



TRANSPORTATION AUTHORITY OF MARIN
BOARD OF COMMISSIONERS MEETING

JUNE 24, 2021

6:00 P.M.

Zoom

<https://us02web.zoom.us/j/85664767544?pwd=MUUzOWFWaFpJdjJOaEVlK1pXcnFpdz09>

Webinar ID: 856 6476 7544

Passcode: 641645

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Corte Madera

Charles Lee

Fairfax

Chance Cutrano

Larkspur

Dan Hillmer

Mill Valley

Urban Carmel

Novato

Eric Lucan

Ross

P. Beach Kuhl

San Anselmo

Brian Colbert

San Rafael

Kate Colin

Sausalito

Susan Cleveland-Knowles

Tiburon

Alice Fredericks

County of Marin

Damon Connolly

Katie Rice

Stephanie Moulton-Peters

Dennis Rodoni

Judy Arnold

In compliance with local and state shelter-in-place orders, and as allowed by Governor Newsom’s Executive Order N-29-20, until further notice the TAM Board of Commissioners’ meetings will not be providing an in-person meeting location for the public to attend. The Commission will meet via Zoom and members of the public are encouraged to participate remotely as described below. Note: this meeting will not be webcast on Granicus.

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Teleconference: Members of the public wishing to participate via teleconference, can do so by dialing in to the following number at 6:00 PM on the day of the meeting: +1 669 900 6833; Access Code: 856 6476 7544; Password: 641645

How to provide comment on agenda items:

• Before the meeting: email your comments to jdoucette@tam.ca.gov. Please email your comments no later than 5:00 P.M. Wednesday, June 23, 2021, to facilitate timely distribution to Board members. Please include the agenda item number you are addressing and your name and address. Your comments will be forwarded to the TAM Board members and will be placed into the public record.

• During the meeting (only): Your meeting-related comments may be sent to info@tam.ca.gov. During the meeting your comments will be read (3 minutes limit per comment) when the specific agenda item is considered by the Board. Your comment will also become part of the public record. (In order to ensure staff receives your comment during the meeting, it is recommended that you send your comment early in the meeting.

• During the meeting (only): If watching this meeting online, click on the “raise hand” feature in the webinar controls. This will notify TAM staff that you would like to comment. If participating by phone, “raise hand” on Zoom by pressing *9 and wait to be called on by the Chair or the Clerk to speak. Ensure that you are in a quiet environment with no background noise. You will be notified that your device has been unmuted when it is your turn to speak. You may be notified prior to your allotted time being over. Your comments will also become part of the public record.



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 Jennifer Doucette, 415-226-0820 or email: jdoucette@tam.ca.gov no later than 5 days before the meeting date.

AGENDA

1. Chair's Report (Discussion)
2. Commissioner Matters Not on the Agenda (Discussion)
3. Commissioner Reports (Discussion)
 - a. MTC Report - Commissioner Connolly
 - b. Marin Transit Report – Commissioner Colin
 - c. SMART Report – Commissioner Lucan
4. Executive Director's Report (Discussion)
5. 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.)
6. CONSENT CALENDAR (Action) – **Attachments**
 - a. [Approve TAM Board Meeting Minutes May 27, 2021](#)
 - b. [Safe Routes to Schools Contract Extension](#)
 - c. [Allocate Transportation Sales Tax Funds from Measure AA Category 2.1 for Local Infrastructure Projects](#)
7. [State Legislative Update](#) (Discussion) – **Attachment**
8. 2021 Transportation Sales Tax Strategic Plan
 - a. [Public Hearing on the Draft 2021 Transportation Sales Tax Strategic Plan](#) - **Attachment**
 - b. [Adoption of the 2021 Transportation Sales Tax Strategic Plan](#) (Action) – **Attachment**
9. Adoption of the Proposed TAM FY2021-22 Annual Budget
 - a. [Public Hearing on the Proposed TAM FY2021-22 Annual Budget](#) – **Attachment**
 - b. [Review and Adoption of the TAM FY2021-22 Annual Budget](#) (Action) - **Attachment**

MEETING OF THE
TRANSPORTATION AUTHORITY OF MARIN
TAM

MAY 27, 2021
6:00 PM

Virtual Meeting

MEETING MINUTES

Members Present: Alice Fredericks, Tiburon Town Council
Beach Kuhl, Ross Town Council
Brian Colbert, San Anselmo Town Council
Damon Connolly, Marin County Board of Supervisors
Dan Hillmer, Larkspur City Council
Dennis Rodoni, Marin County Board of Supervisors
Eli Beckman, Corte Madera Town Council
Eric Lucan, Novato City Council, TAM Chair
James Campbell, Belvedere City Council
Chance Cutrano, Fairfax Town Council
Judy Arnold, Marin County Board of Supervisors
Katie Rice, Marin County Board of Supervisors
Stephanie Moulton-Peters, Marin County Board of Supervisors, TAM Vice-Chair
Susan Cleveland-Knowles, Sausalito City Council
Urban Carmel, Mill Valley City Council

Members Absent: Kate Colin, San Rafael City Council

Staff Members Present Anne Richman, Executive Director
Bill Whitney, Principal Project Delivery Manager
Dan Cherrier, Principal Project Delivery Manager
David Chan, Manager of Programming and Legislation
Denise Merleno, Executive Assistant
Derek McGill, Planning Manager
Helga Cotter, Senior Accountant
Joanne O’Hehir, Administrative Assistant
Li Zhang, Chief Financial Officer/Deputy Executive Director
Nick Nguyen, Principal Project Delivery Manager
Scott McDonald, Senior Transportation Planner

Chair Lucan called the meeting to order at 6:03 p.m.

Chair Lucan welcomed everyone to the meeting and asked Executive Assistant Denise Merleno to conduct a roll call to ensure a quorum. A quorum of the Board was confirmed and detailed information about how the public may participate was provided.

1. Chair’s Report (Discussion)

Chair Lucan expressed condolences on behalf of the TAM Board and staff to the employees of Santa Clara Valley Transportation Authority (VTA) and the families of those who lost their lives on May 26, 2021.

Chair Lucan introduced Commissioner Beach Kuhl, representing the Town of Ross, to present the Crossing Guard of the Year Award. Commissioner Kuhl introduced the Superintendent of Ross School District, Dr. Michael McDowell, who commended Crossing Guard David Houston for his service to the community. Commissioner Kuhl presented the award to Mr. Houston in a video recording.

Chair Lucan recognized the Citizens' Oversight Committee (COC) members and he congratulated Member Joy Dahlgren, Central Marin Planning Area, who is stepping down after 14 years of service to the Committee. Alternate Jeffrey Olson will take the member seat. Chair Lucan also recognized Mr. Bob Burton, who was a dedicated COC member for over 15 years representing the Southern Marin Planning Area and passed away in December 2020. He reported that Mr. Stephen Burke would be appointed Member for Southern Marin Planning Area and Debbie Allen as the Alternate.

Chair Lucan expressed his appreciation on behalf of the TAM Board for the work undertaken by the members. COC Chairperson Peter Pelham thanked the Board for the acknowledgement and the COC members/alternates for their dedication.

Chair Lucan concluded his report with an announcement that Commissioners Carmel and Cleveland-Knowles would be joining the TAM Commute Alternatives & Trip Reduction (CART) Ad-Hoc Committee.

2. Commissioner Matters Not on the Agenda (Discussion)

Commissioner Colbert reported on a virtual community workshop on the San Anselmo Hub Transportation Study and Commissioner Carmel recommended a podcast on roundabouts.

3. Commissioner Reports (Discussion)

a. MTC Report – Commissioner Connolly

Commissioner Connolly reported that the Metropolitan Transportation Commission (MTC) and the State of California Wildlife Conservation Board have issued a grant agreement for the North Bay Baylands Regional Conservation Investment Strategy (RCIS) for a sea level rise and climate change vulnerability assessment related to State Route (SR) 37. He also reported on MTC's plans for the approximately \$1.7 billion for the Bay Area region for transit from the American Rescue Plan (ARP). Commissioner Connolly discussed his participation on a Bay Area Toll Authority (BATA) Ad-Hoc Recovery Committee, which focuses primarily on pandemic recovery actions for BATA and the bridges. He stated that traffic levels are anticipated to return to about 90% of 2019 levels by 2022 and bridge traffic is expected to return to 100% by 2028. He confirmed that the last meeting of the Ad-Hoc group took place on April 5, 2021 and will issue a report that includes a recommendation for open-road tolling and an extension of the Richmond-San Rafael Bridge High Occupancy Vehicle (HOV) lane east of the Toll Plaza.

b. Marin Transit Report – Commissioner Colbert

Commissioner Colbert reported that he had joined Commissioner Connolly for a bus and bike ride from the San Rafael Transit Center to Golden Gate Bridge and back. He noted that Commissioner Connolly traditionally foregoes driving during the month of May in favor of biking and public transit. Commissioner Colbert reported that the Marin Transit drivers were very helpful and the experience of riding public transit was very positive.

c. SMART Report – Commissioner Lucan

Commissioner Lucan reported that SMART’s “Welcome Back” campaign is underway with 2 additional services in the morning and 3 additional services in the afternoon on weekdays. He added that Saturday service will begin on May 29, 2021, and that the SMART Board has approved a promotional fare structure that is effective until May 2022, resulting in fare savings of 40%.

4. Executive Director's Report (Discussion)

Executive Director (ED) Anne Richman issued an oath of office to Eli Beckman, a new alternate TAM Commissioner for Corte Madera.

ED Richman reported on a call for projects for \$1.25 million in funding from the Transportation Fund for Clean Air (TFCA) and the Transportation Development Act (TDA); funding allocations to Mill Valley and San Rafael for two major road projects, and the release of the Draft FY2021-22 Annual budget for the public comment period. ED Richman read a Letter of Appreciation for Ms. Merleno, who will retire at the end of May after 15 years of service as the agency’s Executive Assistant and Clerk of the Board. Vice-Chair Stephanie Moulton-Peters and Commissioners Hillmer, Connolly, Rice, Arnold, Fredericks, and Colbert offered their best wishes to Ms. Merleno. Chair Lucan added his thanks for Ms. Merleno’s contribution to the agency.

5. Open Time for Public Expression

Chair Lucan asked if any members of the public wished to speak or had sent in an e-comment, and hearing none, he moved on to the next item.

6. CONSENT CALENDAR (Action)

- a. Approve TAM Board Meeting Minutes April 22, 2021
- b. Approval of Financial Advisory Services Contract Extension
- c. Appointments to the Citizens’ Oversight Committee
- d. Review the 2021 Measure A/AA Transportation Sales Tax Compliance Auditee Selection List
- e. Allocate Transportation Sales Tax (Measure AA) Funds to Mill Valley for the East Blithedale Avenue Rehabilitation Project
- f. Allocate Transportation Sales Tax (Measure AA) Funds to San Rafael for the Third Street Rehabilitation Project
- g. Review the Proposed TAM FY2021-22 Annual Budget and Release for Public Comment

Commissioner Arnold moved to approve the Consent Calendar and was seconded by Commissioner Cutrano.

A roll call vote was conducted, and the motion passed unanimously.

7. MTC Presentation on Plan Bay Area 2050 (Discussion)

Planning Manager Derek McGill provided background information on Plan Bay Area (PBA) 2050 and he confirmed that all the projects submitted by Marin County have been included in the Plan. Mr. McGill introduced David Vautin, Assistant Director of Major Plans with MTC, who presented the report on PBA 2050.

Mr. Vautin provided an overview of Draft PBA 2050, the long-range regional plan for transportation, housing, the economy and the environment, which MTC released on May 26, 2021. He discussed the planning process and public outreach since the Plan's inception 3.5 years ago and highlighted the expected growth geographies in the Bay Area over the next 30 years.

Mr. Vautin discussed the four elements of the Plan. He stated that the Transportation Element focuses on maintaining and optimizing the existing system and investing \$100 billion in transit; the Housing Element focuses on preserving and growing affordable housing levels; the Economy Element focuses on strategies to improve economic mobility to address income inequality; and the Environmental Element includes strategies to reduce risks from sea level rise and earthquakes.

Mr. Vautin provided an overview of the 35 strategies that are included in the Plan, including strategies to expand the transportation network to connect to new destinations and reduce traffic congestion. He discussed 5 strategies that relate directly to Marin County, including a transportation strategy to improve interchanges and highway bottlenecks (such as SR 37), and increased affordable housing and sea level rise protections. Mr. Vautin stated the cost of the Plan is expected to be over \$1.4 trillion over the 30-year time period and he noted that there were significant funding gaps, particularly in the housing, economic and environmental strategies, which will require state and federal funding. He noted that Marin County is expected to account for 3% of the region's housing growth, and the North Bay is expected to account for 10% of housing growth. He discussed the importance of job and housing growth occurring close to public transit in order to meet the state's greenhouse gas (GHG) reduction mandates and the advantages of adopting the strategies, including reductions in the burden of housing and transportation costs and the protection of homes from sea-level rise.

Mr. Vautin highlighted some of the actions in the implementation plan, including the need to raise revenue, advance the recommendations of the Blue Ribbon Recovery Taskforce and to lead projects that advance affordable housing.

Mr. Vautin concluded his presentation with details of the public outreach process and noted that the Draft Plan is available to the public for review and comment through July 20, 2021.

Commissioner Hillmer asked how the pandemic has affected data on jobs and housing. Mr. Vautin stated that a Draft and Final Blueprint were produced during the pandemic that incorporated data on telecommuting, GHG emissions and office needs during that period.

Commissioner Campbell and Mr. Vautin discussed MTC's role in sea level rise planning and the financial aspects of implementing the plan. Mr. Vautin stated that the plan includes studies on the costs and mitigations for impacts from a 2-foot sea level rise through 2050, and that MTC's role would be to provide technical assistance and funding to local agencies. He confirmed that they utilized research from San Francisco Bay Conservation and Development Commission.

Commissioner Carmel and Mr. Vautin discussed the need for 37,000 housing units over the 30-year period of the Plan and Commissioner Carmel noted that lack of funding would be the key problem for meeting affordable housing needs.

Chair Lucan and Mr. Vautin discussed the inclusion of accessory dwelling units (ADUs) and junior accessory dwelling units (JADUs) in growth patterns.

Chair Lucan opened this item to public comment.

Vida Florez, Alternate for the COC, commented on the Plan, which she urged the TAM Board to support .

8. Adopt Positions on 2021 State Legislative Bills (Action)

Manager of Programming and Legislation David Chan introduced Gus Khouri of Khouri Consulting to present this item which recommended that the TAM Board adopt the recommended positions on the 2021 Legislative bills.

Mr. Khouri discussed the state budget surplus, financial commitments to education, homelessness, and the dedication of \$4.5 billion for transportation, including investment in rail transit to reduce GHG emissions; funding for the Active Transportation Program (ATP) and grade separation projects. He also discussed the extension of relief on transit fare box recovery ratio requirements, maintaining the California Department of Transportation (Caltrans) support cost cap charged to local agencies for delivering projects relating to state highways, and TAM's response to the Governor's Climate Action Plan for Transportation Infrastructure.

In response to Commissioner Rice, Mr. Khouri confirmed the Governor is required by the constitution to set aside funds for a rainy day fund. He noted that the state has exceeded the level of taxation funds allowed and is returning funds to taxpayers.

Chair Lucan recused himself from the discussion on the e-bike bill and asked Vice-Chair Moulton-Peters to preside over that portion of the item.

Mr. Khouri confirmed an amendment to Assembly Bill (AB) 117 (Boerner Horvath) would prioritize rebates for low-income individuals who purchase electric bikes and he recommended the Board change its position on the bill from "Watch" to "Support".

Chairperson Lucan returned to the virtual dais and Mr. Khouri also recommended TAM change position from "Oppose" to "Watch" on Senate Bill (SB) 542 and to take a position of "Support" on AB 14 and SB 4 that will provide funding to expand broadband.

Commissioner Fredericks asked Mr. Khouri if there would be sufficient funds to provide increased broadband across the community or if funds would be prioritized. In response, Mr. Khouri stated that he is not aware of how funds will be distributed.

Chair Lucan asked if any members of the public wished to speak or had sent in an e-comment, and hearing none, he closed the item to public comment.

Chair Lucan recused himself and stepped away from the virtual dais while Vice-Chair Moulton Peters presided over the vote on the e-bike bill.

Commissioner Rice made a motion to move from a "Watch" position to a "Support" position on AB 117 which was seconded by Commissioner Cleveland-Knowles. A roll call vote was conducted, and the motion passed unanimously.

Chair Lucan returned to the virtual dais and presided over the vote for the remainder of the bills.

Commissioner Rice made a motion to adopt positions on the remaining bills in the 2021 State Legislative Bills as presented in the staff report which was seconded by Commissioner Cleveland-Knowles. A roll call vote was conducted, and the motion passed unanimously.

9. MTC Agreement for the Marin Sonoma Narrows (MSN) Project (Action)

ED Richman introduced the item and noted that MTC has approved the funding agreement with TAM. Mr. Chan presented the staff report, which asks the TAM Board to authorize the TAM ED to execute an agreement with MTC

for the programming of federal discretionary Surface Transportation Program (STP) funds to the construction phase of the MSN Project.

Mr. Chan reported that the Board had authorized the TAM ED to sign a Letter of No Prejudice (LONP) at the April 22, 2021 Board Meeting for the remaining funding needed for the construction of the MSN project. Mr. Chan explained the circumstances under which TAM would be required to pay a one-time payment of 1% under the agreement with MTC. He stated that staff is proposing the amount of \$757,000 would be paid using Measure AA and he confirmed staff's recommendation to execute the funding agreement.

In response to Vice-Chair Moulton-Peters, Mr. Chan clarified that payment of the 1% is required if Regional Measure (RM) 3 is upheld after September 30 2023, but TAM would not be required to repay any of the federal funds if RM3 fails. ED Richman stated that the funding agreement is still significantly beneficial to the agency.

Commissioner Connolly and ED Richman discussed the reason why MTC would apply an interest fee if RM3 is not upheld before September 2023. ED Richman noted that the date is tied to the cycle of funding from the Surface Transportation Program (STP) through the One Bay Area Program (OBAG).

Commissioner Cleveland-Knowles stated that the litigation of RM3 is currently being considered by the courts and that it is possible the lawsuit might not be resolved before September 2023. She confirmed her support for staff's recommendation.

Chair Lucan asked if any members of the public wished to speak or had sent in an e-comment, and hearing none, he closed the item to public comment.

Commissioner Arnold made a motion to authorize TAM ED to execute an agreement with the MTC for the programming of federal discretionary STP funds to the construction phase of the MSN Project which was seconded by Commissioner Fredericks.

A roll call vote was conducted, and the motion passed unanimously.

10. Review and Release the Draft 2021 Strategic Plan for Public Comment (Action)

ED Richman introduced the item and Mr. Chan presented the staff report, which asks the Commissioners to review and release the draft 2021 Strategic Plan for the required 30-day public comment period.

Mr. Chan provided background information on the Expenditure Plans for Measure A and Measure AA, which require TAM to have Strategic Plans that identify when funding would become available and when projects are slated to receive funds. He stated that the Strategic Plan for Measure A must remain until the agency has fulfilled all the commitments under the measure and that staff is recommending the Strategic Plans for Measure A and Measure AA are combined into a single document.

Mr. Chan discussed the notable changes to the new Plan, including the addition of two new guiding principles: 1) Equity and 2) Wildfire Evacuation Awareness, and the provision of a 5-year outlook. He discussed sections in the Plan that address transparency and accountability and the inclusion of revenue forecasts.

Mr. Chan stated that revenue collections for Measure A ceased on March 30, 2019 and he discussed the outstanding commitments under Strategy 1.1 and the Reserve Fund. He discussed Measure AA funds, which began collection on April 1, 2019 and discussed the ways in which the funds have been spent, including Quick-Build Projects, large and small Safe Pathway Projects and the Crossing Guard Program.

Mr. Chan confirmed that the recommendation by staff is to release the 2021 Strategic Plan for the 30-day public comment period, with adoption of the Strategic Plan anticipated by the TAM Board at the June 24, 2021 meeting subject to completion of the public comment period on June 26.

Chair Lucan asked if any members of the public wished to speak or had sent in an e-comment, and hearing none, he closed the item to public comment.

Commissioner Hillmer made a motion to release the draft 2021 Strategic Plan for the required 30-day public comment period which was seconded by Commissioner Arnold.

A roll call vote was conducted, and the motion passed unanimously.

11. Active Transportation Update in Celebration of Bike Month (Discussion)

Senior Transportation Planner Scott McDonald presented the discussion item on the agency's activities that advance biking in Marin County. The activities include the agency's sponsorship of Bike to Everywhere Days, the completion of an electric bike study in 2020, future implementation of an e-bike share program, a website toolkit, the funding of 27 projects through Safe Pathways, a call for projects for TFCA and TDA funds, funding from the state Active Transportation Projects (ATP) for Richmond-San Rafael Bridge Access, and funding requests submitted through the federal Community Projects process.

Mr. McDonald discussed current construction projects that include bike and pedestrian improvements on Sir Francis Drake Boulevard, the North-South Greenway Multi-Use Path over Corte-Madera Creek, and the Gate 6 Intersection improvements in Sausalito. He also discussed TAM's promotion of biking throughout Marin County,

Vice-Chair Moulton-Peters stated that it was wonderful to see all that has been accomplished in the County and Commissioner Hillmer thanked Mr. McDonald for his presentation to the Larkspur City Council on the Bike Share Program.

Chair Lucan opened this item to public comment.

Warren Wells, Marin County Bicycle Coalition (MCBC), thanked the commissioners for their support for biking projects. He particularly thanked Supervisor Connolly for accompanying him on a biking tour of bike projects.

The meeting was adjourned at 8:23 p.m. in memory of the VTA victims

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DATE: June 24, 2021

TO: Transportation Authority of Marin Board of Commissioners

FROM: Anne Richman, Executive Director *Anne Richman*
Dan Cherrier, Principal Project Delivery Manager

SUBJECT: Safe Routes to Schools Contract Extension (Action), Agenda Item No. 6b

RECOMMENDATION

Authorize the Executive Director to enter into Amendment 1 of Contract C-FY 19-02 with Parisi Transportation Consultants (PTC) for the Safe Routes to Schools (SR2S) Program. Contract to be increased by \$1.7 million to a new Not to Exceed amount of \$4.55 million. Contract term to be extended to June 30, 2023.

Staff presented the SR2S Program updates and the recommended contract amendment actions at two Ad-Hoc Safe Routes Committee meetings this spring. After consideration, the Ad-Hoc Committee unanimously recommended that the current contract be extended for two additional years.

BACKGROUND

The SR2S of the Transportation Authority of Marin (TAM) is an education and incentive program that encourages children and parents to walk and bicycle, particularly to schools. The SR2S Program is designed to decrease traffic and pollution and increase the health of children and the community. The Program addresses parents' safety concerns by educating children and the public, partnering with traffic law enforcement, and developing plans to create safer streets. Marin County pioneered the national SR2S Program that has spread across the U.S. Marin's Program has served as a model for many counties around the Bay Area, the state and the nation.

TAM assumed funding and management responsibilities of the SR2S Program in 2005 after Marin's first local transportation sales tax measure went into effect. The Street Smarts element was added in 2006, with targeted messaging about safety at various critical locations. PTC won a three-year contract in 2005, and subsequent contracts in 2008, 2013, and 2018 to provide direct program management services for the SR2S Program, with an array of projects and programs that promote and support walking and biking to school. Primary funding for the SR2S Program comes from the Transportation Sales Tax.

DISCUSSION/ANALYSIS

Staff has been working with the PTC team to monitor the success of the SR2 Program in encouraging green trips that do not rely on using a vehicle to transport students alone. A full evaluation report was presented to the TAM Board in July 2020 with predominately positive results. During 2020 and 2021, the Program saw many changes as schools reacted to the pandemic and adjusted their operations to meet local health

requirements. Many of the SR2S programs were adapted to online learning environments, and the program staff continue to evaluate what additional changes will be needed for the next school year.

Even aside from the pandemic, the PTC team is constantly adding new program elements that can help to deliver the Program more effectively and is also eliminating elements that have not been as effective. Some recent and anticipated updates include:

- An important component is the addition of bi-lingual program coordinators to help further expand the Program.
- Much of the work of the volunteers is coordinated through regionally based Task Forces. During the pandemic, with the flexibility of remote participation, attendance increased at several Task Force meetings. PTC is looking to increase the use of a hybrid meeting format to maintain the new level of interest.
- Entirely new messaging will be created for Street Smarts in the next few months.
- Staff has been working with the PTC team to explore opportunities to further expand the Program to additional schools.

FISCAL CONSIDERATION

Due to the pandemic, the available budget for the SR2S Program was reduced for FY 20/21 to \$800,000. This was mostly accomplished by pausing on the Street Smarts element of the Program and the elimination of some on site activities. However, as previously reported, the financial forecasts have improved and program expenditures can return to historic levels. The requested Amendment will be sufficient for the program spending levels of \$970,000 for FY 21/22 and \$950,000 for FY 22/23. The extra \$20,000 for next year is to update the Street Smarts element of the Program. The funds for FY21/22 are already included in the TAM proposed budget.

NEXT STEPS

As described above, following execution of the contract amendment, staff will continue to work closely with the PTC team to make sure the Program is updated in response to changing conditions, such as the recent pandemic and the expected return to more normal on-site school operations in the fall.

ATTACHMENTS

N/A



DATE: June 24, 2021

TO: Transportation Authority of Marin Board of Commissioners

FROM: Anne Richman, Executive Director *Anne Richman*
David Chan, Programming and Legislation Manager

SUBJECT: Allocate Transportation Sales Tax Funds from Measure AA Category 2.1 for Local Infrastructure Projects (Action), Agenda Item No. 6c

RECOMMENDATION

The TAM Board allocates a total of \$5,208,679 in Measure AA Category 2.1 funds to cities, towns, and Marin County for local infrastructure projects in FY 21/22.

BACKGROUND

TAM annually allocates available local infrastructure funds to local agencies to maintain roads, bikeways, sidewalks, and pathways. Local infrastructure funds can include a combination of Measures A, AA, and B funds. Measure B funds are made available once every three years from revenue collection. FY 19/20 was the most recent year that Measure B funds were allocated, so FY 22/23 will be the next time new Measure B funds will be available for local infrastructure projects.

Measure A ceded revenue collection on March 31, 2019, when Marin voters approved the Measure AA Program to extend the Marin Transportation Sales Tax for 30 years. Except for minor residual adjustments collected by California Department of Tax and Fee Administration (CDTFA), Measure A funds are no longer collected. However, previously collected Measure A reserve funds may be available for distribution until the funds are exhausted, in accordance with the adopted policy for reserve funds.

Category 2.1 of Measure AA

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. Funds are distributed on an annual basis to each city, town, and Marin County, calculated using a formula based on a 50/50 split of lane miles maintained and population; these factors were updated in 2021, resulting in very minor adjustments to local shares. 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 of 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.

DISCUSSION

The available amounts for allocation, as shown in the below table, total \$5,208,679 in Measure AA Category 2.1 funds in FY 21/22.

	FY 21/22 Measure AA
Belvedere	\$50,872
Corte Madera	\$191,626
Fairfax	\$143,220
Larkspur	\$205,504
Mill Valley	\$294,202
Novato	\$939,961
Ross	\$54,491
San Anselmo	\$230,692
San Rafael	\$1,016,891
Sausalito	\$143,907
Tiburon	\$180,824
Marin County	\$1,756,488
Total	\$5,208,679

Category 2.1 of Measure AA

Because local infrastructure funds are distributed in advance to agencies, as opposed to reimbursement after project completion, local infrastructure funds under Measure AA are collected before the funds are allocated. Therefore, the estimated local infrastructure funds for FY 20/21 under Measure AA are funds that are being collected from July 1, 2020, to June 30, 2021.

Reserve Funds for Strategy 3.2 of Measure A

TAM collected approximately \$5.4 million in reserve funds in the first five years of the Measure A Program. On June 27, 2019, the TAM Board adopted a policy to release Measure A reserve funds at a rate that does not exceed the amount collected for Measure AA reserve funds, to maintain the \$5.4 million reserve level.

Since the policy was adopted, TAM released Measure A reserve funds in June 2020 because reserve funds were collected from Measure AA in FY 19/20. Local agencies received their proportional share of reserve funds from Strategy 3.2 of Measure A in FY 20/21. It was always intended for TAM to continue to release Measure A reserve funds annually until the funds are exhausted.

However, the TAM Board in June 2020 suspended the collection of Measure AA reserve for one year in anticipation that collection of transportation sales tax funds would be negatively impacted by the COVID19 pandemic. As a result of the suspension, Measure A reserve funds will not be available in FY 21/22, consistent with TAM Board policy on reserve funds adopted on June 27, 2019. It is anticipated that Measure A reserve funds will become available for allocation in FY 22/23.

Call for Projects

On May 14, 2021, a Call for Projects was issued to the local agencies, requesting applications for FY 21/22. The Public Works Directors were informed of the allocation process and the amount of available funds for each agency. The FY 21/22 funding levels for local infrastructure projects as programmed in the 2021 Transportation Sales Tax Strategic Plan were made available in the Call for Projects. Every agency submitted an allocation request for the full amounts available for eligible projects planned in the upcoming year.

Attachment A describes each agency's anticipated project(s) that will be funded using the FY 21/22 allocations.

FISCAL IMPACTS

These amounts were anticipated and included in the proposed TAM FY 21/22 Annual Budget and no further action is needed at this time.

NEXT STEPS

If the allocations are approved by the TAM Board, funding agreements for the amounts listed will be issued to the agencies. Funds are immediately available to an agency upon execution of a funding agreement.

ATTACHMENT

Attachment A – FY 21/22 Local Infrastructure Allocation Requests

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**Transportation Authority of Marin
Measure AA Funds**

Allocation Request Form

Fiscal Year of Allocation: 2021/22

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 Hawthorn Stairs and Park Lane stair and seating area have been identified in the City's FY22 budget as priority improvement areas, along with maintenance and repairs to existing lanes, and design and engineering of new lanes.

Cost of Scope: \$70,000

Measure AA Category 2.1 Funds Available Amount: \$50,872

Total Requested Amount: \$50,872

Other Funding: \$19,128

Project Delivery Schedule (include start & completion milestones):

Project	Start	Complete
Park Lane Stair	6/2021	9/2021
Hawthorn Lane	3/2022	5/2022
Maintenance/Repairs	10/2021	10/2021

**Transportation Authority of Marin
Measure AA Funds**

Allocation Request Form

Fiscal Year of Allocation: 2021/22

Expenditure Plan: Local Roads and Related Infrastructures

Project Name: 2021 Road Rehabilitation Project

Implementing Agency: Town of Corte Madera

Scope of Work: Work will include resurfacing, drainage improvements, sidewalk and ADA improvements, and related work on the following roads:

- Baja Court (Channel Drive to End)
- Channel Drive (Yolo Street to End)
- Echo Avenue (Harbor Drive to End)
- Edgemar Way (Yolo Street to Yolo Street)
- Flying Cloud Course (Seawolf Passage to Spindrift Passage)
- Harbor Drive (Paradise Drive to End)
- Madera Del Presidio Drive (Paradise Drive to Wildflower Drive)
- Meadow Ridge Drive (Madera Del Presidio Drive to End)
- Pacific Queen Passage (Golden Hind Drive to Spindrift Passage)
- Paradise Drive (San Clemente Drive to Seawolf Passage)
- Ridge Court (Meadow Ridge Drive to End)
- Yolo Street (Echo Avenue to End)

Cost of Scope: \$2,000,000

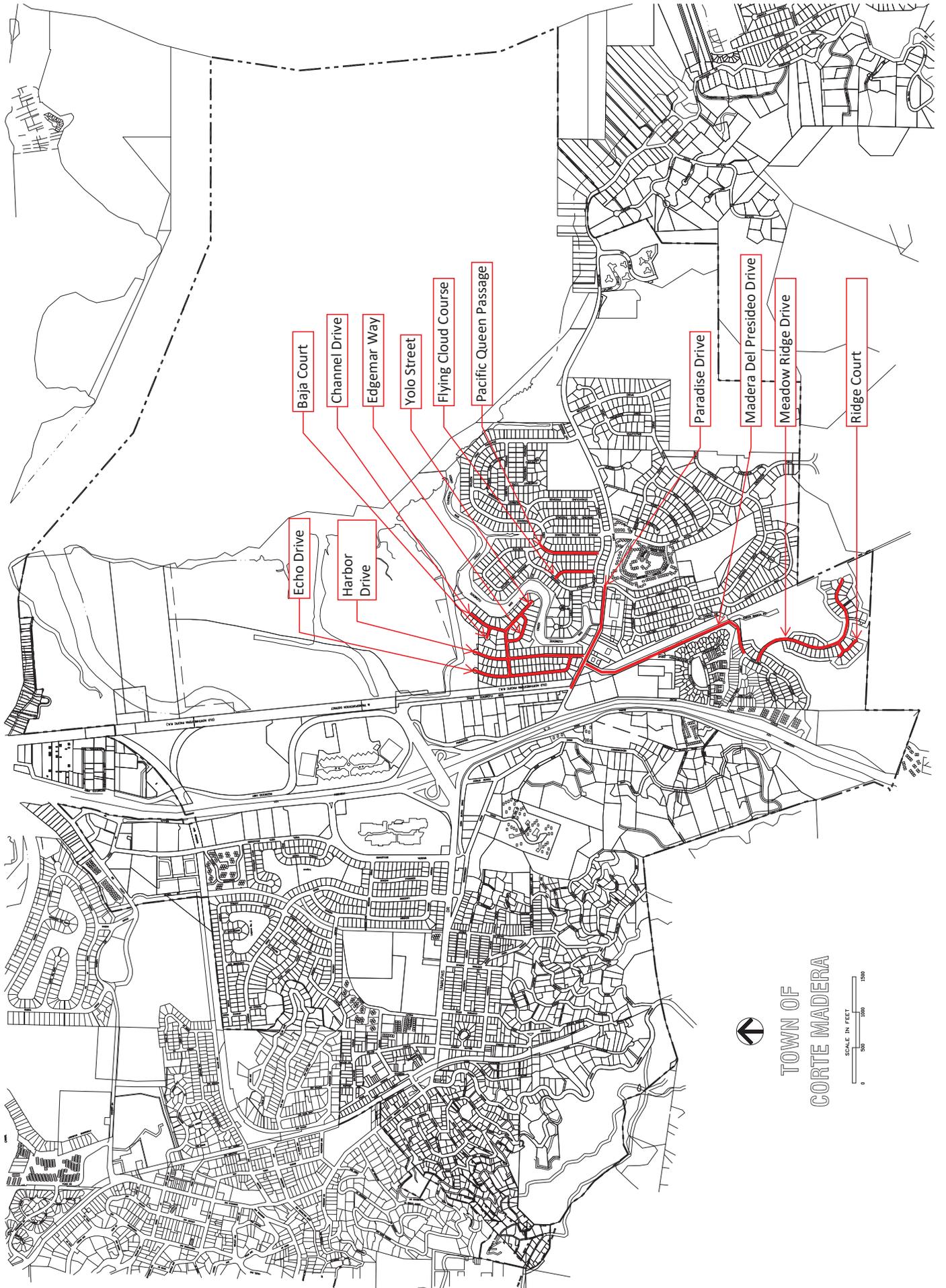
Measure AA Category 2.1 Funds Available Amount: \$191,626

Total Requested Amount: \$191,626

Other Funding: \$172,165 from FY 20/21 Measure A and AA
\$1,636,209 Local Funds (Measure F Sales Tax Fund)

Project Delivery Schedule (include start & completion milestones): Construction anticipated August-November 2021

Item 6c - Attachment A



**Transportation Authority of Marin
Measure AA Funds**

Allocation Request Form

Fiscal Year of Allocation: 2021/22

Expenditure Plan: Local Roads and Related Infrastructures

Project Name: Scenic Rd. Retaining Wall and repaving of portions of Sir Francis Drake (SFD) and Bolinas Rd.

Implementing Agency: Town of Fairfax

Scope of Work:

Scenic Rd.- construct retaining wall at Ridge and Scenic Rd intersection to stabilize road.

SFD and Bolinas Rd.- repave/reconstruct the worst sections of SFD and Bolinas Rd.

Cost of Scope:

Scenic Rd.- \$200,000

SFD and Bolinas Rd.- \$178,000

Measure AA Category 2.1 Funds Available Amount:

\$143,220 – allocate \$65,170 of Measure AA to Scenic and \$78,050 to SFD/Bolinas Rd.

Total Requested Amount: \$143,220

Other Funding: SB 1 gas tax, reallocation of TAM Measure A from previous year, and/or general fund

Project Delivery Schedule (include start & completion milestones):

Scenic Rd.

Begin construction in Summer 2021

Complete in Fall 2021

SFD/Bolinas Rd.

Design in Fall 2021

Begin construction Spring 2022

Complete Summer 2022

**Transportation Authority of Marin
Measure AA Funds**

Allocation Request Form

Fiscal Year of Allocation: 2021/22

Expenditure Plan: Local Roads and Related Infrastructures

Project Name: Measure B Group 4 Pavement Rehabilitation

Implementing Agency: City of Larkspur

Scope of Work: pavement rehabilitation – grinding, pavement fabric, asphalt level course, new asphalt overlay, striping and signing replacements.

Street Name	From	to
HOLCOMB	CANE ST	ALEXANDER AVE
MAGNOLIA AVE	City Limit (north)	City Limit (south)
ALEXANDER AVE	HOLCOMB AVE	MAGNOLIA AVE
BALTIMORE AVE	HOLCOMB AVE	MAGNOLIA AVE
LA ROSA WAY	HOLCOMB AVE	MONTE VISTA AVE
MONTE VISTA AVE	KING ST	ALEXANDER AVE
HAZEL AVE	TAMALPAIS AVE/ ORANGE	LAUREL AVE
ORANGE AVE	HAZEL AVE	MADRONE AVE
TAMALPAIS AVE	NORTH END	ORANGE AVE
BRIDGE RD	W BALTIMORE AVE	MADRONE AVE
FOLEY LN	MADRONE AVE	BRIDGE RD
COLEMAN AVE	PIEDMONT RD (E)	PIEDMONT RD (W)
OLIVE AVE	NORTH END	MADRONE AVE
KING ST	MONTE VISTA AVE	MAGNOLIA AVE
CORTE REAL	END	S ELISEO DR
S ELISEO DR	CORTE REAL	BON AIR RD

Item 6c - Attachment A

CHEVY CHASE CT	WILTSHIRE AVE	END
PARK WAY	MAGNOLIA AVE	ADMORE RD
PIEDMONT CT	PIEDMONT RD	END
PIEDMONT RD	MAGNOLIA AVE	END
SHADY LN	W BALTIMORE AVE	SOUTH END
W BALTIMORE AVE	MAGNOLIA AVE	END
WILTSHIRE AVE	MAGNOLIA	ARDMORE
DOHERTY DR	LUCKY DR	MAGNOLIA AVE
POST ST	MAGNOLIA AVE	END
REDWOOD HWY	NORTH END	INDUSTRIAL WAY

Cost of Scope: \$7,900,000

Measure AA Category 2.1 Funds Available Amount: \$205,504

Total Requested Amount: \$205,504

Other Funding: City Local Vehicle Impact Fee (\$494,496), City Local Citywide Paving Plan Fund (\$6,900,000), RMRA gas tax (\$200,000), gas tax (\$100,000)

Project Delivery Schedule (include start & completion milestones):

Project design 07/21 – 12/21

Bid advertisement 02/22

Construction 05/22 – 09/22

Completion 10/22

**Transportation Authority of Marin
Measure AA Funds**

Allocation Request Form

Fiscal Year of Allocation: 2021/22

Expenditure Plan: Local Roads and Related Infrastructures

Project Name: East Blithedale Rehabilitation -Camino Alto to Elm Ave

Implementing Agency: City of Mill Valley

Scope of Work:

- Repave roadways,
- Repair damaged curb, gutter and sidewalks,
- Replace non-ADA compliant curb ramps,
- Improve pedestrian mobility and safety.

Cost of Scope: \$3,700,000

Measure AA Category 2.1 Funds Available Amount: \$294,202

Total Requested Amount: \$294,202

Other Funding: Roadway Impact Fee, Gas Tax, State Grant (HSIP)

Project Delivery Schedule (include start & completion milestones):

Project Design started in March 2021 and expected to be completed by February 2022

Community meeting August, 2021 and November 2021

BPAC meeting September 2021

City Council to approved project design in February 2022

Construction: May 2022-October 2022

**Transportation Authority of Marin
Measure AA Funds**

Allocation Request Form

Fiscal Year of Allocation: 2021/22

Expenditure Plan: Local Roads and Related Infrastructures

Project Names and Requested Allocations

Novato Projects	Amount Requested
09-003 – Grant Avenue Bridge Rehabilitation	300,000
15-015 - Traffic Signal Upgrade	250,000
15-016 - Traffic, Bicycle and Ped Improvements	14,961
21-001 - 2021 Annual Pavement Rehabilitation	\$225,000
21-002 - Sidewalk Repair Program	150,000
Total	\$939,961

Project Name: Grant Avenue Bridge Rehabilitation
 Traffic Signal Upgrade Program
 2021 Annual Pavement Rehabilitation
 Sidewalk Repair Program – Matching Funds

Implementing Agency: City of Novato

Scope of Work:

Grant Avenue Bridge Rehabilitation (CP09003) - includes widening the existing bridge on Grant Avenue between Virginia Avenue and Eighth Street to provide bicycle and pedestrian facilities, replacement of substandard bridge railings, stabilizing the banks and channel of Novato Creek to minimize scouring of bridge foundation.

Cost of Scope: \$5,373,652 includes \$300,000 of Measure AA

Other Funding: Highway Bridge Program Grant, Development Impact Fees Transit/Bike, Gas Tax & Infrastructure Long Term Maintenance

Project Delivery Schedule (include start & completion milestones):

Finalize Project Development and Environmental: 2021
 Construction: 2022
 Project Close-out: 2023

Traffic Signal Upgrade Program (CP15015)- Upgrades existing traffic signals with new LED lenses, ADA amenities, automatic detection for vehicles and bicyclists, and hardware/software

upgrades and to provide safety enhancements such as leading pedestrian intervals (LPIs). This program will address traffic signal deficiencies.

Cost of Scope: \$365,000 includes
\$250,000 of Measure AA (new funding)

Other Funding:
\$75,000 from City Long Term Maintenance Infrastructure
\$20,000 from RMRA
\$70,000 in carryover from previously allocated Measure AA

Project Delivery Schedule (include start & completion milestones):
Construction: 2021-2022
Project Close-out: 2022

15-016 - Traffic, Bicycle and Ped Improvements, Measure AA, \$14,961

Measure AA funds were allocated in FY 20-21 to implement improvements which are not feasible as part of another CIP project. Areas of interest identified by public request, collision data analysis, and operational analyses are investigated, and solutions implemented on a case-by-case basis. Additional funding will be added to the ongoing project enabling enhanced safety measures to be implemented for FY 21-22.

Cost of Scope: \$1,560,000
\$14,961 of Measure AA (new funding)

Other Funding:
\$290,000 Measure AA previous allocation
\$900,000 RMRA Gas Tax
\$ 80,000 Long Term Maintenance Infrastructure

2021 Annual Pavement Rehabilitation (CP21001) - includes deep lift repairs, scrub seal and micro-surface application, placement of thermoplastic markings and striping, repair of damaged sidewalks and installation of ADA compliant curb ramps on the following street segments:

	Road Name	Begin	End
1	SAN MARIN DRIVE	925 FT W/O SAN RAMON WAY	SAN ANDREAS DRIVE
2	SAN MARIN DRIVE	SAN ANDREAS DRIVE	SAN MATEO WAY
3	SAN MARIN DRIVE	SAN MATEO WAY	SERENO WAY
4	SAN MARIN DRIVE	SIMMONS LANE	SOMERSET DRIVE

Cost of Scope: \$1,080,000 includes
\$225,000 of Measure AA Category 2.1 Funds

Other Funding: Gas Tax RMRA, Gas Tax HUTA, Measure B

Project Delivery Schedule (include start & completion milestones):
Project Development and Environmental: Winter 2020-2021

Construction: Spring/ Summer 2021

Project Close-out: Fall 2021

Sidewalk Repair Program – Matching Funds (21-002) – The City of Novato is implementing a citywide sidewalk repair program in which parcel owners can apply for matching funds to complete City-prioritized repairs including both tree root management and sidewalk repair work.

Cost of Scope: \$250,000 includes
\$150,000 of Measure AA (new funding)

Other Funding:
\$100,000 from previously allocated Measure A Funding

Project Delivery Schedule (include start & completion milestones):

Program Development FY 21-22
Program Implementation FY 22-23

**Transportation Authority of Marin
Measure AA Funds**

Allocation Request Form

Fiscal Year of Allocation: 2021/22

Expenditure Plan: Local Roads and Related Infrastructures

Project Name: 2021 Pavement Rehabilitation Project

Implementing Agency: Town of Ross

Scope of Work:

2-in grind and overlay on Redwood Drive from Ross Common to elbow at Ross School.
(\$28,400 estimated)

2-in grind and overlay on Ross Common between Redwood Dr. and Lagunitas Rd.
(\$156,100 estimated)

2-in grind and overlay, reconstruct sidewalks at Post Office parking lot.
(\$60,300)

Cost of Scope:

\$244,800 +20% contingency + 25% engineering = \$354,960 estimated

Measure AA Category 2.1 Funds Available Amount: \$54,491

Total Requested Amount: \$54,491

Other Funding: Town of Ross Roadway fund

Project Delivery Schedule (include start & completion milestones):

Begin Design: January 2021

Bid & Award: July 2021

Construction Complete: September 2021

**Transportation Authority of Marin
Measure AA Funds**

Allocation Request Form

Fiscal Year of Allocation: 2021/22

Expenditure Plan: Local Roads and Related Infrastructures

Project Name: 2021 Pavement Resurfacing Project Phase A

Implementing Agency: Town of San Anselmo

Scope of Work: Work include grinding/paving asphalt roadways, installation of curb ramps and replacement of roadway striping on the following streets:

- Laurel Avenue – Myrtle Lane to Madrone Avenue
- Crescent Road – Raymond Avenue to Woodland Avenue
- Fairview Court– Butterfield Road to end
- Florence Avenue – San Anselmo Avenue to end
- Fern Lane – San Anselmo Avenue to Merced Avenue
- San Anselmo Avenue – Center Boulevard to Fern Lane

Cost of Scope: \$625,000

Measure AA Category 2.1 Funds Available Amount: \$230,692

Total Requested Amount: \$230,692

Other Funding: Local Town Measure D Sales Tax

Project Delivery Schedule (include start & completion milestones):

Start Construction: Summer/Fall 2021

Completion: Spring 2022

**Transportation Authority of Marin
Measure AA Funds**

Allocation Request Form

Fiscal Year of Allocation: 2021/22

Expenditure Plan: Local Roads and Related Infrastructures

Project Name: Bungalow Ave & Woodland Ave Resurfacing

Implementing Agency: City of San Rafael Department of Public Works

Scope of Work: The City is plans to do a rehabilitation of Bungalow Avenue from Woodland Ave to La Loma Court and the resurfacing of Woodland Avenue from Bayview Street to Lindaro Street.

Bungalow Avenue between Woodland and Picnic is a concrete roadway covered by asphalt concrete that requires resurfacing. The roadway section on Bungalow Avenue between Picnic and La Loma is a concrete road that requires concrete patching. The City has partnered with the San Rafael Sanitation District to resurface part of Woodland Avenue between Bay View Street and Lindaro Street after the sanitation district completes the replacement of their sewer main. The project also includes a sidewalk gap closure on Bungalow, minor drainage upgrades, and curb ramp upgrades to meet ADA accessibility requirements due to the resurfacing.

Cost of Scope: \$1,050,000

Measure AA Category 2.1 Funds Available Amount: \$1,016,891

Total Requested Amount: \$1,016,891

Other Funding: The remaining \$33,109 (\$1,050,000 - \$1,016,981) for the Bungalow Ave & Woodland Ave Resurfacing will be financed with State Gas Tax monies.

Project Delivery Schedule (include start & completion milestones):

Design: April 2021- June 2021

Bid Period: July – August 2021

Construction: August – October 2021

**Transportation Authority of Marin
Measure AA Funds**

Allocation Request Form

Fiscal Year of Allocation: 2021/22

Expenditure Plan: Local Roads and Related Infrastructures

Project Name: City of Sausalito Nevada St. Striping Project and Design Development Projects for Girard Ave. and Edwards Ave.

Implementing Agency: City of Sausalito

Scope of Work: The City of Sausalito is proposing to address the following project associated with Measure AA Funds as follows:

Project	Description
Nevada Street from Bridgeway to Buchanan	Perform digout repairs and install a microseal surface on the roadway. Work includes striping modifications and possibly accessibility improvements.
Girard Ave – Johnson to Turney	Development of an initial design for the repair of the roadway.
Edwards Ave – Marion to Alexander	Development of an initial design for the repair of the roadway.

Cost of Scope: \$250,000

Measure AA Category 2.1 Funds Available Amount: \$143,907

Total Requested Amount: \$143,907

Other Funding: SB1-RMRA, Safe Pathways to School, Construction Impact Fee

Project Delivery Schedule (include start & completion milestones):

Project	Est. Start	Est. Completion
Nevada Street From Bridgeway to Buchanan	September 2021	January 2021
Girard – Johnson to Turney (Design Only)	September 2021	January 2021
Edwards Ave. Marion to Alexander (Design Only)	September 2021	January 2021

**Transportation Authority of Marin
Measure AA Funds**

Allocation Request Form

Fiscal Year of Allocation: 2021/22

Expenditure Plan: Local Roads and Related Infrastructures

Project Name: 2023 Street Pavement Project at Various Locations in Town

Implementing Agency: Town of Tiburon

Scope of Work: Grind, Overlay, Slurry Seal a number of existing roadway segments in Tiburon.

Cost of Scope: \$1,547,500

Street Name	From	To
Cecilia Court	Upper Cecilia	Cul-de-sac
Geldert Court	Geldert	End
Red Hill Circle	2109' S/O Lyford/COP	Lyford
Sommers Court	Palmer	End
Vistazo East Street	Vistazo West	North End
Barner Lane	Taylor	End
Cayford Drive	Cecilia	End
Acacia Drive	525' E/O Hacienda	Cul-de-sac
Esperanza Street	Cazadero	Private Road
Midden Lane	Paseo Mirasol	End
Red Hill Circle	266' S/O Lyford/COP	1304' S/O Lyford/COP
Reed Ranch Road	45' N/O Via Capistrano	End
Reedland Woods Way	Blackfield Drive	Cul-de-sac
Ridge Road	250' W/O Straits View	End
Seafirth Lane	Seafirth	End
Straits View Drive	Ridge	End
Venus Court	Juno	Cul-de-sac
Vistazo West Street	Diviso	End

Measure AA Category 2.1 Funds Available Amount: \$180,824

Total Requested Amount: \$180,824

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

Project Delivery Schedule (include start & completion milestones): Design Begins August 2022, Bid February 2023, Construction Starts June 2023. Construction Ends August 2023

**Transportation Authority of Marin
Measure AA Funds**

Allocation Request Form

Fiscal Year of Allocation: 2021/22

Expenditure Plan: Local Roads and Related Infrastructures

Project Name: 2021 Northern Region Pavement Rehabilitation Project

Implementing Agency: Marin County

Scope of Work for Project A: Improvements for this project will include full width grinding, repairing road base failures, road resurfacing, installing and modifying minor drainage improvements, concrete curb & gutter, sidewalk and accessibility curb ramps; traffic striping and marking, and road sealing. The work will take place on local (residential) roads in the Upper Lucas Valley neighborhood as follows:

- El Capitan Drive – from Idylberry Road to the end
- Mt. Foraker Drive – from Idylberry Road to El Capitan Drive
- Mt. Foraker Court – from Mt. Foraker Drive to the end
- Mt. Darwin Court – from Mt. Lassen to the end
- Mt. Diablo Circle – from Mt. Diablo Circle to Mt. Diablo Circle
- Mt. Hood Court – from Idylberry Road to the end
- Mt. Lassen Drive – from Lucas Valley Road to Idylberry Road
- Mt. Lyell Drive – from Mt. Foraker Drive to the end
- Mt. McKinley Road – from Lucas Valley Road to Idylberry Road
- Mt. Shasta Drive – from Idylberry Road to the end
- Mt. Shasta Court – from Mt. Shasta Drive to the end
- Mt. Whitney Drive – from El Capitan Drive to Mt Foraker Drive
- Mt. Whitney Court – from El Capitan Drive to the end
- Vogelsang Drive – from Mt. Shasta Drive to the end

Cost of Scope A: \$1,787,949

Measure AA Category 2.1 Funds Available Amount: \$1,756,488

Total Requested Amount: \$1,756,488

Other Funding: General Fund

Project Delivery Schedule (include start & completion milestones): Start 05/21
Complete 08/21



DATE: June 24, 2021

TO: Transportation Authority of Marin Board of Commissioners

FROM: Anne Richman, Executive Director *Anne Richman*
David Chan, Programming and Legislation Manager

SUBJECT: State Legislative Update (Discussion), Agenda Item No. 7

RECOMMENDATION

This is a discussion item only.

BACKGROUND

In January 2021, TAM adopted a Legislative Platform in guiding policy decisions and communicating TAM's goals to the Legislature and other agencies. The TAM Board has also directed staff to monitor relevant legislative bills and adopted positions of support and opposition on bills pertinent to TAM. When appropriate, staff has proposed comment letters to convey TAM's positions on these bills and policies. These bills are arranged in TAM's Legislative Matrix for monitoring as the bills progress through the legislative process.

In addition to reporting on legislative bills, staff and Khouri Consulting, TAM's Legislative Consultant, have periodically provided the Board with updates on the state budget and other relevant state issues applicable to TAM. Since the Legislature has been focused on the state budget in recent weeks, there is little new activity to report with legislative bills since last month. Mr. Khouri will return next month with a report on legislative bill activities.

For the June TAM Board meeting, Mr. Khouri will provide an overview on activities with the FY 21/22 State Budget, an update on the latest state directive on conducting public meetings for public agencies, and recent developments with the Governor's proposed Climate Action Plan for Transportation Infrastructure (CAPTI).

DISCUSSION

FY 21/22 State Budget

On January 8, 2021, the Governor released the Proposed FY 21/22 State Budget to the State Legislature that includes the Governor's goals and objectives for the forthcoming year and highlights significant issues, policies, and initiatives of the Administration. As expected, the focus of the Proposed FY 21/22 State Budget was on the state's response on the COVID-19 pandemic. The fiscal outlook in January was not optimistic as widespread economic reports forecasted depressed overall revenue collection resulting from the COVID-19 pandemic.

On May 14, 2021, the Governor released the May Revision to the Proposed FY 21/22 State Budget. The May Revision is very different than the budget of one year ago and even different from the initial proposal released in January. Compared to a projected budget deficit of \$54 billion a year ago, the state now has a projected \$75.7 billion surplus.

The State Legislature passed the FY 21/22 State Budget by the constitutional deadline of June 15, 2021 but left many placeholders for the Governor and the State Legislature to settle in the coming weeks, if not months.

Mr. Khouri provided a report (Attachment A) that summarizes the FY 21/22 State Budget and the issues pertinent to transportation and to TAM.

Governor's Executive Order N-29-20 on Public Meetings

On March 17, 2020, Governor Newsom issued Executive Order N-29-20 in response to the COVID-19 pandemic, allowing local or state legislative bodies to hold meetings via teleconference and to make meetings accessible electronically without violating the open meeting laws found in the Bagley-Keene Act or the Brown Act.

The Governor recently announced California's reopen as of June 15, 2021, lifting many COVID-19 restrictions. However, there was some initial lack of clarity on what reopening would entail for public agencies, and many agencies and organizations sought clarification from the Governor's office regarding guidelines for reopening, in particular with conducting public meetings.

For this reason, the Governor responded to a coalition of local government entities in a letter on June 2nd (Attachment B) confirming that the provisions of N-29-20 on public meetings will remain in effect until further notice. Then, on June 11, 2021, the Governor issued Executive Order N-08-21 with clarifying language concerning N-29-20 on conducting public meetings, which states:

“Notwithstanding any other provision of state or local law (including, but not limited to, the Bagley-Keene Act or the Brown Act), and subject to the notice and accessibility requirements set forth below, a local legislative body or state body is authorized to hold public meetings via teleconferencing and to make public meetings accessible telephonically or otherwise electronically to all members of the public seeking to observe and to address the local legislative body or state body. All requirements in both the Bagley-Keene Act and the Brown Act expressly or impliedly requiring the physical presence of members, the clerk or other personnel of the body, or of the public as a condition of participation in or quorum for a public meeting are hereby waived.”

Based on Executive Order N-08-21, public agencies will be able to conduct remote public meetings until September 30, 2021.

Climate Action Plan for Transportation Infrastructure (CAPTI)

On March 10, 2021, the California State Transportation Agency (CalSTA) unveiled the draft CAPTI that is intended to align State infrastructure investments with State climate, health, and social equity goals. CAPTI hopes to leverage state transportation spending to help meet state climate goals by:

- aligning planning and programming with objectives of California Climate Change Scoping Plan;
- reducing vehicle miles traveled (VMT) by directing investments in a way that support infill development, especially housing near jobs;

- reducing congestion through innovative strategies that encourage people to shift from cars to other modes of travel;
- funding infrastructure that encourages transit use, walking, and biking; and
- mitigating for any increases in transportation costs incurred on lower income residents.

More specifically, CAPTI proposes a suite of changes that are focused on rail and transit networks, bicycle and pedestrian infrastructure, zero-emission vehicle (ZEV) infrastructure, passenger vehicle travel reduction, and compact infill development, among others. While many of these concepts have been advocated by many over the years, CAPTI is a comprehensive approach that will invest billions of discretionary State transportation dollars annually to address climate change.

By the close of the public comment period on the proposed CAPTI, TAM transmitted a comment letter on May 18, 2021 to CalSTA Secretary, David Kim, sharing TAM's concerns and areas of support. Staff commented that the general principles of CAPTI are supportable, but concerns remain on how the State will implement CAPTI and its impacts on future state funding. Staff was particularly concerned that state funding that has been anticipated and planned for many years in coordination with local funding on state-local collaborative projects may be deemed to be inconsistent with the CAPTI framework and could be in jeopardy. In the letter, TAM urged CalSTA to:

- Support the will of the Voters to complete projects and maximize investments;
- Allow flexibility in State funding programs to address safety, goods movement, and mobility needs; and
- Support additional strategies that reduce Greenhouse Gas emissions.

On June 10, 2021, CalSTA released the CAPTI Revisions Memo (Attachment C) that outlines a summary of public feedback received since the release of the March 10, 2021 draft and provides an explanation of how the feedback will be addressed in the final CAPTI document. CalSTA is expected to post the final version of CAPTI by July 15, 2021.

FISCAL IMPACTS

There are no immediate fiscal impacts on TAM with the discussion from Mr. Khouri. Any potential fiscal impacts from the FY 21/22 State Budget to TAM will be reported to the TAM Board at a later meeting.

NEXT STEPS

Continue to monitor bills under TAM's Legislative matrix and developments with the FY 21/22 State Budget, particularly with impacts to transportation funding, and any further directives on public meeting requirements.

ATTACHMENTS

Attachment A: Khouri Consulting Report on State Legislative Update

Attachment B: Governor's June 2, 2021 Letter

Attachment C: CAPTI Revisions Memo (also downloadable from: <https://calsta.ca.gov/-/media/calsta-media/documents/capti-revisions-memo-final-061021.pdf>)

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June 11, 2021

TO: Board Members, Transportation Authority of Marin
 FROM: Gus Khouri, President
 Khouri Consulting LLC

RE: STATE LEGISLATIVE UPDATE – FY 2021-22 BUDGET UPDATE

On May 14, Governor Newsom released his May Revision to the FY 2021-22 budget. The May Revision stands in stark contrast to the budget of one year ago. Compared to a projected budget deficit of \$54.3 billion a year ago, the state now has a projected \$75.7 billion surplus. The May Revision includes \$24.4 billion in reserves, which is the highest in state history. The forecast does not project large structural deficits; however, risks to the economic forecast remain—new coronavirus variants, vaccine hesitancy, higher inflation if disrupted supply chains cannot support increased consumer demand, and a stock market decline that would impact state revenues. These risks, together with the one-time nature of the federal funds and new revenue, constrain the state’s ability to significantly expand ongoing commitments.

What does this mean for transportation?

Senate Bill 1 (SB1) competitive programs are primarily funded by the vehicle registration fee, which provides for more predictable, stable funding as opposed to the volatility of the gas tax. The Governor however is proposing to provide an additional \$11 billion in funding, including \$4.4 billion from the General Fund to reduce greenhouse gas emissions, create jobs, and enhance mobility as follows:

- **Los Angeles Olympics**—\$1 billion General Fund to deliver critical projects in time for the 2028 Olympic Games.
- **Priority Transit and Rail Projects**—\$1 billion General Fund for transit and rail projects statewide that improve rail and transit connectivity between state and regional/ local services.
- **Active Transportation**—\$500 million General Fund to advance projects that increase the proportion of trips accomplished by walking and biking, increase the safety and mobility of non-motorized users, advance efforts of regional agencies to achieve greenhouse gas reduction goals, enhance public health, and benefit many types of users, especially in disadvantaged communities.
- **Regional SCS Implementation Grants** - \$500 million one-time federal funds for Housing and Community Development Agency to provide additional planning and implementation grants to regional entities for infill developments, targeted towards the state’s climate goals and reducing vehicle miles traveled.

- **High Priority Grade Separations and Grade Crossing Improvements**—\$500 million General Fund to support critical safety improvements throughout the state.
- **High-Speed Rail**—\$4.2 billion Proposition 1A to complete high-speed rail construction in the Central Valley, advance work to launch service between Merced and Bakersfield, advance planning and project design for the entire project, and leverage potential federal funds.
- **State Highway Rehabilitation and Local Roads and Bridges**—\$2 billion (\$1.1 billion special funds through 2028, and \$968 million federal funds) to support the advancement of priority State Highway Operation and Protection Program (SHOPP) projects, Interregional Transportation Improvement Program (ITIP) projects, and local road and bridge investments. This amount includes \$912 million from the Coronavirus Response and Relief Supplemental Appropriations Act that was enacted by Congress in March.
- **Zero-Emission Rail and Transit Equipment Purchases and Infrastructure**—\$407 million (\$100 million General Fund, \$280 million Public Transportation Account, and \$27 million federal funds) to demonstrate and purchase or lease state-of-the-art, clean bus and rail equipment and infrastructure that eliminate fossil fuel emissions and increase intercity rail and intercity bus frequencies.
- **Zero-Emission Buses and Trucks**—\$1.4 billion (\$1.3 billion General Fund, \$87 million Air Pollution Control Fund) to demonstrate and purchase or lease green buses and trucks. These funds are budgeted outside of the transportation budget and are included and described in the Climate Resilience Chapter.
- **Zero-Emission Vehicle Infrastructure**— \$826 million for a total of \$1.8B, and \$3.2B over three-years for ZEV infrastructure.
- **Litter Abatement** – One-time funding of \$1.5 billion General Fund will be used for a three-year effort to clean up garbage statewide, beautify the state’s transportation network, educate the public about the harms of litter, and create long-lasting litter deterrents.

On June 1, the legislature released its response to the May Revision. Both houses have agreed to fund the programs above with a few additions as follows:

- An additional \$250M in one-time General Fund money to support regional sustainable communities strategy implementation grants.
- \$400 million for the creation for state and local grants to begin addressing climate change impacts to transportation. Caltrans reports that increasing temperatures, larger wildfires, heavier rainstorms, and rising sea levels and storm surges associated with climate change are posing a significant risk to the State’s transportation infrastructure.

Opportunities for Additional Funding for TAM

The Governor’s budget contains \$2 billion (\$1.1 billion from interest earned in state transportation funds through 2028, and \$968 million federal funds) for the State Highway Operations and Protection Program (SHOPP), Interregional Transportation Improvement Program (ITIP), and local road and bridge investments. The portion that is derived from the earned interest does not have any traditional statutory obligation. Therefore, this represents an opportunity to acquire additional resources to address priorities for local transportation planning agencies and other local jurisdictions.

There is a proposal being considered to take the \$1.1 billion and redirect \$400 million (in addition to \$500 million proposed in the May Revise) to clear the backlog of projects received by the California Transportation Commission for Cycle 5 of the Active Transportation program (ATP); \$400 million for the

Solutions for Congested Corridors Program, and \$300 million for the SHOPP, which is the main account to address maintenance and rehabilitation of the state highway system.

Cycle 5 of the ATP resulted in the California Transportation Commission only being able to allocate roughly \$441 million, compared to nearly \$2.3 billion worth of requests. While the May Revise proposes an additional \$500 million, this would only fund projects that scored 86 and above. An additional \$400 million, for a total of \$900 million, could result in projects scoring near 79 or 80 being funded.

The Metropolitan Transportation Commission funded the \$4.3 million Richmond-San Rafael Bridge Shared Use Path Gap Closure through the metropolitan planning organization pot in Cycle 5. If the additional \$900 million in ATP were to materialize, the county may be able to realize additional funding for the following projects:

- Central Marin Regional Pathways Gap Closure - \$1.3M (scored an 82)
- San Rafael Canal Crossing Project - \$1.5M (scored an 83)

On Monday, June 14, the Legislature met its constitutional obligation of presenting a balanced budget to the Governor by June 15 by approving AB 128 (Ting). Negotiations are ongoing however given several unresolved issues, including on high-speed rail. The Governor wants to exhaust the appropriation authority on the remaining \$4.2 billion from the 2010 Proposition 1A Bond Act, but the Legislature has been reluctant citing that investments into existing rail systems would be more beneficial. In addition, the Legislature is still entertaining members' request for funding projects in their districts. Several options exist, including passage of budget trailer bills to reflect a compromise. Governor Newsom must sign the budget prior to July 1, which is the start of FY 21-22. Given that funding for high-speed rail is being delayed, it is possible that items pertaining to transportation may not be reconciled until August. The Legislature will adjourn for Summer Recess between July 16 and August 16. Regular Session concludes on September 10.

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OFFICE OF THE GOVERNOR

June 2, 2021

VIA EMAIL

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RE: Transition Period Prior to Repeal of COVID-related Executive Orders

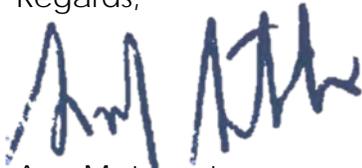
Dear Mr. Knaus, Ms. Miller, Ms. Hurst, Ms. Preston, Ms. Heaton, Ms. King, Ms. Coleman, Ms. Blacet-Hyden, Mr. McCormick, Mr. Anderson, and colleagues,

Thank you for your correspondence of May 18, 2021, inquiring what impact the anticipated June 15 termination of the Blueprint for a Safer Economy will have on Executive Order N-29-20, which provided flexibility to state and local agencies and boards to conduct their business through virtual public meetings during the COVID-19 pandemic.

Please be assured that this Executive Order Provision will not terminate on June 15 when the Blueprint is scheduled to terminate. While the Governor intends to terminate COVID-19 executive orders at the earliest possible date at which conditions warrant, consistent with the Emergency Services Act, the Governor recognizes the importance of an orderly return to the ordinary conduct of public meetings of state and local agencies and boards. To this end, the Governor's office will work to provide notice to affected stakeholders in advance of rescission of this provision to provide state and local agencies and boards time necessary to meet statutory and logistical requirements. Until a further order issues, all entities may continue to rely on N-29-20.

We appreciate your partnership throughout the pandemic.

Regards,

A handwritten signature in blue ink, appearing to read 'Ana Matosantos', written in a cursive style.

Ana Matosantos
Cabinet Secretary



Gavin Newsom
Governor

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David S. Kim
Secretary

CAPTI Revisions Memo

June 10, 2021

Memo Purpose

This document outlines a high-level summary of public feedback received since the release of the March 10, 2021, draft and, as appropriate, provides an explanation of how the feedback will be addressed in the final Climate Action Plan for Transportation Infrastructure (CAPTI) document. In addition to the following high-level summary of public feedback and anticipated revisions to the draft CAPTI, the California State Transportation Agency (CalSTA) has posted accessible versions of all written comments and formal comment letters received during the public review period on the CalSTA website. Once CAPTI is finalized, CalSTA will post a comment log that will detail how each comment was considered or addressed. The final CAPTI document will be posted by July 15, 2021.

Summary of Stakeholders

Following 18 months of close collaboration, extensive outreach, and engagement with state agencies and hundreds of transportation stakeholders, the CalSTA unveiled the draft CAPTI on March 10, 2021, as a first step toward implementing Governor Gavin Newsom's Executive Orders N-19-19 and N-79-20. Over a 10-week public review period, 108 governmental, private, and non-governmental organizations and 15 individuals submitted nearly 800 comments for CalSTA's consideration, including 63 formal comment letters. CalSTA also received additional comments at public workshops during that 10-week period. These stakeholders included:

- Local, County, and Regional Governments and Transportation Agencies
 - Cities and Counties
 - Metropolitan Planning Organizations (MPO)
 - Regional Transportation Planning Agencies (RTPA)
 - County Transportation Commissions/Authorities
 - Councils of Government
- Transit and Intercity Rail Operators
- Private Sector
 - Business
 - Industry
 - Freight
 - Labor

- Technology
- Non-Governmental and Advocacy Organizations
 - Environmental and Climate Action
 - Public Health
 - Equity and Environmental Justice
 - Transit and Active Transportation

Additionally, an appendix to this memo catalogues the anticipated revisions to the draft CAPTI in response to public feedback received.

Summary of Public Feedback

Below is a summary of feedback stakeholders provided on the draft CAPTI, as well as an explanation of how we are addressing these comments.

Theme	What We've Heard	How We're Responding & Updating CAPTI
<p>Support for Transportation Sector's Role in Combatting Climate Change</p>	<ul style="list-style-type: none"> • There is an overwhelming consensus to recognize the need for changes within the transportation sector to combat climate change. The vast majority of comments provided positive and constructive feedback in support of the actions outlined. A sizeable share of comments asked for CAPTI to better recognize the urgency of the climate crisis, and to do more, faster, and sooner. 	<ul style="list-style-type: none"> • CAPTI emphasizes the urgency of the climate crisis in its introductory sections. This urgency was also considered when crafting the Investment Framework that identifies the focus of investments needed to address the climate crisis.
<p>Broad Support for Centering Equity</p>	<ul style="list-style-type: none"> • Stakeholders across the spectrum broadly supported CAPTI's work to center social and racial equity as part of its framework. Stakeholders requested that tools, such as the forthcoming Equity Index, and forums, such as the proposed Transportation Equity and Environmental Justice Advisory Committee(s), include participation from non-state agencies and representation from rural communities, local and regional governments at the forefront of equity work, community-based organizations and individuals with lived experiences, the business community, and organizations and individuals offering an accessibility and disability perspective. • Stakeholders also highlighted the need to ensure compensation for community- 	<ul style="list-style-type: none"> • CAPTI will be updated to include exploration of compensation methods to community-based organizations and community members who participate in the proposed Transportation Equity and Environmental Justice Advisory Committee(s) under S3.1 • CAPTI will provide further clarification around intended membership for Transportation Equity and Environmental Justice Advisory Committee(s) included in S3.1.

	<p>based organizations who participate in these efforts.</p>	
<p>Need to Strengthen Metrics, Monitoring & Reporting Activities</p>	<ul style="list-style-type: none"> • There was broad consensus among stakeholders for CAPTI to strengthen its monitoring and reporting approach. Metrics of particular interest included quantification of GHG reductions, changes in vehicle miles traveled (VMT), criteria air pollutants, single occupant vehicle use, active transportation and transit, public health, equity, and job impacts of CAPTI actions. Stakeholders supported not only tracking implementation of CAPTI actions, but on how CAPTI actions are moving the needle on state climate, health, and equity goals. • Stakeholders also emphasized the need for CAPTI monitoring to include not only an analysis of impacts on job creation but also for CAPTI to proactively coordinate with the Governor’s Office on Planning and Research (OPR) and the California Workforce Development Board (CWDB) on Just Transition approaches to improve the quality and availability of jobs that flow from CAPTI implementation. • Numerous stakeholders urged the time scale of both implementation and reporting activities to align more closely with other state milestone dates (e.g., 2035, 2040, 2050). 	<ul style="list-style-type: none"> • CAPTI will be updated to provide clarification and additional details on monitoring and reporting activities. • CAPTI will include an action to develop a set of quantitative evaluation metrics to measure progress on CAPTI implementation, as well as CAPTI’s contributions to meeting the state’s climate, health, and equity goals. Evaluation metrics will be developed in coordination with other Administration efforts, including, but not limited to, the ZEV Market Development Strategy and State Adaptation Strategy. • Beyond data and monitoring, CalSTA will continue to coordinate with OPR and CWDB on Just Transition issues to improve quality and availability of jobs.
<p>Support for Strong Focus on Transit</p>	<ul style="list-style-type: none"> • Many stakeholders expressed their appreciation in and support of the strong 	<ul style="list-style-type: none"> • CAPTI has a strong focus on the importance of transit. This will be further strengthened through additional improvements to S1.1 to underscore

	<p>focus on transit and transit recovery in CAPTI.</p> <ul style="list-style-type: none"> • In particular, these stakeholders asked for a further focus of transit projects in the Solutions for Congested Corridors Program (SCCP). • They also urged consideration of actions that would tackle implementation barriers and statutory issues regarding implementation of transit priority projects such as bus on shoulder or bus only lanes. 	<p>how various highway projects (such as signal priority, priced managed lanes, etc.) can support transit implementation.</p> <ul style="list-style-type: none"> • CalSTA acknowledges the importance of working through implementation barriers to various bus transit related solutions. In addition to the focus on bus transit placed in S1.1, Caltrans will work with transit and local agency partners on exploring pathways to delivering these types of projects, including bus on shoulder and bus only lane projects.
<p>Need for Flexibility in Implementation due to Geographic Differences</p>	<ul style="list-style-type: none"> • Stakeholders expressed concerns with the potential for “one-size-fits all” approaches in implementing specific CAPTI actions and requested regional flexibility in implementation. • Stakeholders from rural regions in particular communicated the need to recognize the disconnect between the applicability of current VMT research tools and VMT impacts in rural contexts. 	<ul style="list-style-type: none"> • CAPTI will include clarifications around the applicability of induced travel and VMT metrics in different contexts, particularly highlighting how existing induced travel research and tools mainly apply to urbanized regions. • CAPTI will include further clarification on how it will consider highway capacity in different circumstances, highlighting the importance of context and project by project evaluation instead of a “one-size-fits-all” approach. • CAPTI will include additional clarification on rural applicability of the Investment Framework, and how transportation solutions may look different from one context to another while still aligning with climate, health, and equity goals. • Pending the adoption of the 21-22 California Budget, CAPTI will highlight the Governor’s California Comeback Plan proposal for a one-time \$500 million augmentation to the Regional Early Action Planning Program (REAP) to support a flexible “regions up” approach to increasing transportation and housing options for all and

		<p>supporting implementation of Sustainable Communities Strategies (SCS).</p>
<p>Perceptions of Incompatibility of Reducing VMT and Intent and Purpose of Senate Bill (SB) 1, the Road Repair and Accountability Act of 2017</p>	<ul style="list-style-type: none"> • Many stakeholders expressed concerns with the policy priorities outlined in CAPTI as detracting from SB 1’s intent and purpose— particularly as it relates to the draft CAPTI’s guiding principle on VMT— and felt that the draft CAPTI overemphasizes the need for reducing VMT. • However, numerous stakeholders—including local and regional transportation and transit agencies, as well as climate, public health, and equity non-governmental organizations— communicated strong support for the draft guiding principle. • While some stakeholders viewed CAPTI’s framework as altering the purpose and use of SB 1 funding, other stakeholders viewed the CAPTI framework as living up to SB 1’s focus on deferred maintenance and a “fix-it-first” approach. Numerous stakeholders underscored how the CAPTI framework may help the state avoid creating additional unfunded maintenance obligations in the long-term. 	<ul style="list-style-type: none"> • CAPTI does not in any way alter the statutory purpose of SB 1 or deviate from the statutory responsibility of maintaining the state’s highways, roads and bridges. CAPTI remains committed to the SB 1 “fix-it-first” approach. Under CAPTI, where feasible and within existing funding program structures, CalSTA will employ more strategic and thoughtful approaches when expanding the existing system as we cannot afford to invest in projects that ultimately run up our long-term maintenance costs without bringing an outsized benefit to climate, health, and equity goals. • CAPTI will remove reference in the Active Transportation Program (ATP) action to increasing ATP funding from existing funding programs in order to uphold the program distributions created under SB 1. • As such, the final CAPTI will not include any strategies or actions that require statutory changes to any SB 1 programs and will focus on actions that work within current statutory bounds.
<p>Concern over Future of Local Sales Tax Highway Capacity Projects and Other Projects in the Pipeline</p>	<ul style="list-style-type: none"> • Stakeholders expressed a range of views on whether capacity expansion projects could or should be eligible for state funding under the CAPTI framework, particularly those already under development or 	<ul style="list-style-type: none"> • CAPTI will include further clarification on how it will consider highway capacity in different circumstances, highlighting the importance of context and project-by-project evaluation instead of a “one-size-fits-all” approach.

	<p>identified in county sales tax expenditure plans.</p> <ul style="list-style-type: none">• Numerous stakeholders—representing local and regional transportation agencies with transportation sales tax measures—expressed strong concerns with CAPTI’s potential impact on projects identified in sales tax expenditure plans. From their perspective, proposed CAPTI actions that may impact the chances of those projects being funded and delivered as interfering with the commitment made to their voters.• Another set of stakeholders—generally representing more rural areas of the state—also expressed concerns with CAPTI’s potential impact on projects under development. For these stakeholders, project development may take longer due to limited dedicated funding streams in rural areas, and these stakeholders view the shift in policy priorities as undermining the years of work and funding these communities have committed to these projects. These stakeholders also communicated the importance of local context when discussing capacity expansion projects, citing that rural areas and conditions may necessitate expansion projects to deliver safety benefits.• Another set of stakeholders—representing environmental justice, community-based, public health, equity, and climate action organizations, as well as some local transit and transportation agencies—are asking	<ul style="list-style-type: none">• However, when factoring in the health, equity, and climate impacts of highway capacity expansion projects, in addition to the availability of many other tools in the toolbox to better address issues of congestion, safety, and improving access to destinations in much of the state, highway capacity expansion may not be the best solution to solve the transportation issues of the present and future. Caltrans will work with stakeholders on finding pathways to evolve projects to meet the state’s current and future transportation, climate, health, and equity needs, while maintaining the broader commitment to the public to address certain corridors and issues.
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	<p>CAPTI to take further actions on projects in the pipeline. Namely, these stakeholders urge CalSTA to include a review of state projects in the pipeline to ensure consistency with CAPTI's objectives.</p> <ul style="list-style-type: none"> • Another set of stakeholders supported CAPTI adopting a nuanced view of capacity expansion projects, where certain types of expansion projects could be eligible under the CAPTI framework if their climate impacts could be appropriately mitigated (e.g., priced managed lanes with net operating revenues reinvested in transit, active transportation, and other VMT reduction strategies). • Another set of stakeholders expressed that continued support of highway expansion projects runs counter to CAPTI's goals to reduce greenhouse gas emissions, public health harms and reduce VMT. • Lastly, a number of stakeholders expressed concerns with CAPTI's potential impact on ITIP projects. 	
<p>Concerns about Economic Impact of VMT Reduction</p>	<ul style="list-style-type: none"> • Numerous expressed concerns about the potential economic impact of VMT reduction strategies. 	<ul style="list-style-type: none"> • CAPTI will provide additional clarification and resources to explain the positive economic impact of increasing accessibility via non-driving modes of transportation. • Pending the adoption of the 21-22 California Budget, CAPTI will highlight the Governor's California Comeback Plan proposal to create a \$750 million Community Economic Resilience Fund to support the transition to a carbon neutral economy through the local

		<p>development and implementation of Regional High Road Transition Strategies.</p>
<p>Going Beyond Community Engagement to Ensure Community-Driven Investment Outcomes</p>	<ul style="list-style-type: none"> • Numerous stakeholders expressed support for the guiding principle and strategy on community engagement. However, stakeholders are also seeking stronger language within the CAPTI to ensure that community engagement leads to community-driven investment outcomes through community involvement in transportation funding, programming, and planning decisions. • Numerous stakeholders urged CalSTA and the California Transportation Commission (CTC) to establish overarching minimum community engagement requirements for the programs they oversee. While robust community engagement has quickly become the norm for active transportation projects, stakeholders would like to see similar expectations and requirements applied to all discretionary transportation funding programs. • Stakeholders also urged state agencies to not reinvent the wheel in consulting community-based organizations and to respect their time and expertise. • Lastly, stakeholders urged CalSTA and CTC to consider clarifying eligibility for innovative local community-building and capacity-building initiatives in support of community engagement and community-driven investment outcomes. 	<ul style="list-style-type: none"> • CAPTI remains committed to advancing community input into transportation planning and investment decisions. The proposed Equity & Environmental Justice Advisory Committee(s) (S3.1) provides a key opportunity for state transportation agencies to improve our community involvement processes and practices. • S3.1 will be further expanded upon and updated to commit to exploring the various suggestions from stakeholders around community engagement through the Advisory Committee process.

<p>Identifying and Removing Statutory Barriers to Climate Action in the Transportation Sector</p>	<ul style="list-style-type: none"> • While stakeholders were generally supportive of the strategies and actions identified in CAPTI, numerous stakeholders highlighted the need for CAPTI to identify and develop approaches to remove existing statutory barriers that make alignment of transportation infrastructure investments with state climate, health, and equity goals difficult. 	<ul style="list-style-type: none"> • A number of CAPTI actions aim to identify barriers in specific topic areas (e.g., anti-displacement strategies, roadway pricing, etc.) • Proposed actions establishing workgroups to identify statutory barriers will work to provide recommendations for how to address these issues
<p>Considering Broadband, Telework, and Other Transportation Demand Management (TDM) Strategies</p>	<ul style="list-style-type: none"> • A large number of stakeholders communicated the need for CAPTI to proactively address and include strategies related to broadband, telework, and other TDM strategies. • Stakeholders also expressed the importance of dig once/smart policies to leverage transportation infrastructure for broadband installation and expansion, particularly in rural and low-income areas. 	<ul style="list-style-type: none"> • The Administration recognizes the importance of broadband deployment, as evident in the Governor's California Comeback Plan 21-22 California Budget proposal that identifies large investments to support broadband deployment. • CalSTA and Caltrans have been working with state agency partners to support broadband deployment, where appropriate and feasible, and are currently working on creating a "Dig Smart" Policy. However, given the scope of EO N-19-19, this work is happening outside of CAPTI and is not appropriate for inclusion within the document. • Similarly, given the restrictions for use of funds of various transportation infrastructure programs, many TDM strategies are also outside of the scope of EO N-19-19, but are being pursued as part of other efforts.
<p>Integrating a Health and Equity Analysis for Transportation Infrastructure Investments</p>	<ul style="list-style-type: none"> • Numerous stakeholders called for CAPTI to include an action on partnering with the California Department of Public Health (CDPH) to evaluate the public health and equity impacts and benefits of transportation and land use planning and 	<ul style="list-style-type: none"> • CAPTI will discuss the need to explore how to incorporate public health considerations in Caltrans tools, such as the California Life-Cycle Benefit/Cost Analysis Model (Cal-B/C) tool. • CDPH will be added as a supporting agency for Action S3.4.

	<p>investment strategies in terms of air quality, safety, and physical activity.</p>	
<p>Consensus on Increasing ATP Funding and Supporting Climate Adaptation and Resilience Activities, with Different Preferences for Funding Pathways</p>	<ul style="list-style-type: none"> • There continues to be broad consensus from a wide range of stakeholders that more funding is needed to match the needs and ambition of the ATP, as well as for the state to support climate adaptation and resilience efforts. • ATP <ul style="list-style-type: none"> ○ While there is broad support from stakeholders for a one-time increase to the ATP from the current General Fund surplus and new federal funding, there are disagreements for how best to pursue a long-term funding augmentation to the program. ○ While some stakeholders supported the concept of taking small continuous contributions from multiple programs to augment funding to the ATP, others explicitly opposed this concept. • Climate Adaptation and Resilience <ul style="list-style-type: none"> ○ Stakeholders disagreed about whether existing funding programs should make eligible or prioritize climate adaptation projects or whether a new funding stream would be needed to implement these types of projects. • A number of stakeholders also cautioned against a potential overreliance on the existing Caltrans District Climate Change 	<ul style="list-style-type: none"> • CAPTI will continue to include an action (S2.4) committed to determining implementation pathways for increasing funding for the ATP in both the short- and long-term. • CAPTI will refocus the ATP action on pursuing new future funding for the program and will remove the reference to increasing ATP funding from existing funding programs. • Pending the adoption of the 21-22 California Budget, CAPTI will highlight the Governor's California Comeback Plan proposal for one-time augmentation of the ATP by \$500 million General Fund. • CAPTI highlights the importance of integrating climate risk assessment as standard practice and will highlight the importance of building climate adaptation and resilience elements into projects from the outset. • Pending the adoption of the 21-22 California Budget, CAPTI will highlight the Governor's California Comeback Plan proposal for \$200 million over two years to support coastal resilience projects in the face of sea level rise, as well as for \$25 million over two years for Climate Adaptation and Resilience Planning Grants to support development and implementation of resilience plans and associated projects.

	<p>Vulnerability Assessments and Adaptation Priorities Reports, as they may not accurately reflect the breadth of local communities’ risks and needs.</p>	
<p>Diverging Views on How to Approach VMT Mitigation</p>	<ul style="list-style-type: none"> • Numerous stakeholders expressed support for the proposed CAPTI action to explore VMT mitigation mechanisms, including banks and exchanges. <ul style="list-style-type: none"> ○ However, a large number of stakeholders expressed caution or opposition to VMT mitigation mechanisms, such as mitigation banks or exchanges. These stakeholders—including climate action, public health, equity, and environmental justice organizations—believe state and local efforts should be focused on direct VMT reductions and where necessary out of last resort, mitigations approaches should be highly locally constrained, carefully thought out, and directly informed by local communities. 	<ul style="list-style-type: none"> • CalSTA will provide these implementation considerations to Caltrans as the lead agency.

<p>Strong Interest to Further Coordinate Transportation and Housing Efforts</p>	<ul style="list-style-type: none">• Stakeholders underscored the importance of coordinating CAPTI actions with cross-agency efforts to address the housing crisis and the state’s housing goals.• The majority of stakeholders expressed strong support for leveraging transportation investments to incentivize infill housing production.• A minority of stakeholders expressed concerns with prescriptive approaches to incentivizing infill housing production with transportation investments because transportation agencies usually do not have land use authority. Some stakeholders would support this action only if it is limited to new sources of transportation funding.• A large number of stakeholders also support the proposed CAPTI action on incentivizing anti-displacement strategies but also cautioned CalSTA to review existing work so as to not reinvent the wheel.• Numerous stakeholders discussed the need for CAPTI to address issues surrounding jobs-housing imbalance in communities around the state.	<ul style="list-style-type: none">• CAPTI will further expand on how the Actions under Strategy 7 will directly support addressing the state’s housing crisis. Clarifications will also be added to directly link to and leverage ongoing initiatives, such as the Pro-Housing standards, Cycle 6 Housing Element compliance, and the Excess State Land for Affordable Housing Program.• Regarding the issue of lack of employment opportunities in areas with greater housing affordability, economic diversification and the creation of quality jobs is key to addressing this issue. While these issues are important to the Administration, they are outside of the scope of CAPTI. As emphasized in the draft, CAPTI tackles the issue of how existing state transportation infrastructure investments should be leveraged to meet our state goals and is only one piece of the much larger puzzle to meet the state’s overall goals for climate, health, and social equity.
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<p>Strong Support and Implementation Considerations for Many Actions</p>	<ul style="list-style-type: none">• Stakeholders broadly supported many CAPTI actions including:<ul style="list-style-type: none">○ Advancing zero-emission freight and going further to prioritize ZEV infrastructure in both the Trade Corridor Enhancement Program (TCEP) and California Freight Mobility Plan (CFMP);○ Centering equity, anti-displacement strategies, and multi-modal travel needs within the Highway to Boulevards Pilot Program;○ Supporting the Sustainable Rural Transportation Solutions Convening to discuss both transportation and other systemic barriers in rural communities;○ Supporting the Roadway Pricing Workgroup as a forum to discuss pricing barriers and implementation concerns;○ Supporting Rail and Transit Recovery through the California Integrated Travel Project (Cal-ITP) and changes to the Transit and Intercity Rail Capital Program (TIRCP)• Stakeholders also provided a range of ideas to be considered during implementation of these actions.• Stakeholders emphasized the need for cross-agency coordination and collaboration on many of these actions and asked to be included on various working groups.	<ul style="list-style-type: none">• CalSTA will provide lead agencies for each action with the stakeholders' implementation considerations.
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<p>Continued Engagement on Implementation</p>	<ul style="list-style-type: none"> • Stakeholders emphasized the need for cross-agency coordination and collaboration on many of these actions and asked to be included on various working groups. • Stakeholders asked for public forums for discussion of CAPTI implementation. 	<ul style="list-style-type: none"> • In order to continue engagement and involvement on implementation, stakeholders will be included in the various proposed working groups that will result from actions. • Additionally, CalSTA will release an Annual Report on CAPTI Implementation to provide an additional point of engagement for stakeholders.
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List of Anticipated Revisions

Below is a detailed catalogue of the anticipated revisions to the draft CAPTI in response to public feedback received. These revisions will be included in the final document, to be posted by July 15, 2021.

Overarching Revisions

- Greenhouse Gas (GHG) & Vehicle Miles Traveled (VMT) Goals
 - Revisions will provide additional detail on the state's GHG and VMT goals and targets in background section.
- Impacts on Job Creation/Economy
 - Revisions will include a new background section on job creation and economic benefits of CAPTI.
 - Revisions will include commitment to coordinate with Governor's Office of Planning and Research (OPR) and the California Workforce Development Board (CWDB) on Just Transition issues.
 - Revisions will also include a discussion of the economic benefits of increasing accessibility via non-auto modes and reducing dependency on driving.
 - Addition of Governor's California Comeback Plan proposal for \$750 million Community Economic Resilience Fund to support the transition to a carbon neutral economy (pending adoption of the 21-22 California Budget).
- Applicability in Rural Contexts
 - Revisions will include an additional background section on the importance and applicability of the CAPTI framework to rural parts of the state, while also discussing how different approaches within the framework may be needed for rural contexts.
- Approach to Adding Highway Capacity/Induced Travel
 - Revisions will include additional background information to describe induced travel in different geographic contexts and how it mainly applies to urbanized regions.
 - Revisions will include further clarification on how CAPTI will consider highway capacity in different circumstances, highlighting the importance of context and project by project evaluation instead of a "one-size-fits-all" approach.
- Strengthening Progress Reporting and Metrics
 - Revisions will provide further explanation and expansion of commitments to progress reporting, as well as focus reporting on outcomes.
 - Revisions will also outline metrics planned for evaluating progress and outcomes.
 - Revisions will include a new action focused on developing quantitative outcome metrics and monitoring and reporting of those metrics. Evaluation metrics will be developed in coordination with other Administration efforts, including, but not limited to, the ZEV Market Development Strategy and State Adaptation Strategy.

Revisions to Strategies and Actions

- *S1.1 - Prioritize SCCP Projects to Enable Travelers to Opt Out of Congestion*
 - Revision of list of innovative sustainable transportation solutions to include priced managed lanes, particularly ones that directly support transit or dedicate revenue to VMT reduction.
 - Addition of dedicated transit lanes and transit signal priority to list of SCCP prioritized solutions.
 - Clarification that transit includes bus as well as rail transit.

- *S1.4 - Mainstream Zero-Emission Vehicle Infrastructure Investments within TCEP*
 - Addition of the Governor's Office of Business Development (Go-Biz) and the California Energy Commission (CEC) as support agencies for implementation.
 - Clarification that zero-emission infrastructure includes battery electric vehicle (BEV, EV) and fuel cell electric vehicle (FCEV, Hydrogen) charging and fueling infrastructure.

- *Strategy 2 - Support a Robust Economic Recovery by Revitalizing Transit, Supporting ZEV Deployment, and Expanding Active Transportation Investments*
 - Addition of Governor's California Comeback Plan proposals to increase investments in transit, rail, ZEV deployment, and active transportation (pending adoption of the 21-22 California Budget).

- *S2.3 - Accelerate TIRCP Cycles to Support Transit Recovery with Deployment of ZEV Transit/Rail Fleets and Transit/Rail Network Improvements*
 - Clarification of how proposed TIRCP budget increase will allow pursuing new project type without undermining current focus of investments.

- *S2.4 - Increase Funding to Active Transportation Program (ATP)*
 - Removal of reference to increasing ATP funding from existing funding programs.
 - Addition of Governor's California Comeback Plan proposal for one-time augmentation of the ATP by \$500 million General Fund (pending adoption of the 21-22 California Budget).
 - Reframing action to focus on pursuing new future funding for the program.

- *S2.5 - Convene Discussion on Sustainable Rural Transportation Solutions*
 - Addition of safety for vulnerable road users, maintenance needs, and ZEV deployment in rural areas to list of example discussion topics.
 - Move action to be under Strategy 6 to highlight local and regional partnership aspect of this action.

- *Strategy 3 – Elevate Community Voices in How We Plan and Fund Transportation Projects*
 - Addition of discussion of the need to explore how to incorporate public health considerations in Caltrans tools, such as the California Life-Cycle Benefit/Cost Analysis Model (Cal-B/C) tool

- *S3.1 - Establish Transportation Equity and Environmental Justice Advisory Committee(s)*
 - Clarification that membership is intended to focus on marginalized voices, such as community-based organizations and community members reflecting different geographies and areas of the state, statewide environmental justice and equity organizations, individuals or organizations offering an accessibility and disability perspective, as well as other organizations.
 - Add commitment to explore opportunities to provide compensation for advisory group members.
 - Add commitment to explore the following as topics with the committee(s): 1) overarching minimum community engagement requisites for transportation programs; and 2) how to implement innovative approaches to community-based planning and engagement efforts in planning and program funding guidelines.

- *S3.4 - Develop and Utilize Equity Index to Assist in Evaluation or Prioritization of Caltrans Projects*
 - Clarification and expansion of planned engagement process for creation of Equity Index tool.
 - CDPH will be added as a supporting agency for this action.

- *S4.4 - Refocus Caltrans Corridor Planning Efforts to Prioritize Sustainable Multimodal Investments in Key Corridors of Statewide and Regional Significance*
 - Clarification of the role of local and regional agencies in corridor planning efforts.

- *S4.5 - Develop and Implement Caltrans Climate Action Plan (CCAP)*
 - Removing references to VMT and GHG targets in the CCAP to allow for CCAP public process to determine scope of document.

- *S4.6 - Incorporate Zero-Emission Freight Infrastructure Needs in California Freight Mobility Plan (CFMP)*
 - Revision to action to acknowledge the need for the CFMP to also address impact environmental justice communities' needs beyond just air quality (such as pedestrian and bicycle safety, noise, etc.).
 - Addition of reference regarding the role of ports in this action.

- *Strategy 5 - Support Climate Resilience through Transportation System Improvements and Protections for Natural and Working Lands*
 - Addition of Governor's California Comeback Plan proposal for \$200 million over two years to support coastal resilience projects and \$25 million over two years for Climate Adaptation and Resilience Planning Grants (pending adoption of the 21-22 California Budget).

- *S5.2 - Update SHOPP and SB 1 Competitive Program Guidelines to Incentivize Climate Adaptation and Climate Risk Assessments/Strategies*
 - Addition of discussion on need to prioritize nature-based solutions.
 - Clarify that this action will look at both climate risk assessment and climate adaptation incorporation in guidelines.
- *S5.3 - Explore Incentivizing Land Conservation through Transportation Programs*
 - Clarification that action will need to look beyond Natural and Working Lands Climate Smart Strategy (NWLCS) since the NWLCS won't focus exclusively on conservation.
- *Strategy 6 - Support Local and Regional Innovation to Advance Sustainable Mobility*
 - Addition of further emphasis on need for strong coordination with regional and local agencies on these items.
Addition of Governor's California Comeback Plan proposal for a one-time \$500 million augmentation to the Regional Early Action Planning Program (REAP) (pending adoption of the 21-22 California Budget).
- *S6.1 - Explore New Mechanisms to Mitigate Increases in Vehicle Miles Travelled (VMT) from Transportation Projects*
 - Provision of additional detail on early actions Caltrans is currently taking to implement mitigation banking.
 - Clarification of how intent of SB743/CEQA is first and foremost to directly reduce environmental impacts and that mitigation is reserved for projects that cannot do so.
- *S6.2 - Convene a Roadway Pricing Working Group to Provide State Support for Implementation of Local and Regional Efforts*
 - Added clarification about state pricing efforts being included for consideration, in addition to local and regional.
 - Added reference to supporting ongoing freight related pricing initiatives in addition to passenger vehicles.
- *S6.3 - Develop Interagency Framework for Project Evaluation Around Advancing Sustainable Communities Strategies*
 - Removal of action due to questions about CalSTA authority on this item and lack of direct leadership role from CalSTA.
- *S7.1 - Leverage Transportation Investments to Incentivize Infill Housing Production*
 - Clarification that action would be for initially for programs that already have a statutory linkage or scoring criteria to land use efficiency or GHG reductions.
 - Revision to programs impacted list in matrix to reflect programs with existing statutory linkage.

- Addition of discussion of linkage to HCD “Pro-Housing” work and Housing Element compliance.
- Reframing of language to be action-oriented.
- Clarification of statewide applicability of action and flexibility of “Pro-Housing” standards.
- *S7.2 – Create Working Group to Explore Potential Action to Address Direct and Indirect Displacement in Transportation Programs*
 - Mention intent to leverage existing available resources rather than recreating the wheel, where feasible.
- *S7.3 - Explore a “Highways to Boulevards” Conversion Pilot Program*
 - Clarification of partnership approach on this action to work with local governments and community-based organizations to advance locally-driven projects.
 - Addition of description of preliminary steps underway, including pursuit of federal funds to support action.
 - Refer to Excess State Land for Affordable Housing Program as something that can be leveraged in this effort.



DATE: June 24, 2021

TO: Transportation Authority of Marin Board of Commissioners

FROM: Anne Richman, Executive Director 
David Chan, Programming Manager

SUBJECT: Public Hearing on the Draft 2021 Transportation Sales Tax Strategic Plan,
Agenda Item No. 8a

RECOMMENDATION

The TAM Board conducts a public hearing and receives public input on the Draft 2021 Transportation Sales Tax Strategic Plan (hereinafter, “Strategic Plan”).

BACKGROUND

Measure A, approved by 71.2% of Marin voters in November 2004, dedicates local sales tax revenues to critical transportation needs over a twenty-year period from 2005 to 2025. Measure A was a major source of transportation funding in Marin County for 14 years and was set to expire on March 31, 2025. Subsequently, Measure AA was approved by 76.7% of Marin voters in November 2018. This renewed the ½-cent transportation sales tax for another 30 years, until 2039.

Both the Measure A and Measure AA Expenditure Plans list projects and programs that are eligible for transportation sales tax funds and establish the maximum percentage of funds that can be allocated to each strategy and category. They did not, however, establish exactly when allocations will be made. Both Expenditure Plans direct TAM to prepare Strategic Plans to identify the dates for project and program implementation based on project readiness, ability to generate matching or leveraged funds, need for borrowing and other relevant criteria.

Since Measure AA is an extension of Measure A, both measures are collecting the same transportation sales tax revenue stream over a consecutive period with most of the same project/program priorities. Staff has recommended an overall redesign of the two Strategic Plans and combined them into a single document, with a unified development and update process. The proposed 2021 Strategic Plan follows the same update and amendment process as specified in both Expenditure Plans.

DISCUSSION

Per the Strategic Plan amendment policy, the Strategic Plan, including updates and amendments, can be recommended for adoption as part of a regularly scheduled TAM Board meeting after allowing 30 days for public comments.

The Draft 2021 Strategic Plan was reviewed by the TAM Board on May 27, 2021 and is being considered by the Citizens' Oversight Committee (COC) on June 21, 2021. On May 27, 2021, the TAM Board released the Draft 2021 Strategic Plan for the required 30-day public comment period. A copy of the Draft 2021 Strategic Plan was posted on TAM's website (<http://www.tam.ca.gov>) on May 28, 2021. A Public Notice was posted in the Marin Independent Journal on June 8, 2021. Details of the Draft 2021 Strategic Plan are contained in Item 8b of this TAM Board packet.

The Draft 2021 Strategic Plan may be adopted by the TAM Board, following a noticed public hearing on the Strategic Plan and a 30-day public comment period. June 26, 2021 officially signifies the end of the 30-day comment period.

Public Comments

As of June 17, 2021, when this memo was disseminated, no public comments were received by TAM. Staff will continue to receive and review comments until the close of the comment period on June 26, 2021. Staff is requesting the TAM Board to adopt the 2021 Strategic Plan on June 24, 2021.

Public comments received after the mailout of this Board packet and before June 26th that results in minor revisions and do not substantially alter the 2021 Strategic Plan will be incorporated in the final adopted 2021 Strategic Plan. Any major comments received before the June 24 TAM Board meeting would be addressed by staff at the meeting. Major comments received after the June 24 TAM Board meeting would necessitate the 2021 Strategic Plan be returned to the TAM Board for additional approval at a future meeting.

NEXT STEPS

Upon completion of the public hearing, the TAM Board will consider the conditional adoption of the Draft 2021 Strategic Plan under Item 8b of the agenda, pending the closing of the 30-day public comment.



DATE: June 24, 2021

TO: Transportation Authority of Marin Board of Commissioners

FROM: Anne Richman, Executive Director *Anne Richman*
David Chan, Programming and Legislation Manager

SUBJECT: Adoption of the 2021 Transportation Sales Tax Strategic Plan (Action), Agenda Item No. 8b

RECOMMENDATION

The TAM Board adopts the 2021 Transportation Sales Tax Strategic Plan (hereinafter, “Strategic Plan”), provided that the preceding public hearing, Item 8a of the agenda, and the 30-day public comment period that officially closes on June 26, 2021, do not produce questions and comments that may have substantially alter the 2021 Strategic Plan.

BACKGROUND

Measure A, approved by 71.2% of Marin voters in November 2004, dedicates local sales tax revenues to transportation needs over a twenty-year period from 2005 to 2025. Measure A was a major source of transportation funding in Marin County for 14 years and was set to expire on March 31, 2025.

Subsequently, Measure AA was approved by 76.7% of Marin voters in November 2018. This renewed the ½-cent transportation sales tax for another 30 years, until 2039. The Measure AA Expenditure Plan was based on the expectation that the transportation sales tax will continue the efforts started by Measure A.

Both the Measure A and Measure AA Expenditure Plans list projects and programs that are eligible for transportation sales tax funds and establish the maximum percentage of funds that can be allocated to each strategy and category. They did not, however, establish exactly when allocations will be made. Both Expenditure Plans direct TAM to prepare Strategic Plans to identify the dates for project and program implementation based on project readiness, ability to generate matching or leveraged funds, need for borrowing and other relevant criteria.

While Measure A stopped collecting revenues on March 31, 2019, TAM still has allocated Measure A funds that have not been reimbursed and remaining commitments that still need to be fulfilled. Therefore, TAM is required to maintain a Strategic Plan for Measure A for the foreseeable future until all funds have been reimbursed and commitments have been honored.

Since Measure AA is an extension of Measure A, both measures are collecting the same transportation sales tax revenue stream over a consecutive period with most of the same project/program priorities. Staff is recommending an overall redesign of the current two Strategic Plans and combining them into a single document, with a unified development and update process. The new 2021 Strategic Plan will follow the same update and amendment process as specified in both Expenditure Plans.

DISCUSSION

As discussed with the Administration, Projects, and Planning (APP) Executive Committee, the TAM Board, and the Citizens' Oversight Committee (COC) last month, staff has combined the two separate strategic plans for Measure A and Measure AA this year and developed the 2021 Strategic Plan to establish the timing of all allocations and procedures for funding priorities within the prescribed strategies/categories of the sales tax funding. The 2021 Strategic Plan provides a 5-year outlook on how local transportation sales funds will be allocated in the context of anticipated demands, timing, and other available revenues.

Some notable differences for the 2021 Strategic Plan include the introduction two new policies on equity and wildfire/evacuation awareness. Also, historical expenditure and allocation data are summarized for each strategy/category/program/project and five-years of future allocation or expected expenditure information has been provided, instead of the year by year historical and future data which could be too voluminous for the general public.

While the 2021 Strategic Plan will only include a five-year outlook, the data for the entire duration of both funding sources will still be maintained for reference and truing up the percentage for each strategy and category as required by both Expenditure Plans. Data for the duration of both funds will always be available upon request, but for the purpose of presenting a strategic plan, a five-year outlook on the revenues and expenditures provides a more succinct and usable document for the public's understanding and our partners' needs for budgeting and forecasting.

The 2021 Strategic Plan must be approved by the TAM Board, following a noticed public hearing and a 30-day public comment period.

Highlights of the 2021 Strategic Plan

The draft 2021 Strategic Plan contains the following sections:

- Executive Summary
- Background
- Policies Guiding the Plan
- Revenue Forecast
- Programming/Allocation to Projects/Programs
- Implementation Guidelines
- Appendix

Guiding Principles of the Strategic Plan

The 2021 Strategic Plan includes revenue and programming of Measure A and Measure AA funds as one document. The Guiding Principles of previous Strategic Plans were incorporated in the 2021 Strategic Plan, which serves as the guide, resource book, and manual for the expenditure of the valuable local sales tax fund. However, the latter two principles were recently added to address contemporary issues of prominence to TAM. The Guiding Principles include:

- a. Maximize Leveraging of Outside Fund Sources
- b. Support Cost-Effective Project Delivery
- c. Maximize the Cost-Effective Use of Sales Tax Funds
- d. Promote a Balanced Use of Funds Throughout the County.

- e. Promote High Environmental and Conservation Awareness
- f. Promote Equity
- g. Support Community Safety in Wildfire Evacuation Planning

Accountability

The 2021 Strategic Plan includes a section on accountability. TAM is entrusted to manage the Measure A and Measure AA Programs and administer valuable public funds to projects and programs in accordance with the voter-approved Expenditure Plans. To ensure accountability and transparency, TAM has established various oversight, audit and reporting requirements related to each of the project and program strategies/categories in the Measure A and Measure AA Expenditure Plans. TAM convenes the Citizens' Oversight Committee (COC) on a regular basis to review actions taken by TAM. The COC, created in 2004 as part of the original requirement of the Measure A Expenditure Plan, will continue to play a critical role as the citizens watchdog to monitor and report the expenditure of the sales tax in accordance with both the Measure A and Measure AA Expenditure Plans.

Financial and Program Policies

The 2021 Strategic Plan includes specific policies that TAM is required to follow in administering transportation sales tax funds. Policies were also adopted by the TAM Board over the years to augment those codified in the Measure A and Measure AA Expenditure Plans. TAM has incorporated the policies to guide the continuing implementation of the 2021 Strategic Plan, ensuring prudent stewardship of the funds. Policies identified in this section of the 2021 Strategic Plan will guide the financial decisions of TAM in managing Measure A and Measure AA funds.

Revenue Forecast

This section of the 2021 Strategic Plan discusses revenue projections on the collection of sales tax revenues. The ongoing receipt of sales tax revenues allows TAM to fund programs, deliver projects, pay operating expenses and service debt for financed capital projects when needed. The amount and timing of sales tax revenues influence the maximum amount of monies available for projects regardless of whether funding is pay-as-you-go or from bond proceeds. This section discusses revenue projections based on current economic conditions that impact collection and the duration of those impacts, including the recent COVID-19 pandemic. In total, the 2021 Strategic Plan expects a total of \$1,057 million over the 30-year period. While this is 12% lower than the \$1,200 million projected in the 2019 Strategic Plan update, it is still more than 21% higher than the \$872 million estimated in the Measure AA Expenditure Plan.

Strategies of Measure A

The Measure A Expenditure Plan allocated funds for each strategy, by percentage, is shown in the table below.

MEASURE A STRATEGIES	
Strategy 1 Bus Transit	55%
1.1 Maintain and Improve Local Service	37%
1.2 Maintain and Improve Rural Service	3%
1.3 Maintain and Improve Special Needs Service	9%
1.4 Transit Capital	6%
Strategy 2 Highway 101 Gap Closure	7.5%
Strategy 3 Local Transportation Infrastructures	26.5%
3.1 Major Roads and Related Infrastructures	13.25%
3.2 Local Roads and Related Infrastructures	13.25%
Strategy 4 School-Related Congestion and Safer Access to Schools	11%
4.1 Safe Routes to School Program	3.3%
4.2 Crossing Guard Program	4.2%
4.3 Safe Pathways to School Program	3.5%
TOTAL	100%

Since Measure AA was approved by Marin voters in November 2018, the Measure A Program officially ceded collecting transportation sales tax funds on March 31, 2019. Collection of transportation sales tax funds resumed under the Measure AA Program on April 1, 2019.

All funding commitments of Measure A have been fulfilled as of the date of this memo except for two areas noted below. Once the commitments for those areas have been fulfilled, reporting on Measure A in the Strategic Plan will be kept at a minimum.

The two areas where Measure A have remaining commitments are:

- Strategy 1.1 - Marin Transit was the sole recipient of Measure A funds from Strategy 1.1. However, Marin Transit allowed funds from Strategy 1.1 to be exchanged with Lifeline Transportation Program (LTP) funds to assist Marin County and San Rafael with delivering LTP Projects. The exchange agreement included allocating Strategy 1.1 funds in the amounts of \$68,000 to Marin County for Drake Avenue/Cole Drive Pedestrian Improvements and \$248,000 to San Rafael for the Canal Neighborhood Uncontrolled Crosswalk Improvement Project. It is anticipated that the projects will be completed in FY 21/22 and reimbursement of the funds will be requested. Upon reimbursement, all funding obligations for Strategy 1.1 will have been fulfilled. Until these projects are closed out and the funds are reimbursed, the Strategic Plan will continue to track their progress.
- Reserve Funds - The Measure A Expenditure Plan allowed TAM to set aside a reserve fund of up to 10% of the annual receipts from the tax for contingencies, to ensure that the projects included in this plan are implemented on schedule. In 2006, TAM established a policy in the Measure A Strategic Plan to set aside 5% annual reserve for the first five years of revenue collection. TAM collected approximately \$5.4 million in reserve funds in the first five years of the Measure A Program. In June 2019, the TAM Board adopted a policy to release Measure A reserve funds at a rate that does not exceed the amount collected for Measure AA reserve funds, to maintain the minimum \$5.4 million reserve level, until the Measure AA reserves reach 5% of the five-year revenue collection level. TAM will continue to release Measure A reserve funds in the same increments as Measure AA reserve

funds are collected. Until all Measure A reserve funds are released, the Strategic Plan will continue to monitor this commitment.

Categories of Measure AA

Measure AA funds are programmed to four Categories and their associated sub-categories as shown in the below table.

IMPLEMENTATION CATEGORY	Share	Est. Amount (in millions, in 2018 dollars)
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 Reduce 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

This section of the Strategic Plan provides an overview of each category, including status of activities, amounts collected, and funds expended to date. Measure AA started collection on April 1, 2019, which is just a little more than two years of revenue. Since that time, funds have been allocated and projects have started.

One notable project is the Marin-Sonoma Narrows (MSN) Project. All of the \$12.4 million committed by Measure AA has been allocated to the MSN Project. The MSN Project will be advertised in 2021. Also, in the short time that Measure AA funds have been collected, TAM has issued Calls for Projects with Category 2.4 funds to fund Quick Build Projects and Categories 2.2 and 3.3 to fund large and small Safe Pathway Projects, some of which have been completed and opened for public use.

Lastly, programmatic categories that include Category 2.1 Local Infrastructure, Category 3.1 Safe Routes to Schools, Category 3.2 Crossing Guards, and Category 4 Transit have been receiving annual allocations of funds without interruption when Measure A was transitioned to Measure AA.

Strategic Plan Amendment

Per the Strategic Plan amendment policy, the Strategic Plan, including updates and amendments, can be recommended for adoption as part of a regularly scheduled TAM Board meeting after allowing 30 days for public comments.

The Draft 2021 Strategic Plan was reviewed by the TAM Board on May 27, 2021, and the Citizens' Oversight Committee (COC) on June 21, 2021. On May 27, 2021, the TAM Board released the Draft 2021 Strategic Plan for the required 30-day public comment period. A copy of the Draft 2021 Strategic Plan was posted on TAM's website (<http://www.tam.ca.gov>) on May 28, 2021. A Public Notice was posted in the Marin Independent Journal on June 8, 2021. A public hearing that preceded this item was conducted.

June 26th officially signifies the end of the 30-day comment period. As of June 17, 2021, when this memo was disseminated, no public comments were received by TAM. Staff will continue to receive and review comments until the close of the comment period on June 26, 2021.

Public comments received after the mailout of this Board packet and before June 26th that results in minor revisions and do not substantially alter the 2021 Strategic Plan will be incorporated in the final adopted 2021 Strategic Plan. Any major comments will necessitate the 2021 Strategic Plan be returned to the TAM Board for additional review and approval.

FISCAL IMPACTS

The planned spending needs for items included in FY 21/22 of the draft 2021 Strategic Plan are already included in the proposed FY 21/22 Annual Budget. Staff will continue to work with all Measure A and Measure AA funding recipients to confirm final programming and allocation requests.

NEXT STEPS

Upon adoption by the TAM Board and on the condition that no substantial public comments are received by June 26, 2021, staff will post the 2021 Strategic Plan on TAM's website as adopted by June 28, 2021.

ATTACHMENTS

Attachment A – Draft 2021 Strategic Plan
Attachment B – PowerPoint Presentation



Item 8b - Attachment A



2021 Measure A/AA Sales Tax Strategic Plan



MAKING THE MOST OF MARIN COUNTY TRANSPORTATION DOLLARS

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TAM Board of Commissioners

(May 2021)

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Novato - Eric Lucan

Vice Chairperson

County of Marin - Stephanie Moulton-Peters

Commissioners

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Corte Madera - Charles Lee

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Larkspur - Dan Hillmer

Mill Valley - Urban Carmel

Ross - P. Beach Kuhl

San Anselmo - Brian Colbert

San Rafael - Kate Colin

Sausalito - Susan Cleveland-Knowles

Tiburon - Alice Fredericks

County of Marin - Damon Connolly

County of Marin - Katie Rice

County of Marin - Dennis Rodoni

County of Marin - Judy Arnold

Citizens' Oversight Committee

(May 2021)

Chairperson

Major Marin Employers - Peter Pelham

Vice Chairperson

League of Women Voters of Marin - Kevin Hagerty

Committee Member/Alternate

Central Marin Planning Area - Joy Dahlgren/Jeffrey Olson

Northern Marin Planning Area - Charley Vogt/Veda Florez

Ross Valley Planning Area - Paul Roye

Southern Marin Planning Area – Stephen Burke/Debbie Alley (To be Appointed May 27, 2021)

West Marin Planning Area – Scott Tye

Bicyclist & Pedestrian Groups - Vince O'Brien

Environmental Organizations - Kate Powers/Nancy Okada

Marin County Paratransit Coordinating Council - Allan Bortel

School Districts - Zack Macdonald

Taxpayer Group - Paul Premo/ Kingston Cole

League of Women Voters of Marin –Kay Noguchi (Alternate)

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1. EXECUTIVE SUMMARY

Guiding Principles of the Strategic Plans

The 2021 Strategic Plan is a combined and redesigned document that serves as the programming/allocation document for all projects/programs in both the Measure A (2004) and Measure AA (2018) ½-cent Transportation Sales Tax Expenditure Plans (Expenditure Plans). Both Plans were developed under the following guiding principles, which shall be incorporated in the 2021 Strategic Plan, which serves as the guide, resource book, and manual for expenditure of the valuable local sales tax dollars that Marin voters entrusted us with.

a. 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 Measures. 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 Plans can be utilized to bring additional funds to the County, will continue to be a primary focus of TAM.

b. Support Cost-Effective Project Delivery

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.

c. Maximize the Cost-Effective Use of Sales Tax Funds

The projects and programs envisioned in the Expenditure Plans 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 project delivery needs. 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 as needed.

d. Promote a Balanced Use of Funds Throughout the County.

The Expenditure Plans provide the basis for how funds are distributed throughout the County and among various programs/projects. TAM will remain committed to working with program and project sponsors to move all programs/projects forward in an effort to provide a balanced expenditure of sales funds throughout the County, particularly with unencumbered discretionary funds.

e. 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.

With changing social and environmental priorities and concerns, it's also important for the Strategic Plan to incorporate and reflect the following two guiding principles.

f. Promote Equity

TAM board discussions in 2020 and 2021 have directed staff to focus on equity in all TAM activities. The strategic plan incorporates the 2017 Vision Plan direction to focus on “providing transportation that is accessible, affordable, and convenient for all residents and workers in Marin County.” Furthering this policy will require TAM to support access and representation of all members of the community in the decision-making process.

g. Support Community Safety in Wildfire Evacuation Planning

With devastating wildfire events in regular occurrence, TAM will serve as a resource to support local agencies tasked with implementing evacuation plans and capital and operational transportation improvements designed to aid in wildfire evacuation. When opportunities are permissible to include evacuation-related criterion in the project evaluation for Transportation Sales Tax funds, TAM will consider doing so. TAM also encourages funding recipients to coordinate with local emergency response authorities when designing and implementing new infrastructure projects.

Overview of the 2021 Strategic Plan

The 2021 Strategic Plan is a 5-year planning and programming document that also includes important policies. It provides a snapshot of commitment of funds to specific projects and programs for a five-year period. The revenue projections and funding commitments will be updated annually while the Strategic Plan document will be updated every other year. This Executive Summary provides an overview of the entire document.

Section 1-Executive Summary: highlights all the guiding principles for the development of the Strategic Plan and the framework of the newly designed 2021 Strategic Plan.

Section 2-Background: provides background information on both the Measure A and Measure AA Expenditure Plans and implementation to date. Section 2 also discusses the accountability requirements for TAM in managing Measure A and Measure AA, and the role of the Citizens' Oversight Committee (COC) in providing oversight. Lastly, Section 2 recognizes the accomplishments of Measure A as TAM transitions to Measure AA.

Section 3-Policies Guiding the Plan: outlines the policies that govern the administration of the Measures A and AA Programs, ensuring prudent stewardship of the funds. These policies provide guidance to TAM in managing the funds that are consistent with requirements from the Expenditure Plans, directions from the TAM Board, and from commonly accepted fiduciary practices with sales tax management.

Section 4-Revenue Forecast: provides historic revenue information and assessment of Marin's sale tax revenue trends, current revenue projections with comparison to past estimates, and also projected revenue available to each eligible Category over the life of the measure.

Section 5-Programming/Allocation to Projects/Programs: provides an overview of the fund programming to date and plans for the near-term future for each strategy and category of Measure A and Measure AA, respectively. Project sponsors can find the up-to-date funding commitment information over the 5-year period in Section 5, for each of the projects and programs identified in the Expenditure Plans. Section 5 also contains expected delivery schedules for each active major capital project.

2. BACKGROUND

About TAM

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 A, Measure AA, and Measure B, the \$10 Vehicle Registration Fee passed in 2010.

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 to all users.

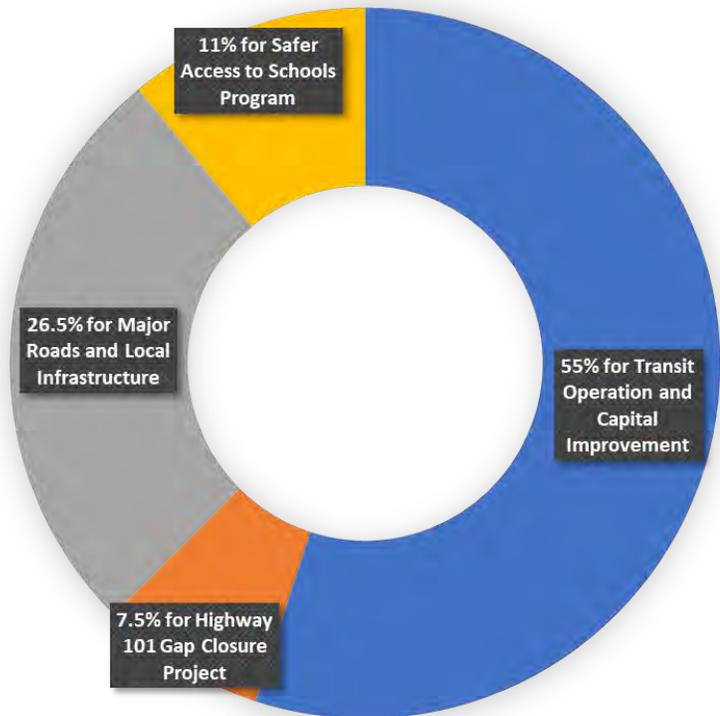
In addition to administering these voter-approved funding sources, TAM serves as the designated Congestion Management Agency (CMA) for the County, providing countywide planning and programming for transportation related needs. As the CMA, TAM is responsible for coordinating funding for many of the transportation 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.

The Measure A Expenditure Plan

In 2004, Marin voters approved the Measure A 20-year half-cent sales tax measure to fund high priority local transportation projects and programs throughout the County with a 71.2% approval rate. The Measure A Expenditure Plan set out a clear path to fund our core transportation needs of highest priority to the public, including local street and road maintenance, Safe Routes to Schools programs, essential transit service and much needed funds for the Highway 101 Gap Closure Project.

CHART 1: MEASURE A FUNDING BY STRATEGY



The Measure A Expenditure Plan provided funding for 4 strategies as shown in Chart 1.

As of 2021, commitments to most of the strategies from the Measure A Expenditure Plan have been fulfilled. The residual commitments for a few projects under the Major Road Strategy of Measure A have been assigned to the Measure AA Expenditure Plan as an off-the-top funding set-aside for the first 14 years of the 30-year extension.

Accomplishments of Measure A

As TAM gradually transitions from Measure A to Measure AA, it is important to recognize the accomplishments and understand the foundations established by Measure A. Most of the categories in Measure AA began with the strategies established in Measure A. It is also important to note that Measure AA is not a replication of Measure A because Measure AA includes new categories not found in Measure A. These new categories were developed to address contemporary issues. Understanding the accomplishments of Measure A will provide insights on Measure AA.

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.

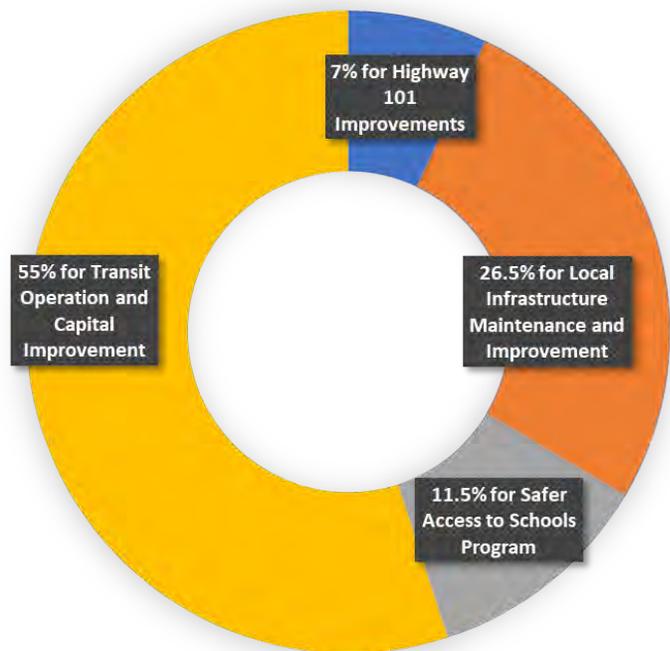
Safe Routes to Schools

- 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.

The Measure AA Expenditure Plan

On November 6, 2018, after unanimous approval by the 11 Cities and Towns and the County of Marin, 76.7% of Marin voters approved the renewal and 30-year extension of the 1/2-cent transportation sales tax and Measure AA Expenditure Plan. The Measure AA Expenditure Plan, like the Measure A Expenditure Plan that came before, reconfirmed the core transportation needs in the County, 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 also emphasizes the importance of addressing sea level rise, exploring innovative solutions for transportation problem, and focusing on multi-modal and more equitable travel options.

CHART 2: MEASURE AA FUNDING BY CATEGORY



The Measure AA Expenditure Plan provides funding for the four categories as shown in Chart 2.

Besides the continuing implementation of the reconfirmed high priority operational programs such as the crossing guards and education pieces of the Safe Routes to Schools program and essential transit operations, TAM has also been able to use the Measure AA funding to start the planning process of the Highway 101/580 Director Connector Project and the Highway 101 Interchange Study. Measure AA also provided upfront funding to make a completed funding plan possible for the construction of the B7 Project of the Marin Sonoma Narrows (MSN). During the pandemic, TAM was also able to use more than \$200,000 of the Innovation Program funding under the Local Infrastructures Category to help all local jurisdictions in the County deliver “Quick Build” projects to help the local business communities and residents cope with the necessary physical and social distance requirements.

Accountability

To ensure accountability and transparency of the spending of the sales tax dollars, as described below TAM has established various oversight, audit and reporting requirements related to each of the project and program strategies/categories in the Measure A and Measure AA Expenditure Plans.

TAM will hire an independent auditor for auditing tax expenditures, ensuring that expenditures are made in accordance with the Expenditure Plans and the funding agreements/contracts between TAM and the funding recipients. In addition to the annual financial audit of TAM, an annual compliance audit process of the sales tax expenditure has also been in place since 2011 to provide additional check and assurance that the tax dollars are spent as voters approved.

TAM will ensure adequate public involvement for the preparation of all spending plans, and approval of all programming/allocations will be conducted in open public meetings according to state law.

The Citizens’ Oversight Committee (COC), originally created in 2004 as part of the requirement of the Measure A Expenditure Plan, will continue to play a critical role as the citizens watchdog to monitor and report the expenditure of the sales tax in accordance with both the Measure A and Measure AA Expenditure Plans. The COC is designed to reflect the diversity of the county. The committee consists of 12 members (current member list is presented in Appendix 1) and each organization represented on the COC nominates its representative, with final appointments approved by TAM’s Board.

3. POLICIES GUIDING THE PLAN

TAM has incorporated the following policies to guide the continuing implementation of the 2021 Strategic Plan, ensuring prudent stewardship of the funds. Policies incorporated into this document will guide the financial decisions of TAM in managing Measure A and Measure AA funds.

3.1 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 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.

3.2 Reserve Policy

TAM is entrusted by the voters in Marin under the Measure AA Expenditure Plan to administer the Measure AA funds and deliver all the projects/programs to the voters in the most fiscal responsible and cost-effective way. The reserve policy is one of the key elements TAM needs to carry out its mission. In accordance with both the Measure A and the Measure AA Expenditure Plans, TAM has the ability to set aside a reserve fund of up to 10% of the annual transportation sales tax receipts for contingencies.

The establishment of a reasonable sales tax reserve allows TAM the ability to provide funding or cash flow support to eligible high priority projects and programs during economic difficult times, or under unforeseen emergency funding crises. Under Measure A, 5% of the first five-years of full revenue collection was set aside to allow TAM a reserve of \$5.38 million, which helped the agency weather the 2008 economic recession and meet urgent project funding and cash needs. The TAM Board adopted the following policy under Measure AA at its June 27, 2019 meeting.

- I. Start to build the Measure AA reserve with 5% set aside for the first 5 years off-the-top of the total revenue collection, estimated at \$7.2 million;
- II. Do not release the Measure A reserve all at once, but release it at the same rate that the Measure AA reserve is collected to maintain the current \$5.38 million reserve level as the minimum level at all times;
- III. Adopt a policy that a category or subcategory that uses the Measure AA reserve fund will be responsible for replenishing the used funds over an established period of time.

3.3 Bond Financing Policy

In accordance with both the Measure A and the Measure AA Expenditure Plans, 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 the Strategic Plan. If needed, a bond financing may be utilized to accelerate projects and address cash flow needs. In addition, short-term financial or intergovernmental loans may be utilized to address shorter term cash flow needs.

Under the Measure A Expenditure Plan, \$2.35 million was taken off the top for potential bond financing needs of the Highway 101 Gap Closure and Major Road Projects, which was used to pay off the \$12.5 million TAM secured from the Metropolitan Transportation Commission (MTC) at favorable financing terms compared to a municipal bond at the time.

Under the Measure AA Expenditure Plan, 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 typically 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.

Objectives of TAM's debt financing policy are to:

- I. Maximize the use of Measure AA cash and other leveraged funds to capital projects, thereby eliminating or minimizing the amount of debt required to deliver projects cost effectively and in a timely manner;
- II. Maintain cost effective access to the capital markets through prudent yet flexible policies;
- III. Moderate debt principal and debt service payment through effective planning and project cash management in cooperation with TAM project sponsors; and,
- IV. The sales tax revenue of the categories or subcategories requiring the issuance of debt will be used to satisfy payments on the debt.

3.4 Leveraging and Funding 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. 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 sales tax funds for an equivalent or greater amount of state or federal dollars, is one mechanism that TAM will utilize in the delivery of the sales tax projects and programs. In its role as the Congestion Management Agency (CMA) for Marin, TAM is responsible for programming the majority of state and federal transportation funds that come to the county and can 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 reduce overall costs of projects/programs
- The fund swap will accelerate delivery of projects/programs
- The fund swap will accelerate or reduce delivery cost of projects/programs that would otherwise have been funded with federal funds.

3.5 Audit Policy

In addition to the agency overall financial audit, compliance audits of selected funding recipients for the spending of the eligible Measure A and Measure AA are conducted annually. The COC advises TAM on the selection of the audit teams and the fund recipients to be audited. TAM presents both the overall financial statements and compliance audit results to the COC for review and the COC reports the results to residents in Marin through in its annual report.

Marin Transit, the major funding recipient of the transit funds, is also required to present its Short Range Transit Plan, which shows how Measure A and Measure AA funds are used, to the TAM Board for review and approval every other year. TAM also requires each project sponsor to submit report letters annually indicating how Measure A and Measure AA funds are used.

3.6 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 the 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.

3.7 Investment of Cash Balance and Interest Fund Policy

TAM currently invests most of the cash balance of the sales tax funds 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. Interest revenue from both the Measure A and Measure AA cash balances can only be spent for the transportation purposes authorized by the Measure A and the Measure AA Expenditure Plans. All use of sales tax interest revenue shall be solely determined by the TAM Board.

Interest funds should be only used in cases where no other funding source is available or when immediate action is required to keep a sales tax eligible project or program on schedule.

Commitments from previously allocated interest funds from Measure A will continue to be honored. Spending of the interest fund should be approved by the TAM Board in the following priority order:

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

3.8 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 the Expenditure Plan, meeting amendment guidelines and policies outlined in this Strategic Plan.

3.9 Funding Restriction Policy

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

3.10 Cash Flow and Use of Sales Tax Fund Policy

In an effort to assist TAM in maintaining a positive cash flow and avoid the need to borrow funds, TAM reserves the right impose a reimbursement schedule for projects with large amount of funds allocated with

Transportation Sales Tax funds. The rate of reimbursement for the schedule will be determined by TAM at the time of allocation and will be incorporated in the funding agreement. A reimbursement schedule will not typically extend more than three fiscal years. A reimbursement schedule may be accelerated if TAM's cashflow can meet the project's cash demand, but acceleration will be determined on a case-by-case basis at the sole discretion of TAM.

For projects with multiple funding sources, TAM may also require project sponsors to use other funds before using TAM's Transportation Sales Tax Funds if the requirement is not prohibited by the other funds.

3.11 Advancement of Fund Policy

TAM will have the capability of loaning Measure AA sales tax receipts for the implementation of transportation projects or programs defined in the Expenditure Plan and pursuant to the Board approved Debt Management Policy.

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, several of which are expected to need funds over a shorter period of time.

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 likely require an advancement of funds from the sales tax stream. Major Road Projects and Richmond-San Rafael Bridge Approaches may also require advancement of funds. These projects are discussed below in the Section entitled, Programming/Allocation to Projects/Programs.

In addition, project sponsors, particularly local jurisdictions using the Local Streets and Roads funds under the Measure, sometimes need 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 costs to the advancing of funds.

3.12 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 administration and program management will not exceed 5% of the revenues generated by the transportation sales tax with administration staff cost capped at 1%. Other administrative and operational costs are included in the 5% allowance. This is consistent with the prior sales tax plan.

3.13 Strategic Plan Amendment Policy

The Strategic Plan is the programming document that directs the use of the transportation sales tax revenue for the life of the tax measure. The Strategic Plan provides the intent of the TAM 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.

4. REVENUE FORECAST

Projection of the sales tax revenue is critical to the programming and planning of all programs/projects that are allotted funds under the Measure A and Measure AA Expenditure Plans. The ongoing receipt of sales tax revenues allows TAM to fund programs, deliver projects, pay operating expenses and service debt for financed capital projects when needed. The amount and timing of sales tax revenues influences the maximum amount of monies available for projects regardless of whether funding is pay-as-you-go or from bond proceeds.

Collection of sales tax revenue fluctuates with the economic conditions. Major factors affecting the economy and sales tax revenues include population, personal income, and unemployment rate. Marin’s economy is driven by various types of industries including financial services, healthcare, biotech, high technology and tourism. Its population is one of the wealthiest, healthiest and most highly educated in the nation, though significant disparities exist within the County. The expanding economy acts as a global talent magnet and employment hub over the years. Marin’s unparalleled quality of life continues to attract new residents and reinforces residential property values, which together greatly helped the sales tax revenue collection over time.

Historical Sales Tax Data

The Measure A Expenditure Plan was very conservative with its revenue estimates. It set the annual revenue collection at \$19.6 million with no growth over the 20-year period. The actual collection, starting in FY2005-06 as the first full year and up to FY2019-20, were all above the \$19.6 million projected with the exception of a 2-year period following the 2008 global financial crisis when the economy and sales tax collection suffered greatly. During the development of the Measure AA Expenditure Plan, a still conservative but more realistic approach was taken based on an economic analysis conducted by the Marin Economic Forum in 2017 with a total of \$872 million estimated for the 30-year renewal period.

The collection of the ½-cent Measure A sales tax began at the end of FY2004-05 and collection of FY2005-06 represented the first complete year of sales tax revenue collection. Table 1 shows the historic annual sales tax collection which serves as the basis for evaluating future trends.

TABLE 1: TAM HISTORICAL ½ CENT SALES TAX REVENUE
(Numbers in Million)

Fiscal Year	Sales Tax Revenue	Growth Rate
FY2006	\$ 20.06	-
FY2007	\$ 23.07	14.98%
FY2008	\$ 22.43	-2.78%
FY2009	\$ 19.32	-13.86%
FY2010	\$ 18.98	-1.74%
FY2011	\$ 20.26	6.72%
FY2012	\$ 21.27	4.96%
FY2013	\$ 23.62	11.07%
FY2014	\$ 24.09	1.98%
FY2015	\$ 25.27	4.90%
FY2016	\$ 25.70	1.73%
FY2017	\$ 25.76	0.21%
FY2018	\$ 27.51	6.80%
FY2019	\$ 28.99	5.40%
FY2020	\$ 27.33	-5.74%
<i>Average Growth Over the 15-Year Period</i>		2.47%

2021 Revenue Forecast

With the COVID-19 pandemic likely easing up towards the second part of 2021 and full economic recovery not expected until 2023 or later, the potential further sales tax revenue loss weights on TAM’s financial picture over the next few years. However, over the long-term, the strong sales tax drivers, including per capita personal income and the relatively low unemployment rate Marin has, will continue to support the strong taxable sales growth in Marin. The sales tax revenue forecast presented in the 2021 Strategic Plan is based on the TAM Board’s adopted sales tax revenue level for FY2021-22. Growth is expected to continue over the course of the forecast period. However, the forecast considers the period of economic recession and the uncertainty around the economic recovery due to the COVID-19 pandemic and is based on a conservative estimate of 2% annual growth for the years after FY2021-22, which based on the 15-year average growth rate shown in Table 1, is a reasonable conversative approach.

Table 2 shows the total revenue projected by category comparing to the last Measure AA Strategic Plan (from 2019) and the Measure AA Expenditure Plan over the 30-year period.

TABLE 2: 2021 AND PRIOR STRATEGIC PLAN SALES TAX REVENUE PROJECTIONS
(Numbers in Million)

	2021 Projection	2019 Projection	AA EP Projection
Total Sales Tax Collection	\$ 1,057.00	\$ 1,200.00	\$ 872.00
Change from Prior Projection - Overall %	-12%	38%	
<i>Change from Prior Projection - \$</i>	<i>\$ (143.00)</i>	<i>\$ 328.00</i>	
Off the Top Major Roads Set-aside	\$ 32.90	\$ 32.90	\$ 32.90
1% Administration and 4% Program Management	\$ 52.85	\$ 60.00	\$ 43.60
<i>Change from Prior Projection - \$</i>	<i>\$ (7.15)</i>	<i>\$ 16.40</i>	
Category 1: Highway 101 Improvements	\$ 67.99	\$ 77.50	\$ 55.69
<i>Change from Prior Projection - \$</i>	<i>\$ (9.51)</i>	<i>\$ 21.81</i>	
Category 2: Local Infrastructure Maintenance and Improvement	\$ 257.38	\$ 293.38	\$ 210.81
<i>Change from Prior Projection - \$</i>	<i>\$ (36.00)</i>	<i>\$ 82.57</i>	
Category 3: Safer Access to Schools Program	\$ 111.69	\$ 127.32	\$ 91.48
<i>Change from Prior Projection - \$</i>	<i>\$ (15.62)</i>	<i>\$ 35.83</i>	
Category 4: Transit Operation and Capital Improvement	\$ 534.19	\$ 608.91	\$ 437.53
<i>Change from Prior Projection - \$</i>	<i>\$ (74.72)</i>	<i>\$ 171.38</i>	

5. PROGRAMMING/ALLOCATION TO PROJECTS/PROGRAMS

Measure A Projects/Programs

The Measure A Expenditure Plan was based on the expectation that the ½-cent sales tax would be collected over 20-years with funds programmed to four strategies. The respective allocation for each strategy — by percentage — is shown in the table below.

Strategy 1 Bus Transit	55%
1.1 Maintain and Improve Local Service	37%
1.2 Maintain and Improve Rural Service	3%
1.3 Maintain and Improve Special Needs Service	9%
1.4 Transit Capital	6%
Strategy 2 Highway 101 Gap Closure	7.5%
Strategy 3 Local Transportation Infrastructures	26.5%
3.1 Major Roads and Related Infrastructures	13.25%
3.2 Local Roads and Related Infrastructures	13.25%
Strategy 4 School-Related Congestion and Safer Access to Schools	11%
4.1 Safe Routes to School Program	3.3%
4.2 Crossing Guard Program	4.2%
4.3 Safe Pathways to School Program	3.5%
TOTAL	100%

Per the Expenditure Plan, each of the four strategies is further divided into sub-strategies. Each sub-strategy is allocated a percentage specified in the Expenditure Plan.

Since Measure AA was approved by Marin voters in November 2018, the Measure A Program officially ceded collecting transportation sales tax funds on March 31, 2019. Collection of transportation sales tax funds resumed under the Measure AA Program on April 1, 2019.

The sections that follow provide a brief overview of each strategy of the Measure A Program and any remaining commitments from TAM in satisfying the obligations set forth by the Measure A Program.

Strategy 1: Local Bus Transit

Measure A Strategy 1 was intended to develop a seamless local bus transit system that improves mobility and serves community needs, including special transit for seniors and the disabled (paratransit services), whereby 55% of Measure A revenue was used on Strategy 1 to support and maintain a local bus (and paratransit) service that met the needs of the local community. Strategy 1 was divided into four sub-strategies:

1. Maintain and expand local bus transit service

2. Maintain and expand the rural bus transit system
3. Maintain and expand transit services and programs for those with special needs
4. Invest in bus transit facilities for a clean and efficient transit system

Marin Transit was the sole recipient for Strategy 1 funds, which account for the adopted Short-Range Transit Plan (SRTTP) that provides a 10-year outlook of revenues and needs of local transit service in Marin County. The SRTTP correlates specific programs and projects with the sub-strategies that make up Strategy 1.

As of the date of this Strategic Plan, all funds from Measure A Strategy 1 due to Marin Transit have been allocated and reimbursed to Marin Transit, including carried over funds that were unused from previous allocations. The remaining carried over funds for Marin Transit were allocated in FY 20/21 and all funds have been reimbursed.

The only remaining funds in Strategy 1.1 (Local Bus Transit Services) are funds due to Marin County and San Rafael. In June 2018, TAM adopted projects for the Fifth Cycle Lifeline Transportation Program (LTP) that included \$68,000 to Marin County for Drake Avenue/Cole Drive Pedestrian Improvements and \$248,000 to San Rafael for the Canal Neighborhood Uncontrolled Crosswalk Improvement Project. The funds programmed to Marin County and San Rafael projects were State Transit Assistance (STA) funds that are intended for transit operations and Marin County and San Rafael were ineligible direct recipients of STA funds. Marin Transit was an eligible recipient of STA funds and agreed to exchange Strategy 1.1 Measure A funds for the same amount of STA funds in FY 19/20. Under the fund exchange, Marin Transit received \$316,000 in STA funds directly from the Metropolitan Transportation Commission (MTC) and Marin County and San Rafael received \$68,000 and \$248,000, respectively, in Strategy 1.1 Measure A funds from TAM.

The Measure A Strategy 1.1 funds were allocated to Marin County and San Rafael but reimbursements for those funds have not been requested. It is anticipated that the projects will be completed in FY 21/22 and funds will be requested. Upon reimbursement of \$316,000 to Marin County and San Rafael, all funding obligations for Strategy 1 will have been fulfilled.

Strategy 2: U.S. 101 HOV Gap Closure Project

Strategy 2 of Measure A was intended to fully fund and accelerate completion of the Highway 101 carpool lane gap closure project through San Rafael. Eligible use of funds identified in the Expenditure Plan included completion of final construction segments through Central San Rafael and Puerto Suello Hill; noise reduction improvements for the adjacent neighborhoods; aesthetic and landscaping improvements; and completion of the north-south bicycle way through Puerto Suello Hill. All these facilities were completed. The HOV Gap Closure Project completion ceremony was held in March 2011.

In addition to funding the abovementioned facilities with Measure A Strategy 2 funds, TAM used Strategy 2 funds to exchange, also known “fund swaps,” with federal funds for local agencies to complete federally funded projects. The Gap Closure Project was already “federalized” so accepting more federal funds did not incur additional burdens for the Gap Closure Project. These fund swaps entailed the assignment of \$5.9 million federal funds originally programmed to local agencies for 24 projects in exchange for \$5.9 million in Measure Strategy 2 funds. All 24 projects were completed, and all Measure Strategy 2 funds were reimbursed to fulfill the commitments of the funding exchange.

In October 2007, the TAM Board approved an agreement with MTC to exchange \$12.5 million in CMAQ funds for future Measure A funds from Strategy 2 to make funds available for the Gap Closure Project sooner than scheduled collection. MTC agreed to provide the entire amount of CMAQ funds in FY 08/09 while TAM repaid MTC with Measure A funds over seven years. The last payment from TAM was remitted in December 2015 to fulfill all obligations on the agreement.

The remaining commitments from Strategy 2 were assigned to a new category in Measure AA, called Set Aside for Major Roads and Richmond-San Rafael Bridge Approaches. These include fulfilling commitments to backfilled State-Local Partnership Program (SLPP) funds with Measure A Debt Reserved funds to projects in the Major Roads category and allocating funds collected for Bond Reserve that are available for projects after repaying MTC noted above. When these remaining funds were assigned to Measure AA, all commitments from Strategy 2 have been fulfilled.

Strategy 3: Local Transportation Infrastructure

The purpose of this strategy was to provide funding to maintain and improve transportation infrastructure that is of county-wide significance, as well as those that primarily serve local jurisdictions. Half of the funds were allocated for regionally significant facilities, while the other half are allocated for local facilities. Strategy 3 was divided into two sub-strategies:

- 3.1. Major Road Projects
- 3.2. Local Infrastructure Projects

3.1 Major Road Projects

The Measure A Expenditure Plan described the Major Road Projects as the most heavily traveled and significant roads and related infrastructure in Marin County. These are roads of countywide significance that may cross jurisdictional boundaries. Funds are allocated to the five County planning areas based on a formula weighted 50% by the population of the planning area and 50% by the number of road miles within the limits of the planning areas. Prioritized projects were identified and adopted in each of the five planning areas.

Since inception of the Measure A program, a number of Major Road projects were allocated funds from Strategy 3.1. The completed projects include San Rafael's Fourth Street Rehabilitation Project, Mill Valley's Miller Avenue Rehabilitation Project, and two West Sir Francis Drake Boulevard projects in West Marin County. Projects that have started but not completed include San Rafael's Third Street Rehabilitation Project, Marin County's Sir Francis Drake Boulevard in Ross Valley, Mill Valley's East Blithedale Avenue Rehabilitation Project, and Novato's Novato Boulevard Segment 1 Rehabilitation Project.

The uncompleted projects were assigned to a new Major Roads and Richmond-San Rafael Bridge Approaches Set Aside category in Measure AA. All commitments from Strategy 3.1 have been fulfilled.

3.2 Local Infrastructure Projects

The Measure A Expenditure Plan recognized that each jurisdiction has unique needs and that local priorities are best identified at the local level. Because of this, Local Infrastructure funds were distributed on a programmatic basis. Funds were 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 was updated on a biennial basis to address changes in population and lanes mile figures. Eligible projects include street and road projects, local transit projects, and bicycle and pedestrian projects.

Since inception of the Measure A Program, Local Infrastructure funds were allocated annually to all eligible recipients by formula. The last allocations were approved in FY 19/20, fulfilling all commitments from the Measure A Program.

Strategy 4: School Related Congestion and Safer Access to Schools

The Measure A Expenditure Plan identified school-related trips as a "significant component of traffic congestion" in Marin. Strategy 4 was intended to make a significant improvement in local congestion while encouraging safe and healthy behavior in the County's young people. Strategy 4 was comprised of three sub-strategies designed to complement each other with the overall objective of providing safer access to Marin schools. Strategy 4 included:

- 4.1. Safe Routes to School Program
- 4.2. Crossing Guard Program
- 4.3. Safe Pathway Program

4.1 Safe Routes to School Program

Strategy 4.1 Safe Routes to School Program was an educational and promotional program that was implemented at over 60 schools throughout the county. The intent of the Safe Routes to School Program was to increase use of alternative modes of travel and reduce single-student occupant auto trips. Funds were made available annually to retain a consultant to manage the countywide Safe Routes to School Program. The last allocation was approved in FY 18/19 and fulfilled Measure A's commitment to the Safe Routes to School Program.

4.2 Crossing Guard Program

Strategy 4.2 Crossing Guard Program provided funding for trained crossing guards at approximately 88 key intersections throughout the County. Funds were used to retain a company that specialized in providing and managing crossing guards. All eligible funds from the Measure A Program were allocated to the Crossing Guard Program, fulfilling Measure A's commitment.

4.3 Safe Pathway Program

Strategy 4.3 Safe Pathway Program was the capital improvement element of the Safe Routes to School program. This program provided funds to design and construct projects identified through the implementation of the Safe Routes Plans developed under the Safe Routes to School program. Typical projects included the construction of pathways, sidewalk improvements, or traffic safety devices. A total of 54 projects were funded with \$7.4 million in Measure A Strategy 4.3 funds. All Safe Pathway Projects have been completed except for four remaining projects. Measure A commitment to Strategy 4.3 will be fulfilled upon completion of the four remaining projects.

Reserve Funds

The Measure A Expenditure Plan allowed TAM to set aside a reserve fund of up to 10% of the annual receipts from the tax for contingencies, to ensure that the projects included in this plan are implemented on schedule. 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. In 2006, TAM established a policy in the Measure A Strategic Plan to set aside 5% annual reserve for the first five years of revenue collection.

TAM collected approximately \$5.4 million in reserve funds in the first five years of the Measure A Program. In June 2019, the TAM Board adopted a policy to release Measure A reserve funds at a rate that does not exceed the amount collected for Measure AA reserve funds, to maintain the \$5.4 million reserve level.

As allowed by the adopted policy, Measure A Reserve Funds in the amount equal to the estimated \$1.43 million in Measure AA reserve collected from FY 19/20 and \$320,000 collected in the last quarter of FY 18/19, a total of \$1.75 million in Measure A reserve funds, was made available for allocations in FY 20/21 while maintaining the \$5.4 million balance.

In accordance with the Measure A Expenditure Plan, collected revenues are to be distributed to four strategies in the percentage listed in the below table under the column labelled, Measure A Expenditure. However, the funding commitments for Strategy 2 was fulfilled when the lone project, Highway 101 Gap Closure Project, in Strategy 2 was completed. Therefore, it was not necessary to assign Measure A Reserve Funds to Strategy 2. The Reserve Funds that would have been assigned to Strategy 2 were proportionally assigned to the remaining strategies as shown in the table under the column labeled, Measure A Reserve Funds Programming.

	Measure A Expenditure Plan		Measure A Reserve Funds Programming	
Strategy 1	Transit	55%	Transit	59.46%
Strategy 2	Highway 101 Gap Closure	7.5%	Highway 101 Gap Closure	0.00%
Strategy 3	Streets and Roads 3.1 Major Roads – 11.25% 3.2 Local Roads – 11.25%	26.5%	Streets and Roads 3.1 Major Roads – 14.32% 3.2 Local Roads – 14.32%	28.64%
Strategy 4	Safe Routes to Schools 4.1 Safe Routes to School – 3.3% 4.2 Crossing Guards – 4.2% 4.3 Safe Pathway Projects – 3.5%	11%	Safe Routes to Schools 4.1 Safe Routes to School – 3.57% 4.2 Crossing Guards – 4.54% 4.3 Safe Pathway Projects – 3.79%	11.90%
	Total	100%	Total	100%

Measure AA Projects/Programs

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.

As outlined in the Measure AA Expenditure Plan, the revenues generated by Measure AA 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:

IMPLEMENTATION CATEGORY	Share	Est. Amount (in millions, in 2018 dollars)
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 Reduce 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

The sections that follow provide a brief overview of each of the categories and the ongoing status for each category.

Category 1: Reduce Congestion on Hwy 101 & 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 are described below.

1.1 Provide Matching Funds for the MSN Project

The US101 Marin-Sonoma Narrows is expected to enter its final phase of construction in the Fall of 2021. A total of \$12.4 million in Measure AA funds, representing 1.5% of the overall sales tax measure, will be used to augment other funds to complete the MSN Project. The distribution of Measure AA funds is shown in the below table.

Phase	Measure AA (in millions)
Design	\$4.8
Right of Way (ROW)	\$3.5
Construction	\$4.1
Total	\$12.4

Funds have been secured to fully fund the construction phase based on the engineer’s estimate of \$121 million. The funding plan for the construction phase is shown in the below table.

MSN Project Construction Phase	(in millions)
SB1 SCCP	\$40.1
Measure AA	\$4.1
STIP/CRRSSA	\$1.1
Federal STP (for RM3)	\$75.7
Total	\$121.0

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 began construction in the Fall of 2019.

1.2 Provide Matching Funds for Hwy 101/I-580 Direct Connector

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

The Project has been underway since the Summer of 2019 and an initial outreach process is concluding in Summer 2021 to help guide the selection of potential alternatives to continue to study. The outreach effort has included a Stakeholder Working Group consisting of over 20 representatives from the surrounding area. The environmental process is set to begin in Spring of 2022.

1.3 Improve Hwy 101 Local Interchanges and Freeway Access Routes

The Measure AA Expenditure Plan directs 3% of revenues towards a program to study potential improvements to Highway 101 interchanges and approaching local roadways. The studies will investigate enhancements for all users including vehicle, bicycles, pedestrians, and transit services. The funds are intended to be used as “seed money” to leverage possible federal, state, regional or local grant source. Studies at the twelve interchanges listed below were initiated in FY 20/21.

- Alexander Avenue
- Sausalito/Marin City

- Tiburon Blvd./East Blithedale Avenue
- Paradise Drive/Tamalpais Drive
- Sir Francis Drake Boulevard
- San Rafael On-Ramp at 2nd Street and Hetherton Avenue
- Merrydale Road/North San Pedro Road
- Manuel T. Freitas Parkway
- Lucas Valley Road/Smith Ranch Road
- Alameda del Prado/Nave Drive
- Ignacio Boulevard
- San Marin Drive/Atherton Avenue

The studies commenced in the Spring of 2020 and will conclude in the Fall of 2021. The consultant contract for the studies was \$1.875 million. At the conclusion of the studies, three locations will be selected for an in-depth study.

1.4 Implement Commute Alternatives and Trip Reduction Strategies

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, while offering assistance to partners and local jurisdictions to help support reductions in vehicle miles traveled (VMT) and equitable programs to support residents and the workforce to utilize encouraging transportation alternatives. This suite of programs has been deeply affected by the pandemic-related changes in travel patterns; TAM staff will continue to monitor and adapt the programs to meet evolving needs.

Category 2: Maintain, Improve, and Manage Marin's 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 are described below.

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. The distribution shares shown in the Five-Year Programming table have been updated in 2021.

Since inception of the Measure AA Program, annual allocations of approximately \$5 million in Category 2.1 funds have been distributed to local agencies. The allocations included funds collected for FY 18/19, FY 19/20, and FY 20/21.

2.2 Provide Safe Pathways for Safe Walking and Biking Access to Schools

Category 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. As defined in the Expenditure Plan, typical projects might include the construction of pathways, sidewalk improvements, circulation improvements, or traffic safety devices.

Category 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.

Category 2.2 is intended to fund larger projects. The allocation of funds under Category 2.2 is recommended to be capped up to \$400,000 to assure equitable distribution of available funds but this amount can be adjusted depending on the amount of funds available and the bidding environment. 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 discussed under Category 3.3 are generally included in a Call for Projects with Category 2.2.

Eligible Safe Pathways projects will be selected based on performance criteria that may including 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.

In October 2019, the TAM Board approved funds from Categories 2.2 and 3.3 for 13 large projects and 14 small projects in the amounts of \$4.6 million and \$900,000, respectively. The funds estimated to be collected from FY 18/19 to FY 22/23 were used to fund the programmed projects.

With over \$5 million programmed, TAM could not have honored reimbursement requests if large amounts were requested at the same time. A reimbursement schedule was developed to let sponsors know when and how much they can request reimbursement in a given year over the five-year period. There were five outstanding projects from prior cycles. Sponsors of those five projects also were instructed to finish their previously funded projects before commencing projects funded from the current cycle as a way to spread the reimbursement demand. To date, actual reimbursement demands have not exceeded the amounts in the reimbursement schedule, preserving a positive cashflow for Categories 2.2 and 3.3.

2.3 Develop Projects to Address Transportation Impacts from 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, followed by a Priorities report in 2021.

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 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.

TAM staff have been working closely with local agencies to consider future needs and opportunities and presented a framework for discussion to the TAM Board in November 2020. Based on this discussion and subsequent discussions, TAM staff have reserved \$50,000 in the FY 21/22 budget to conduct a review of existing plans and studies at identified vulnerable transportation locations to sea level rise. This study will identify considerations, concerns and opportunities at vulnerable locations in Marin County both on major transportation facilities and adjacent to these facilities. If other near-term opportunities arise, the Strategic Plan will be amended to include programming of funds during this upcoming fiscal year, FY 21/22.

2.4 Support Operational Improvements through Innovative Technology

Over the last several years, the transportation industry has seen rapid changes in mobility from the use of smartphone applications, and new advancements in the technology sector and electric vehicle sector. It is impossible for transportation agencies to fully anticipate changes in the era of digital transformation that will occur over the next few years, further compounded by the Covid-19 pandemic, where a rapid shift in mobility occurred. TAM responded quickly with providing grant funds to support redesign of our local road networks and encourage the use of active transportation. A call for projects was conducted to local public works departments, and the TAM board programmed funds to support these projects using funds collected over FY 19/20 and 20/21.

As these funds continue to be replenished over FY 21/22, staff will look toward the use of the funds for further quick build projects or potentially planning activities to guide the implementation of emerging technology in alignment with the expenditure plan.

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

Strategy 3 of the Expenditure Plan is to “reduce school related congestion and provide safer access to schools.”

3.1 Maintain the Safe Routes to Schools Program

Safe Routes to Schools (SR2S) is a proven program designed to reduce local congestion around schools while instilling healthy and sustainable habits in our young people. The program includes several components including classroom education, special events, and incentives for choosing alternative modes to schools, as well as technical assistance to identify and remove the barriers to walking, biking, carpooling, or taking transit to school. The program, which is currently managed by TAM, is in its 20th year of operation and has proven its ability to increase alternative mode use to schools, with over 60 participating schools, and an average of over 50% green trips – walking, biking, and taking transit – to and from participating schools.

The Measure AA Program continues the efforts established by the Measure A Program to be the primary source of funds for the SR2S Program and has allowed it to operate at consistent funding level since 2004. The latest evaluation report was completed in 2019 and indicated continuing congestion relief around schools. The impacts of the current pandemic reduced the ability to hold in person educational programs; however, the team

has worked closely with the schools to accommodate the program in a virtual environment. It is expected that live programs will be possible during the 2021/2022 school year.

3.2 Expand the Crossing Guard Program

One of the greatest barriers to using alternative modes to schools is the difficulty of crossing Marin’s busiest streets. Even with infrastructure improvements, parents are reluctant to allow their children to walk or bike to school if they must cross a busy street. While some schools operate volunteer crossing guard programs, experience suggests that this is not a reasonable long-term strategy, as volunteers can be difficult to maintain. Since county voters approved transportation sales taxes, TAM has expanded its crossing guard program to 100 locations throughout the county. These services are contracted to a professional company that specializes in crossing guard programs to ensure that there are trained crossing guards with back-ups for every critical intersection, and the program is professionally managed with reduced risk and liability.

The Program was able to accommodate the extra shifts required during the current pandemic to serve schools with block scheduling. It is expected that the 2021/2022 school year will return to normal scheduling. The counts associated with guard deployment locations have been postponed one year due to the pandemic. A new deployment list will be in place for the 2023-2024 school year.

3.3 Provide Capital Funding for Small School Safety Related Projects

While Category 2.2 funds “large” Safe Pathway projects with allocation of funds of \$400,000 or more, funds for “small” Safe Pathway projects are covered by Category 3.3. Small Safe Pathway projects are limited to \$50,000 per project maximum.

Small-scale safety improvement devices that may not compete well 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.

In October 2019, the TAM Board approved funds from Category 3.3 for 14 small projects in the amounts of \$900,000. Approximately \$200,000 is collected annually for Category 3.3. The amount allocated in October 2019 will be funded from estimated revenues collected from FY 18/19 to FY 22/23.

Category 4: Maintain and Expand 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.”

It was 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. Transit services were affected worldwide by the pandemic, and Marin was no exception. However, the local agencies adapted quickly and continue to make adjustments in order to manage their budgets and meet the needs of riders while meeting public health mandates. TAM will continue to monitor the changes to transit brought by the last two years.

Although Measure A stopped collection on March 31, 2019, Measure A funds from Strategy 1 were still available to Marin Transit in FY 19/20 and FY 20/21 because of unused and carry over funds from prior years. All Measure A Strategy 1 funds due to Marin Transit have been allocated and reimbursed to Marin Transit in FY 20/21. Starting in FY 21/22, Marin Transit will only be allocated Measure AA funds.

4.1 Maintain and Improve Existing 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. 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. Approximately \$7.5 million is collected annually and made available to Marin Transit upon annual request.

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-Dillon Beach Dial-A-Ride that serve the rural and recreational areas of Marin County. Approximately \$650,000 is collected annually.

4.3 Maintain and Expand Transit Services 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. Approximately \$2.2 million is collected annually.

4.4 Provide Transit Services to Schools

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. Approximately \$1.2 million is collected annually.

4.5 Invest in Bus Transit Facilities

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).

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.

Approximately \$950,000 is collected annually. Unlike operational services like Categories 4.1 to 4.3 that need annual funding, allocations for Category 4.5 are based on Marin Transit's capital needs that may vary from year to year.

4.6 Expand Access to Ferries and Regional Transit, Managed by Golden Gate 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. Approximately \$115,000 is collected annually.

Set Aside for Major Road and Richmond-San Rafael Bridge Approaches

In addition to funding the four categories noted above, the Measure AA Expenditure Plan also directed TAM to set aside up to \$2.35 million annually to fund commitments from the Measure A Program to several major road projects and to the Richmond-San Rafael Bridge approaches (on East Sir Francis Drake and Bellam Boulevard).

Funding for the Major Road Projects would have continued until the expiration of the Measure A Program in 2024. Measure AA funds will be made available to the jurisdictions with remaining originally programmed projects over the life of the new Measure AA, under as-needed timing of the project sponsor. Only those Major Roads projects specifically mentioned below will receive Measure AA funds.

Under the original Measure A Program, \$2.35 million 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 urgent 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. These projects are known as the Richmond-San Rafael Bridge Approach Projects.

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 and Richmond-San Rafael Bridge Approach Projects. The total amounts are delineated as follows, under their original prioritized road segments:

- Southern Marin Planning Area, East Blithedale (Mill Valley) \$1.89 million
- Central Marin Planning Area, Third Street (San Rafael) \$12.5 million
- Ross Valley Planning Area, Sir Francis Drake Blvd, Hwy 101 to Ross, (County of Marin) \$11.87 million
- West Marin Planning Area, Sir Francis Drake, (County of Marin) \$74,000
- North Marin Planning Area, Novato Boulevard (Novato) \$11.59 million
- Richmond-San Rafael Bridge Approach Projects (TAM) \$3.8 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.

This Set Aside category replaces the Bond Debt Reserve identified original Measure A Expenditure Plan. Measure AA funds will be set-aside for approximately 14 years, or until unallocated commitments as defined are met.

As of the date of this Strategic Plan, all funds in this category have been allocated except for the funds programmed in the North Marin Planning Area for Novato’s Novato Boulevard Rehabilitation Project and the nominal amount in the West Marin Planning Area.

The Novato Boulevard Rehabilitation Project is currently in the design and right of way (ROW) phases. Novato will request the remaining available funds for the construction phase when the design and ROW phases are complete.

The nominal amount for the West Marin Planning Area was the amount accumulated after Marin County completed the second prioritized project, Sir Francis Drake Boulevard between Lagunitas Road and Wild Iris Drive. The funds can be used any eligible project on Sir Francis Drake Boulevard between Fairfax Limit and Platform Bridge Road.

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 AA 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.

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 AA 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 TAM 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.

Appendix

Appendix 1 - Measure A Five-Year Programming

Appendix 2 - Measure AA Five-Year Programming

Appendix 3 - Measure AA Category 2.1 Local Road Infrastructure Programming by Agencies

Appendix 4 - Measure A Expenditure Plan (available for [download](#))

Appendix 5 - Measure AA Expenditure Plan (Available for [download](#))

Appendix 6 - Comments and Responses on Strategic Plan

Appendix 1 - Measure A Five-Year Programming

Numbers in '000's

Measure A 1/2 Cent Sales Tax Programming		PRIOR	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	TOTAL
Strategy 1 - Transit									
Strategy 1.1	Local Bus Transit Service	110,435	244	316	-	-	-	-	110,995
Strategy 1.2	Rural Bus Transit Service	8,795	-	-	-	-	-	-	8,795
Strategy 1.3	Special Needs Transit Services	27,022	-	-	-	-	-	-	27,022
Strategy 1.4	Bus Transit Facilities	17,154	-	-	-	1,424	-	-	18,578
	Total	163,406	244	316	-	1,424	-	-	165,390
Strategy 3 - Local Transportation Infrastructure									
Strategy 3.1	Major Roads								
	<i>Active Projects</i>								
	County of Marin - Ross Valley Sir Francis Drake Blvd	4,924	4,748	4,748	-	-	-	-	14,420
	Mill Valley - E. Blithedale	250	-	-	-	-	-	-	250
	San Rafael - Third Street	300	-	-	-	-	-	-	300
	Novato - Novato Blvd - Segment 1	401	-	-	-	-	-	-	401
	<i>Completed Projects</i>	24,101	-	-	-	-	-	-	24,101
Strategy 3.2	Local Streets and Roads	38,011	-	-	-	-	-	-	38,011
	Total	67,987	4,748	4,748	-	-	-	-	77,483
Strategy 4 - Safer Access to Schools									
Strategy 4.1	Safe Routes to Schools	8,715	470	-	-	-	-	-	9,185
Strategy 4.2	Crossing Guards	11,576	-	-	-	-	-	-	11,576
Strategy 4.3	Safe Pathways								
	<i>Active Projects</i>								
	Corte Madera-Co. Day & Montessori, La Perouse	244	-	-	-	-	-	-	244
	Mill Valley Camino Alto Bike Ped	350	-	-	-	-	-	-	350
	Larkspur-Doherty Dr Bike Ped	350	-	-	-	-	-	-	350
	San Anselmo - Brookside Elementary	350	-	-	-	-	-	-	350
	<i>Completed Projects</i>	6,159	-	-	-	-	-	-	6,159
	Total	27,744	470	-	-	-	-	-	28,214

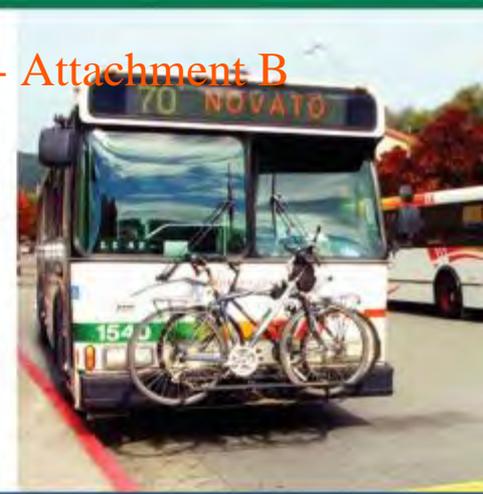
Appendix 2 - Measure A A Five-Year Programming

Measure AA 1/2 Cent Sales Tax Programming	Numbers in '000's							TOTAL
	PRIOR	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	
Major Road Set-Aside								
<i>Active Projects</i>								
Mill Valley - E. Blithedale	1,000	1,106	-	-	-	-	-	2,106
San Rafael - Third Street	931	-	3,477	5,795	2,318	-	-	12,521
Novato - Novato Blvd - Segment 1	946	-	-	-	-	5,320	5,321	11,587
Richmond San Rafael Bridge Approaches	559	1,562	561	1,118	-	-	-	3,800
Total	3,436	2,668	4,038	6,913	2,318	5,320	5,321	30,014
Category 1 - Reduce Congestion								
Category 1.1 Completion of Marin-Sonoma Narrows	2,733	4,000	5,600	-	-	-	-	12,333
Category 1.2 Match for Completion of 101/580 Direct Connector	944	-	-	5,300	4,000	4,000	1,800	16,044
Category 1.3 Enhance Interchanges	53	628	586	601	616	631	692	3,807
Category 1.4 Transportation Demand Management	-	104	97	100	102	105	115	623
Total	3,730	4,732	6,283	6,001	4,718	4,736	2,607	32,807
Category 2 - Local Transportation Infrastructure								
Category 2.1 Local Roads	5,971	5,125	4,824	4,933	5,044	5,157	5,600	36,654
Category 2.2 Large Safe Pathway Capital Projects	113	3,787	-	-	-	703	763	5,366
Category 2.3 Sea Level Rise	-	233	219	224	229	234	254	1,393
Category 2.4 Innovative Technology	-	208	109	112	114	117	127	787
Total	6,084	9,353	5,152	5,269	5,387	6,211	6,744	44,200
Category 3 - Safer Access to Schools								
Category 3.1 Safe Routes to Schools	-	756	708	725	743	761	831	4,524
Category 3.2 Crossing Guards	728	1,512	1,415	1,450	1,486	1,522	1,663	9,776
Category 3.3 Small Safe Pathway Capital Projects	124	776	-	-	-	217	237	1,354
Total	852	3,044	2,123	2,175	2,229	2,500	2,731	15,654
Category 4 - Transit								
Category 4.1 Local Bus Transit Service	7,007	8,055	7,374	7,495	7,661	7,832	8,496	53,920
Category 4.2 Rural Bus Transit Service	966	564	509	681	696	711	772	4,899
Category 4.3 Special Needs Transit Service	2,253	1,931	2,275	2,158	2,206	2,255	2,446	15,524
Category 4.4 School Transit Service	1,167	1,200	1,033	1,136	1,161	1,187	1,287	8,171
Category 4.5 Bus Transit Facilities	-	2,041	679	908	929	949	1,030	6,536
Category 4.6 Expand Access to Transit	141	99	99	114	116	119	129	817
Total	3,561	5,271	4,086	4,316	4,412	4,510	4,892	31,048

Appendix 3 – Measure AA Category 2.1 Local Road Infrastructure Programming by Agencies

Measure AA 1/2 Cent Sales Tax Programming			PRIOR ¹	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	TOTAL ²
Category 2 - Local Transportation Infrastructure		POP/Mile³								
Category 2.1	Local Roads									
	Belvedere	0.98%	58,647	50,058	47,117	48,180	49,265	50,372	54,698	358,338
	Corte Madera	3.68%	210,990	188,561	177,482	181,488	185,575	189,743	206,041	1,339,880
	Fairfax	2.75%	165,237	140,930	132,649	135,643	138,697	141,813	153,994	1,008,963
	Larkspur	3.95%	238,280	202,218	190,336	194,632	199,015	203,485	220,963	1,448,928
	Mill Valley	5.65%	337,273	289,498	272,487	278,638	284,912	291,312	316,334	2,070,454
	Novato	18.05%	1,080,648	924,930	870,583	890,235	910,280	930,726	1,010,671	6,618,073
	Ross	1.05%	60,789	53,620	50,469	51,609	52,771	53,956	58,590	381,804
	San Anselmo	4.43%	264,940	227,003	213,665	218,488	223,408	228,426	248,046	1,623,977
	San Rafael	19.52%	1,169,592	1,000,630	941,835	963,095	984,781	1,006,900	1,093,388	7,160,221
	Sausalito	2.76%	167,240	141,606	133,285	136,294	139,363	142,493	154,733	1,015,015
	Tiburon	3.47%	206,680	177,932	167,477	171,258	175,114	179,047	194,426	1,271,934
	County	33.72%	2,011,066	1,728,400	1,626,842	1,663,565	1,701,024	1,739,231	1,888,621	12,358,749
	Total	100.00%	5,971,382	5,125,387	4,824,226	4,933,126	5,044,204	5,157,504	5,600,505	36,656,335
<p>1 - Collection of Measure AA commenced April 1, 2019. Prior includes 15 months of funds collected from April 1, 2019 to June 30, 2020.</p> <p>2 - Total includes Prior and 5-Years of Programmed Funds.</p> <p>3 - The Population/Lane Miles Percentage was updated in 2021 with the latest available population data from the Department of Finance and lane miles data from MTC.</p>										

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2021 Strategic Plan

TAM Board Meeting
June 24, 2021

Background

- Both Expenditure Plans direct TAM to prepare Strategic Plans to identify the dates for project and program implementation based on project readiness
- While Measure A has stopped collection, not all Measure A funds have been reimbursed and a few remaining commitments still need to be fulfilled
- TAM is required to maintain a Strategic Plan for Measure A for the foreseeable future until all funds have been reimbursed and commitments have been honored

Background, cont.

- Measure AA is an extension of Measure A so both measures are collecting the same transportation sales tax revenue stream over a consecutive period
- Staff has recommended an overall redesign of the current two Strategic Plans and combining them into a single document
- The 2021 Strategic Plan will follow the same update and amendment process as specified in both Expenditure Plans

Purpose of the Strategic Plan

Key Features of 2021 Strategic Plan

- Guiding Principles
- Accountability
- Revenue Forecast
- Overview of expenditure categories
- Five-year allocation outlook
- Implementation policies

Amendment Process



Public Comment Period



Recommendation



Questions

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DATE: June 24, 2021

TO: Transportation Authority of Marin Board of Commissioners

FROM: Anne Richman, Executive Director 
Li Zhang, Deputy Executive Director/Chief Financial Officer

SUBJECT: Public Hearing on the Proposed TAM FY2021-22 Annual Budget, Agenda Item No. 9a

RECOMMENDATION:

The Board conducts a public hearing and receives public input on the Proposed TAM FY2021-22 Annual Budget.

Pursuant to Article VI, Section 106.1 of the TAM Administrative Code, no later than the 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 adoption process. The TAM Board adopted the recommended FY2021-22 revenue levels for both Measure AA/A, the 1/2-Cent Transportation Sales Tax, and Measure B, the \$10 Vehicle Registration Fee, and the budget development schedule at its March 25, 2021 meeting. The Proposed FY2021-22 Annual Budget was reviewed and released by the TAM Board for the required 30-day public comment period at the May 27, 2021 meeting. The Proposed FY2021-22 Annual Budget has also been reviewed by TAM's Citizens' Oversight Committee (COC) and the Marin Managers Association.

Details of the Proposed FY2021-22 Annual Budget are presented under Item 9b of the meeting packet.

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DATE: June 24, 2021

TO: Transportation Authority of Marin Board of Commissioners

FROM: Anne Richman, Executive Director 
Li Zhang, Chief Financial Officer/Deputy Executive Director

SUBJECT: Review and Adoption of the TAM FY2021-22 Annual Budget (Action), Agenda Item No. 9b

RECOMMENDATION:

The TAM Board review and adopt the TAM FY2021-22 Annual Budget, pending completion of the 30-day public comment on June 26, 2021.

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 thirty-day public comment period and a public hearing are also required as part of the budget approval process.

Staff started the development process for the FY2021-22 Annual Budget in February, and the TAM Board approved the recommended Measure A/AA ½-Cent Transportation Sales Tax and the Measure B \$10 Vehicle Registration Fee revenue levels and the budget development schedule at its March 25, 2021 meeting. The Citizens' Oversight Committee (COC) has reviewed Draft FY2021-22 Annual Budget at its May 17, 2021 Meeting. Staff presented the budget to the TAM Subcommittee of the Marin Managers Association (MMA) at its May 13 meeting and the full budget report was shared with the full MMA for review and comment on June 1, 2021.

The Draft TAM FY2021-22 Annual Budget was posted TAM's website on May 28, 2021 for public review, and a public comment notification was published in the Marin Independent Journal on June 8, 2021.

DISCUSSION/ANALYSIS:

TAM's Annual Budget Structure:

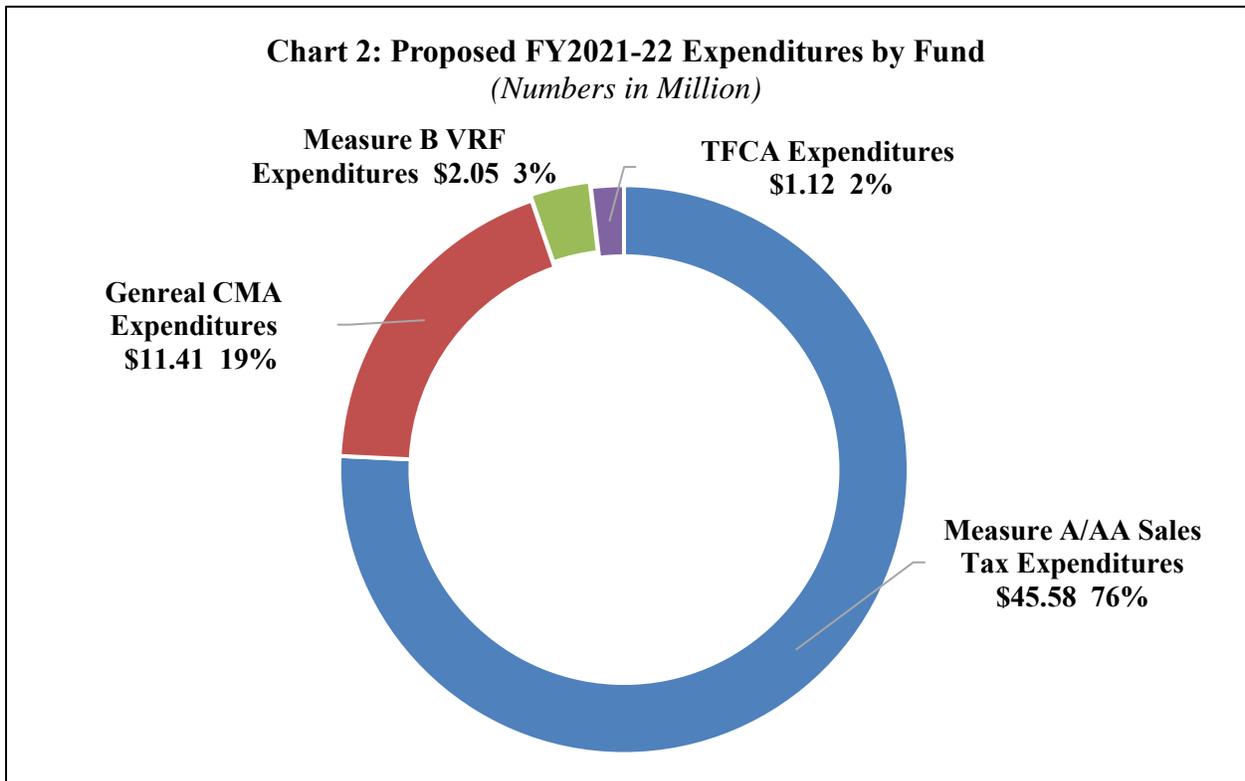
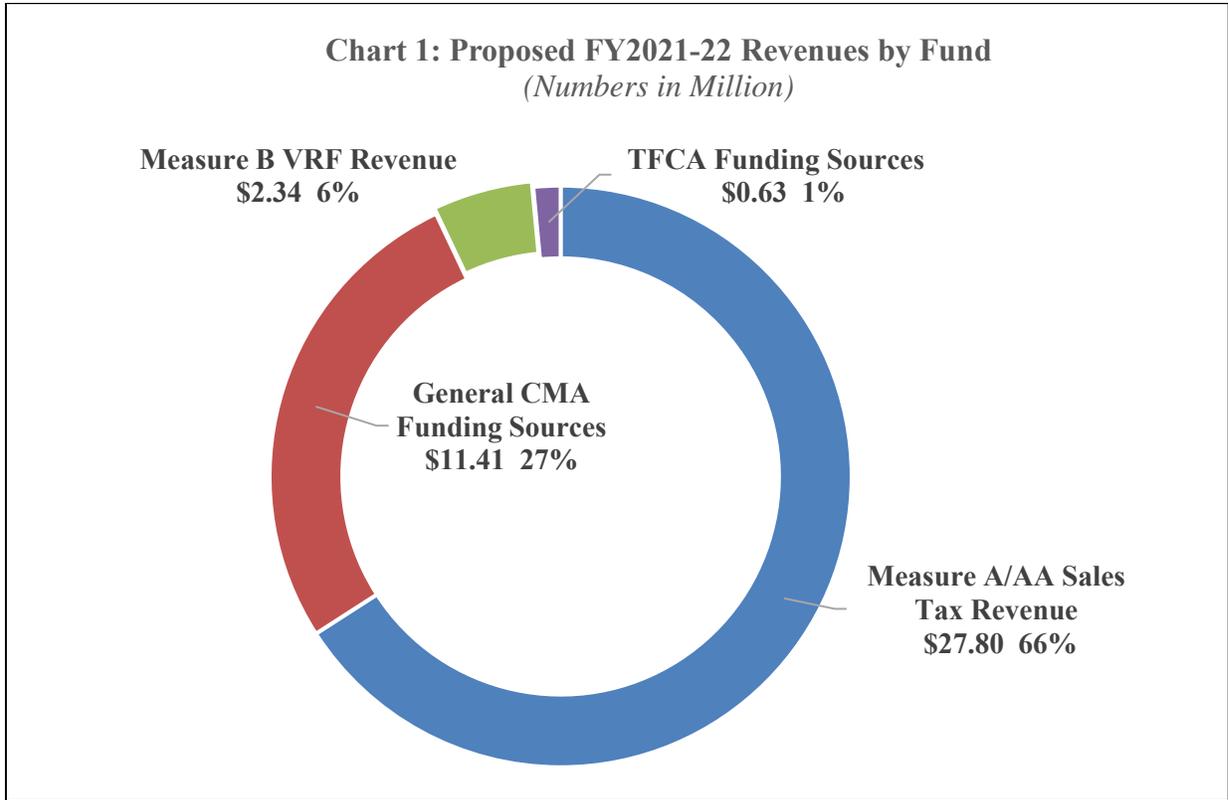
TAM's annual budget report includes four main sections, which along with the appendices, provide the Board and the public in Marin a comprehensive picture of all revenue and expenditure activities related to work items planned for the upcoming year, and gives the readers an overview of the agency's short-term financial situation. The four main sections of the annual budget report are:

- Executive Director’s Message – providing an overview of TAM’s budget situation and highlighting prior year accomplishments and major milestones anticipated for the upcoming year;
- TAM Budget General Overview – providing an overview of TAM’s budget process and related policies;
- Annual Budget Process and Overview – providing in-depth analyses of all revenue and expenditure budget line items that are proposed for the fiscal year;
- Work Plans by Function – providing the general overview and highlighted work items for the fiscal year period for each functional group in the agency.

Budget Planning in Unprecedented Times – *Continues...*

TAM’s annual budget development process allows the agency to create the plan for its administrative operations and project/program management and delivery, as well as funding allocations to various project sponsors for the upcoming fiscal year. The process by nature requires the use of various assumptions to project into the future in terms of revenue collections and operational, project and program expenditures. In most years, based on the information available by April, staff is confident that the revenues proposed in the budget for the upcoming year can be realized within reasonable deviations. However, as we all know, the COVID-19 pandemic has brought unprecedented public health and economic challenges to the US and globally since early last year, which created extraordinary uncertainties for the agency’s current year budget process when it started last February. Fortunately, the agency’s main funding source, the ½-cent sales tax revenue (more than 70% of the current year estimated actual revenues), did not suffer the significant loss we assumed back in June 2020. Based on the current economic trajectory, it’s more likely we will see continued positive growth in the upcoming year, which provides much-needed assurance for the FY2021-22 budget planning process.

While all detailed budget information is included in Attachment 1: Proposed TAM FY2021-22 Annual Budget for board review and public comment, the following two charts present the total revenue and expenditure pictures for the upcoming year. In summary, TAM’s total expected revenue for FY2021-22 is \$42.18 million and total expected expenditure is \$60.16 million. 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 the Transportation Fund for Clean Air (TFCA) fund sources in cash but fund most projects/programs in on a reimbursement basis, having budgeted expenditures over its budgeted revenues in some years should not be alarming. 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. Based on the proposed revenues and expenditures for FY2021-22, TAM will spend \$17.98 million more than it will collect in revenue and end the year with a fund balance of \$20.42 million. The charts below illustrate the proposed revenue and expenditure for FY2021-22 by the major governmental funds TAM has.



Staff also highlights the ongoing revenue challenges and opportunities, as well as the proposed operating and salary/benefit changes for the upcoming year for your review and discussion.

Revenue Challenges the Agency is Facing:

Uncertainties with the Sales Tax Revenue

As discussed, current economic indicators and actual taxable sale data suggest that FY2020-21 sales tax collection in Marin is not as negatively impacted as previously expected. The Shelter in Place (SIP) Order has brought more taxable spending home with many who used to commute to other counties now working and shopping from home. With most residents unable to travel and spend on planned vacation trips, and the booming housing market, spending that helps Marin's taxable sales, such as home improvement and landscaping projects, has increased very noticeably during the SIP period. However, uncertainties still are looming in terms of the full control of the COVID-19 virus and the full recovery of the economy around the US and globally. While it is more likely that sales tax revenue will not suffer in the upcoming year, staff will closely monitor all indicators and update the Board with any potential warning signs.

Potential Continuing Decrease of the Vehicle Registration Fee Revenue

As reported to the Board back in March 2021, the Vehicle Registration Fee (VRF) revenue experienced a significant drop from FY2018-19 to FY2019-20, from \$2.43 million to \$2.33 million. On top of that, registered fee paid vehicles in Marin also dropped almost 3% from 2019 to 2020, which indicates more revenue drop is expected for FY2021-22. There are still many uncertainties with the continuation of remote work arrangements, travel habits, and future commute patterns, which all have potential impacts on personal vehicle replacement and purchase decisions. Based on all those factors, decrease of the VRF revenue is expected for next year and probably the year after as well.

Pending Legal Case Against Regional Measure 3 (RM3)

When RM3 was approved by the voters on June 5, 2018, a total of \$255 million was expected to be available to support two of the highest priority projects in Marin that TAM manages directly, with \$135 million for the Northbound (NB) US-101 to Eastbound (EB) I-580 Direct Connector Project and \$120 million for the completion of the Marin-Sonoma Narrows (MSN) Project. However, as of now, the RM3 funds are still inaccessible due to ongoing litigation against the Measure.

With the out of the box creative thinking and willingness to work together to deliver high priority regional projects, TAM staff worked closely with staff from the Metropolitan Transportation Commission (MTC) and put together an alternative funding plan which will allow the MSN Project to move to its finish line as planned. At its April Meeting, the TAM Board authorized staff to commit additional \$1.12 million in Federal Coronavirus Response and Relief Supplemental Appropriations Act of 2021 (CRRSAA) funds and \$4.1 million in Measure AA funds under a Letter of No Prejudice (LONP) process, while MTC approved an additional \$75.6 million in federal funds. In this case, once the legal case against RM3 is resolved, TAM will be able to seek reimbursement from RM3 for the additional \$5.22 million local contribution. However, if the RM3 case is lost, TAM will have to absorb the risk of not being reimbursed for those local dollars; although it is worth noting that the MSN project will have proceeded.

Staff will continue to keep the Board apprised of the RM3 legal situation and will bring the necessary revisions to the budget for approval once the RM3 funds become available.

FY2021-22 City/County CMA Fee Level

To support the essential functions TAM carries out as the Congestion Management Agency (CMA) for the County, all local jurisdictions in Marin, including the County, have been making an annual formula-based (calculated based on 50% population and 50% lane miles share) fee contribution to TAM since the formation of the CMA. 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 (from \$350,000) annually to help cover the cost of additional functions TAM took on both as the CMA and the sales tax administration agency of Marin, and to provide the matching funds needed for various fund sources. The fee was maintained at \$430,000 for 10 years, until 2015, when all local jurisdictions agreed to a temporary 30% (\$129,000 per year) increase over a 5-year period, to support several critical county-wide transportation efforts. The temporary increase took effect in FY2015-16 and expired in FY2019-20.

TAM and MMA were engaged in a discussion to reach a long-term fee structure agreement in early 2020. However, with the onset of the pandemic by March 2020, all member agencies were forced to pull all resources to deal with the extreme operational interruption, service and revenue reductions and other uncertainties caused by COVID-19. At that time, MMA and TAM communicated and agreed on a \$500,000 reduced fee level for FY2020-21 as a temporary solution. As part of the FY2020-21 discussion, MMA also agreed that once the economy stabilizes and the revenue situation improves, TAM and the group can reengage in the discussion of setting a long-term funding level for the City/County fee, with the hope to permanently bring the fee structure in line with the efforts required to effectively support all local partners for their transportation project and program related needs. However, with the pandemic still going on and significant uncertainties with the economic recovery, the FY2021-22 budget cycle still is not the right time for TAM to request an increase and the commitment to a long-term structure. With this in mind, in April TAM proposed, and MMA agreed, to maintain the FY2021-22 CMA fee at the \$500,000 level.

Funding Opportunities to Focus on

While the pandemic has caused significant interruption and uncertainties at all levels, it has also created funding opportunities through various stimulus programs. Staff has been actively pursuing those funding opportunities over the last few months and will continue to focus on competing for any new available funding sources in the upcoming year to bring in more dollars for the critical transportation projects and program in Marin.

As reported in prior months, staff rallied to prepare a lengthy and comprehensive application, requesting \$77 million in federal INFRA (Infrastructure for Rebuilding America) funds, with the hope to close the construction funding gap for the MSN Project in March. We expect to hear results by later this summer. If awarded, the FY2021-22 budget will need to be amended to reflect the revenues and expenditures associated with this grant since the current budget for this project is based on the RM3 LONP funding plan between MTC and TAM. The award of the INFRA funds will most likely free up a significant portion, if not all of the additional local funds that TAM put on the table as part of the MSN B7 Construction LONP, which the Board approved at its April meeting.

Staff also worked very closely with project sponsors and MTC staff on the final project list for the Safe and Seamless Mobility Quick-Strike (“Quick-Strike”) Program. A total of \$3.2 million funds for Marin was awarded in June to projects in Marin, with \$1.2 million for Marin Transit’s Marin County Bus Stop Improvements Project and \$1.9 million to the Sonoma Marin Area Rail Transit (SMART) for the SMART Pathway - San Rafael McInnis Pkwy to Smith Ranch Road Project. TAM also is expecting a little over \$0.1 million for CMA planning activities.

With the passage of the \$1.9 trillion COVID relief bill, Congress started to shift its focus toward economic recovery and announced the plan to bring back earmarks, re-named “Community Projects” and “member projects.” With support from various parties, staff worked under a very tight timeline and submitted a list of projects for consideration in April. If any of those projects are awarded funds, more revenue and expenditures could potentially be added to the FY2021-22 budget.

Proposed FY2021-22 Benefit and Organizational Changes

FY2021-22 Cost of Living Adjustment (COLA) and Long-Term COLA Policy Proposed

Proposed FY2021-22 COLA Increase

During the FY2016-17 budget cycle, the TAM Board approved the first COLA of the agency since 2004 and the Board also agreed to consider the approval of COLA adjustments during the review of each budget cycle. Since then, staff proposed and the Board approved COLA increases during the following three budget cycles: FY2017-18, FY2018-19 and FY2019-20. With the COVID-19 crisis and the abrupt short-term revenue reduction and potential long-term revenue base change, in Spring 2020 staff discussed and all agreed that it's not in the best interest of the agency to request a COLA increase during the current year budget cycle. According to the data released by the Bureau of Labor Statistics (BLS), as of March 2020, the Consumer Price Index (CPI) for the San Francisco Bay Area was 2.9%.

With the expectation that the agency will not suffer the severe revenue reduction in the current year and will see growth again next year, staff proposes a 2% COLA increase for FY2021-22. According to the most recent data released by BLS, as of February 2021, CPI for the San Francisco Bay Area was 1.4% while the more up to date March 2021 West Region CPI is 2.4%.

Proposed Long-Term COLA Policy

Instead of the annual review process, staff would also like to propose the following long-term COLA Policy for the Board's review and consideration as part of the FY2021-22 budget process:

Annual COLA ties to CPI but capped at the sales tax revenue growth rate.

- Example: If CPI is 3%, and actual sales tax growth rate for the year before is 2%, then the COLA is 2%;
- No COLA adjustment during the years the sales tax revenues decrease.

The Human Resources (HR) Ad Hoc Committee, consisting of Board Vice-Chair Moulton-Peters, and Commissioners Rodoni, Kuhl, and Fredericks, reviewed both the FY2021-22 and the long-term COLA proposals. The Ad Hoc Committee discussed and agreed that the 2% COLA increase proposed for FY2021-22 is reasonable based on the fact that the sales tax revenue didn't suffer the loss expected and there was no COLA requested in 2020. The HR Ad Hoc Committee also agreed with the general principle of the long-term COLA Policy but requested that the Policy specifies that the TAM Board reserves the authority to review and cap the COLA increase during higher-than-normal CPI increase periods. The HR Ad hoc Committee discussed both proposals and recommended staff to propose them to the APP Executive Committee and Board for review and consideration.

Proposed Agency Organizational Changes

Based on evaluation of the agency's operational and the Executive Director's work support needs, to create internal advancement and encourage staff professional advancement, and also to make TAM's position titles more in line with positions with similar level of job responsibilities and duties at peer agencies, staff would like to propose the following organizational changes as part of the FY2021-22 budget adoption process.

- Creation and internal promotion of the Director of Project Delivery position;
- Conversion of the rotating Deputy Executive Director (DED) position to a regular DED/Chief Finance Officer (CFO) position;
- Retitle of three existing positions to better match the recommended new agency organization structure, peer agencies' title structure and/or employee job responsibilities.

- ✓ *Planning Manager to Director of Planning*
- ✓ *Manager of Programming and Legislation to Director of Programming and Legislation*
- ✓ *Senior Accountant to Senior Accountant and HR Specialist*

At the December 9, 2020 HR Ad hoc Committee Meeting, ED Richman shared the proposed changes, and the Committee confirmed the support at its April 21 meeting and recommended staff to propose this to the APP Executive Committee and Board for review and consideration.

FISCAL CONSIDERATION:

Expected revenue collection and reimbursement for FY2021-22 is \$42.18 million while the proposed expenditure is \$60.16 million. TAM's fund balance will be reduced by \$17.98 million but will remain positive at \$20.42 million by the end of FY2021-22.

NEXT STEPS:

With the approval of the TAM Board, staff will finalize the budget document, incorporate any additional public comments received, and start the implementation of all projects/programs and other related changes as of July 1, 2021. As per regular practice, staff will also continue to monitor economic conditions and provide quarterly budget reports throughout FY2021-22.

ATTACHMENTS:

- Attachment 1: Draft TAM FY2021-22 Annual Budget
- Attachment 2: FY2021-22 Budget Presentation PowerPoint

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Draft FY2021-22 Annual Budget

Released May 2021

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Executive Director's Message

I am pleased to present TAM's FY2021-22 Annual Budget as we look toward a healthier future and recovery from the pandemic.

The past year has been challenging for TAM and for the greater community in many ways, from the pandemic's health impacts, to economic shifts, and disruptions to work, home, and school routines. The year also brought a renewed focus on social and racial equity. However, change can also present opportunities as we look ahead. We are fortunate that TAM's primary local funding source, the ½-cent transportation sales tax, has remained relatively stable in this time of hardship. And we are proud that our local funding supports core programs the community relies upon, including local transit and paratransit services; street and roadway improvements; bicycle and pedestrian safety projects; the Safe Routes to Schools, Crossing Guards, and Alternative Fuels Programs; as well as planning for innovation, sea level rise strategies and key improvements for our highways and interchanges.

Successful planning and completion of projects is a team effort. This budget displays how funding from all sources, local, regional, state and federal, work together to support a great variety of transportation improvements that can be seen throughout the County. Planning, preparing, and delivering transportation projects and programs is critical to improving our infrastructure, promoting safe transportation choices, and supporting economic growth and opportunity.

We present this budget to the Board of Commissioners and the public to share the anticipated revenues and expenditures of TAM for FY2021-22. Revenues are generated from a combination of funding sources including sales tax, gas tax, vehicle registration fees, tolls, and service fees. Expenditures include voter approved projects and programs that reflect local priorities, as well as regional projects and programs that are delivered in coordination with partner agencies. Additionally, TAM is committed to fiscal responsibility and transparency. Our quarterly financial reporting, as well as this annual budget, demonstrate how we safeguard public funds and make financial choices consistent with the transportation needs and priorities of our community.

We look forward to working together with the community, businesses, local organizations, and agency partners to continue funding and delivering transportation improvements in Marin County.

In partnership,

Anne Richman

TAM Budget General Overview

About TAM

The Transportation Authority of Marin (TAM) was established by Marin County voters to support transportation infrastructure projects and programs that make the County easier, cleaner and safer for all to live, work and play. 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.

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.

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 by 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 expenditures for the annual budget have 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 or April, revenue estimates for the Measure A/Measure AA ½-Cent Transportation Sales Tax are prepared based on economic analyses and 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/June Board meeting.

An Historic Overview of TAM’s Budget

A five-year historic look at TAM’s actual revenue, expenditure and fund balance, with a comparison to the estimated actuals of the current fiscal year, FY2021-21, is presented below to provide an 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. TAM’s ending fund balance at the end of FY2020-21 is expected to be around \$38.4 million.

	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Estimated Actual
Revenues						
<i>Measure A/AA Sales Tax Revenue</i>	25,702,937	25,755,762	27,507,852	28,976,082	27,345,662	27,500,000
<i>Measure B VRF Revenue</i>	2,376,492	2,399,640	2,386,486	2,417,118	2,327,292	2,320,000
<i>Cities/Town & County Contribution</i>	559,001	559,000	559,000	558,999	558,999	500,001
<i>Interest Earnings</i>	682,270	122,475	139,632	1,914,194	2,507,746	434,000
<i>BAAQMD/TFCA</i>	361,034	361,471	362,284	364,537	368,939	349,212
<i>Federal</i>	5,301,158	840,442	3,124,051	2,238,572	1,258,584	812,000
<i>State</i>	716,923	665,974	1,193,020	718,371	993,157	1,652,339
<i>Regional</i>	1,259,013	5,597,422	753,288	4,201,448	14,829	2,081,000
<i>Other Revenue</i>	338,130	-	337,770	-	-	-
Total Revenues	37,296,958	36,302,186	36,363,383	41,389,321	35,375,208	35,648,552
Expenditures						
<i>Administration</i>	2,857,963	3,013,630	3,058,896	3,378,703	3,154,149	3,060,435
<i>Professional Services</i>	1,717,395	2,965,064	2,803,406	4,216,373	2,629,748	903,702
<i>Measure A Sales Tax Projects/Programs</i>	18,357,291	25,351,395	28,668,609	21,849,187	9,737,500	9,232,460
<i>Measure AA Sales Tax Projects/Programs</i>	-	-	-	182,971	17,396,486	19,863,382
<i>Measure B VRF Projects/Programs</i>	1,290,574	3,632,620	1,556,536	1,790,363	4,098,404	1,834,660
<i>Interagency Agreements</i>	4,902,359	4,526,973	5,855,948	3,992,151	535,629	4,654,604
<i>TFCA Programs/Projects</i>	765,658	276,856	176,392	66,388	366,676	999,350
Total Expenditures	29,891,240	39,766,538	42,119,787	35,476,136	37,918,592	40,548,593
Net Change in Fund Balance	7,405,718	(3,464,352)	(5,756,404)	5,913,185	(2,543,384)	(4,900,041)
Ending Fund Balance	49,154,387	45,690,035	39,933,631	45,846,816	43,303,432	38,403,391

FY2021-22 Annual Budget Process and Overview

Staff officially started the FY2021-22 Annual Budget process with the in-house kickoff meeting on February 22, 2021. The following is the timeline for the FY2021-22 Annual Budget development:

February 22, 2021	Budget Development Kick-off Meeting
February-June 2021	Budget and Work Plan Development/Review Work Process
March 2021	Review and Acceptance of Measure A/AA & B Revenue Levels
May 2021	Review and Release of Draft Budget for Comments
June 24, 2021	Public Hearing and Adoption of Final Budget

The FY2021-22 Annual Budget is presented in the comprehensive report to not only present a clear financial plan, but also include the agency's planning, project, communication and administrative work elements for the upcoming year.

While staff is confident to report that the agency can still provide the necessary funding and cash flow support for the priority transportation projects/programs managed by TAM and by our partner agencies in the upcoming fiscal year, the major economic and social uncertainty caused by the long lasting COVID-19 pandemic is casting a big shadow on the economic recovery and future revenues of the agency. TAM is committed to work diligently and effectively with all our local, regional, state and federal partners during this extremely challenging time to protect and obtain valuable transportation funds for the County through various sources.

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 FY2021-22 is \$42.18 million and total expected expenditure is \$60.16 million. Revenues are presented in the budget by the source of funds, while expenditures are presented by 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 budgeted revenues is not an alarming financial situation for TAM. When budgeted expenditures exceed budgeted revenues in certain years, it generally means that TAM and its partner agencies are using prior year accumulated fund balances to deliver more projects and programs in that particular year.

FY2021-22 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 is complex. In FY2021-22, TAM is expecting a total of \$42.18 million in revenue. Table 1 and Chart 1 illustrate TAM's revenues by funding sources.

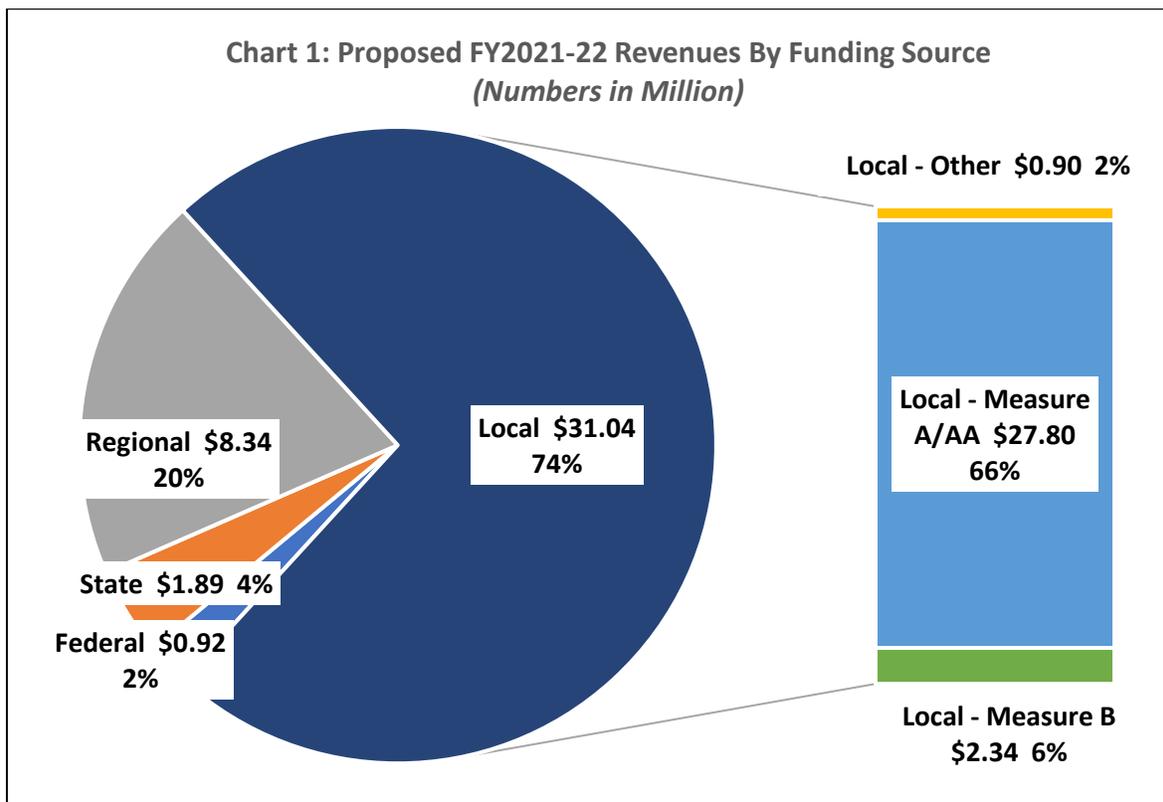
In addition to all revenue sources listed in Table 1, TAM is also hoping to receive Regional Measure 3 (RM3) funds in the upcoming year if the litigation against RM3 can be resolved in the Bay Area Toll Authority's (BATA's) favor. A total of \$255 million was expected to be available to support two of the highest priority projects in Marin that TAM manages directly when RM3 was approved by the voters in June 2018, with \$135 million for the Northbound (NB) US-101 to Eastbound (EB) I-580 Direct Connector Project and \$120 million for the Marin-Sonoma Narrows (MSN) Project. However, as of now, the RM3 funds are still inaccessible due to ongoing

litigation against the measure. Staff will continue to keep the Board apprised of the RM3 legal situation and will bring the necessary revisions to the budget for approval once the RM3 funds become available.

Table 1: TAM FY2021-22 Proposed Budget – Revenue

	FY2019-20 Actual	FY2020-21 Final Budget	FY2020-21 Estimated Actual	FY2021-22 Proposed Budget
Measure A/AA Sales Tax	27,345,662	27,500,000	27,500,000	27,500,000
Measure B VRF Revenue	2,327,292	2,320,000	2,320,000	2,300,000
Cities/Towns and County Contribution	558,999	500,000	500,001	500,000
Interest Revenue	977,350	731,967	434,000	405,000
MTC STP/CMAQ Planning Fund and OBAG Grants	730,114	969,646	797,000	890,318
MTC Regional Measure 2 Fund	14,829	4,276,767	2,081,000	8,054,444
Marin Transportation For Clean Air Funding	368,939	373,000	349,212	335,000
Regional TFCA Competitive Grants	-	283,637	-	283,637
State STIP PPM Fund	144,617	198,575	114,680	193,696
STIP/RTIP/ITIP Funds/SB1 Local Partnership Program Fund	647,819	1,480,697	61,659	1,417,103
Federal STP Fund	467,521	40,000	15,000	25,000
Caltrans Bus On Shoulder Grant	40,085	288,000	240,000	28,000
Realized Highway 101 ROW Excess Fund	160,636	4,196,000	1,236,000	250,000
Expired Revenue Line Items	60,949	-	-	-
Total Revenue Available	33,844,813	43,158,289	35,648,552	42,182,197

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, for FY2021-22, about 72% of the revenue that TAM expects is from voter approved local measures and interest earnings from the fund balances of those measures, with 66% from Measure A/AA ½-Cent Sales Tax revenue, and 6% from Measure B VRF revenue.



Measure A/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, with the exception of minor revenue adjustments to sales tax transactions that happened prior to April 1, 2019.

At the March 25, 2021 TAM Board meeting, staff recommended, and the TAM Board approved the \$27.5 million revenue level for the Measure A/AA 1/2-Cent Transportation Sales Tax for FY2021-22. The Board also approved the adjusted current year's budget level from \$24.5 million to \$27.5 million since Marin's sales tax is not as negatively impacted as previously expected. The relatively stable taxable sales base in Marin, closer to home spending and the extra buying power created by the existing and upcoming economic stimulus measures greatly helped the stabilization and likely positive growth of the Measure A/AA revenue in the upcoming year and hopefully in the next few years. On the other hand, to continue the agency's fiscally prudent practice, the FY2021-22 recommended budget level is the same as the revised FY2020-21 budget level.

Measure B \$10 Vehicle Registration Fee Revenue

As reported to the Board in March 2021, the Measure B Vehicle Registration Fee (VRF) revenue experienced a significant revenue drop in FY2019-20, from the \$2.43 million in FY2018-19 to \$2.33 million. On top of that, the number of registered fee paid vehicles in Marin also dropped almost 3% from 2019 to 2020, which indicates more revenue drop is expected for FY2021-22. Based on this, the budget level for the Measure B VRF revenue is \$2.3 million.

City/Town/County CMA Fee Contribution

Expected revenue from the City/Town and County CMA contribution will be \$500,000 for FY2021-22 as agreed by all local jurisdictions. The contribution level, the same as in FY2020-21, was set in recognition of the budget pressures many cities still expect to face due to the COVID crisis that has been going on since March 2020.

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 funds from FY2017-18 to FY2026-27. These revenue items are reimbursement based. About \$0.89 million in revenue is expected for this line item based on the work planned, including funds for the San Anselmo Hub Reconfiguration Phase I Study. The total realized revenue will depend on actual programming and project expenditures in FY2021-22.

Regional Measure 2 Revenue

TAM expects a total of \$8.05 million in RM2 funds for the work related to the North/South Greenway project. Funding will be used for construction management/support and construction of the Northern Segment.

Transportation Funding for Clean Air

TAM receives 40% of the TFCA funds collected in Marin, 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 FY2020-21 and the decreasing VRF revenue trend, a total of \$0.34 million is estimated for FY2021-22.

In FY2021-22, TAM is also expecting a total of \$0.31 million in TFCA funds from the 60% regional share that the Bay Area Air Quality Management District (BAAQMD) receives and then distributes to qualified projects/programs in the region through its grant process. TAM was awarded two grants through a competitive

grant application process for the construction of the Northern Segment of the North/South Greenway project and a State Route 37 (SR37) transportation demand management project.

State STIP PPM Fund

About \$0.20 million STIP/PPM funds is expected to be spent and reimbursed in FY2021-22 for STIP Planning, Programming and Monitoring related activities, mostly staff support.

STIP/RTIP/ITIP Funds/SB1 Local Partnership Program Fund

A total of \$1.42 million is expected to be spent and reimbursed with STIP/RTIP funds for Highway 101 Gap Closure Mitigation project and MSN B7 project right of way support and purchase in FY2021-22.

Caltrans Bus on Shoulder Grant

TAM staff received a \$288,000 grant from Caltrans for the Bus on Shoulder Feasibility Study. Most of the work is being done in FY2020-21 with \$28,000 to be reimbursed in FY2021-22.

Realized Highway 101 ROW Excess Fund

TAM programmed \$3.13 million of the total \$6.80 million of the excess right of way sale proceeds from the Highway 101 Gap Closure Project as part of the OBAG 2 process to various projects, and the remaining \$3.67 million to the Marin-Sonoma Narrows (MSN) Project. A total of \$0.25 million is expected to be spent in FY2021-22 while the more time sensitive Senate Bill 1(SB1) Local Partnership Program Fund will be spent first to support most of the MSN B7 project right of way needs.

FY2021-22 Expenditure Overview

In FY2021-22, with the support and cooperation of our federal, state, regional and local partners, TAM is expected to deliver a total of \$58.56 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.

Administration

Proposed FY2021-22 total expenditures under the Administration Category is \$3.26 million, which is \$18,375 (0.6%) higher than the FY2020-21 budgeted amount. The increase is mostly due to the 2% overall salary and benefit increase and planned Information Technology (IT) upgrade needs. The agency's office lease cost will have an almost \$40,000 reduction due to the favorable terms in the lease renewal and a new sublease between TAM and Marin General Services Authority (MGSA).

FY2021-22 Staffing Level and Salary & Benefit Costs

TAM currently has a total of 12.8 full-time equivalent (FTE) positions as shown in Chart 2: TAM Organization Chart. With the implementation of all the new projects/programs under Measure AA, TAM expects increases in workload. However, considering the revenue uncertainties the agency is experiencing due to COVID-19, at present staff recommends keeping the same staff level in FY2021-22. Assuming no staff turnover for the upcoming year, total salary and benefit costs expected for FY2021-22 is about \$2.65 million.

2021 Cost of Living Adjustment

Starting with the FY2016-17 budget cycle, the TAM Board approved the first 3% COLA for the agency staff 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 subsequently approved three additional 3% COLA adjustments during the FY2017-18, FY2018-19 and FY2019-20 budget approval processes.

Table 2.1: TAM FY2021-22 Proposed Budget – Expenditure/Administration

	FY2019-20 Actual	FY2020-21 Final Budget	FY2020-21 Estimated Actual	FY2021-22 Proposed Budget
Salaries & Benefits	2,598,775	2,587,656	2,599,396	2,648,830
Office Lease	264,749	265,000	221,343	227,202
Agencywide IT and Computer Equipment Upgrade	7,447	10,000	4,500	40,000
Equipment Purchase/Lease	7,648	10,000	7,372	10,000
Telephone/Internet/ Web Hosting Services	24,786	25,000	22,000	25,000
Office Supplies	24,789	31,000	26,499	30,000
Updates and Technical Support for TAM Website	20,867	20,000	20,000	25,000
Insurance	10,496	12,000	11,330	12,000
Financial Audit	18,000	20,000	20,500	23,000
Legal Services	19,337	45,000	16,200	35,000
Document/Video/Marketing Material Production	23,474	45,000	26,500	45,000
Memberships	20,607	17,500	14,920	18,500
Travel/Meetings/Conferences	23,301	31,500	5,000	31,500
Professional Development	576	5,000	4,700	5,000
Human Resources/Board Support	6,834	35,000	1,500	25,000
Information Technology Support	39,690	45,000	49,750	45,000
Annual Support & Upgrade of Financial System	4,640	10,000	4,942	10,000
Expired Expenditure Line Items	38,134	23,000	3,986	-
Subtotal, Administration	3,154,150	3,237,656	3,060,435	3,256,032

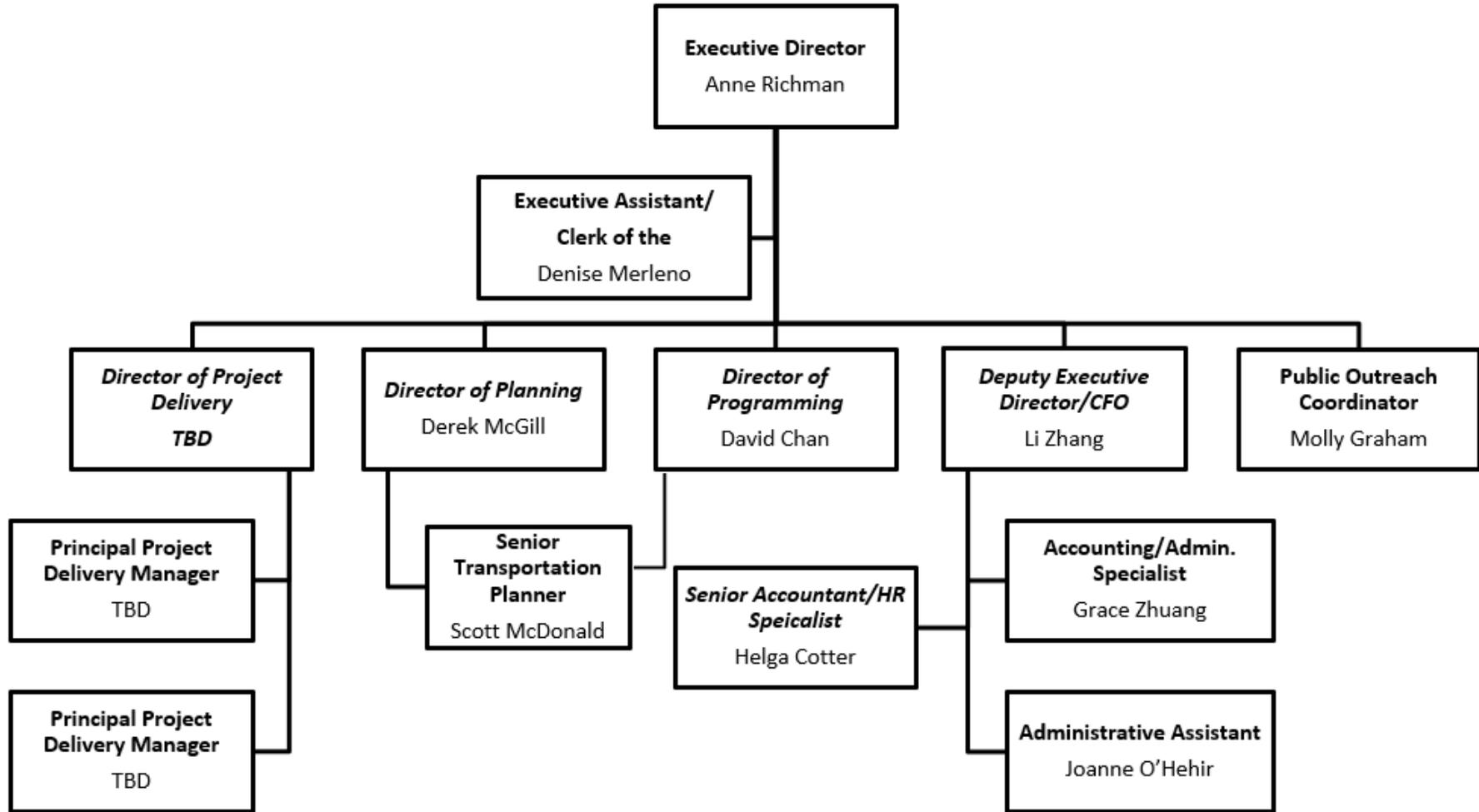
During the FY2020-21 budget development, with the COVID-19 crisis and the abrupt short-term revenue reduction and potential long-term revenue base damage, staff did not request the TAM Board to review and approve a COLA increase. With the expectation that the agency will not suffer a severe revenue reduction in the current year and will see growth again next year, staff proposes a 2% COLA increase for FY2021-22. According to the most recent data released by BLS, as of February 2021, the CPI for the San Francisco Bay Area was 1.4% while the more up to date West Region CPI is 2.4%.

Proposed Agency Organizational Changes

Based on evaluation of the agency’s operational and the Executive Director’s work support needs, to create internal advancement and encourage staff professional advancement, and also to make TAM’s position titles more in line with positions with similar level of job responsibilities and duties at peer agencies, staff proposed and the Human Resources Ad hoc Committee supported the following organizational changes as part of the FY2021-22 budget adoption process.

- Creation and internal promotion of the Director of Project Delivery position;
- Conversion of the rotating Deputy Executive Director (DED) position to a regular DED/Chief Finance Officer (CFO) position;
- Retitle of three existing positions to better match the recommended new agency organization structure, peer agencies’ title structure and/or employee job responsibilities.

Chart 2: Transportation Authority of Marin Organization Chart
(As of May 2021)



Professional Services

The proposed FY2021-22 expenditure level for the Professional Services Category is \$2.59 million, which is \$610,000 (36%) higher than the FY2020-21 budgeted amount. TAM is ramping up the construction design support for the North-South Greenway project now that the project is under construction and scheduled to be completed in FY2021-22. More design and right of way work is also expected for the Bellam Blvd. improvement project.

Table 2.2: TAM FY2021-22 Proposed Budget – Expenditure/Professional Services

	FY2019-20 Actual	FY2020-21 Final Budget	FY2020-21 Estimated Actual	FY2021-22 Proposed Budget
Bellam Blvd 101 Off-ramp Improvements - Design & ROW	144,734	837,000	200,000	1,187,000
CMP Update	35,654	100,000	109,950	10,000
Travel Model Maintenance & Update	48,866	10,000	14,446	25,000
Traffic Monitoring, Reporting & Travel Model Data Requests	3,408	25,000	7,998	40,000
Project Management Oversight	32,947	180,000	140,000	180,000
HOV Gap Closure Mitigation - Brookdale /Maintenance	5,500	5,500	5,500	2,500
State Legislative Assistance	42,000	42,000	42,000	46,000
Financial Advisor/Sales Tax Audit Services	12,275	20,000	10,000	10,000
Measure A/AA Sales Tax Compliance Audit	-	20,000	18,000	20,000
North-South Greenway - PS&E/Environmental/Construction Design Support	382,152	325,000	83,015	815,000
Public Outreach Service Support	500	30,000	10,000	15,000
Bus On Shoulder Feasibility Study	28,222	288,000	251,778	28,000
Vision Plan Progress Report and Update	-	-	-	100,000
Equity Framework	-	-	-	100,000
Consulting Pool	-	10,000	5,000	10,000
Expired Expenditure Line Items	1,893,490	5,000	6,015	-
Subtotal, Professional Services	2,629,746	1,897,500	903,702	2,588,500

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. With no Measure A reserve funds to be released this year and most of the strategies having spent their fund balances under Measure A, only two strategies are expected to have expenditures in FY2021-22. 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/programs 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 during the year.

Under Strategy 3.1 Major Roads, \$10.3 million is budgeted to meet the reimbursement needs of active Major Road projects, please note the \$10.3 million will include both Strategy 3.1 fund balance and the Major Roads Set-aside Fund balance collected off the top of Measure AA to satisfy the funding commitment to those projects under Measure A.

Under Strategy 4.3 Safe Pathway to School, \$661,000 is set aside for the reimbursement of the Safe Routes to Schools capital projects that are still active under Measure A.

Table 2.3: TAM FY2021-22 Proposed Budget – Expenditure/Measure A Sales Tax Programs/Projects

	FY2019-20 Actual	FY2020-21 Final Budget	FY2020-21 Estimated Actual	FY2021-22 Proposed Budget
Strategy 1 - Transit	4,632,429	1,175,055	1,175,055	-
Strategy 1.1 - Local Bus Transit Service	1,699,572	944,535	944,535	-
Strategy 1.2 - Rural Bus Transit System	-	27,059	27,059	-
Strategy 1.3 - Special Needs Transit Services	-	134,574	134,574	-
Strategy 1.4 - Bus Transit Facilities	2,932,857	68,887	68,887	-
Strategy 3 - Local Transportation Infrastructure	3,373,395	7,750,600	7,336,914	10,300,000
Strategy 3.1 - Major Roads/Major Road Set-Aside	929,853	7,500,000	7,086,314	10,300,000
Strategy 3.2 - Local Streets and Roads	2,443,542	250,600	250,600	-
Strategy 4 - Safer Access to Schools.	1,666,743	1,612,000	720,491	661,000
Strategy 4.1 - Safe Routes to Schools	956,969	532,500	475,791	-
Strategy 4.2 - Crossing Guards	300,923	79,500	-	-
Strategy 4.3 - Safe Pathways To School	-	-	-	-
Safe Pathway Capital Projects	408,850	1,000,000	244,700	661,000
Expired Expenditure Line Items	20,912	-	-	-
Subtotal, Measure A Programs/Projects	9,693,479	10,537,655	9,232,460	10,961,000

Measure AA Sale Tax Programs/Projects

Staff is excited to start the implementation and delivery 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.

Under Category 1, Reduce Congestion, a total of \$3.17 million of work is planned for FY2021-22, including \$0.57 million to support MSN B7/B8 right of way, construction design work, \$1.5 million for the Project Initiation Document (PID) & Project Approval and environmental Document (PA&ED) of the 580/101 Director Connector, \$1.0 million for studies related to interchange enhancements, and \$100,000 for Transportation Demand Management.

Under Category 2, Local Transportation Infrastructure, TAM will release \$5.21 million in local roads funds estimated to be collected in FY2021-22, and expects to spend \$1,000,000 on Safe Pathways, \$50,000 on sea-level rise and \$25,000 on innovative technology study and support. Staff will bring those two new programs to the TAM Board for more discussion and implementation in the near future.

Under Category 3, Safer Access to Schools, \$3.28 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 (\$970,000), the Crossing Guard program (\$2.0 million), and the Safe Pathway Capital projects (\$300,000).

Under Category 4, Transit, Marin Transit plans to request a total of \$13.58 million for its operational and capital needs in FY2021-22 under Category 4.1 to 4.5. Golden Gate Transit is expected to claim its share of \$124,499 to support local access to ferry services and regional transit under Category 4.6.

Table 2.4: TAM FY2021-22 Proposed Budget – Expenditure/Measure AA Sales Tax Programs/Projects

	FY2019-20 Actual	FY2020-21 Final Budget	FY2020-21 Estimated Actual	FY2021-22 Proposed Budget
<u>Category 1: Reduce Congestion</u>	3,728,375	3,750,000	1,881,879	3,165,500
<i>Category 1.1 - Completion of Marin-Sonoma Narrows</i>				-
<i> MSN B7/B8 Design/ROW/Utility Work</i>	2,733,356	1,200,000	105,740	165,500
<i> MSN B7 Construction Design Support</i>	-	-	-	400,000
<i>Category 1.2 - Match for Completion of 101/580 Direct Connector</i>				
<i> 580/101 Direct Connector Project PID & PAED</i>	943,974	1,300,000	880,000	1,500,000
<i>Category 1.3 - Enhance Interchanges</i>	51,045	1,200,000	896,138	1,000,000
<i>Category 1.4 - Transportation Demand Management</i>	-	50,000	-	100,000
<u>Category 2: Local Transportation Infrastructure</u>	1,462,235	5,680,733	5,411,957	6,883,679
<i>Category 2.1 - Local Roads</i>	1,349,426	4,621,957	4,621,957	5,208,679
<i>Category 2.2 - Large Safe Pathway Capital Projects</i>	112,809	800,000	750,000	1,600,000
<i>Category 2.3 - Sea Level Rise</i>	-	50,000	-	50,000
<i>Category 2.4 - Innovative Technology</i>	-	208,776	40,000	25,000
<u>Category 3: Safer Access to Schools</u>	851,752	2,791,000	1,832,323	3,270,020
<i>Category 3.1 - Safe Routes to Schools</i>	-	501,000	250,000	970,000
<i>Category 3.2 - Crossing Guards</i>	727,802	1,990,000	1,310,000	2,000,020
<i>Category 3.3 - Small Safe Pathway Capital Projects</i>	123,951	300,000	272,323	300,000
<u>Category 4: Transit</u>	11,354,124	13,902,730	10,737,223	13,702,187
<i>Category 4.1 - Local Bus Transit Service</i>	7,007,838	8,055,459	5,922,796	8,002,238
<i>Category 4.2 - Rural Bus Transit Service</i>	900,000	564,320	564,320	659,818
<i>Category 4.3 - Special Needs Transit Service</i>	2,137,479	1,930,923	1,350,000	2,751,942
<i>Category 4.4 - School Transit Service</i>	1,167,047	1,200,000	763,364	1,283,934
<i>Category 4.5 - Bus Transit Facilities</i>	-	2,041,028	2,025,743	879,757
<i>Category 4.6 - Expand Access to Transit</i>	141,760	111,000	111,000	124,499
Subtotal, Measure AA Programs/Projects	17,396,486	26,124,463	19,863,382	27,021,386

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 FY2021-22 is \$1.90 million. Element 1.1 is distributed at a 3-year cycle and last round of allocation was in FY2019-20. For Element 1.2, Bike/Pedestrian Pathways Maintenance, about \$114,000 is programmed and hopefully reimbursed in FY2021-22. Marin Transit is planning to request a total of \$0.94 million under Element 2, Improving Transit for Seniors and People with Disabilities, for FY2021-22. The proposed funding level for Element 3, Reduce Congestion and Pollution, in FY2021-22 is \$0.85 million, which is for a share of the Crossing Guard program, various employer/employee TDM programs under Marin Commutes, and for the alternative fuels/ electric vehicle support programs.

Table 2.5: TAM FY2021-22 Proposed Budget – Expenditure/Measure B VRF Programs

	FY2019-20 Actual	FY2020-21 Final Budget	FY2020-21 Estimated Actual	FY2021-22 Proposed Budget
Element 1 - Maintain Local Streets & Pathways	74,934	114,000	50,000	114,000
<i>Element 1.2 - Bike/Ped Pathways</i>	74,934	114,000	50,000	114,000
Element 2 - Seniors & Disabled Mobility	956,701	1,075,000	955,000	944,944
<i>Element 2.1 - Mobility Management Programs</i>	138,786	100,000	100,000	100,000
<i>Element 2.2 - Paratransit & Low-Income Scholarships</i>	232,079	235,000	205,000	205,000
<i>Element 2.3 - Paratransit Plus</i>	479,556	600,000	480,000	360,000
<i>Element 2.4 - Volunteer Drive & Gap Grant</i>	106,279	140,000	170,000	279,944
Element 3 - Reduce Congestion & Pollution	651,948	1,076,522	829,661	845,000
<i>Element 3.1 - Safe Routes to School/Street Smart Program</i>	175,000	175,000	175,000	175,000
<i>Element 3.2 - Commute Alternative Programs</i>	266,321	413,000	304,382	320,000
<i>Element 3.3 - Alternative Fuel Vehicle Program</i>	210,627	488,522	350,279	345,000
Expired Expenditure Line Items	2,414,821	-	-	-
Subtotal, Measure B Programs	4,098,404	2,265,522	1,834,660	1,903,944

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 \$13.34 million for FY2021-22, of which the majority is for contract services and construction related funding agreements with various agencies that will help TAM deliver construction projects, including the North/South Greenway and MSN projects.

Table 2.6: TAM FY2021-22 Proposed Budget – Expenditure/Interagency Agreements

	FY2019-20 Actual	FY2020-21 Final Budget	FY2020-21 Estimated Actual	FY2021-22 Proposed Budget
Caltrans - N/S Greenway (Northern Segment) Construction	-	4,000,000	1,900,000	7,500,000
Caltrans - HOV Gap Closure Offsite Landscaping Mitigation	-	400,000	-	400,000
San Anselmo - Hub Reconfiguration Phase I Study	-	309,000	150,000	159,000
San Rafael - Canal Neighborhood CBTP	-	75,000	-	75,000
Caltrans & Other - MSN B7 PS&E/ROW Support & Capital	99,709	3,570,000	334,320	2,015,000
Caltrans & Other - MSN B8 PS&E/ROW Support & Capital	60,927	100,000	35,404	250,000
Caltrans - MSN B7 Construction Capital & Support	-	-	-	1,026,000
Larkspur - North-South Greenway Construction Management	-	-	-	180,000
Various Agencies - Bike/Ped Path Maintenance	44,021	60,000	50,000	100,000
Marin Transit - Bus Facility Lease or Purchase Contribution	-	1,100,000	-	1,100,000
Marin County - Drake/Cole Improvement Project	-	68,000	-	68,000
San Rafael - Canal Crosswalk Improvement Project	-	248,000	-	248,000
Sausalito - Gate 6 Intersection Modification Project	-	100,000	-	100,000
Caltrans - 580/101 Direct Connector PID	-	150,000	50,000	120,000
Expired Expenditure Line Items	374,993	2,426,000	2,134,880	-
Subtotal, Interagency Agreements	579,650	12,606,000	4,654,604	13,341,000

TFCA Programs/Projects

This category includes anticipated reimbursement requests for various TFCA capital projects funded by the Marin Local TFCA funding at \$1.01 million, and a regional TFCA grant at \$283,637 for the construction work of the North/South Greenway project.

Table 2.8: TAM FY2021-22 Proposed Budget – Expenditure/TFCA Programs/Projects

	FY2019-20 Actual	FY2020-21 Final Budget	FY2020-21 Estimated Actual	FY2021-22 Proposed Budget
North-South Greenway Construction	-	283,637	-	283,637
TFCA - Reimbursement of Various Capital Projects	366,676	1,010,000	999,350	806,563
Subtotal, TFCA Programs/Projects	366,676	1,293,637	999,350	1,090,200

Proposed FY2021-22 Annual Budget by Fund

TAM currently has five major governmental funds: Measure A, Measure AA, Measure B, CMA and TFCA. In the past, Measure A and Measure AA funds budgets were presented separately. However, with the prior to April 1, 2019 Measure A revenue adjustments becoming more immaterial, and the zeroing out of fund balances under various Measure A Strategies, staff has combined the Measure A and AA budget sheet into one to reduce unnecessary repetitiveness and confusion.

The budget represents the process through which certain policy 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. Also, 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 FY2021-22 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/AA Sales Tax 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, with 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 Voters in November 2018.

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 AA Strategic Plan, which will be brought forward to the TAM Board for review and approval as a separate action annually.

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 3: Proposed FY2021-22 Annual Budget - Measure A/AA 1/2-Cent Transportation Sales Tax

	FY2019-20 Actual	FY2020-21 Final Budget	FY2020-21 Actual Estimated	FY2021-22 Proposed Budget
<i>Beginning Balance</i>	<i>39,596,629</i>	<i>38,645,448</i>	<i>38,645,448</i>	<i>33,543,324</i>
REVENUE				
Measure A/AA Sales Tax	27,345,662	27,500,000	27,500,000	27,500,000
Interest Revenue	776,238	658,962	355,000	300,000
<i>Total Revenue Available</i>	<i>28,121,901</i>	<i>28,158,962</i>	<i>27,855,000</i>	<i>27,800,000</i>
EXPENDITURES				
Administration				
Salaries & Benefits	1,179,378	1,372,797	1,420,457	1,461,184
Office Lease	264,749	265,000	221,343	227,202
Agency IT Related Equipment Upgrade	7,447	10,000	4,500	40,000
Equipment Purchase/Lease	7,648	10,000	7,372	10,000
Telephone/Internet/Web Hosting Services	24,786	25,000	22,000	25,000
Office Supplies & Small Miscellaneous Items	22,588	25,000	23,500	24,000
Updates and Technical Support for TAM Website	20,867	20,000	20,000	25,000
Insurance	10,496	12,000	11,330	12,000
Financial Audit	18,000	20,000	20,500	23,000
Legal Services	11,813	30,000	7,900	15,000
Document/Video/Marketing Material Production	14,418	20,000	20,000	20,000
Memberships	8,107	5,000	6,420	6,000
Travel/Meetings/Conferences	17,599	20,000	3,500	20,000
Professional Development	576	5,000	4,700	5,000
Human Resources/Board Support	4,602	30,000	500	20,000
Information Technology Support	39,690	45,000	49,750	45,000
Annual Support & Upgrade of Financial System	4,640	10,000	4,942	10,000
<i>Expired Expenditure Line Items</i>	1,026	10,000	250	-
<i>Subtotal, Administration</i>	<i>1,658,431</i>	<i>1,934,797</i>	<i>1,848,962</i>	<i>1,988,386</i>
Professional Services				
Bellam Blvd 101 Off-ramp Improvements - Design & ROW	144,734	837,000	200,000	1,187,000
N/S Greenway - PS&E/Environmental/Construction Design Support	382,152	175,000	-	540,000
Financial Advisor/Sales Tax Audit Services	12,275	10,000	10,000	10,000
Measure A/AA Sales Tax Compliance Audit	-	20,000	18,000	20,000
Project Management Oversight	-	90,000	50,000	80,000
Consultant Pool	-	-	-	5,000
<i>Expired Expenditure Line Items</i>	258,265	-	-	-
<i>Subtotal, Professional Services</i>	<i>797,425</i>	<i>1,132,000</i>	<i>278,000</i>	<i>1,842,000</i>
Measure A Sales Tax Programs/Projects				
Strategy 1 - Transit	4,632,429	1,175,055	1,175,055	-
<i>Strategy 1.1 - Local Bus Transit Service</i>	<i>1,699,572</i>	<i>944,535</i>	<i>944,535</i>	<i>-</i>
<i>Strategy 1.2 - Rural Bus Transit System</i>	<i>-</i>	<i>27,059</i>	<i>27,059</i>	<i>-</i>
<i>Strategy 1.3 - Special Needs Transit Services</i>	<i>-</i>	<i>134,574</i>	<i>134,574</i>	<i>-</i>
<i>Strategy 1.4 - Bus Transit Facilities</i>	<i>2,932,857</i>	<i>68,887</i>	<i>68,887</i>	<i>-</i>
Strategy 3 - Local Transportation Infrastructure	3,373,395	7,750,600	7,336,914	10,300,000
<i>Strategy 3.1 - Major Roads/Major Road Set-Aside</i>	<i>929,853</i>	<i>7,500,000</i>	<i>7,086,314</i>	<i>10,300,000</i>
<i>Strategy 3.2 - Local Streets and Roads</i>	<i>2,443,542</i>	<i>250,600</i>	<i>250,600</i>	<i>-</i>
Strategy 4 - Safer Access to Schools	1,666,743	1,612,000	720,491	661,000
<i>Strategy 4.1 - Safe Routes to Schools</i>	<i>956,969</i>	<i>532,500</i>	<i>475,791</i>	<i>-</i>
<i>Strategy 4.2 - Crossing Guards</i>	<i>300,923</i>	<i>79,500</i>	<i>-</i>	<i>-</i>
<i>Strategy 4.3 - Safe Pathways To School</i>				
<i>Safe Pathway Capital Projects</i>	<i>408,850</i>	<i>1,000,000</i>	<i>244,700</i>	<i>661,000</i>
<i>Expired Expenditure Line Items</i>	<i>20,912</i>	<i>-</i>	<i>-</i>	<i>-</i>
<i>Subtotal, Measure A Programs/Projects</i>	<i>9,693,479</i>	<i>10,537,655</i>	<i>9,232,460</i>	<i>10,961,000</i>

**Table 3: Proposed FY2021-22 Annual Budget - Measure A/AA 1/2-Cent Transportation Sales Tax
(Continued)**

	FY2019-20 Actual	FY2020-21 Final Budget	FY2020-21 Actual Estimated	FY2021-22 Proposed Budget
Measure AA Sales Tax Programs/Projects				
<u>Category 1: Reduce Congestion</u>	3,728,375	3,750,000	1,881,879	3,165,500
<i>Category 1.1 - Completion of Marin-Sonoma Narrows</i>				
MSN B7/B8 Design/ROW/Utility Work	2,733,356	1,200,000	105,740	165,500
MSN B7 Construction Design Support	-	-	-	400,000
<i>Category 1.2 - Match for Completion of 101/580 Direct Connector</i>				
580/101 Direct Connector Project PID & PAED	943,974	1,300,000	880,000	1,500,000
<i>Category 1.3 - Enhance Interchanges</i>	51,045	1,200,000	896,138	1,000,000
<i>Category 1.4 - Transportation Demand Management</i>	-	50,000	-	100,000
<u>Category 2: Local Transportation Infrastructure</u>	1,462,235	5,680,733	5,411,957	6,883,679
<i>Category 2.1 - Local Roads</i>	1,349,426	4,621,957	4,621,957	5,208,679
<i>Category 2.2 - Large Safe Pathway Capital Projects</i>	112,809	800,000	750,000	1,600,000
<i>Category 2.3 - Sea Level Rise</i>	-	50,000	-	50,000
<i>Category 2.4 - Innovative Technology</i>	-	208,776	40,000	25,000
<u>Category 3: Safer Access to Schools</u>	851,752	2,791,000	1,832,323	3,270,020
<i>Category 3.1 - Safe Routes to Schools</i>	-	501,000	250,000	970,000
<i>Category 3.2 - Crossing Guards</i>	727,802	1,990,000	1,310,000	2,000,020
<i>Category 3.3 - Small Safe Pathway Capital Projects</i>	123,951	300,000	272,323	300,000
<u>Category 4: Transit</u>	11,354,124	13,902,730	10,737,223	13,702,187
<i>Category 4.1 - Local Bus Transit Service</i>	7,007,838	8,055,459	5,922,796	8,002,238
<i>Category 4.2 - Rural Bus Transit Service</i>	900,000	564,320	564,320	659,818
<i>Category 4.3 - Special Needs Transit Service</i>	2,137,479	1,930,923	1,350,000	2,751,942
<i>Category 4.4 - School Transit Service</i>	1,167,047	1,200,000	763,364	1,283,934
<i>Category 4.5 - Bus Transit Facilities</i>	-	2,041,028	2,025,743	879,757
<i>Category 4.6 - Expand Access to Transit</i>	141,760	111,000	111,000	124,499
Subtotal, Measure AA Programs/Projects	17,396,486	26,124,463	19,863,382	27,021,386
Interagency Agreements				
Various Agencies - Bike/Ped Path Maintenance	44,021	60,000	50,000	100,000
Marin Transit - Bus Facility Lease or Purchase Contribution	-	1,100,000	-	1,100,000
Marin County - Drake/Cole Improvement Project	-	68,000	-	68,000
San Rafael - Canal Crosswalk Improvement Project	-	248,000	-	248,000
Sausalito - Gate 6 Intersection Modification Project	-	100,000	-	100,000
Caltrans - 580/101 Direct Connector PID	-	150,000	50,000	120,000
Caltrans & Other - MSN B7 PS&E/ROW Support & Capital	-	1,785,000	-	1,007,500
Caltrans - MSN B7 Construction Capital & Support	-	-	-	1,026,000
Expired Expenditure Line Items	349,593	1,510,000	1,300,000	-
Subtotal, Interagency Agreement	393,614	5,021,000	1,400,000	3,769,500
Total Expenditures	29,939,435	44,749,915	32,622,804	45,582,272
Net Change in Fund Balance	(1,817,534)	(16,590,953)	(4,767,804)	(17,782,272)
Unrealized Gain/Loss	866,353	-	-	-
Ending Balance	38,645,448	22,054,495	33,877,644	16,095,372

Table 4: Proposed FY2021-22 Annual Budget - Measure B Vehicle Registration Fee

	FY2019-20 Actual	FY2020-21 Final Budget	Actual Estimated	FY2021-22 Proposed Budget
<u>Beginning Balance</u>	<u>3,872,810</u>	<u>2,094,195</u>	<u>2,094,195</u>	<u>2,428,337</u>
REVENUE				
Measure B Vehicle Registration Fee	2,327,292	2,320,000	2,320,000	2,300,000
Interest Revenue	55,246	33,636	19,000	40,000
<u>Total Revenue Available</u>	<u>2,382,538</u>	<u>2,353,636</u>	<u>2,339,000</u>	<u>2,340,000</u>
EXPENDITURES				
Administration				
Salaries & Benefits	92,764	118,985	158,162	124,641
Office Supplies & Miscellaneous	-	1,000	1,000	1,000
Legal Services	4,025	5,000	5,300	10,000
Document/Video/Marketing Material Production	5,736	5,000	3,500	5,000
Travel/Meeting/Conference	679	5,000	500	5,000
Expired Expenditure Line Items	1,527	3,000	1,736	-
<u>Subtotal, Administration</u>	<u>104,731</u>	<u>137,985</u>	<u>170,197</u>	<u>145,641</u>
Measure B Programs				
<u>Element 1 - Maintain Local Streets & Pathways</u>	<u>74,934</u>	<u>114,000</u>	<u>50,000</u>	<u>114,000</u>
<i>Element 1.2 - Bike/Ped Pathways</i>	74,934	114,000	50,000	114,000
<u>Element 2 - Seniors & Disabled Mobility</u>	<u>956,701</u>	<u>1,075,000</u>	<u>955,000</u>	<u>944,944</u>
<i>Element 2.1 - Mobility Management Programs</i>	138,786	100,000	100,000	100,000
<i>Element 2.2 - Paratransit & Low-Income Scholarships</i>	232,079	235,000	205,000	205,000
<i>Element 2.3 - Paratransit Plus</i>	479,556	600,000	480,000	360,000
<i>Element 2.4 - Volunteer Drive & Gap Grant</i>	106,279	140,000	170,000	279,944
<u>Element 3 - Reduce Congestion & Pollution</u>	<u>651,948</u>	<u>1,076,522</u>	<u>829,661</u>	<u>845,000</u>
<i>Element 3.1 - Safe Routes to School/Street Smart Program</i>	175,000	175,000	175,000	175,000
<i>Element 3.2 - Commute Alternative Programs</i>	266,321	413,000	304,382	320,000
<i>Element 3.3 - Alternative Fuel Vehicle Program</i>	210,627	488,522	350,279	350,000
Expired Expenditure Line Items	2,414,821	-	-	-
<u>Subtotal, Measure B Programs</u>	<u>4,098,404</u>	<u>2,265,522</u>	<u>1,834,660</u>	<u>1,903,944</u>
<u>Total Expenditures</u>	<u>4,203,135</u>	<u>2,403,507</u>	<u>2,004,858</u>	<u>2,049,585</u>
Net Change in Fund Balance	(1,820,596)	(49,871)	334,142	290,415
Unrealized Gain/Loss	41,981	-	-	-
<u>Ending Balance</u>	<u>2,094,195</u>	<u>2,044,324</u>	<u>2,428,337</u>	<u>2,718,752</u>

Table 5: Proposed FY2021-22 Annual Budget – CMA

	FY2019-20 Actual	FY2020-21 Final Budget	FY2020-21 Actual Estimated	FY2021-22 Proposed Budget
<u>Beginning Balance</u>	<u>755,114</u>	<u>899,881</u>	<u>899,881</u>	<u>1,095,459</u>
REVENUE				
Cities/Towns and County Contribution	558,999	500,000	500,001	500,000
Interest Revenue	115,053	8,419	48,000	50,000
MTC STP/CMAQ Planning & OBAG Grant Funds	730,114	969,646	797,000	890,318
MTC Regional Measure 2 Fund	14,829	4,276,767	2,081,000	8,054,444
State STIP PPM Fund	144,617	198,575	114,680	193,696
STIP/RTIP/ITIP Funds/SB1 Local Partnership Program Fund	647,819	1,480,697	61,659	1,417,103
Federal STP Fund	467,521	40,000	15,000	25,000
Caltrans Bus On Shoulder Grant	40,085	288,000	240,000	28,000
Realized Highway 101 ROW Excess Fund	160,636	4,196,000	1,236,000	250,000
<i>Expired Revenue Line Items</i>	60,949	-	-	-
<u>Total Revenue Available</u>	<u>2,940,622</u>	<u>11,958,104</u>	<u>5,093,340</u>	<u>11,408,560</u>
EXPENDITURES				
Administration				
Salaries & Benefits	1,303,574	1,072,053	996,956	1,037,875
Office Supplies & Small Miscellaneous Items	2,201	5,000	2,000	5,000
Legal Services	3,499	10,000	3,000	10,000
Document/Video/Marketing Material Production	3,320	20,000	3,000	20,000
Memberships	12,500	12,500	8,500	12,500
Travel/Meetings/Conferences	5,023	6,500	1,000	6,500
Human Resources/Board Support	2,232	5,000	1,000	5,000
<i>Expired Expenditure Line Items</i>	35,581	10,000	2,000	-
<u>Subtotal, Administration</u>	<u>1,367,929</u>	<u>1,141,053</u>	<u>1,017,455</u>	<u>1,096,875</u>
Professional Services				
CMP Update	35,654	100,000	109,950	10,000
Travel Model Maintenance & Update	48,866	10,000	14,446	25,000
Traffic Monitoring, Reporting & Travel Model Data Requests	3,408	25,000	7,998	40,000
Project Management Oversight	32,947	90,000	90,000	100,000
HOV Gap Closure Mitigation - Brookdale /Maintenance	5,500	5,500	5,500	2,500
State Legislative Assistance	42,000	42,000	42,000	46,000
Financial Advisor/Sales Tax Audit Services	-	10,000	-	-
N/S Greenway - PS&E/Environmental/Construction Design Support	-	150,000	83,015	275,000
Public Outreach Service Support	500	30,000	10,000	15,000
Bus On Shoulder Feasibility Study	28,222	288,000	251,778	28,000
Consulting Pool	-	10,000	5,000	5,000
Vision Plan Progress Report and Update	-	-	-	100,000
Equity Framework	-	-	-	100,000
<i>Expired Expenditure Line Items</i>	1,635,225	5,000	6,015	-
<u>Subtotal, Professional Services</u>	<u>1,832,322</u>	<u>765,500</u>	<u>625,702</u>	<u>746,500</u>
Interagency Agreements				
Caltrans - N/S Greenway (Northern Segment) Construction	-	4,000,000	1,900,000	7,500,000
Caltrans - HOV Gap Closure Offsite Landscaping Mitigation	-	400,000	-	400,000
San Anselmo - Hub Reconfiguration Phase I Study	-	309,000	150,000	159,000
San Rafael - Canal Neighborhood CBTP	-	75,000	-	75,000
Caltrans & Other - MSN B7 PS&E/ROW Support & Capital	99,709	1,785,000	334,320	1,007,500
Caltrans & Other - MSN B8 PS&E/ROW Support & Capital	60,927	100,000	35,404	250,000
Larkspur - North-South Greenway Construction Management	-	-	-	180,000
<i>Expired Expenditure Line Items</i>	25,400	916,000	834,880	-
<u>Subtotal, Interagency Agreements</u>	<u>186,036</u>	<u>7,585,000</u>	<u>3,254,604</u>	<u>9,571,500</u>
<u>Total Expenditures</u>	<u>3,386,285</u>	<u>9,491,553</u>	<u>4,897,761</u>	<u>11,414,875</u>
Net Change in Fund Balance	(445,665)	2,466,551	195,579	(6,314)
Unrealized Gain/Loss & Match Adjustment	590,432	-	-	-
<u>Ending Balance</u>	<u>899,881</u>	<u>3,366,432</u>	<u>1,095,459</u>	<u>1,089,145</u>

Table 6: Proposed FY2020-21 Annual Budget – TFCA

	FY2019-20 Actual	FY2020-21 Final Budget	FY2020-21 Actual Estimated	FY2021-22 Proposed Budget
<i>Beginning Balance</i>	<u>1,622,263</u>	<u>1,663,908</u>	<u>1,663,908</u>	<u>1,001,950</u>
REVENUE				
Marin Transportation For Clean Air Funding	368,939	373,000	349,212	335,000
Regional TFCA Competitive Grants	-	283,637	-	283,637
Interest Revenue	30,813	30,950	12,000	15,000
<i>Total Revenue Available</i>	<u>399,752</u>	<u>687,587</u>	<u>361,212</u>	<u>633,637</u>
EXPENDITURES				
Administration				
Salaries & Benefits	23,059	23,821	23,820	25,131
<i>Subtotal, Administration</i>	<u>23,059</u>	<u>23,821</u>	<u>23,820</u>	<u>25,131</u>
TFCA Programs/Projects				
North-South Greenway Construction	-	283,637	-	283,637
TFCA - Reimbursement of Various Capital	366,676	1,010,000	999,350	806,563
<i>Subtotal, Other Capital Expenditures</i>	<u>366,676</u>	<u>1,293,637</u>	<u>999,350</u>	<u>1,090,200</u>
<i>Total Expenditures</i>	<u>389,735</u>	<u>1,317,458</u>	<u>1,023,170</u>	<u>1,115,331</u>
Net Change in Fund Balance	10,017	(629,871)	(661,958)	(481,694)
Unrealized Gain/Loss	31,628	-	-	-
<i>Ending Balance</i>	<u>1,663,908</u>	<u>1,034,037</u>	<u>1,001,950</u>	<u>520,256</u>

FY2021-22 Appropriation Limit

Per Article XIII B of California State Constitution, all State and local governments, including any city and county, school district, special district, authority, or other political subdivision of or within in the State, are subject 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 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, to be adjusted annually based on two factors: change in the cost of living and population of the County. The appropriation limit for FY2021-22 is \$77.86 million.

FY2021-22 Work Plans by Function

TAM's mission is to make the most of Marin County transportation dollars and create an efficient and effective transportation system that promotes mobility and accessibility by providing a variety of high-quality transportation options to all users. The following functions help the agency to carry out this mission:

- Administration & Finance
- Public Information and Outreach
- Planning and Program Management
- Programming & Legislation
- Project Management and Delivery

As the CMA for the County, TAM works closely with all local jurisdictions as well as all other partners in the region to plan, coordinate and deliver a wide range of transportation projects and programs. TAM serves as a coordinating agency representing Marin and its local transportation needs with local, regional, state and federal agencies, making sure Marin's needs are heard through various processes while working cooperatively with other agencies on projects/programs with regional significance. Ongoing general coordination activities are highlighted below:

- Participate in and contribute to various ongoing meetings representing TAM on pertinent issues, such as the Marin Public Works Association (MPWA), various MTC working groups, the statewide group of Regional Transportation Planning Agencies (RTPA), the Bay Area County Transportation Agencies, and the California Self-Help Counties Coalition;
- Communicate with jurisdictions about funding opportunities and provide grant application support;
- Represent TAM and TAM member agencies on transportation matters to the public, other governmental agencies, community groups and transportation organizations;
- Coordinate and participate with local jurisdictions and other counties and organizations on local and regional transportation planning activities, including social equity, new mobility programs, climate action planning, and sea level rise planning;
- Provide localized communication support for regional, state and federal projects and programs in Marin County;
- Coordinate with Caltrans and state efforts including corridor planning, active transportation plans, sea level rise and vulnerability programs, greenhouse gas emissions, capital project development, and other transportation related topics;
- Monitor legislation and coordinate with partner agencies to support measures that enhance transportation projects, programs and funding.
- Monitor current trends and issues related to transportation, both on the local level and more broadly, including economic, social, and transportation related aspects of the pandemic response and recovery.

Highlights of the FY2021-22 work plans for all major functions are included as follows.

Administration & Finance Function:

Under the direction of the Executive Director, administers TAM's administrative and financial functions and activities; oversees and administers agency financial and accounting systems for both direct disbursement of sales tax as well as payment through grants of funds by other agencies; performs all related financial analyses and work including managing the preparation of TAM's financial statements, TAM's strategic plan, annual budget, and other regular financial reports; analyzes benefit packages to ensure appropriate level of benefits and cost-effective plans; manages finance, human resources, and information technology consulting teams including providing direction and managing contracts; assists in managing the daily operations and administration for the Agency; performs other related duties as assigned.

Major Ongoing Work Items:

- ✓ Continue to effectively and timely support the TAM Board and committees, as well as the Citizens' Oversight Committee;
- ✓ Manage all meeting packet production and support the operation of all in-person/remote meetings;
- ✓ Monitor the economic condition and various revenue sources and explore options for the agency and the funding recipients to weather the recession;
- ✓ Manage financial tracking and required reporting for federal, state, regional, and local grants received;
- ✓ Conduct cash flow and funding analyses of major capital projects and explore financial tools to meet the cash flow needs ;
- ✓ Continue to timely and accurately execute the agency's financial, payroll and accounting transactions;
- ✓ Monitor project/program revenues and expenditures and assist project and contract managers with preparation of various grant reports and reimbursement invoices;
- ✓ Continue to improve the agency's financial and payroll system and propose improvements to further increase workflow efficiency;
- ✓ Continue to manage the agency's human resources functions, including annual review, ongoing recruitments, etc.;
- ✓ Continue to manage the agency's benefit suites and explore options to improve cost effectiveness with no overall negative impacts to the benefit level.

Expected to be Delivered Work Items:

- ✓ Produce timely and informative quarterly reports and budget adjustments throughout the year;
- ✓ Manage and lead the FY2022-23 Annual Budget development process and make any potential improvements;
- ✓ Assist in the FY2022-23 Measure A/AA & B Strategic Plans update process, manage financial/revenue related sections for both funds, and track programming and allocations;
- ✓ Assist in the ongoing fund plan and cash flow needs discussion, especially for MSN and the Direct Connector projects due to the uncertainty and complexity caused by the litigation against the RM3 funds;
- ✓ Manage and coordinate the agency's FY2021-22 annual financial, single, and other regulatory audits and reviews with outside auditors;
- ✓ Manage the agency's 2021 Measure A/AA Compliance Audit process and provide necessary support to the fund recipients and auditor;
- ✓ Manage the agency's IT Upgrade project, including server replacement and other computer needs;
- ✓ Manage the agency's sublease with MGSA and other ongoing operational needs;

- ✓ Conduct internal operation review and update the agency's HR Policy and make any adjustments needed to prepare and support staff for a smooth return to the office after the pandemic;
- ✓ Develop the agency's record retention policy.

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, stakeholder engagement, media relations, and project-related meetings and events.

Major Ongoing Work Items:

- ✓ Support communication of TAM's projects and programs, coordinate media communication, public outreach activities, meetings and events;
- ✓ Create public information material such as factsheets, website content, press releases, social media and the TAM Traveler newsletter;
- ✓ Coordinate with and support the Executive Director to advise the TAM Board Chairperson/Vice-Chairperson and TAM staff on stakeholder and media relations;
- ✓ Manage proactive communication with the public, community interest groups, agency partners, and the media;
- ✓ Maintain and update content on TAM's public information channels such as the TAM website and share TAM's communication materials with agency and community partners;
- ✓ Provide program support for Alternative Fuels, Safe Routes to Schools, Marin Commutes and Innovations Programs.

Expected to be Delivered Work Items:

- ✓ Support outreach for key initiatives, including the Highway 101 Interchange Studies, the Bus on Shoulder feasibility study, Marin Commutes, the Alternative Fuels Program and the Regional Bikeshare Program; ;
- ✓ Conduct extensive public engagement efforts for major capital improvement programs, including Marin-Sonoma Narrows, the North/South Greenway Gap Closure, the Bellam Boulevard widening and the Highway 101-580 Direct Connector;
- ✓ Support outreach efforts for agency partner projects in Marin, including Ramp Metering, the Sir Francis Drake Rehabilitation project, Third Street Rehabilitation, East Blithedale Avenue, Safe Pathways projects and other TAM funded transportation improvement projects;
- ✓ Coordinate with the media and community partners to provide timely information regarding TAM's projects, programs and funding allocations;
- ✓ Continue to adapt communication methods and format to post covid environment and develop more equity-oriented communication methods and resources.

Planning and Program Management:

Under the direction of the Executive Director the Planning department administers TAM's planning activities and programs. The range of work includes the development of plans and studies, traffic information, transportation modeling, congestion management planning, and the planning and implementation of ongoing transportation programs.

Planning Activities

Major Ongoing Work Items:

- ✓ Implement the Congestion Management Program and system monitoring activities. Prepare discussions regarding the future of program and relationship to CEQA requirements;
- ✓ Review/coordinate with MTC on regional planning activities related to Marin County transportation, including the development of Plan Bay Area 2050, seamless mobility efforts, active transportation and transportation demand management topics, among others;
- ✓ Develop update process and scope for TAM's Strategic Vision Plan, in line with County Transportation Plan guidance;
- ✓ Continue to advance equity in transportation planning process, including formation of working groups and coordination with local transit operators;
- ✓ Support local jurisdiction compliance with new CEQA requirements including Vehicle Miles Traveled analysis;
- ✓ Prepare travel demand forecasts and forecast data for traffic studies and transportation plans using TAM's Travel Demand Model (TAMDM) to support local agencies. Coordinate with regional agencies on travel demand forecasting methods and data through regional working group;
- ✓ Support San Rafael Canal Neighborhood community-based transportation plan update;
- ✓ Continue to support County of Marin's Drawdown effort;
- ✓ Participate in Marin Climate and Energy Partnership, BayWAVE and other local planning efforts as applicable;
- ✓ Oversee and convene TAM Bicycle Pedestrian Advisory Committee meetings to support bike/pedestrian planning;
- ✓ Support programming staff with administration of OBAG program and policy compliance;
- ✓ Support MWPA wildfire evacuation planning and serve on TAC;
- ✓ Support Caltrans Planning Grants and other local planning grants to maximize outside funding awarded for Marin County transportation planning needs.

Expected to be Delivered Work Items:

- ✓ Completion of CMP in Fall 2021. System monitoring report and CMP developed in Summer 2021;
- ✓ Discuss future of CMP development with TAM Board to receive input on future CMP efforts;
- ✓ Maintain TAM demand Model and monitor regional growth forecasts for future updates scheduled by 2023;
- ✓ Develop implementation process for Marin County US 101 Bus on Shoulder Feasibility Study pending delivery of Final Feasibility study in Summer 2021;
- ✓ Review and provide TAM Board input on Plan Bay Area 2050 Implementation plan, equity analysis and ongoing planning activities;
- ✓ Provide update on long range planning activities including review of the TAM Strategic Vision Plan which was accepted in 2017 to prepare for the next update scheduled for late 2021/early 2022;
- ✓ Initiate and complete San Rafael Canal Neighborhood Community Based Transportation Plan – Summer 2022;
- ✓ Identify next steps and formation of working group to advance equity in TAM decision making processes. – Summer 2022.

Program Management Activities

Major Ongoing Work Items:

- ✓ Continue to monitor, review and adjust TAM programs in response to Pandemic Response and Recovery as necessary;
- ✓ Continue to review and assess programs to ensure equity is considered in all TAM Programs;
- ✓ Manage and deliver TAM's Alternative Fuel Vehicle Program, including electric vehicle fleet and infrastructure rebate programs, public outreach, and technical assistance programs. Continue coordination with wide range of stakeholders and local community;
- ✓ Manage and deliver Marin Commutes public engagement program, including public and employer outreach efforts, encouragement programs including commute alternative incentives programs, and program evaluation;
- ✓ Implement a suite of transportation demand management and vehicle trip reduction programs, including the TAM Vanpool Incentive Program, Emergency Ride Home Program, and first/last mile programs such as Connect2Transit;
- ✓ Implement Multi-county State Route 37 Corridor transportation demand management program;
- ✓ Continue to assess local and regional efforts on Sea Level Rise and determine appropriate role and scope for TAM to support SLR efforts in Marin County;
- ✓ Continue to monitor and assess Innovation program including awarded projects under TAM Quick build program and partnership with Contra Costa Transportation Authority on Mobility on Demand FHWA grant;
- ✓ Launch TAM/SCTA Bikeshare Program.

Expected to be Delivered Work Items:

- ✓ Launch initial operating phase of the Marin and Sonoma County Bike Share Pilot Program - Estimated to be operational by 2022;
- ✓ Monitor and implement as appropriate seasonal Marin Commutes program green trip incentive campaigns – Planned for September/October 2021 and April/May 2022;
- ✓ Monitor and continue implementation of Alternative Fuel Program;
- ✓ Continue TAM and Marin Transit Partnership on Connect2transit, monitor and report on program usage as pilot continues;
- ✓ Advance discussion and implementation planning around TAM's Sea Level Rise program including Board presentations;
- ✓ Advance discussion and implementation planning around the TAM Innovation program including Board presentations.

Programming & Legislation Function:

Under the direction of the Executive Director the Programming & Legislation department administers TAM's fund programming activities, including local, regional, state, and federal funds, and monitors pertinent state legislative activities. The range of work includes programming and allocation of TAM funds for projects and programs, competing for discretionary grants, and assisting local agencies in securing funds and providing ongoing support necessary to deliver funded improvements.

Ongoing Work Items:

- ✓ Manage the Measure A and AA Transportation Sales Tax Program and the Measure B Vehicle Registration Fee Program;
- ✓ Manage TFCA and TDA Article 3 Program funds - participate in regional policy discussions and policy developments on TFCA and TDA Programs and develop programming recommendations on TFCA and TDA funds;
- ✓ Manage TAM's State Transportation Improvement Program (STIP);
- ✓ Maintain the Transportation Improvement Program (TIP) database for Marin projects;
- ✓ Monitor and participate in the development of the Third Cycle of the Federal One Bay Area Grant Program (OBAG);
- ✓ Manage and program funds from the Third Cycle of OBAG;
- ✓ Monitor and participate in the reauthorization of the federal surface transportation program, currently known as the Fixing America's Surface Transportation (FAST) Act;
- ✓ Assist our partnering agencies in seeking discretionary funds and complying with regional, state, and federal requirements related to those funds;
- ✓ Develop annual legislative platform, monitor relevant state legislation, and communicate TAM's platform to stakeholders, key legislators, and partnering agencies.

Expected to be Delivered Work Items:

- ✓ Commence Measure B Expenditure Plan 10-year review with stakeholders and develop proposals for TAM Board Approval no later than March 2023;
- ✓ Prepare allocation request forms and resolutions for TAM Board adoption in June, for local infrastructure projects and transit programs and projects funded with TAM local funds;
- ✓ Monitor delivery of TAM local funded projects;
- ✓ Review and process reimbursement requests for TAM local funded projects;
- ✓ Work with Marin Transit to reconcile year end expenditures on TAM local funds;
- ✓ Coordinate with local agencies, including Marin Transit and GGBHTD, on submitting annual reports required by TAM funds;
- ✓ Prepare resolutions and funding agreements for funds approved by the TAM Board;
- ✓ Update Strategic Plan for Measure AA for adoption in the second quarter of 2022;
- ✓ Develop a Call for Projects with TFCA and TDA funds;
- ✓ Convene TAM's BPAC as needed to evaluate funding recommendations and to review project updates;
- ✓ Coordinate with local jurisdictions on submitting annual Local Street and Roads applications and reporting requirements for SB1 funds;
- ✓ Develop a Call for Projects with OBAG 3 funds, potentially including for Priority Conservation Area investments;
- ✓ Assist local agencies with complying with OBAG 2 and eventually OBAG 3 requirements;
- ✓ Monitor the pending litigation on Regional Measure (RM) 3;
- ✓ If and when RM3 becomes available, participate in the programming of RM3 funds, including the discretionary portion of RM3;
- ✓ Monitor state and federal funded projects for inactive project status for local jurisdictions;
- ✓ Monitor annual obligation status on state and federal funded projects;
- ✓ Coordinate with partner agencies, including TAM, for SB1 competitive programs where applicable;

- ✓ Work with partner agencies, including transit agencies, to position Marin projects for state and federal funding opportunities, including unanticipated discretionary funds, stimulus, and earmarks;
- ✓ Develop application for TAM's Formulaic Local Partnership Program (LPP) funds for the Bellam Project;
- ✓ Upon approval from the CTC, work with MSN Project Manager and Local Assistance to process LPP Incentive Funds for the MSN Project;
- ✓ Develop the STIP Program of Projects bi-annually and process allocation requests with the California Transportation Commission (CTC) and request allocation of PPM funds from the CTC if available;
- ✓ Participate in pertinent local, regional, state, and federal working groups and meetings, including but not limited to MTC, CTC, BAAQMD, MPWA, PDWG, PTAC, ATP Working Group, RAWG, etc.

Project Management and Delivery Function:

Under the direction of the Executive Director, manage project development from concept to operation. Projects are on and off the State Highway system and include a broad range of activities including educational programs and mode shift. Many projects are directly managed by TAM, while for others, TAM staff work with partner agencies to coordinate and represent Marin interests. Project and Program Management includes identifying issues, overseeing funding and budget, conceptual planning, preliminary engineering, project initiation, public outreach, site investigation, environmental studies, consultant selection and procurement, schedule development and monitoring, goal setting, environmental approval, design, permitting, regulatory approval, contract administration, construction oversight, environmental mitigation, agency coordination, project closeout, and verifying post construction activities. Program management includes, in addition to project duties, overall management of a transportation corridor or a particular TAM program, such as Alternative Fuel Vehicle Promotion or Safe Routes to School.

Major Ongoing Work Items:

- ✓ Design and construction of the last remaining segment of Marin Sonoma Narrows (MSN) carpool lane extension from northern Novato to the Sonoma County line;
- ✓ Coordinate and collaborate with SR-37 Policy Committee partners to plan and implement short and long-term projects to mitigate flooding and congestion along the entire 21-mile corridor;
- ✓ Preliminary engineering for 580/101 Direct Connector. Completion expected Fall 2021. Project Initiation Document to begin 2021, with environmental process to begin Spring of 2022;
- ✓ Implement a North/South Greenway project to extend the multi-use path from the Corte Madera Creek crossing southbound along Old Redwood Highway;
- ✓ Study effect of changed HOV hours of operation on U.S. 101;
- ✓ Manage Safe Routes to School and Crossing Guard Programs;
- ✓ Coordinate with other agencies on ramp metering, Richmond-San Rafael (RSR) Bridge upper deck improvements, RSR Bridge access improvements, and relocation of the San Rafael Transit Center;
- ✓ Continue work on a program identified under the re-authorized transportation sales tax which consists of preparing studies of interchanges and approaching roadway along Highway 101 to identify potential improvement concepts;
- ✓ Advance a Load Road Safety Plan for Marin in partnership with the County of Marin.

Expected to be Delivered Work Items:

- ✓ State Route 37 Segment A between U.S. 101 and State Route 121 will commence an environmental clearance process led by Caltrans to clear short-term interim projects. The Segment B interim congestion relief project draft environmental clearance document will be completed by the lead agency, MTC;
- ✓ Pending funding availability, the MSN B7 HOV lane extension project could begin construction in early 2022;
- ✓ TAM will continue to help local public agencies in funding EV purchases/leases, e-bike purchases and charging station installations.
- ✓ Design of Bellam Boulevard safety improvements from northbound U.S. 101 to separate regional traffic from local traffic. Construction expected to begin by early 2022 with the majority of the work to be completed by mid- 2022;
- ✓ Provide construction and financial oversight of the North/South Greenway project to extend the multi-use path from the bike/ped bridge over Sir Francis Drake Blvd southbound over Corte Madera Creek. Expected to be complete in the spring of 2022.

Appendix: Proposed FY2021-22 Classification & Salary Range

Transportation Authority of Marin
Classification & Salary Range
(Effective July 1, 2021)

Position Classification	FLSA	Monthly		FTE
		Minimum	Maximum	
	<i>Note 2</i>			
Executive Director - <i>Note 1</i>	E		\$ 21,012.00	1.0
Deputy Executive Director/Chief Financial Officer	E	\$ 13,406.55	\$ 16,758.20	1.0
Executive Assistant/Board of the Clerk	E	\$ 7,043.25	\$ 8,603.01	1.0
Public Outreach Coordinator	E	\$ 9,875.87	\$ 12,032.79	1.0
Director of Programming and Legislation	E	\$ 12,286.53	\$ 15,007.43	1.0
Director of Project Delivery	E	\$ 12,679.83	\$ 15,487.82	1.0
Principal Project Delivery Manager	E	\$ 12,370.56	\$ 15,110.07	2.0
Director Of Planning	E	\$ 11,995.01	\$ 14,651.35	1.0
Senior Transportation Planner	E	\$ 9,563.22	\$ 11,681.03	1.0
Associate Transportation Planner	E	\$ 7,434.37	\$ 9,080.74	0.0
Senior Accountant/HR Specialist	E	\$ 7,382.29	\$ 8,994.61	1.0
Accounting and Administrative Specialist	NE	\$ 6,008.92	\$ 7,339.61	1.0
Administrative Assistant	NE	\$ 4,451.70	\$ 5,437.55	0.8
				12.8

Note 1: Executive Director does not have salary steps.

Note 2: Fair Labor Standards Act (E-exempt, NE-Nonexempt)

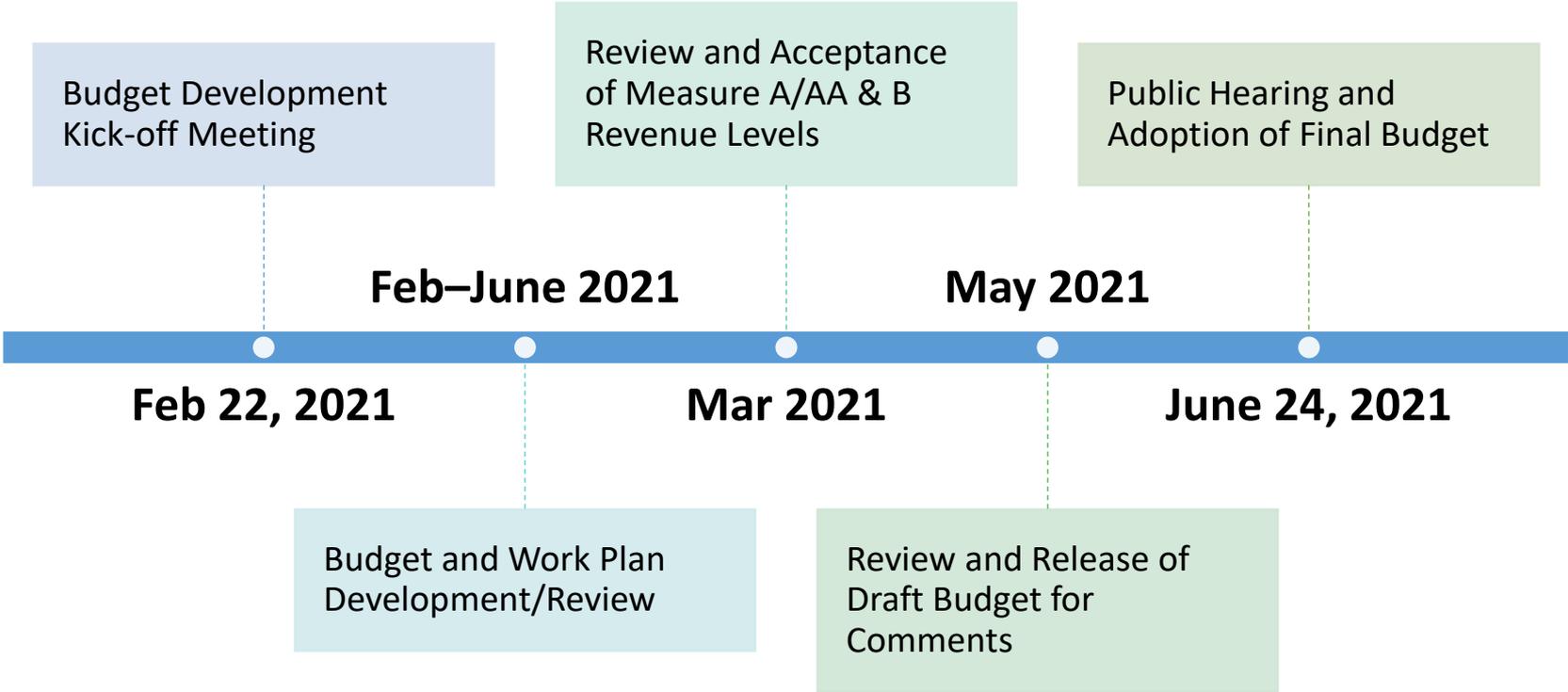


Proposed TAM FY2021-22 Annual Budget

TAM Board of Commissioners
June 24, 2021



FY2021-22 Budget Development Timeline & Process



Budget Planning in Unprecedented Times

Continuing

Measure A/AA Sales Tax Revenue and Measure B Vehicle Registration Fee Revenue Levels and Trend

Pending Legal Case Against RM3 – still ongoing...

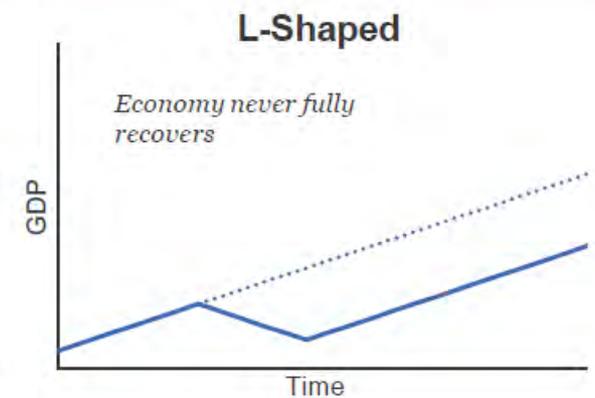
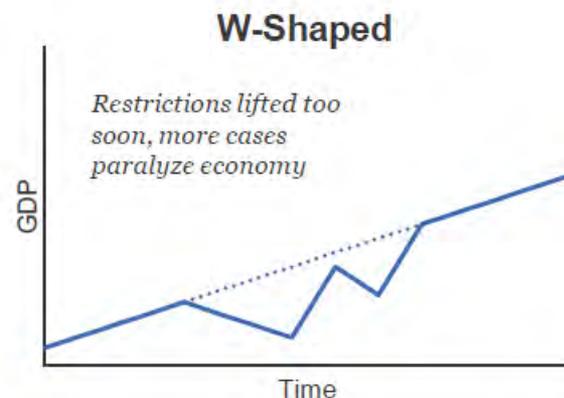
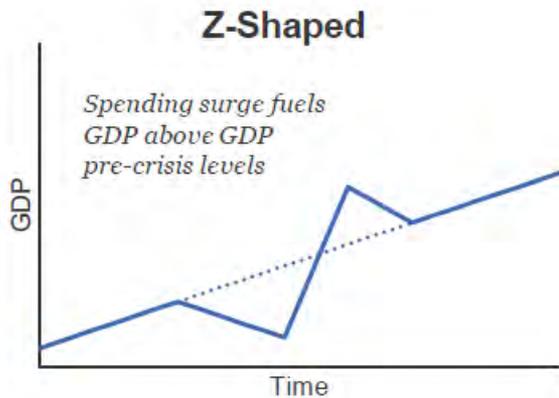
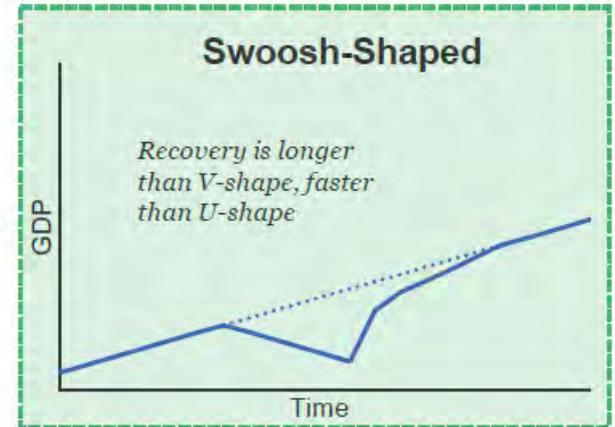
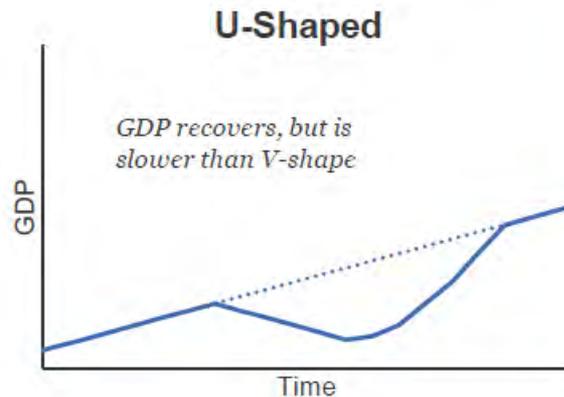
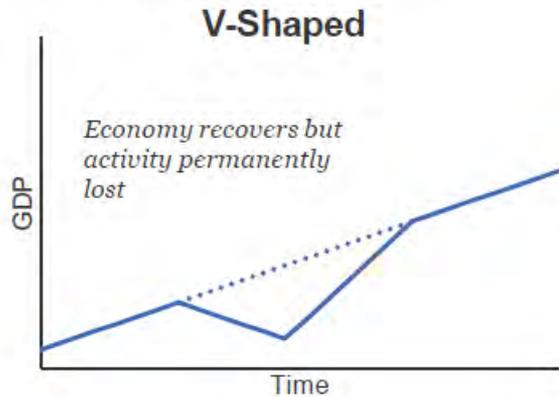
FY2021-22 City/County CMA Fee Level/Long Term Proposal

Ongoing Control of Operations, Salary and Benefit Costs during uncertain times

What Kind of Recovery Will We Have? Item 9b - Attachment 2

Asked May 2020

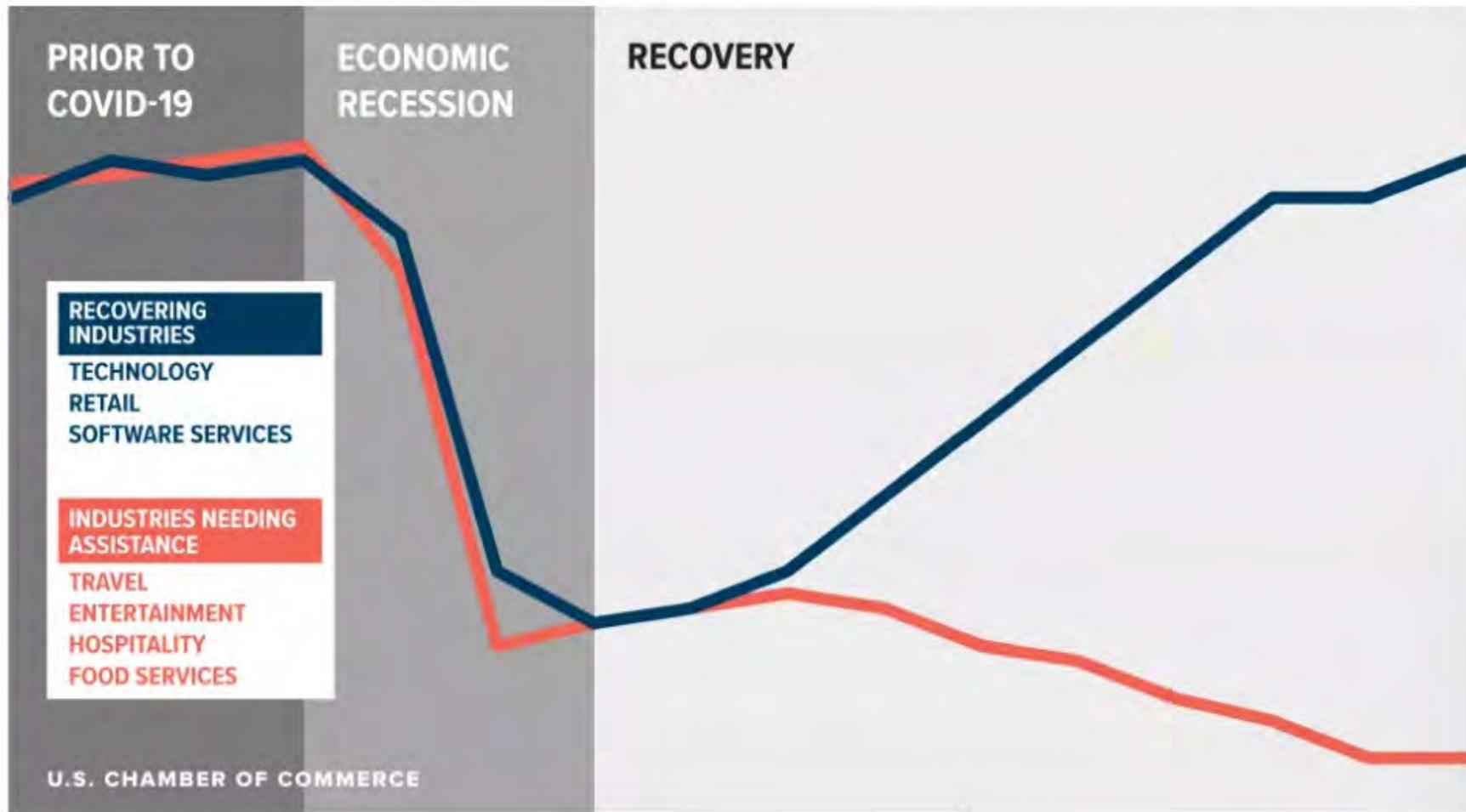
Recovery Alphabet



Source: Wall Street Journal, Brookings Institute. Note: recoveries are using sample data.

What Kind of Recovery Are We Having?

The Letter - K



This is what a K-shaped recovery looks like.

US Chamber of Commerce

Optimism around a Recovery but not All



US economic recovery



US pandemic response



Global economic recovery



US policy/regulatory environment (i.e., Biden administration)



US social and economic disparities



Q: For the balance of the year, how do you feel about the following macroeconomic factors?
 Source: PwC US Pulse Survey, March 12, 2021; base of 732

Funding Challenges and Opportunities

Funding Challenges:

- Ongoing legal action against RM3 presents challenges for several projects
- With the full reopening of the economy, potential for negative impacts on Marin's sales tax – *workers return to their jobs in other parts of the Bay Area, vacation spending away from home, more spending on services other than taxable goods, etc.*
- *Working with all the local jurisdictions to reach agreement on the long-term CMA Fee level agreement – currently \$500K*

Funding Opportunities:

- \$77M INFRA (Infrastructure for Rebuilding America) funds applied for MSN – *hopefully will know results by September 2021*
- MTC Safe and Seamless Mobility Quick-Strike (“Quick-Strike”) Program – Over \$3M awarded to Marin: \$1.2M to Marin Transit, \$1.9M to SMART, and \$141K for CMA planning work
- Federal Earmarks and Potential Infrastructure bill - “Community Projects” and “member projects” - project list submitted, Congressional process playing out
- Potential for state budget surplus to fund transportation programs and projects

Ongoing Control of Operational Costs

- Renegotiated office lease yields ~\$40,000/year savings
- Income from the sublease with Marin General Services Authority will help offset a small portion of the office lease and staff costs. (about \$12,000 annually)
- Modest 2% Cost of Living Adjustment (COLA) is requested in the FY2021-22 budget
- Long-term Annual COLA Policy recommended:
 - ✓ Ties to CPI but capped at the sales tax revenue growth rate. Example: If CPI is 3%, and actual sales tax growth rate for the year before is 2%, then the COLA is 2%;
 - ✓ No COLA adjustment during the years the sales tax revenues decrease
 - ✓ HR Ad Hoc Committee reviewed and recommended staff to propose the FY2021-22 COLA adjustment and the long-term COLA adjustment policy to TAM Board for review and approval

Recommend Organization Changes

- Proposed Organization Changes:
 - I. Creation and internal promotion of the Director of Project Delivery position;
 - II. Conversion of the rotating Deputy Executive Director (DED) position to a regular DED/Chief Finance Officer (CFO) position;
 - III. Retitle of three existing positions to better match the recommended new agency organization structure, peer agencies' title structure and/or employee job responsibilities.
 - Planning Manager to Director of Planning*
 - Manager of Programming and Legislation to Director of Programming and Legislation*
 - Senior Accountant to Senior Accountant and HR Specialist*

- HR Ad Hoc Committee and APP Executive Committee reviewed and supported the changes and recommended staff to propose them to the Board for review and approval.



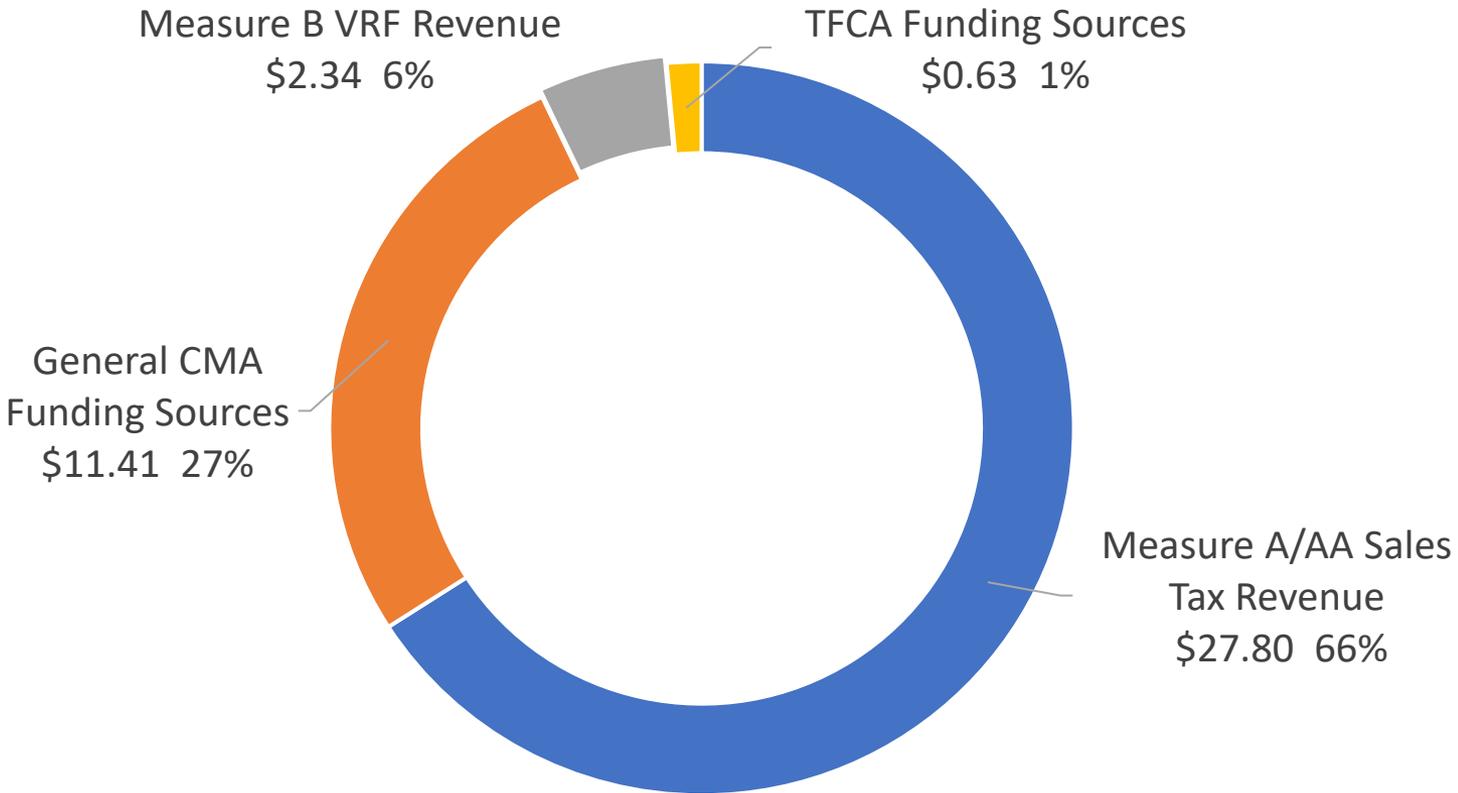
Components of the Proposed FY2021-22 Annual Budget

- Executive Director's Message
- TAM Budget General Overview
- FY2021-22 Annual Budget Process and Overview
- FY2021-22 Work Plans by Function
- Appendix

FY2021-22 Budget Process and Overview

Total Revenues - \$42.18M

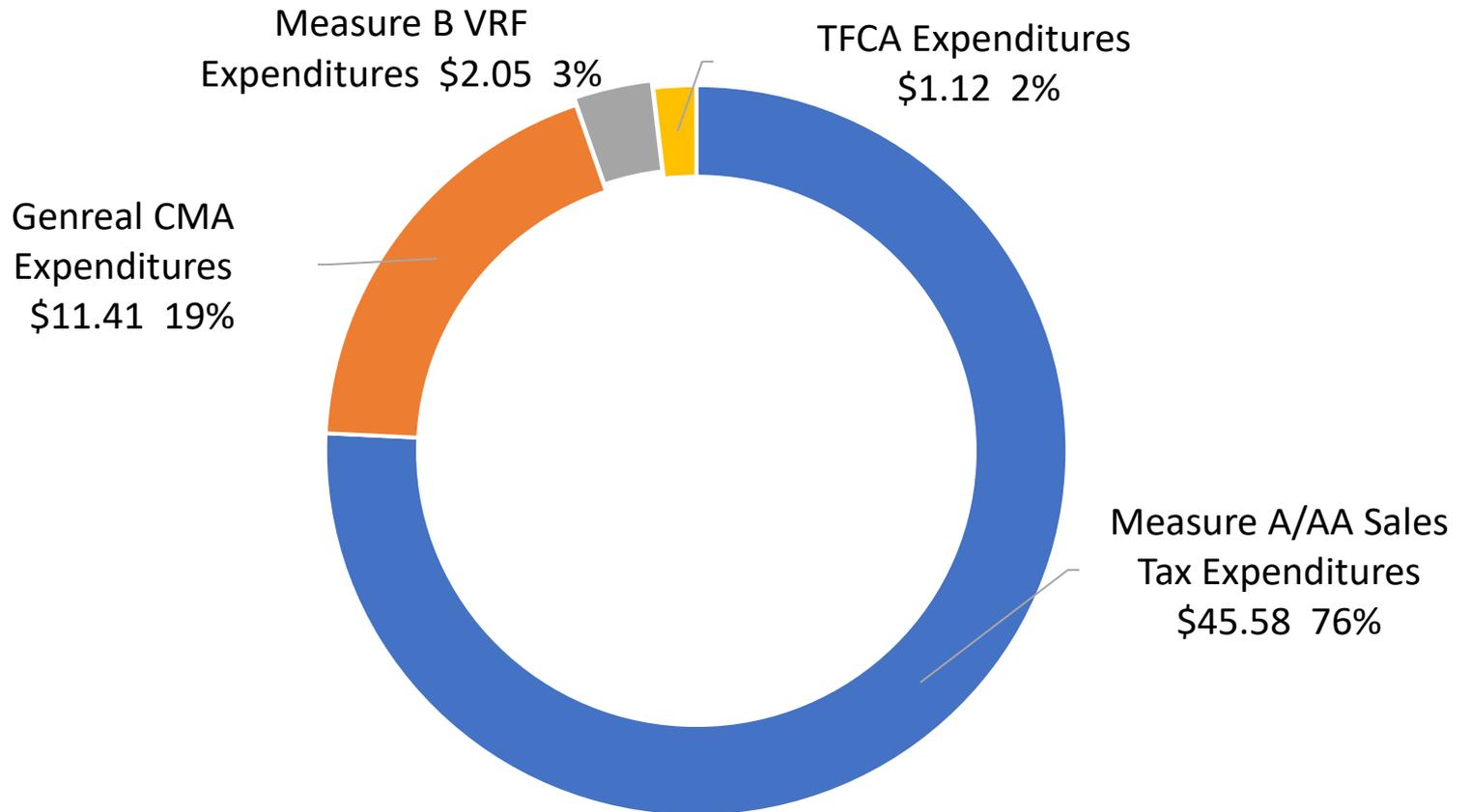
Chart 1: Proposed FY2021-22 Revenues by Fund
(Numbers in Million)



FY2021-22 Budget Process and Overview

Total Expenditures - \$60.16M

**Chart 2: Proposed FY2021-22 Expenditures by Fund
(Numbers in Million)**



FY2021-22 Budget Process and Overview

Proposed Revenues vs. Expenditures

- Proposed FY2021-22 expenditures exceed revenues by \$17.98M (\$60.16M Vs. \$42.18M)
- FY2021-22 ending funding balance based on budget: \$20.4M
- As a funding agency, when budgeted expenditures exceed budgeted revenues in certain years, it means that TAM and its partner agencies are using prior year accumulated fund balances to deliver more projects and programs in that particular year.
- Significant cash flows needs expected in FY2021-22 from the delivery of major roads projects, MSN, 580/101 Direct Connector and the Interchange Study.
- Unforeseen project/program delay usually cause major difference between actual and budget expenditures and therefore fund balance:
 - ❖ FY2019-20 Actual \$43.3M Vs \$24.4M Budgeted
 - ❖ Estimated FY2020-21: \$38.1M Vs. \$24.9M Budgeted

FY2021-22 Budget Process and Overview

Proposed Expenditures - Administration

	FY2019-20 Actual	FY2020-21 Final Budget	FY2020-21 Estimated Actual	FY2021-22 Proposed Budget
Salaries & Benefits	2,598,775	2,587,656	2,599,396	2,648,830
Office Lease	264,749	265,000	221,343	227,202
Agencywide IT and Computer Equipment Upgrade	7,447	10,000	4,500	40,000
Equipment Purchase/Lease	7,648	10,000	7,372	10,000
Telephone/Internet/ Web Hosting Services	24,786	25,000	22,000	25,000
Office Supplies	24,789	31,000	26,499	30,000
Updates and Technical Support for TAM Website	20,867	20,000	20,000	25,000
Insurance	10,496	12,000	11,330	12,000
Financial Audit	18,000	20,000	20,500	23,000
Legal Services	19,337	45,000	16,200	35,000
Document/Video/Marketing Material Production	23,474	45,000	26,500	45,000
Memberships	20,607	17,500	14,920	18,500
Travel/Meetings/Conferences	23,301	31,500	5,000	31,500
Professional Development	576	5,000	4,700	5,000
Human Resources/Board Support	6,834	35,000	1,500	25,000
Information Technology Support	39,690	45,000	49,750	45,000
Annual Support & Upgrade of Financial System	4,640	10,000	4,942	10,000
Expired Expenditure Line Items	38,134	23,000	3,986	-
Subtotal, Administration	3,154,150	3,237,656	3,060,435	3,256,032

FY2021-22 Budget Process and Overview

Proposed Expenditures – Professional Services

	FY2019-20 Actual	FY2020-21 Final Budget	FY2020-21 Estimated Actual	FY2021-22 Proposed Budget
Bellam Blvd 101 Off-ramp Improvements - Design & ROW	144,734	837,000	200,000	1,187,000
CMP Update	35,654	100,000	109,950	10,000
Travel Model Maintenance & Update	48,866	10,000	14,446	25,000
Traffic Monitoring, Reporting & Travel Model Data Requests	3,408	25,000	7,998	40,000
Project Management Oversight	32,947	180,000	140,000	180,000
HOV Gap Closure Mitigation - Brookdale /Maintenance	5,500	5,500	5,500	2,500
State Legislative Assistance	42,000	42,000	42,000	46,000
Financial Advisor/Sales Tax Audit Services	12,275	20,000	10,000	10,000
Measure A/AA Sales Tax Compliance Audit	-	20,000	18,000	20,000
North-South Greenway - PS&E/Environmental/Construction Design Support	382,152	325,000	83,015	815,000
Public Outreach Service Support	500	30,000	10,000	15,000
Bus On Shoulder Feasibility Study	28,222	288,000	251,778	28,000
Vision Plan Progress Report and Update	-	-	-	100,000
Equity Framework	-	-	-	100,000
Consulting Pool	-	10,000	5,000	10,000
Expired Expenditure Line Items	1,893,490	5,000	6,015	-
<i>Subtotal, Professional Services</i>	<i>2,629,746</i>	<i>1,897,500</i>	<i>903,702</i>	<i>2,588,500</i>

FY2021-22 Budget Process and Overview

Proposed Expenditures – Measure A

	FY2019-20 Actual	FY2020-21 Final Budget	FY2020-21 Estimated Actual	FY2021-22 Proposed Budget
Strategy 1 - Transit	4,632,429	1,175,055	1,175,055	-
<i>Strategy 1.1 - Local Bus Transit Service</i>	1,699,572	944,535	944,535	-
<i>Strategy 1.2 - Rural Bus Transit System</i>	-	27,059	27,059	-
<i>Strategy 1.3 - Special Needs Transit Services</i>	-	134,574	134,574	-
<i>Strategy 1.4 - Bus Transit Facilities</i>	2,932,857	68,887	68,887	-
<u>Strategy 3 - Local Transportation Infrastructure</u>	<u>3,373,395</u>	<u>7,750,600</u>	<u>7,336,914</u>	<u>10,300,000</u>
<i>Strategy 3.1 - Major Roads/Major Road Set-Aside</i>	929,853	7,500,000	7,086,314	10,300,000
<i>Strategy 3.2 - Local Streets and Roads</i>	2,443,542	250,600	250,600	-
<u>Strategy 4 - Safer Access to Schools.</u>	<u>1,666,743</u>	<u>1,612,000</u>	<u>720,491</u>	<u>661,000</u>
<i>Strategy 4.1 - Safe Routes to Schools</i>	956,969	532,500	475,791	-
<i>Strategy 4.2 - Crossing Guards</i>	300,923	79,500	-	-
<i>Strategy 4.3 - Safe Pathways To School</i>	-	-	-	-
<i>Safe Pathway Capital Projects</i>	408,850	1,000,000	244,700	661,000
Expired Expenditure Line Items	20,912	-	-	-
Subtotal, Measure A Programs/Projects	9,693,479	10,537,655	9,232,460	10,961,000

FY2021-22 Budget Process and Overview

Proposed Expenditures – Measure AA

	FY2019-20 Actual	FY2020-21 Final Budget	FY2020-21 Estimated Actual	FY2021-22 Proposed Budget
Category 1: Reduce Congestion	3,728,375	3,750,000	1,881,879	3,165,500
<i>Category 1.1 - Completion of Marin-Sonoma Narrows</i>				-
<i>MSN B7/B8 Design/ROW/Utility Work</i>	2,733,356	1,200,000	105,740	165,500
<i>MSN B7 Construction Design Support</i>	-	-	-	400,000
<i>Category 1.2 - Match for Completion of 101/580 Direct Connector</i>				
<i>580/101 Direct Connector Project PID & PAED</i>	943,974	1,300,000	880,000	1,500,000
<i>Category 1.3 - Enhance Interchanges</i>	51,045	1,200,000	896,138	1,000,000
<i>Category 1.4 - Transportation Demand Management</i>	-	50,000	-	100,000
Category 2: Local Transportation Infrastructure	1,462,235	5,680,733	5,411,957	6,883,679
<i>Category 2.1 - Local Roads</i>	1,349,426	4,621,957	4,621,957	5,208,679
<i>Category 2.2 - Large Safe Pathway Capital Projects</i>	112,809	800,000	750,000	1,600,000
<i>Category 2.3 - Sea Level Rise</i>	-	50,000	-	50,000
<i>Category 2.4 - Innovative Technology</i>	-	208,776	40,000	25,000
Category 3: Safer Access to Schools	851,752	2,791,000	1,832,323	3,270,020
<i>Category 3.1 - Safe Routes to Schools</i>	-	501,000	250,000	970,000
<i>Category 3.2 - Crossing Guards</i>	727,802	1,990,000	1,310,000	2,000,020
<i>Category 3.3 - Small Safe Pathway Capital Projects</i>	123,951	300,000	272,323	300,000
Category 4: Transit	11,354,124	13,902,730	10,737,223	13,702,187
<i>Category 4.1 - Local Bus Transit Service</i>	7,007,838	8,055,459	5,922,796	8,002,238
<i>Category 4.2 - Rural Bus Transit Service</i>	900,000	564,320	564,320	659,818
<i>Category 4.3 - Special Needs Transit Service</i>	2,137,479	1,930,923	1,350,000	2,751,942
<i>Category 4.4 - School Transit Service</i>	1,167,047	1,200,000	763,364	1,283,934
<i>Category 4.5 - Bus Transit Facilities</i>	-	2,041,028	2,025,743	879,757
<i>Category 4.6 - Expand Access to Transit</i>	141,760	111,000	111,000	124,499
Subtotal, Measure AA Programs/Projects	17,396,486	26,124,463	19,863,382	27,021,386

FY2021-22 Budget Process and Overview

Proposed Expenditures – Measure B

	FY2019-20 Actual	FY2020-21 Final Budget	FY2020-21 Estimated Actual	FY2021-22 Proposed Budget
Element 1 - Maintain Local Streets & Pathways	74,934	114,000	50,000	114,000
<i>Element 1.2 - Bike/Ped Pathways</i>	74,934	114,000	50,000	114,000
Element 2 - Seniors & Disabled Mobility	956,701	1,075,000	955,000	944,944
<i>Element 2.1 - Mobility Management Programs</i>	138,786	100,000	100,000	100,000
<i>Element 2.2 - Paratransit & Low-Income Scholarships</i>	232,079	235,000	205,000	205,000
<i>Element 2.3 - Paratransit Plus</i>	479,556	600,000	480,000	360,000
<i>Element 2.4 - Volunteer Drive & Gap Grant</i>	106,279	140,000	170,000	279,944
Element 3 - Reduce Congestion & Pollution	651,948	1,076,522	829,661	845,000
<i>Element 3.1 - Safe Routes to School/Street Smart Program</i>	175,000	175,000	175,000	175,000
<i>Element 3.2 - Commute Alternative Programs</i>	266,321	413,000	304,382	320,000
<i>Element 3.3 - Alternative Fuel Vehicle Program</i>	210,627	488,522	350,279	345,000
Expired Expenditure Line Items	2,414,821	-	-	-
Subtotal, Measure B Programs	4,098,404	2,265,522	1,834,660	1,903,944

FY2021-22 Budget Process and Overview

Proposed Expenditures – Interagency Agreements

	FY2019-20 Actual	FY2020-21 Final Budget	FY2020-21 Estimated Actual	FY2021-22 Proposed Budget
Caltrans - N/S Greenway (Northern Segment) Construction	-	4,000,000	1,900,000	7,500,000
Caltrans - HOV Gap Closure Offsite Landscaping Mitigation	-	400,000	-	400,000
San Anselmo - Hub Reconfiguration Phase I Study	-	309,000	150,000	159,000
San Rafael - Canal Neighborhood CBTP	-	75,000	-	75,000
Caltrans & Other - MSN B7 PS&E/ROW Support & Capital	99,709	3,570,000	334,320	2,015,000
Caltrans & Other - MSN B8 PS&E/ROW Support & Capital	60,927	100,000	35,404	250,000
Caltrans - MSN B7 Construction Capital & Support	-	-	-	1,026,000
Larkspur - North-South Greenway Construction Management	-	-	-	180,000
Various Agencies - Bike/Ped Path Maintenance	44,021	60,000	50,000	100,000
Marin Transit - Bus Facility Lease or Purchase Contribution	-	1,100,000	-	1,100,000
Marin County - Drake/Cole Improvement Project	-	68,000	-	68,000
San Rafael - Canal Crosswalk Improvement Project	-	248,000	-	248,000
Sausalito - Gate 6 Intersection Modification Project	-	100,000	-	100,000
Caltrans - 580/101 Direct Connector PID	-	150,000	50,000	120,000
Expired Expenditure Line Items	374,993	2,426,000	2,134,880	-
<i>Subtotal, Interagency Agreements</i>	<i>579,650</i>	<i>12,606,000</i>	<i>4,654,604</i>	<i>13,341,000</i>

FY2021-22 Budget Process and Overview

Proposed Expenditures – TFCA

	FY2019-20 Actual	FY2020-21 Final Budget	FY2020-21 Estimated Actual	FY2021-22 Proposed Budget
North-South Greenway Construction	-	283,637	-	283,637
TFCA - Reimbursement of Various Capital Projects	366,676	1,010,000	999,350	806,563
<i>Subtotal, TFCA Programs/Projects</i>	<i>366,676</i>	<i>1,293,637</i>	<i>999,350</i>	<i>1,090,200</i>

FY2021-22 Work Plan

TAM's mission: *Make the most of Marin County transportation dollars and create an efficient and effective transportation system that promotes mobility and accessibility by providing a variety of high quality transportation options to all users.*

The following functions help the agency to carry out this mission:

- Administration & Finance
- Public Information and Outreach
- Planning and Program Management
- Programming & Legislation
- Project Management and Delivery

Ongoing General Coordination Activities

- ✓ Communicate with jurisdictions about funding opportunities and provide grant application support
- ✓ Represent TAM and TAM member agencies on transportation matters to the public, other governmental agencies, community groups and transportation organizations
- ✓ Coordinate with Caltrans, MTC and other local and regional partners on various transportation planning and project activities, such as social equity, new mobility programs, climate action planning, sea level rise planning, and pandemic response and recovery
- ✓ Monitor legislation and coordinate with partner agencies to support measures that enhance transportation projects, programs and funding
- ✓ Provide localized communication support for regional, state and federal projects and programs in Marin County.

FY2021-22 Major Work Items - To be Delivered

Administration & Finance

- ✓ Manage and lead the FY2022-23 Annual Budget development process and make any potential improvements;
- ✓ Assist in the FY2022-23 Measure A/AA & B Strategic Plans update process, manage financial/revenue related sections for both funds, and track programming and allocations;
- ✓ Assist in funding plan and cash flow needs discussions, especially for MSN and the Direct Connector projects due to the uncertainty and complexity caused by the litigation against RM3 funds;
- ✓ Manage and coordinate the agency's FY2021-22 annual financial, single, and other regulatory audits and reviews with outside auditors;
- ✓ Manage the agency's 2021 Measure A/AA Compliance Audit process and provide necessary support to the fund recipients and auditor;
- ✓ Manage the agency's IT Upgrade project, including server replacement and other computer needs.

FY2021-22 Major Work Items - To be Delivered

Public Information and Outreach

- ✓ Support outreach for key initiatives, including the Highway 101 Interchange Studies, the Bus on Shoulder feasibility study, Marin Commutes, the Alternative Fuels Program and the Regional Bikeshare Program;
- ✓ Conduct public engagement efforts for major capital improvement projects, including Marin-Sonoma Narrows, the North/South Greenway Gap Closure, the Bellam Boulevard widening and the Highway 101-580 Direct Connector;
- ✓ Support outreach efforts for agency partner projects in Marin, including Ramp Metering, the Sir Francis Drake Blvd. Rehabilitation project, Safe Pathways projects and other TAM funded transportation improvement projects;
- ✓ Coordinate with the media and community partners to provide timely information regarding TAM's projects, programs and funding allocations.

FY2021-22 Major Work Items - To be Delivered

Planning and Program Management

Planning Activities:

- ✓ Develop implementation process for Marin County US 101 Bus on Shoulder Feasibility Study pending delivery of Final Feasibility study in Summer 2021;
- ✓ Review and provide TAM Board input on Plan Bay Area 2050 Implementation plan, equity analysis and ongoing planning activities;
- ✓ Provide update on long range planning activities including review of the TAM Strategic Vision Plan which was accepted in 2017 to prepare for the next update scheduled for late 2021/early 2022;
- ✓ Initiate and complete San Rafael Canal Neighborhood Community Based Transportation Plan – Summer 2022;
- ✓ Identify next steps to advance equity in TAM decision making processes

FY2021-22 Major Work Items - To be Delivered

Planning and Program Management

Program Management Activities:

- ✓ Launch initial operating phase of the Marin and Sonoma County Bike Share Pilot Program - Estimated to be operational by 2022;
- ✓ Monitor and implement as appropriate seasonal Marin Commutes program green trip incentive campaigns – Planned for September/October 2021 and April/May 2022;
- ✓ Monitor and continue implementation of Alternative Fuel Program;
- ✓ Continue TAM and Marin Transit Partnership on Connect2transit, monitor and report on program usage as pilot continues;
- ✓ Advance discussion and implementation around TAM's Sea Level Rise program;
- ✓ Advance discussion and implementation around the TAM Innovation program.

FY2021-22 Major Work Items - To be Delivered

Programming & Legislation

- ✓ Commence Measure B Expenditure Plan 10-year review with stakeholders and develop proposals for TAM Board Approval no later than March 2023;
- ✓ Update Strategic Plan for Measure AA and A for adoption in the second quarter of 2022;
- ✓ Prepare allocation request forms and resolutions for TAM Board adoption in June, for local infrastructure projects and transit programs and projects funded with TAM local funds and monitor the delivery of projects/programs
- ✓ Develop a Call for Projects with TFCA, TDA and OBAG 3 funds;
- ✓ Convene TAM's BPAC as needed to evaluate funding recommendations and to review project updates;
- ✓ Monitor the pending litigation on Regional Measure 3 (RM3);
- ✓ Develop annual legislative platform, monitor relevant state legislation, and communicate TAM's platform to stakeholders, key legislators, and partnering agencies.
- ✓ Monitor and participate in federal infrastructure bill and/or transportation reauthorization discussion and related activities

FY2021-22 Major Work Items - To be Delivered

Project Management and Delivery

- ✓ Provide construction and financial oversight of MSN B7 HOV lane extension project, expected to begin construction in 2022;
- ✓ Commence environmental clearance process led by Caltrans to clear short-term interim projects for both Segments A and B of State Route 37.
- ✓ Design of Bellam Boulevard safety improvements from northbound U.S. 101 to separate regional traffic from local traffic. Pending funding, construction expected to begin by early 2022 with the majority of the work to be completed by mid- 2022;
- ✓ Provide construction and financial oversight of the North/South Greenway project to extend the multi-use path from the bike/ped bridge over Sir Francis Drake Blvd southbound over Corte Madera Creek. Expected to be complete in the spring of 2022;
- ✓ Advance project development work on 580/101 Direct Connector
- ✓ Continue to help local public agencies in funding EV purchases/leases, e-bike purchases and charging station installations;
- ✓ Coordinate with Caltrans, MTC and other partners on projects in Marin.

Public Review & Recommended Action

- ✓ Draft TAM FY2021-22 Annual Budget was reviewed and released for the 30-day public comment period by the TAM Board on May 27, 2021;
- ✓ Public hearing conducted under Item 9a of tonight's agenda;
- ✓ COC reviewed the budget at its May 17 meeting;
- ✓ TAM Subcommittee of the Marin Managers' Association (MMA) reviewed the staff's budget presentation at its May 13 meeting and full Budget report was shared with Marin Managers' Association on June 1, 2021;
- ✓ Notice posted in Marin Independent Journal on June 8
- ✓ No public comments received as of June 17;
- ✓ No changes and updates to the Draft FY2021-22 Annual budget since May 27;
- ✓ Recommend adoption of the FY2021-22 Annual Budget pending the close of the 30-day public comment period on June 26, 2021.

Q & A

