane ROW/Utility Relocation & Design</i>	MSN Phase 2 projects in Marin County to complete all HOV lanes. Estimated FY2019-20 budget requirement for final design, permits and right of way work. Fund sources include SB1 LLP and Federal STP. Additional funds allocated from Measure AA to complete all design support . Construction funds necessary from SB1 SCCP and Regional RM3.
<i>Category 1.2 - Match for Completion of 101/580 Direct Connector</i>	
<i>580/101 Direct Connector Project PID & PAED</i>	PID, Preliminary Design, Project Study Report, Outreach and Environmental Studies utilizing Measure AA to accelerate project - unknown when RM3 funds are available. Total contract need \$4.4M with \$1.4M needed in FY2019-20.
<i>Category 1.3 - Enhance Interchanges</i>	Develop workplan for up to 11 interchanges per Expenditure Plan and initiate Planning Studies.
<i>Category 1.4 - Traffic Demand Management</i>	Implement Commute Alternative and Trip Reduction programs, including Marin Commutes community engagement effort, seasonal promotional campaigns, commute options, regional coordination, Emergency Ride Home Program and Vanpool Incentive reimbursements, Lyft GETMSART Program, car share, bike share and other shared ride services promotional activities. Funds from Measure B Element 3 and Measure AA support these activities.
Category 2: Local Transportation Infrastructure	
<i>Category 2.1 - Local Roads</i>	Total allocation for FY2019-20 Local Roads projects is \$1.35 million.
<i>Category 2.2 - Safe Pathways</i>	Call for Projects for FY2019-20 in June 2019 with Fall adoption of new program- funds in Measure A used first for large projects (\$1.25M) with new category of small projects from Measure AA (\$650K).
<i>Category 2.3 - Sea Level Rise</i>	Funding to serve as a local match to Caltrans planning grants or other for Sea Level Rise implementation planning.
<i>Category 2.4 - Innovative Technology</i>	Development of innovation projects for consideration in Marin County. Technical, legal, legislative, public and private partnership assistance may be included as part of implementation.
Category 3: Safer Access to Schools	
<i>Category 3.1 - Safe Routes to Schools</i>	Total SR2S contract for FY2019-20 Estimation of \$950K. Funding from Measure A Strategy 4.1 and Measure B 3.1. Use of Measure AA once all funds are expended from Measure A 4.1.
<i>Category 3.2 - Crossing Guards</i>	Crossing guard cost based on \$17,800/guard annual rate, service level at 91 guards, also including summer school service and transit reimbursement (note Measure B VRF also funds guards). \$180,000 to carry over from Measure A.
<i>Category 3.3 - Safe Pathway Capital Projects</i>	\$3.48M allocated March 2015, estimated reimbursement for FY2019-20 is \$1.25 million. Call for Projects for FY 2019-20 in June 2019 with Fall adoption of new program- funds in Measure A used first for large projects (\$1.25M) with new category of small projects from Measure AA (\$650K).
Category 4: Transit	
<i>Category 4.1 - Local Bus Transit Service</i>	Full amount requested is shown under Measure A as of now. A portion of the amount may needed to be moved to Measure AA once TAM finalize both the Measure A and AA Strategic Plans.
<i>Category 4.2 - Rural Bus Transit Service</i>	Full amount requested is shown under Measure A as of now. A portion of the amount may needed to be moved to Measure AA once TAM finalize both the Measure A and AA Strategic Plans.
<i>Category 4.3 - Special Needs Transit Service</i>	Full amount requested is shown under Measure A as of now. A portion of the amount may needed to be moved to Measure AA once TAM finalize both the Measure A and AA Strategic Plans.
<i>Category 4.4 - School Transit Service</i>	Category 4.4 is new under Measure AA, \$1.12 million is requested for FY2019-20.
<i>Category 4.5 - Bus Transit Facilities</i>	Full amount requested is shown under Measure A as of now. A portion of the amount may needed to be moved to Measure AA once TAM finalize both the Measure A and AA Strategic Plans.
<i>Category 4.6 - Expand Access to Transit</i>	Golden Gate Transit will request full amount under Category 4.6, estimated to be \$112,000 in FY2019-20.

Budget Line item	Assumption
EXPENDITURES	
Measure B VRF Programs	
Element 1 - Maintain Local Streets & Pathways	
<i>Element 1.1 - Local Streets</i>	Total allocation for FY2019-20 Local Roads projects is \$2.414 million which is next years share of three years of collection - FY2017/18, 2018/19 and 2019/20.
<i>Element 1.2 - Bike/Ped Pathways</i>	5% of Measure B revenue, is assigned annually per Board policy to reimburse member agencies for routine maintenance cost of eligible paths.
Element 2 - Seniors & Disabled Mobility	
<i>Element 2.1 - Mobility Management Programs</i>	To implement a Mobility Management Program that identifies and implements mobility options for Senior and Persons with Disabilities. All funds in element 2 are allocated to Marin Transit.
<i>Element 2.2 - Paratransit & Low-Income Scholarships</i>	Support and enhance Paratransit and other local services focusing on this population segment.
<i>Element 2.3 - Paratransit Plus</i>	"Paratransit Plus" program to serve older seniors who may not qualify for service under the Americans with Disabilities Act.
<i>Element 2.4 - Volunteer Drive & Gap Grant</i>	Implement other innovative programs to provide mobility to seniors as an alternative to driving.
Element 3 - Reduce Congestion & Pollution	
<i>Element 3.1 - Safe Routes to School/Street Smart Program</i>	Crossing guard cost at \$17,800/guard annual rate. Nine guards for FY2019-20 from Measure B, total guards 91 county-wide, with the remaining 82 from Measure A and Measure AA.
<i>Element 3.2 - Commute Alternative Programs</i>	Implement Commute Alternative and Trip Reduction programs, including Marin Commutes community engagement effort, seasonal promotional campaigns, commute options, regional coordination, Emergency Ride Home Program and Vanpool Incentive reimbursements, Lyft GETSMART Program, car share, bike share and other shared ride services promotional activities. Funds from Measure B Element 3 and Measure AA support these activities.
<i>Element 3.3 - Alternative Fuel Vehicle Program</i>	Alternative Fuel program to include capital match funds for EV fleet replacement, and ongoing grant matches for infrastructure, planning, technical assistance, education and marketing.
Interagency Agreements	
North-South Greenway (Southern Segment)- County Project Management	County of Marin has agreed to lead the development of the North/South Greenway Southern Segment. Funding Agreement for preliminary engineering and environmental assessment.
North-South Greenway (Northern Segment) Cooperative Agreement with Caltrans for Construction	Caltrans will perform Construction and Construction Support for SF Drake off-ramp widening.
HOV Gap Closure Offsite Landscaping Mitigation Funding Agreement - Caltrans	Agreement with Caltrans for off-site mitigation for the Hwy 101 Gap Closure Project. Pass-thru agreement.

Budget Line item	Assumption
EXPENDITURES	
Interagency Agreements	
Funding Agreement with County of Marin for Bellam Boulevard Construction and Construction Management	Construction and Construction management for the improvements to the Bellam off-ramp.
County Lower Marin City Drainage Study Agreement	This project received about \$210,000 in Lifeline funds that were swapped with Measure A Strategy 1.1 funds in FY 16/17 but actual collection was \$200,118. Marin County anticipates spending all of the remaining \$45,000 in FY2019-20. This project is anticipated to be closed out in FY2019-20.
Novato Pedestrian Access to Transit and Crosswalk Improvement Project Agreement	This project received \$302,100 in Lifeline funds that were swapped with Measure A Strategy 1.1 funds. Novato anticipates requesting reimbursement for approximately half of the funds in FY2019-20.
Marin Transit Bus Facility Lease or Purchase Fund Contribution	
Sausalito - Gate 6 Bridgeway Intersection Improvements	Project underway: install of dedicated bicycle phase; detection for southbound cyclists coming from the Sausalito-Mill Valley Multi-Use Path going to Bridgeway; new vehicle detection & signal modifications; redesign of path approach at the northeast corner of the Bridgeway/Gate 6 intersection, additional curb work. Project is underway. Reimbursement of \$83,536 in FY2017-18, The remaining \$72,464 is anticipated to be expended in FY2019-20.
Corte Madera - Tamal Vista Blvd Bike/Ped Improvements	Project along Tamal Vista Blvd to enhance bike/ped safety, promote multi-modal access between Madera Blvd and Fifer Avenue.
San Anselmo-Hub Reconfiguration Phase I Study	CMA Planning Funds in the amount of \$309,000 was provided to San Anselmo to conduct study on the flooding & transportation infrastructure resiliency on SR37 in Marin.
Marin County/Caltrans Planning Grant Match Manzanita & Southern Marin Flooding	Caltrans planning grant was applied by Marin County as project lead and TAM as a project partner to study flooding and transportation infrastructure resiliency near the Manzanita Park and Ride Lot in southern Marin. \$24,000 in TAM contribution for grant match from City/County Contribution funds if the grant is awarded.
San Rafael - Canal Neighborhood CBTP	A \$75K grant from MTC with amendment to the MTC CMA planning agreement to conduct CBTP updates. Funds will be passed through to San Rafael to conduct the CBTP update for the Canal Neighborhood.
Caltrans - MSN Phase 2 HOV Lanes ROW and Construction Support	MSN Phase 2 projects in Marin County to complete all HOV lanes. Estimated FY2019-20 budget requirement for final design, permits and right of way work. Fund sources include SB1 LLP and Federal STP. Additional funds allocated from Measure AA to complete all design support. Construction funds necessary from SB1 SCCP and Regional RM3.
TFCA Programs/Projects	
North/South Greenway Construction	Funds will be used to reimburse Caltrans as project administrator for construction capital costs.
TFCA - Reimbursement of Various Capital Projects	Anticipated reimbursement request level from various TFCA project sponsors.

Appendix 3: TAM FY2019-20 Work Plans by Function

Appendix 3.1.1 Proposed FY2019-20 Administration Function Work Plan

<u>Ref #</u>	<u>Work Items</u>	<u>Responsible Team-member</u>	<u>Action Item and/or Product</u>	<u>Date of Delivery</u>	<u>Functional Area</u>
BOARD & AGENCY SUPPORT					
1	Ongoing Committee and Board support; response to information and meeting requests.	Denise	Facilitate meetings and ongoing communications between Executive Director/staff and the Board/various committees, assist in creation of agenda, meeting materials, minutes and provide information and other support to Board/committees.	Ongoing	Overall
2	Manage Board and Committee Agenda Packets.	Denise	Coordinate with Deputy Executive Director/staff to produce the timeline and meeting packets for various Board and committee meetings. Respond to Executive Director's review.	Ongoing	Overall
3	Manage Ad Hoc Subcommittees.	Denise	Facilitate various Ad Hoc Subcommittees as developed by the TAM Board Chair, including meeting setup and materials.	Ongoing	Overall
4	Manage various TAM records and response to Public Records Act Requests.	Denise	Various record keeping and production.	Ongoing	Overall
5	Manage the COC, prepare agenda packets and coordinate with COC members to address their needs.	Li/Grace	COC meetings held on a as-needed basis but no less than quarterly.	Ongoing	Measure A/AA 1/2-Cent Sales Tax & Measure B \$10 VRF
6	Manage the COC FY2018-19 Annual Report Development.	Li/Molly	Draft ready in October, publish of the final report in November (fiscal year report).	January, 2020	Measure A/AA 1/2-Cent Sales Tax & Measure B \$10 VRF

**Appendix 3.1.1 Proposed FY2019-20 Administration Function Work Plan
(Continued)**

Ref #	Work Items	Responsible Team-member	Action Item and/or Product	Date of Delivery	Functional Area
HUMAN RESOURCES					
7	Manage the agency's CalPERS retirement benefits, set up trust to address the retirement and OPEB liabilities.	Li	Complete set up of Section 115 Trust and monitor funding of TAM's OPEB liabilities.	Ongoing	Overall
8	Manage retiree benefits as related to TAM	Li/Helga	Managing retiree access to benefits as provided through TAM.	As Needed	Overall
9	Manage and continue to improve TAM's payroll system and related tasks.	Li/Helga	Managing ongoing payroll and any system changes necessitated by new fund or grant sources.	Ongoing	Overall
10	Manage all benefits offered by TAM	Li/Helga	Actively manage the benefits offered to employees and make changes/improvement whenever it's cost-effective.	Ongoing	Overall
11	Manage all HR related functions	Li/Helga	With support of on-call HR support team, ensure the agency is in compliance with HR laws and regulations.	Ongoing	Overall
12	Manage the recruitment of new positions	Li	Develop specific recruitment plan for each position and ensure timely hiring of the position.	As Needed	Overall
OFFICE OPERATION					
13	Executive Director support	Denise	Provide Executive Director with all administrative support as requested including calendar maintenance.	Ongoing	Overall
14	Manage the daily operations of the office	Denise/Joanne	Maintain a professional and pleasant office environment and assure ADA Compliance.	Ongoing	Overall
15	Manage TAM conference rooms	Denise/Joanne	Continue the management of TAM conference rooms as offered to other agencies. Assure TAM Board and staff conference room needs are met.	Ongoing	Overall
16	Maintain servers, internet and phone services for the office location and resolve any potential technical problems.	Li/IT Consultant	Ensure reliable IT infrastructure to meet critical work needs.	Ongoing	Overall

Appendix 3.1.2 Proposed FY2019-20 Finance Function Work Plan

Ref #	Work Items	Responsible Team-member	Action Item and/or Product	Date of Delivery	Functional Area
ACCOUNTING & AUDIT					
1	Continue the enhancement of agency's financial system, monitor the performance and make improvements.	Finance Team	Assure availability of resources for staff training and necessary system updates/enhancements.	Ongoing	Overall
2	Manage TAM FY2018-19 financial audit, ensure a smooth and timely audit process within budget and on schedule. Update of Comprehensive Annual Financial Report and present to Board and Citizen's Oversight Committee.	Finance Team	Start the project in June, draft ready in October, and acceptance of the audit results by the end of the year.	Nov/Dec 2019	Overall
3	Manage the Measure A/AA compliance audits, coordinate with all fund recipients and work out any potential issues and recommend changes needs to the Board, if necessary. Report to Citizens' Oversight Committee.	Li/Helga	Workshop with auditees in August, field work in Sep/Oct, final report for review and acceptance in Dec 2019/Jan 2020.	Annually	Measure A/AA 1/2-Cent Sales Tax
4	Manage all Accounts Receivable and Accounts Payable activities.	Finance Team	Assure that all incoming receivables are coded correctly and that all outgoing disbursements are timely and properly recorded.	Ongoing	Overall
5	Manage special audits required by grant agencies, such as single audit, TFCA audit, etc.	Finance Team	Coordinate with audit team and staff team during special audit processes.	Ongoing	Overall
6	Maintain staff time reporting protocols, track staff costs against budget; make necessary adjustments to meet funding levels.	Finance Team	Ensure mid-year and end-of-year actuals staffing meet budget availability.	Ongoing	Overall
7	Provide regular financial reports to the Board, COC, public, and others as requested.	Li/Helga	Quarterly financial updates and other required financial reports to Board and the COC.	Ongoing	Overall
FUNDING & BUDGET MANAGEMENT					
8	Monitor Measure A/AA Sales Tax and Measure B VRF revenue trends and cash disbursements, provide periodical revenue projections to the Board, public and other agencies when needed. Utilize consultant on economic trend analysis.	Li	Provide the TAM Board and other parties with timely revenue trend update and estimates for various project/program needs.	Ongoing	Measure A/AA 1/2-Cent Sales Tax & Measure B \$10 VRF

**Appendix 3.1.2 Proposed FY2019-20 Finance Function Work Plan
(Continued)**

Ref #	Work Items	Responsible Team-member	Action Item and/or Product	Date of Delivery	Functional Area
FUNDING & BUDGET MANAGEMENT					
9	Track and incorporate revenue from various federal, state, regional and local transportation funds.	Finance Team	Monitor the funding levels for various fund sources and recommend project/program budget adjustments when necessary.	Ongoing	Overall
10	Working with the team to develop and monitor the funding plans for various projects and programs including expenditures and progress to date.	Finance Team	Develop and review the funding plans for projects/programs.	Ongoing	Overall
11	Monitor actual revenues/expenditures against the FY2019-20 Budget and develop revisions as necessary.	Finance Team	Quarterly budget review, recommend adjustments when needed.	Ongoing	Overall
12	Coordinate and develop FY2019-20 budget and work plan process.	Li/Helga	Draft ready in May for Board and public review, final adoption in June 2019.	Annually	Overall
13	Monitor financial elements of Coop Agreements (Caltrans), and other interagency agreements.	Finance Team	Ongoing monitoring of budget vs. actual expenditures.	Ongoing	CMA
14	Assist contract/agreement managers in monitoring the expenditures of each contract/agreement.	Helga/Grace	Ongoing monitoring, make sure expenditures are within the allowed contact amount or if a revision to the budget are required.	Ongoing	Overall
15	In coordination with the project group, provide quarterly project report.	Finance Team	Ongoing monitoring, make sure expenditures are within the allowed contact amount or if revision to the budget are required.	Ongoing	Overall
CASH & INVESTMENT MANAGEMENT					
16	Conduct cash flow analyses for various projects and programs and ensure all cash needs can be met.	Li	Work with the team to understand the project/program schedule and cash needs.	Ongoing	Overall
17	Actively Manage TAM's investment portfolio and maximize interest revenue return without increasing risk and limiting cash availability.	Li	Quarterly financial updates to Board and the COC.	Ongoing	Overall
18	Review and update the agency's investment and debt policies when needed.	Li	Regular review and monitoring of the Agency's investments and changes in the financial	Ongoing	Overall

Appendix 3.2 Proposed FY2019-20 Public Outreach Function Work Plan

Ref #	Work Items	Responsible Team-member	Action Item and/or Product	Date of Delivery	Functional Area
PUBLIC OUTREACH					
1	Manage public meetings and other outreach events for the various capital projects and programs of TAM.	Molly/Denise	Active public outreach for various projects/programs.	Ongoing	Overall
2	Manage public education and information of TAM programs, projects and planning efforts, including stakeholder outreach and briefings.	Molly	Proactive communication of key goals, milestones.	Ongoing	Overall
3	Education of Measure AA 1/2-cent Sales Tax renewal implementation.	Molly	Provide consistent updates and information to audiences and stakeholders.	Ongoing	Overall
4	Respond to inquiries from the public/ follow up as necessary, including Public Record Act requests to be responded to according to timeliness requirements.	Molly/Team	Provide timely response to the public on various issues.	Ongoing	Overall
5	Arrange for reproduction and distribution of various TAM materials via events, direct distribution and social media.	Molly/Team	Public outreach materials on various initiatives, projects and programs.	Ongoing	Overall
6	Maintain website, and create content for social media and electronic outreach including the TAM Traveler. Provide staff training for content management.	Molly	Ongoing content management for TAM's website and outreach materials. Provide consistent social media and newsletter content.	Ongoing	Overall
7	Develop Social Media marketing as necessary for new programs that require such marketing including Bikeshare and other innovative programs.	Molly	Develop marketing strategy for new and innovative programs.	Ongoing	Overall
8	Work with the team for consistent maintenance of website content.	Molly/Team	Maintain up-to-date content.	Ongoing	Overall

Appendix 3.3 Proposed FY2019-20 Project Delivery Function Work Plan

<u>Ref #</u>	<u>Work Items</u>	<u>Responsible Team-member</u>	<u>Action Item and/or Product</u>	<u>Date of Delivery</u>	<u>Functional Area</u>
PROJECTS DIRECTLY MANAGED BY TAM					
1	MSN HOV Lane Extension Phase 2	Nick	Manage initial design of Highway 101 MSN Phase 2 HOV lane extension and Multiuse Pathway from north Novato to County line. Coordination with project partners. Request and receive all committed RM3 Toll funds. Request and compete effectively for missing funds. Full funding plan approved for project to be shovel ready by March 2020.	Spring 2020	CMA
2	Direct Connector Northbound Hwy 101 to Eastbound 580 PAED	Dan	Begin Project Initiation Document, for Caltrans approval of support. Enter Project Approval/Environmental Document process by Spring 2020. Coordinate with project partners. Request and receive necessary RM3 Toll funds to continue development of project.	Early 2023	Measure AA 1/2-Cent Sales Tax
3	North/South Greenway	Bill	Northern Segment - Work with Caltrans to initiate construction for the segment within the state right-of-way. Staff will monitor upcoming construction activities and manage TAM's fiduciary responsibility to deliver project. Old Redwood Highway Segment will continue in the design phase. Southern Segment - Continue to coordinate with County of Marin to advance environmental studies.	Northern Segment - Construction within State R/W 2019-2020 Southern Segment - PA/ED Fall 2020	CMA
4	SR 37 - Preliminary Planning in Marin Segment A, Novato Creek	Nick	Work with state grant recipient, Marin County Flood Control, to assess flood management and roadway needs in the vicinity of SR 37 and Novato Creek. County study is anticipated to be completed by Winter 2019.	Ongoing	CMA
5	SR 37 - Ongoing planning and coordination with Sonoma County and Caltrans on Segments A1 & A2 from Hwy 101 to Atherton and Atherton to Hwy 121	Nick	Ongoing planning and coordination with Caltrans on Segments A1 from Hwy 101 to Atherton. Provide support to Caltrans regarding partner coordination and any technical support needed for their SHOPP project, with Project Approval/Environmental Document to be started in FY2019-20. Assure range of alternatives includes future sea-level rise.	Ongoing	CMA

**Appendix 3.3 Proposed FY2019-20 Project Delivery Function Work Plan
(Continued)**

Ref #	Work Items	Responsible Team-member	Action Item and/or Product	Date of Delivery	Functional Area
6	SR 37 Sea level rise, flooding and corridor-wide improvement study	Nick/Executive Director	Four-County Policy Advisory Committee established to plan corridor improvements. Various regular meetings (monthly) to coordinate technical issues, outreach, ancillary studies, and Caltrans/BATA coordination. Monitor activity of all phases of improvements, per Corridor Improvement Plan. Assure maximum transparency in Marin regarding tolling the SR 37 corridor.	Ongoing	CMA
7	Bellam Boulevard Off-Ramp Improvements	Dan	Finalize design improvements of the Bellam Blvd approach and begin construction.	Construction by late Fall 2019	Measure A/AA 1/2-Cent Sales Tax
8	Manage On-Call PMO Contract	Dan	Contract and Task Order Management.	Ongoing	CMA
9	Manage Crossing Guard Contract	Dan	Manage Crossing Guard Program currently at 97 locations.	Ongoing	Measure A/AA 1/2-Cent Sales Tax & Measure B \$10 VRF
10	Manage Hwy 101/SR131 Interchange Bicycle and Pedestrian Improvements	Bill/Nick	Monitor improvement and funding opportunities with southern Marin partner agencies. Portions of bike/ped improvement elements included in phase one ramp metering project. Explore feasibility of adding bike lanes on the overcrossing.	Ongoing	CMA
11	Provide oversight of Central Marin Ferry Connector On-Site Habitat Mitigation	Bill	Manage TAM's fiduciary responsibility to fulfill mitigation commitments and furnish reports to regulatory agencies.	Mitigation and Reporting until 2021	CMA
12	Project Initiation Document - Caltrans Annual Update	Nick/Bill/Dan	Provides a 3-year look ahead of project initiation documents for upcoming state highway related projects.	Annually	CMA
13	Bicycle Path Routine Maintenance Funding Program	Bill/David	Coordinate with local jurisdictions to determine eligible paths and reimburse agencies for maintenance costs.	Annually	Measure A/AA 1/2-Cent Sales Tax & Measure B \$10 VRF

**Appendix 3.3 Proposed FY2019-20 Project Delivery Function Work Plan
(Continued)**

Ref #	Work Items	Responsible Team-member	Action Item and/or Product	Date of Delivery	Functional Area
14	US101 HOV Gap Closure Mitigation/ Brookdale Visual Mitigation	Bill	Manage TAM's commitment to five-year plant establishment period. Work with Caltrans and State Parks to implement off-site mitigation at China Camp.	Establishment Period Thru FY2021	CMA
15	MSN Mitigation/Orange Ave. Sound Wall (MSN L1A)	Nick	Coordinate, develop and implement MSN Mitigation and Orange Sound Wall Project; Construction was completed in Summer 2016; plant establishment period until 2019.	Construction completed; Plant establishment period until 2019	CMA
16	Safe Routes to Schools Educational Program	Dan	Work with contractor to provide countywide educational programs, and other measures to encourage alternative forms of travel to school besides single occupant vehicles.	Ongoing	Measure A/AA 1/2-Cent Sales Tax
17	Street Smarts	Dan	Manage Banner Contract.	Ongoing	Measure A/AA 1/2-Cent Sales Tax & Measure B \$10 VRF
18	Track project grants opportunities available under SB1	Nick/Bill/Dan/David	Monitor SB1 programs for TAM and member agencies for potential capital projects.	Ongoing	CMA
PROJECTS BY OTHERS WITH TAM AS ACTIVE PARTNER					
19	US 101 Ramp Metering Program - Phase One (NB 101 in So. Marin)	Bill	Construction underway. Sponsor discussions with Technical Advisory Committee to establish and agree on metering rates.	Spring 2020	CMA
20	Manage oversight of BATA opening of Upper Deck bike lane on Richmond-San Rafael Bridge	Dan	Manage the public outreach associated with the opening of the RSR bridge bike lane in August 2019. Assure facilities are completed in Marin for bicyclist and pedestrians using the upper deck bike lane.	Summer-Fall 2019	CMA
21	Shoulder Running Lane and Multi-use Path on Richmond-San Rafael Bridge- General Coordination	Dan	Work with Caltrans, BATA, CCTA and City of Richmond to represent TAM with the RSR Bridge project and upper deck multi-use path, including studies and outreach on joint use of upper deck shoulders by cars and cyclists. Communicate effectively with our legislators regarding activity on upper deck issues.	Ongoing	CMA

**Appendix 3.3 Proposed FY2019-20 Project Delivery Function Work Plan
(Continued)**

Ref #	Work Items	Responsible Team-member	Action Item and/or Product	Date of Delivery	Functional Area
22	MSN Construction Contract B1 - Redwood Landfill Interchange	Nick	In Caltrans close-out phase.	Summer 2019	CMA
23	MSN Curve Correction B3	Nick	Manage design contract and delivery of Curve Correction project. Coordination with project partners. Construction started April 2016. 3-year construction. Close out of project is anticipated by end of 2019.	Substantial construction completion at end of 2019	CMA
24	Monitor Regional Managed Lane Programs	Dan	Monitor regional managed lane activities. Monitor state and federal guidelines as they relate to managed lanes. Attend MTC Managed Lane meetings. Monitor HOV hours of operation.	Ongoing	CMA
PROJECTS BY OTHERS WITH TAM IN AN OVERSIGHT ROLE					
25	San Rafael Transit Center Relocation	Bill	Monitor activities associated with the relocation of the Bettini Transit Center in San Rafael.	Golden Gate Bridge District scheduled to certify EIR and approve relocation site in Spring 2020	CMA
26	San Rafael bicycle and pedestrian path from 2nd Street to Andersen Drive	David/Bill	Report and invoice MTC for \$2.95M RM2. Assist City to identify additional funding for 2nd Street to Rice Drive segment.	Ongoing	CMA
PROJECT DELIVERY EFFORTS TRACKED BY TAM					
27	Participate in Regional Committees related to Project Delivery	Nick/Bill/Dan	Participate in CMA Directors meetings, CMA Project Directors meetings, MTC, and CTC meetings as appropriate.	Ongoing	CMA
28	Research Changing Federal Contracting and STIP Rules	Dan	Research latest Local Assistance and FAR publications; Assist agencies with federal requests.	Ongoing	CMA
29	US101 Interchange Improvement Studies (11 locations)	Bill	Initiate interchange studies and develop workplan.	Ongoing	Measure AA 1/2-Cent Sales Tax

Appendix 3.4 Proposed FY2019-20 Programming & Legislation Function Work Plan

<u>Ref #</u>	<u>Work Items</u>	<u>Responsible Team-member</u>	<u>Action Item and/or Product</u>	<u>Date of Delivery</u>	<u>Functional Area</u>
LOCAL SALES TAX - MEASURE A & MEASURE AA					
1	Manage Measure A and AA application, allocation, and funding agreement processes	David	Process requests for funds through TAM Board and finalize local sponsor agreements	Ongoing	Measure A/AA 1/2-Cent Sales Tax
2	Solicit Annual Reports on local road projects funded with Measure A and AA funds from FY2018-19	David	Work with local sponsors to submit annual reports	Annually in August	Measure A/AA 1/2-Cent Sales Tax
3	Monitor delivery of Measure A and AA programs & projects and assure consistency to Strategic Plan policies	David/Li	Assure delivery of prior phase work when funds requested	Ongoing	Measure A/AA 1/2-Cent Sales Tax
4	Monitor project delivery all Safe Pathway (Measure A and AA) fund recipients	David	Work with recipients on ensuring timely delivery	Ongoing, report quarterly as part of Safe Routes status report	Measure A/AA 1/2-Cent Sales Tax
5	Update Measure AA Strategic Plan annually, develop updated revenue and expenditure element	David	Update entire Strategic Plan and the Revenue and Expenditure element	March- June annually	Measure AA 1/2-Cent Sales Tax
6	Issue 4th Cycle Safe Pathway Call for Projects	David	Solicit applications for Safe Pathway funds and recommend the most qualified applications for funding	April - June	Measure AA 1/2-Cent Sales Tax
7	Amend Measure AA Strategic Plan whenever necessary to accommodate changing project needs	David	Update Revenue and Expenditure element of the Strategic Plan	Ongoing	Measure AA 1/2-Cent Sales Tax

**Appendix 3.4 Proposed FY2019-20 Programming & Legislation Function Work Plan
(Continued)**

Ref #	Work Items	Responsible Team-member	Action Item and/or Product	Date of Delivery	Functional Area
LOCAL VEHICLE REGISTRATION FEE - MEASURE B					
8	Manage Measure B application, allocation, and funding agreement processes	David	Process requests for funds through TAM Board and finalize local sponsor agreements	Ongoing	Measure B \$10 VRF
9	Monitor delivery of Measure B programs & projects and assure consistency to Strategic Plan policies	David/Li	Assure delivery of prior phase work when funds requested	Ongoing	Measure B \$10 VRF
10	Amend Measure B Strategic Plan whenever necessary to accommodate changing project needs	David	Update Revenue and Expenditure element of the Strategic Plan	Ongoing	Measure B \$10 VRF
STATE FUNDS					
11	Manage Prop 1 B / STIP funded projects in Marin Sonoma Narrows Corridor	Nick	Manage all delivery and other requirements regarding fund sources for Marin Sonoma Narrows projects	Ongoing	CMA
12	Provide oversight on projects with RTIP, ATP, and LPP funds including other SB1 funds	David /All Managers on new state funded projects	Reconcile prior RTIP funds and develop new ATP and SB1 projects for programming in the 2018 STIP	Ongoing/New ATP project candidates selected	CMA
13	Submit applications for SB1 and ATP funding and inform local jurisdictions of funding opportunities	David	Participate in workshops, coordinate with local jurisdictions, and submit competitive applications for funding	Ongoing	CMA
14	Manage 2020 STIP Programming	David	Manage programming of STIP funds, including requesting PPM funds from CTC	July - January	CMA
15	Announce/support/coordinate local agency applications to state and regional grant programs	David	Assist with ongoing grant opportunities, seeking out candidates & supporting applications, particularly opportunities from SB1	Ongoing	CMA

**Appendix 3.4 Proposed FY2019-20 Programming & Legislation Function Work Plan
(Continued)**

Ref #	Work Items	Responsible Team-member	Action Item and/or Product	Date of Delivery	Functional Area
FEDERAL FUNDS/OBAG					
16	Prepare federal fund requests as needed	David/Nick/Bill/Dan	Ongoing, for fed funds coming to TAM, such as earmarks, STP, and CMAQ	Ongoing	CMA
17	Monitor and assist in delivery of federally funded projects locally	Nick/Bill/Dan	Assist local governments in meeting federal obligation and billing requirements	Ongoing	CMA
18	Provide oversight on projects selected for OBAG 2	David	Assist jurisdictions to prepare required documents for OBAG 2 fund obligations with Caltrans Local Assistance	Summer 2017	CMA
19	Work with MTC on the 2019 TIP	David	Update all Marin entries in the TIP	July - December	CMA
REGIONAL FUND SOURCES					
20	Manage TFCA/TDA Program-participate in regional policy discussions on TFCA; Program TFCA and TDA funds	Scott	Conduct Call for Projects, adopt program of projects, reimburse funding requests, prepared annual reports and audit	Ongoing management; programming July - October annually	CMA
21	Manage RM3 Toll Program submittal of requests for funding.	David/Nick/Bill/Dan	Assure RM3 funds are applied for in accordance with MTC guidelines. Apply timely to when projects need to continue in their delivery. Assist in negotiating any issues with MTC/BATA	Ongoing	CMA
22	Manage the Lifeline Transportation Program Cycle 5	David	Facilitate the swapping funds necessary for programming and work with jurisdictions with awarded project to process funding with MTC	July - December	CMA

**Appendix 3.4 Proposed FY2019-20 Programming & Legislation Function Work Plan
(Continued)**

Ref #	Work Items	Responsible Team-member	Action Item and/or Product	Date of Delivery	Functional Area
REGIONAL FUND SOURCES					
23	Work with MTC on the 2019 TIP	David	Work with transit agencies on developing an agreement to preserve STA Population Based funds annually in accordance with transit operator agreement reached in early 2019	July - December	CMA
24	Track and respond to new or revised delivery requirements on various fund sources	David/Nick/Bill/Dan	Ongoing changes in federal fund requests	Ongoing	CMA
25	Manage RM2 funded projects - North-South Greenway	Bill	Complete final design of northern segment. Provide oversight of southern segment preliminary engineering and environmental determination. Report activities to MTC	Ongoing	CMA
26	Announce/support/coordinate local agency applications to state and regional grant programs	David	Assist with ongoing grant opportunities, seeking out candidates & supporting applications	Ongoing	CMA
GENERAL PROGRAMMING RESPONSIBILITIES					
27	Manage monitoring and reporting requirements from granting agencies	David/TAM Managers	Manage misc. reporting requests as needed (i.e., TFCA, STP, CMAQ, PPM)	Ongoing	CMA
28	Prepare TIP amendments and updates for Marin County	David	Ongoing management of the TIP in coordination with local sponsors	Ongoing	CMA
29	Participate in statewide & regional committees related to programming	David/Executive Director	Ongoing coordination within region, at state level, and with fellow CMA's	Ongoing	CMA
LEGISLATION					
30	Track legislation affecting funding in Marin County/ bring issues as necessary to the TAM Board	David/Gus Khouri	Work with TAM's legislative consultant and County legislative outreach on issue of concern to TAM	Ongoing	CMA

Appendix 3.5 Proposed FY2019-20 Planning Function Work Plan

<u>Ref #</u>	<u>Work Items</u>	<u>Responsible Team-member</u>	<u>Action Item and/or Product</u>	<u>Date of Delivery</u>	<u>Functional Area</u>
PROGRAM MANAGEMENT					
1	Commute Alternatives Reduce Trips (CART) - Program Management	Derek/Scott	Manage the suite of Commute Alternative Trip Reduction programs and Measure B Strategy 3 expenditures. Conduct program reviews and coordinate grant support.	Ongoing	Measure B \$10 VRF
2	Commute Alternatives Reduce Trips (CART) - Lyft Partnership Program	Derek/Scott	Continue pilot program with Lyft and Whistlestop scheduled until September 2018. Provide program evaluation and develop potential next steps for program, including transit coordination.	Summer 2020	Measure B \$10 VRF
3	Commute Alternatives Reduce Trips (CART) - Outreach Efforts	Scott	Conduct public and employer outreach related to commute alternatives in Marin under new "Marin Commutes" brand. Prepare updated public outreach materials on an as-needed basis.	Ongoing	Measure B \$10 VRF
4	Commute Alternatives Reduce Trips (CART) - ERH Program	Scott	Monitor and process ERH reimbursements.	Ongoing	Measure B \$10 VRF
5	Commute Alternatives Reduce Trips (CART) - Vanpool Program	Scott	Review/monitor incentive program structure as component of 511 Vanpool restructuring.	Ongoing	Measure B \$10 VRF
6	Commute Alternatives Reduce Trips (CART) - Bike Share Program	Scott	Develop and procure Bikeshare program for Marin and Sonoma Counties around SMART access.	Vendor selection Summer 2019. Program implementation Spring 2020.	Measure B \$10 VRF
7	Commute Alternatives Reduce Trips (CART) - Carshare Program	Scott	Support Carshare efforts in Marin County, including marketing/promotional activities to support existing carshare services.	Completed in 2019/2020	Measure B \$10 VRF
8	SR2S - Safe Route to Schools-Program and Contract Management	Dan/David	Monitor delivery of services and implementation of contract. Quarterly meetings with SR2S contractor. Host Local Elected Liaisons meeting twice a year.	Ongoing	Measure A/AA 1/2-Cent Sales Tax
9	Alt Fuels Program	Nick	Continue convening TAM's Clean Trans Tech Adv Working Group. Plan for and implement expanded program. Develop Toolkits for EV fleet conversion and EV Charging Equipment installations. Continue attending EV Coordinating Council and Planning Committee. Leverage local funds with regional funding opportunities to expand Marin's alternative fuel programs.	Ongoing	Measure B \$10 VRF

**Appendix 3.5 Proposed FY2019-20 Planning Function Work Plan
(Continued)**

Ref #	Work Items	Responsible Team-member	Action Item and/or Product	Date of Delivery	Functional Area
10	Sea Level Rise Program	Derek/Nick	Coordinate with Local and Regional Sea Level Rise efforts to determine program for TAM Sea Level Rise funds. Consider development of grants for implementation efforts.	Ongoing	Measure AA 1/2-Cent Sales Tax
11	Innovation Program	Derek/Molly	Continue to develop Marin County Innovation program, including public workshops and discussions with public and private partners to launch innovative programs in Marin County, including mobility as a service offerings such as AV shuttles, on-demand mobility services, and/or corridor management programs.	Ongoing	Measure AA 1/2-Cent Sales Tax
12	CCTA/TAM Mobility as a Service Program	Derek	Coordinate and review program development with CCTA and Public/Private partners to develop and launch Marin County Mobility as a Service Program.	Ongoing	Measure AA 1/2-Cent Sales Tax
TAM PLANNING EFFORTS					
13	Congestion Management Plan and Monitoring	Derek	Conduct Biannual Monitoring in 2018, prepare monitoring report in 2019 for approval by TAM and timely submittal to MTC. Attend quarterly CMP working group and track MTC CMP guidance. Participate in CMP Legislative proposals as necessary.	Late 2019	CMA
14	Traffic Monitoring and Reporting	Derek	Monitor and regular reports of Marin traffic conditions for local travel behavior understanding, local jurisdiction information and model development. Report to local jurisdictions on findings. Participation in Regional Data collection discussions and update TAM data sets with annual traffic, housing, economic and other related data.	Ongoing	CMA
15	Marin County RTP Project List Development	Derek	Develop list of Marin County transportation projects that meet MTC requirements for listing in the RTP. Monitor and review MTC revenue needs assessment for financial forecasts. Monitor and review MTC project performance assessment. Constrain project list to meet available revenues, and coordinate with local project sponsors on project scope, schedule and cost estimates. Review Regional Transportation Plan for Marin County Transportation interests.	Winter 2020	CMA

**Appendix 3.5 Proposed FY2019-20 Planning Function Work Plan
(Continued)**

<u>Ref #</u>	<u>Work Items</u>	<u>Responsible Team-member</u>	<u>Action Item and/or Product</u>	<u>Date of Delivery</u>	<u>Functional Area</u>
16	Modeling - TAMDM Travel Demand Model	Derek	Development of 2040 horizon year for TAMDM. Coordinate Model Development reviews with Local Planning, DPW staff and Transit Operators. Participate in Regional Modeling Working Group monthly meetings to coordinate on regional data purchases of Big Data, Development of Regional Models, and modeling requirements for SB 743 VMT analysis.	Winter 2020	CMA
17	Modeling/CMP - Project Development Reviews	Derek	Monitor development proposals in Marin County Jurisdictions for Developments that require CMP analysis under CEQA. Work with jurisdictions to coordinate transportation analysis required for CEQA compliance.	Ongoing	CMA
18	TAM BPAC Oversight	Scott	Convene BPAC meetings to support bike/ped discussions. Assure BPAC role continues in advising on programming of bike/ped funds.	Ongoing	Measure AA 1/2-Cent Sales Tax
19	OBAG 2 Planning Requirements	Derek/Scott/David	Provide support as needed to local jurisdictions on Housing/Complete Street Act/Surplus Land Act	Ongoing	CMA
20	Community Based Transportation Plans	Derek	Provide coordination and management of San Rafael CBTP update for Canal Neighborhood. Monitor implementation of projects identified in adopted CBTP, report regarding status of projects in CBTP's.	Ongoing	CMA
21	Long Range Transportation Planning	Derek	Strategic Vision Plan was accepted in 2017 with an update due in 2021. Begin scoping efforts for plan update, based on development of 2040 modeling forecasts.	Ongoing	CMA
LOCAL PLANNING COORDINATION					
22	Local Transit Coordination	Derek/Dan/Scott	Coordinate with transit operators on transit planning including Marin Transit's Short Range Transit Plan, Shared Mobility Programs, Marin Transit School Bus services, senior mobility including Marin Mobility Consortium, Climate Change, Electrification of Fleets, and TDM programs, among other efforts.	Ongoing	Measure AA 1/2-Cent Sales Tax
23	SB 743 Coordination	Derek	Participate in Local SB 743 Working Group set up by County of Marin. Share efforts from regional working group, CMA discussions, and TAM Travel model development.	Ongoing	CMA

**Appendix 3.5 Proposed FY2019-20 Planning Function Work Plan
(Continued)**

<u>Ref #</u>	<u>Work Items</u>	<u>Responsible Team-member</u>	<u>Action Item and/or Product</u>	<u>Date of Delivery</u>	<u>Functional Area</u>
24	Climate Change Coordination	Derek	Participate and provide transportation information to local jurisdictions local climate action planning. Participate in Marin Climate and Energy Partnership for local climate action plan development. Attend and participated in Drawdown Marin Transportation Subcommittee and Executive Steering Committees.	End of 2021	Measure B \$10 VRF
25	Sea Level Rise /Resiliency Planning	Derek/Nick	Monitor and attend meetings for Corte Madera's Resiliency Plan, County of Marin Sea Level Rise implementation efforts including BayWAVE and Caltrans Planning grants on Highway 1 and SR 37. Monitor regional discussions with BCDC, BayRen, and other Regional SLR agencies. Monitor Measure AA regional funding for transportation opportunities.	Ongoing	CMA
26	MTC - Plan Bay Area Local Coordination	Derek	Coordinate on updates on MTC discussions around PBA and regional planning initiatives including "Futures" effort underway.	Ongoing	CMA
27	Marin Map	Derek	Participate in MarinMap Steering Committees and share TAM data with MarinMap for local jurisdictions use.	Ongoing	CMA
28	Local Bike and Pedestrian Planning	Scott	Coordinate on MTC and statewide active transportation and bike/ped programs, policies and initiatives. Attend ATWG meeting.	Ongoing	CMA
REGIONAL COORDINATION					
29	CMA Planning Directors	Derek	Coordinate on regional planning efforts and policy discussions. Chair CMA planning directors meetings, and attend CMA Executive Directors meetings as needed.	Ongoing	CMA
30	MTC - Horizon/Plan Bay Area 2050 Coordination	Derek	Review and provide input on MTC horizon effort, including regional policy development. Provide input on perspective papers, modeling efforts, data review, strategy development and process for development of regional plans. Participate in Regional Advisory Working group, regional modeling working group and other Regional ABAG/MTC meetings to track progress. share relevant discussions with local planning and public works staff for input.	Ongoing	CMA

**Appendix 3.5 Proposed FY2019-20 Planning Function Work Plan
(Continued)**

<u>Ref #</u>	<u>Work Items</u>	<u>Responsible Team-member</u>	<u>Action Item and/or Product</u>	<u>Date of Delivery</u>	<u>Functional Area</u>
31	MTC - Regional Housing Legislative Working Group	Derek	Monitor/track regional housing legislative working group discussions on proposed housing legislative related to MTCs CASA Compact.	Ongoing	CMA
32	MTC - Partnership Technical Advisory Committee Coordination	Derek/David	Monitor and Track MTC programming, policy, planning and legislative issues and provide input for Marin.	Ongoing	CMA
33	MTC - Regional TDM Coordination	Scott	Participate in regional TDM programs with MTC/BAAQMD and other CMAs.	Ongoing	Measure B \$10 VRF
34	Caltrans Coordination	Derek/Nick/Bill/Dan	Monitor and report to local jurisdictions on Caltrans planning efforts. Participate in the update of Caltrans plans to meet Solutions for Congested Corridor Program requirements.	Ongoing	CMA
35	North Bay Transportation Officials Coordination	Derek	Participate in Sub-regional North Bay Transportation Officials meeting. Identify opportunities to partner with North Bay Agencies.	Ongoing	CMA
36	State Planning Efforts	Derek/Nick/Bill/Dan	Monitor State transportation Planning efforts, including California Transportation plan, freight planning, air quality plans, and policy, planning and legislative issues	Ongoing	CMA

Appendix 4: Proposed FY2019-20 Classification & Salary Range

Transpiration Authority of Marin
Classification & Salary Range
(Effective July 1, 2019)

Position Classification	FLSA	Monthly		FTE
		Minimum	Maximum	
	<i>Note 3</i>			
Executive Director - <i>Note 1</i>	E		\$ 18,118.62	1.0
Deputy Executive Director - <i>Note 2</i>	E	\$ 13,143.68	\$ 16,429.61	0.0
Executive Assistant	NE	\$ 6,905.15	\$ 8,434.32	1.0
Public Outreach Coordinator	E	\$ 9,682.23	\$ 11,796.85	1.0
Programming and Legislation Manager	E	\$ 12,045.62	\$ 14,713.16	1.0
Principal Project Delivery Manager	E	\$ 12,128.00	\$ 14,813.79	3.0
Planning Manager	E	\$ 11,759.81	\$ 14,364.06	1.0
Senior Transportation Planner	E	\$ 9,375.71	\$ 11,451.99	1.0
Associate Transportation Planner	E	\$ 7,288.60	\$ 8,902.69	0.0
Chief Financial Officer	E	\$ 12,464.67	\$ 15,225.01	1.0
Senior Accountant	E	\$ 7,237.54	\$ 8,818.24	1.0
Accounting and Administrative Specialist	NE	\$ 5,891.09	\$ 7,195.70	1.0
Administrative Assistant	NE	\$ 4,364.41	\$ 5,330.93	0.8
				12.8

Note 1: Executive Director does not have salary steps.

Note 2: The Deputy Executive Director position is a rotation among several existing managers.

Note 3: Fair Labor Standards Act (E-exempt, NE-Nonexempt)