



**DATE:** February 22, 2022

**TO:** Transportation Authority of Marin Citizens' Oversight Committee

**FROM:** Li Zhang, Deputy Executive Director/Chief Financial Officer  
Molly Graham, Public Outreach Coordinator

**SUBJECT:** Review and Approval of the FY2020-21 COC/2021 TAM Annual Report (Action), Agenda Item No. 6

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**RECOMMENDATION:**

Staff recommends that the Citizens' Oversight Committee (COC) reviews and approves the combined FY2020-21 COC/2021 TAM Annual Report and authorizes Chairperson Peter Pelham or his designee to present the report to the TAM Board for acceptance at its February 24, 2022 meeting.

Staff would like to thank the COC Annual Report Sub-Committee for its valuable review and input to create this draft report. Annual Report Sub-Committee Members are: Members Peter Pelham, Kevin Hagerty, Jeffrey Olson, Zack Macdonald and Alternate Kingston Cole. Staff would also like to thank Alternate Kay Noguchi for her dedicated proofreading support over the years.

**BACKGROUND:**

The annual report provides an overview of TAM's progress to deliver transportation projects and programs and it provides documentation and assurance that the Measure A/AA ½-Cent Transportation Sales Tax funds and the Measure B \$10 Vehicle Registration Fee funds are being spent in accordance with the voter-approved Expenditure Plans. The report also provides a status update of high priority transportation programs and projects that are paid for with other regional, state and federal funds. This annual report is prepared in fulfillment of statutory and Expenditure Plan requirements.

**DISCUSSION/ANALYSIS:**

The annual report is one of the primary tools to provide a comprehensive overview of TAM's progress to deliver transportation projects and programs in Marin County. The 2021 report includes an introductory section that highlights the key accomplishments achieved this year and it contains a key capital improvements map and a timeline as an insert.

The following sections are presented in the FY2020-21 COC/2021 TAM Annual Report:

- Letter from the TAM Board Chairperson
- About the Transportation Authority of Marin
- Message from the COC Chairperson

2021 Key Updates and Highlights  
Funding  
Projects  
Transit  
Programs  
Planning and Coordination  
Community Engagement  
Featured COC Member of the Year, Vince O'Brien  
Financial Picture  
Key Capital Improvement Projects and TAM Timeline (Insert)

### **Distribution Plan**

Below are many of the key distribution contacts for the annual report. We encourage COC members to provide additional contacts to ensure a comprehensive and growing distribution list. Due to COVID-19 and the continued remote work environment there will be additional focus on circulating the report electronically, via TAM's distribution methods, social media, and community partners. The Sub-Committee also discussed the reduction of hard copy production and exploring greener options to produce and distribute the reports.

- Distribute the report to Libraries/City/Town/County Civic Center
- Distribute the report to active committees and partners in transportation including the following:
  1. *Local jurisdictions and various professional groups such Marin Public Works Association, etc.*
  2. *Various Bicycle/Pedestrian Advisory Committees*
  3. *School Districts and private schools throughout the County*
  4. *Business/Chambers of Commerce*
  5. *Transportation partner agencies in the County and in the Region such as other congestion management agencies/sales tax authorities, transit operators, etc.*
  6. *Various advocacy groups and related agencies: Health & Human Services, Paratransit Coordinating Council, the Marin Center for Independent Living, The Sierra Club, Marin Conservation League, Marin County Bicycle Coalition, etc.*
- Distribute the report at various transportation-related public meetings, when in-person meetings are permitted.

### **FISCAL CONSIDERATION:**

The budget amount needed for production of the report is included in the Document Reproduction line of the FY2021-22 TAM Annual Budget. Design cost of the report is estimated not to exceed \$5,500 and additional \$2,000 is set aside for the production of hard copies.

### **NEXT STEPS:**

Chairperson Peter Pelham or his designee will present the draft report to the TAM Board for acceptance at its February 24, 2022 meeting. Staff will incorporate comments from the COC and the TAM Board to finalize and distribute the report to interested groups, local agencies, advocacy organizations and Marin residents per the distribution plan.

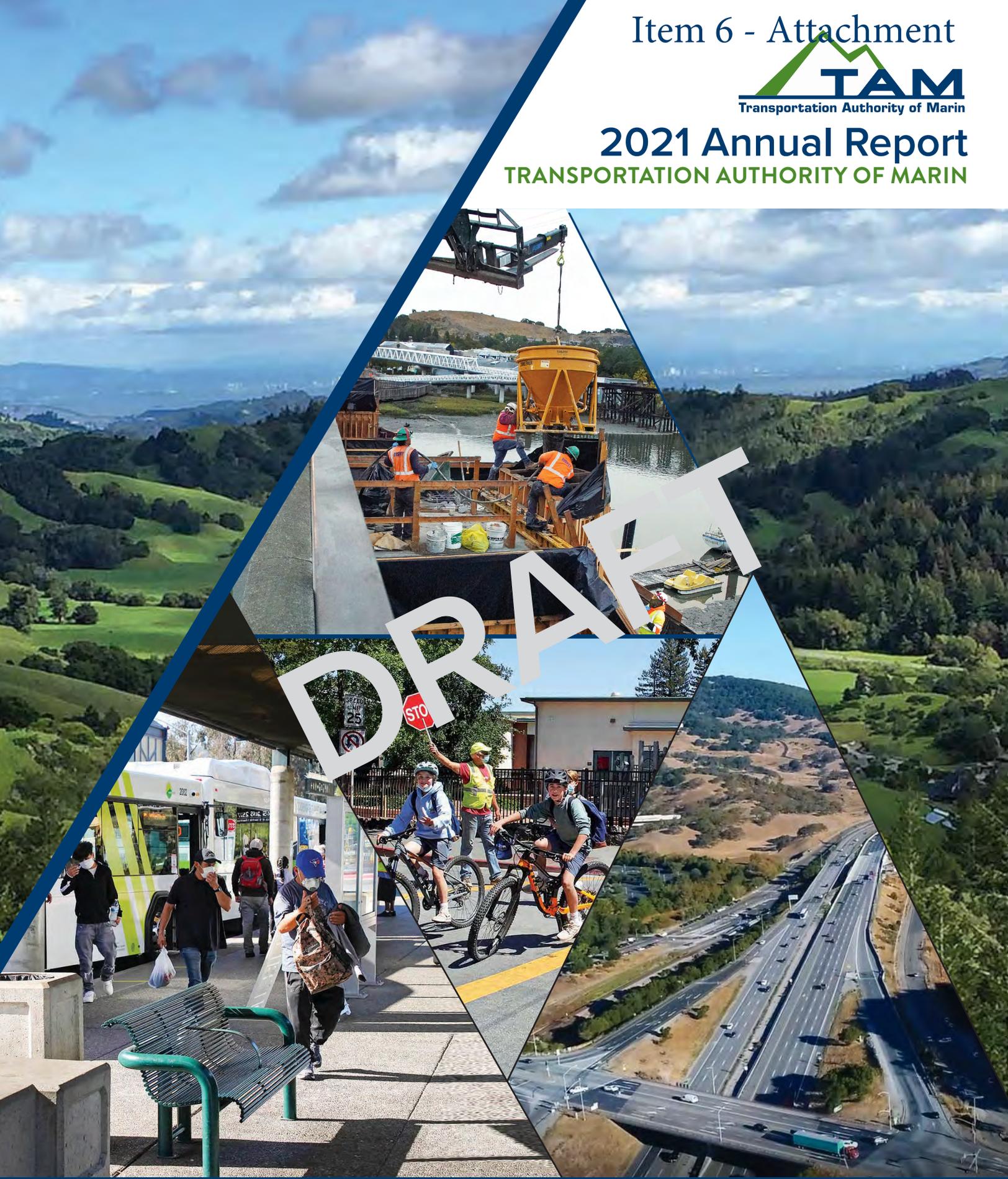
### **ATTACHMENT:**

[Draft FY2020-21 COC/2021 TAM Annual Report](#) (Please click this hyperlink for the Annual Report)



# 2021 Annual Report

TRANSPORTATION AUTHORITY OF MARIN



MAKING THE MOST OF MARIN COUNTY TRANSPORTATION DOLLARS

SEVENTEENTH CITIZENS' OVERSIGHT COMMITTEE ANNUAL REPORT  
FISCAL YEAR 2020 - 2021 | JULY 1, 2020 - JUNE 30, 2021

# TABLE OF CONTENTS

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Message from the TAM Board Chairperson	1
About the Transportation Authority of Marin	2
Message from the COC Chairperson	3
2021 Key Updates and Highlights	4
Funding	6
Projects	8
Transit	17
Programs	20
Planning and Coordination	24
Community Engagement	27
Featured 2021 COC Member	28
Financial Picture	29

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



This annual report provides details of TAM's progress to deliver transportation projects and programs funded by the local ½-Cent Transportation Sales Tax and \$10 Vehicle Registration Fee. The report also provides a status update of high priority transportation programs and projects that are paid for with other regional, state, and federal funds. This annual report is prepared in fulfillment of statutory and Expenditure Plan requirements.



# MESSAGE FROM THE TAM BOARD CHAIRPERSON

*Eric Lucan – Chairperson of 2021*

There is much to reflect on from the year 2021. At TAM, we were able to work closely with community members and our partners to keep transportation projects and programs moving forward, always with a flexible attitude and creative approach – even more important during the pandemic. This Annual Report covers many milestones and headlines for Marin transportation projects, big and small. To name a few highlights of progress over the year, the Sir Francis Drake Blvd. Rehabilitation project was completed, the North-South Greenway Pathway project started construction over Corte Madera Creek, State Route 37 advanced flood protection planning, our cities and towns received over \$5 million in local funding for street and roadway improvements, Marin Transit ridership is rebounding, and the Safe Routes to Schools program provided education to over 5,000 students.

We can also reflect on a very positive picture for transportation funding in 2021. Locally, Marin County experienced an increase in our sales tax revenue and therefore, TAM’s largest source of local transportation funding remains healthy and growing. Funding from the State, specifically Senate Bill 1, continues to provide millions of dollars to local agencies to support our roads, bridges, sidewalks, pathways, and bike lanes. The Marin-Sonoma Narrows project secured \$40 million from State Senate Bill 1 and \$76 million in Federal funding from MTC to enable the very last segment of the project on US-101 in Marin to seek construction bids and get ready to break ground in 2022. In addition, Federal funding for infrastructure took a historic leap forward with the passage in November of the Infrastructure Investment and Jobs Act, the largest infrastructure funding bill in history.

As a whole, we can reflect on our community working together, continuing to move forward for positive progress in many facets, including health, education, equity, safety, and mobility. TAM is pleased to be part of this community and will continue to work with you to improve our transportation network, systems, and access. Together we are stronger.

Thank you to our Marin community!

**Eric Lucan**  
*Chairperson of the Transportation Authority of Marin*



## TAM 2021 Board of Commissioners

**Belvedere**  
James Campbell

**Mill Valley**  
Urban Carmel

**San Rafael**  
Kate Colin

**County of Marin**  
Damon Connolly  
Katie Rice  
Stephanie Moulton-Peters  
Dennis Rodoni  
Judy Arnold

**Corte Madera**  
Charles Lee

**Novato**  
Eric Lucan

**Sausalito**  
Susan Cleveland-Knowles

**Fairfax**  
Chance Cutrano

**Ross**  
P. Beach Kuhl

**Tiburon**  
Alice Fredericks

**Larkspur**  
Dan Hillmer

**San Anselmo**  
Brian Colbert

# ABOUT THE TRANSPORTATION AUTHORITY OF MARIN

The Transportation Authority of Marin (TAM) is the congestion management agency and transportation sales tax authority of Marin. It 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 works with towns, cities, transportation agencies, and community groups to identify and prioritize transportation needs and distribute local, state, and federal funds.

Marin is a “Self-Help County,” one of 25 in the State. Self-Help Counties are those that have chosen to tax themselves, so they have dedicated voter-approved transportation funding. In addition to providing important funding, our ½-Cent Transportation Sales Tax positions Marin to secure regional, state, and federal grants that would otherwise be unavailable.

TAM coordinates a diverse mix of projects and programs to improve overall mobility in Marin County. These projects include road, highway, and interchange work; sidewalk improvements; Safe Routes to Schools; bicycle lanes; transit; paratransit; and alternative commute options.

## TAM Board of Commissioners

The Board of Commissioners is the governing body of TAM and is made up of 16 members, including the five members of the County Board of Supervisors and an elected official from each of the 11 city and town councils in Marin County. Each member serves a four-year term.



## TAM Citizens' Oversight Committee

The Citizens' Oversight Committee (COC) is an advisory body of twelve residents that is responsible for reviewing TAM's revenues and expenditures funded by Measure AA (renewal of the original 1/2-Cent Transportation Sales Tax, 2018), Measure B (\$10 Vehicle Registration Fee, 2010), and Measure A (original ½-Cent Transportation Sales Tax, 2004). COC members provide a wide range of knowledge and experience in finance, business, public and environmental policy, community engagement, active transportation, and transportation management.





# MESSAGE FROM THE COC CHAIRPERSON

*Peter Pelham – Representing Major Marin Employers*

In 2021, the COC continued to serve as a key part of the system of checks and balances to confirm that local transportation funds are spent in accordance with the will of Marin County voters. Although the committee met remotely throughout the year due to the pandemic, we were able to conduct all of our normal business to verify expenditures and stay informed on the progress of TAM’s projects and programs.

In 2021, TAM completed its 11th round of ½-Cent Transportation Sales Tax compliance audits and confirmed that all funds were spent according to the requirements of the Expenditure Plans and funding agreements. Results of the compliance audits, along with TAM’s FY2020-21 Annual Comprehensive Financial Report, are available on TAM’s website, [www.tam.ca.gov](http://www.tam.ca.gov).

I confirm that TAM’s financial records for all its funds, including the ½-Cent Transportation Sales Tax and \$10 Vehicle Registration Fee, continue to be in good standing.

As the COC chairperson, I would like to invite our community members to participate in our COC meetings, as all of our meetings are open to the public. Community members are welcome to attend to learn about transportation issues and provide ideas and input. Marin residents interested in more direct participation are encouraged to apply to serve on the COC as members or alternates.

On behalf of the COC, I would like to thank the community of Marin, our many partner agencies, and community organizations for their ongoing support for transportation improvements in our County. Together we continue to make progress for enhanced mobility options and access in Marin.

Peter Pelham



## COC MEMBERS/ ALTERNATES

**Peter Pelham** (Chairperson)  
*Major Marin Employers*

**Kevin Hagerty** (Vice-Chairperson) / **Kay Noguchi**  
*League of Women Voters Marin County*

**Charley Vogt**  
*Northern Marin Planning Area*

**Debbie Alley**  
*Southern Marin Planning Area*

**Jeffrey Olson**  
*Central Marin Planning Area*

**Allan Bortel**  
*Marin County Paratransit Coordinating Council*

**Kate Powers/Nancy Okada**  
*Environmental Organizations*

**Vince O’Brien**  
*Bicyclist / Pedestrian Groups*

**Paul Premo/Kingston Cole**  
*Taxpayer Groups*

**Paul Roye**  
*Ross Valley Planning Area*

**Scott Tye**  
*West Marin Planning Area*

**Zack Macdonald**  
*School Districts*

# 2021 KEY UPDATES AND HIGHLIGHTS

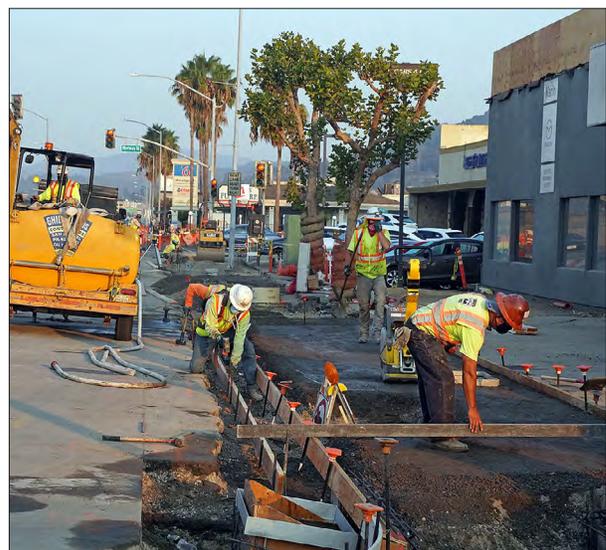
**Marin-Sonoma Narrows** – In December 2020, the State awarded \$40 million and in May 2021, the Metropolitan Transportation Commission allocated \$76 million to complete the funding package for the final segment of the Marin-Sonoma Narrows Project. This section of the project, known as B7, will widen the roadway to build the final portion of carpool lanes from Novato to the Marin/Sonoma County line. In October 2021, Caltrans requested bids for construction and bid opening is expected in early 2022.

**Marin 101-580 Direct Connector** – Throughout 2021, TAM continued extensive outreach for the planning phase of a project to construct a direct highway connection from northbound US-101 to eastbound I-580 in Marin County. The project team presented to, and received valuable input from, community groups, partner agencies, and the project Stakeholder Working Group. In December 2021, the TAM Board provided an initial recommendation to move forward with four alternatives for consideration during the environmental review process.

**Sir Francis Drake Boulevard** – In November 2021 construction was completed for a major rehabilitation project of Sir Francis Drake Boulevard, one of Marin’s busiest thoroughfares. The County of Marin constructed 2.2 miles of the roadway from Highway 101 to Ross to improve traffic flow and provide major pedestrian improvements along the corridor.

**Local Roads Funding Distributed** – In July 2021 over \$5 million from the ½-cent local transportation sales tax funding was distributed to the 11 cities and towns and the County of Marin for local streets and roads improvements. Each year this funding is distributed directly to jurisdictions to support their roadway improvements and priorities.

**Historic Federal Infrastructure Funding Passed!** The “Infrastructure Investment and Jobs Act” (IIJA) was signed into law on November 15. The legislation represents the largest federal investment in infrastructure in over a decade. The IIJA dedicates over \$1 trillion to traditional infrastructure including roads, bridges, power grids, rail, public transit, and airports, and allocates funding for climate resiliency and environmental remediation.



**North-South Greenway Project Breaks Ground** – In March 2021 crews began construction for the North-South Greenway Gap Closure Project in Larkspur. The project will span the Corte Madera Creek with a 12-foot-wide multi-use path, replacing the existing 4-foot-wide pathway, and will fill a major gap in the bicycle/pedestrian network. This project has been a top priority and will continue the bicycle/pedestrian linkage between northern and southern Marin. The pathway is expected to be open in Spring/Summer 2022.



**Marin Transit Fare Promotions** – In addition to the ongoing Clipper Start 50% fare discount for eligible riders, the Marin Transit Board launched a series of promotional fare and pilot programs to promote a return to transit and provide relief from the financial impacts of the pandemic. Starting in October, a 6-month pilot program offered free local fixed route service for adults age 65+ and persons with disabilities. Additionally, in November, Marin Transit began providing three free one-month transit passes to eligible families of low-income students.



**Safe Routes to Schools Rebounds** – In March 2021 the Safe Routes to Schools program returned to in-person classes and events, bringing active travel back into the lives of children commuting to schools. In the fall, the new school year started with record numbers of walkers and rollers who came out in droves for International Walk and Roll to School Day. Over 5,000 students received pedestrian and bicycle education in 2021, contributing to the safety and skill development for students throughout Marin.

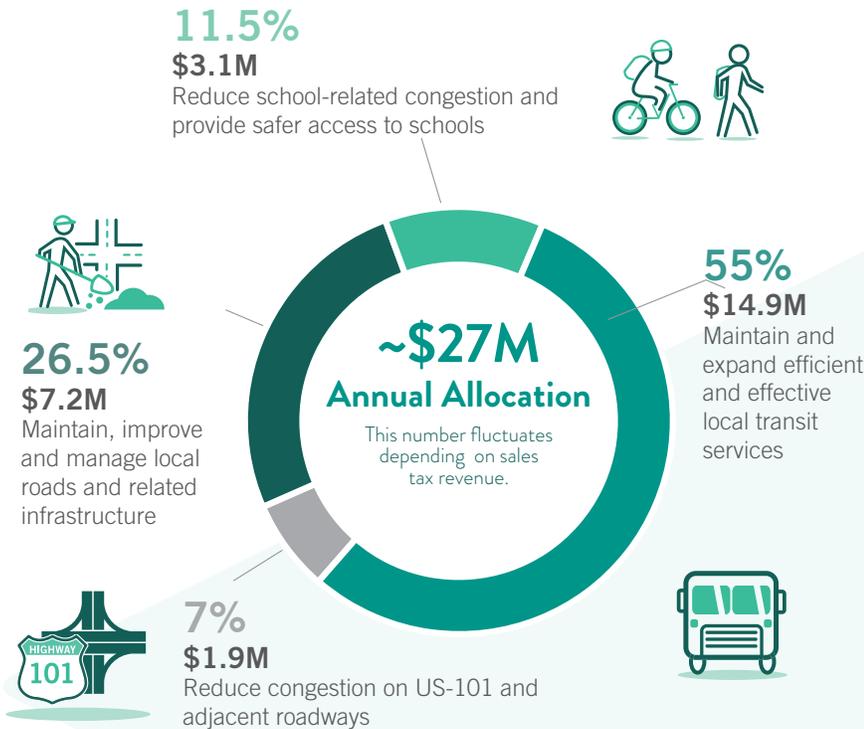


# FUNDING

Essential transportation needs in Marin are funded with a suite of federal, state, regional, and local funding sources raised through sales taxes, fuel taxes, and various fees, such as the vehicle registration fee. Marin's dedicated local revenue measures, the ½-Cent Transportation Sales Tax and the \$10 Vehicle Registration Fee, provide nearly \$30 million annually for many of the high priority transportation projects and programs, and also make Marin more competitive when applying for federal, state and regional funding.

## ½-CENT TRANSPORTION SALES TAX

(Approved November 2004. Renewed November 2018)

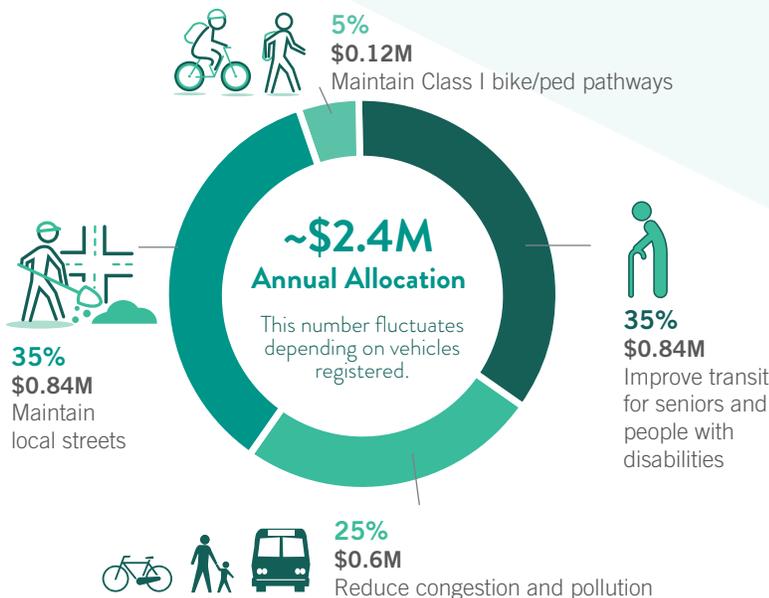


The ½-Cent Transportation Sales Tax is projected to provide more than \$1.2 billion over 30 years in reliable local transportation dollars. The voter approved funding supports the overarching goals in the expenditure plans to alleviate traffic congestion, support local public transportation, expand pedestrian and bike pathways, and provide safer routes to school. Our local transportation funding helps develop and improve our transportation system to provide more transportation options, networks, and facilities for those living, working, visiting, and traveling in Marin County.

In addition to the revenues generated by the ½-Cent Transportation Sales Tax, the \$10 Vehicle Registration Fee provides an additional \$2.4 million annually for transportation projects and programs to reduce pollution and congestion, improve senior and disabled transit, and support local roadway improvements.

## \$10 VEHICLE REGISTRATION FEE

(Approved November 2010)



# Regional Funding

## Regional Measure 3

Regional Measure 3 (RM3) was passed by Bay Area voters in June 2018 authorizing incremental increases to Bay Area bridge tolls to fund significant transportation improvements and help solve some of the Bay Area’s growing congestion problems. The measure is expected to generate up to \$4.45 billion dollars over 25 years to fund major transportation projects in the toll bridge corridors. RM3 is currently facing a legal challenge which is under review by the California Supreme Court. Funds from the \$1 toll increases implemented on January 1, 2019 and January 1, 2022 are being placed into an escrow account managed by an independent trustee until the lawsuit is resolved.

**\$76 million** to the Marin-Sonoma Narrows from MTC federal discretionary Surface Transportation Program (STP) funds to complete the funding package and allow the project team to seek bids for construction. This funding backfilled RM3 funding currently facing a legal challenge.

# State Funding

## Road Repair and Accountability Act – Senate Bill 1

Senate Bill 1 (SB1), a landmark transportation funding package titled the “Road Repair and Accountability Act,” was passed by the California State legislature in 2017 and reaffirmed by voters in a sound rejection of a recall attempt in June 2018. The bill provides greatly needed funding for high priority projects. SB1 represents the largest state commitment to transportation solutions in more than 30 years. The projected \$5.4 billion annual transportation investment is generated by a combination of gas and diesel taxes and vehicle license fees.

**\$4.5 billion** to the Bay Area from the Infrastructure Investment and Jobs Act reauthorization of the Nation’s core federal transportation program.

# Federal Funding

TAM receives Federal Highway Administration (FHWA) funding from the Metropolitan Transportation Commission (MTC) through the One Bay Area Grant (OBAG) program. These federal funds have been programmed to various projects and programs sponsored by TAM and local jurisdictions. TAM’s local funds have been used as requisite matching funds to federal funds. Our local and regional transit agencies also receive federal funding from the Federal Transit Administration (FTA) for transit operations and capital projects. In 2021, the historic Infrastructure Investment and Jobs Act was passed. The biggest piece of the new infrastructure bill is an approximate \$475 billion reauthorization of the core federal transportation program for the next five years. The program is expected to deliver about \$4.5 billion to the Bay Area through established formulas, and many Bay Area transportation projects will also be able to compete for \$140 billion through various grant programs.

# PROJECTS

## Highway Projects

Highways are critical for regional connectivity and economic prosperity in the Bay Area. TAM funds highway projects that are designed to work as part of an integrated system to address mobility needs in Marin County and facilitate the movement of residents, the workforce, and visitors.

**Systems Approach** – Many projects advancing together to improve the overall transportation network.



## Marin-Sonoma Narrows Project

TAM, Sonoma County Transportation Authority, and Caltrans are working toward completion of the final segments of the 17-mile carpool lane from Novato to Petaluma, including continuous Class I and Class II bikeways. The overall \$762 million project, initiated in 2010, has been constructed in a series of contracts as funding became available. When the Marin-Sonoma Narrows Project is complete, there will be a continuous 50-mile carpool lane network from Sausalito to Windsor. The final segment in Sonoma County is under construction and the final highway segment in Marin is expected to begin construction in Spring 2022.

**Funding Package Completed** – In May 2021, MTC allocated \$75.7 million to fully fund the construction phase of the MSN project. This funding backfilled the RM3 funding that continues to be held in escrow pending litigation.

**Construction Bids Requested** – In October 2021 Caltrans requested bids to construct the final segment of High Occupancy Vehicle (HOV) lanes in each direction from Novato to the County line. This project, known as B7, will build 3.5 miles of northbound carpool lanes and 6 miles of southbound carpool lanes to complete continuous HOV lanes from Sausalito to Windsor.

**Sonoma County Opens New HOV Section** – In December, Caltrans and Sonoma County Transportation Authority opened a new section of carpool lane on US-101 from Kastania Road to Corona Road. The addition of this section creates a continuous 30-mile stretch of northbound high-occupancy vehicle (HOV) lane on a three-lane freeway from the Sonoma-Marín County line to downtown Windsor.

**Looking forward** – Caltrans will continue work on widening US-101 southbound and expects to open the southbound carpool lane through Petaluma in late 2022. Bid opening for the Marin County B7 project is planned for early 2022. Construction is anticipated to begin in spring 2022 with the new HOV lanes targeted to open at the end of 2024. When the final segment of HOV lanes is complete, there will be continuous HOV lanes from Sausalito to Windsor.

## State Route 37 Project

Due to its strategic transportation role and environmentally sensitive natural footprint, State Route (SR) 37 has been the subject of various long-range planning studies by a number of organizations and agencies and is being evaluated by an advisory committee comprised of transportation authorities from the counties of Marin, Napa, Solano and Sonoma.

**Flood Control Project US-101 to SR-121** – In November 2021 Caltrans announced the beginning of environmental studies for the proposed project to improve State Route (SR) 37 from US-101 to SR-121. The project plans to elevate the roadway and reconstruct and/or replace bridges along SR-37 to reduce recurrent flooding and address anticipated effects from sea level rise from now through 2050.

Caltrans, as the lead agency under the California Environmental Quality Act (CEQA) and the National Environmental Policy Act (NEPA), will prepare an Environmental Impact Report/ Environmental Assessment (EIR/EA) to analyze potential effects the proposed project may have on the environment.

**Sears Point to Mare Island** – Throughout 2021 Caltrans and project partners have been developing the draft environmental document for a project to improve SR-37 from west of the SR-121 intersection to Mare Island, where the existing highway narrows to one lane in each direction. The project is focused on improving traffic flow during peak travel times and increasing vehicle occupancy within the travel corridor.



### Key Elements of Marin-Sonoma Narrows

- Widens 17 miles of US-101 from four to six lanes by adding carpool lanes in each direction
- Enhances public regional transit and creates continuous Class I and Class II bikeways
- Creates a controlled access freeway and upgrades the corridor to current freeway standards from State Route 37 in Novato (Marin County) to Old Redwood Highway in Petaluma (Sonoma County)
- Completes over 50 miles of continuous carpool lanes from north of the Golden Gate Bridge to Santa Rosa.

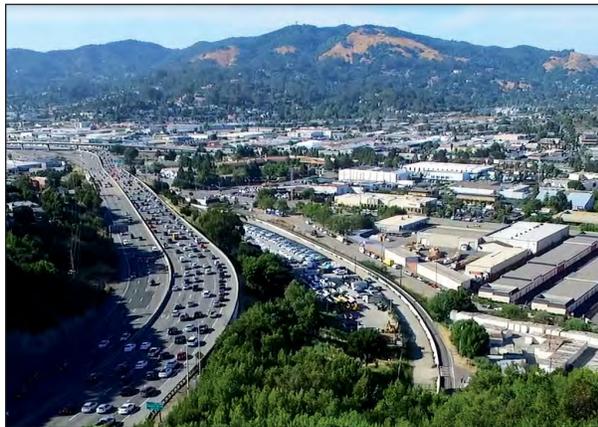
## Planning and Environmental Linkages (PEL) Study

Throughout 2021 Caltrans has been developing the Planning and Environmental Linkages (PEL) study and conducting outreach, including virtual meetings in April and May.

The goal of the PEL Study is to collaboratively develop planning alternatives that address corridor-wide transportation needs while considering the concerns of communities, agencies, stakeholders, and the public. The PEL Study will lay out a vision for the Highway 37 corridor by including different needs, activities, and projects in one umbrella document. The PEL Study will help Caltrans understand the sequencing for near-term solutions, such as traffic congestion, and longer-term solutions for sea level rise and extreme weather events.

## Northbound US-101 to Eastbound I-580 Direct Connector Project

Bay Area and Marin County voters have approved funding to accelerate the delivery of a direct freeway connection between Northbound (NB) US-101 and Eastbound (EB) I-580 to access the Richmond-San Rafael (RSR) Bridge.



- Creates a permanent two-lane connector from NB US-101 to EB I-580
- Widens I-580 to three lanes between the new connector and the Sir Francis Drake Blvd. on-ramp to the RSR Bridge
- Replaces the EB I-580 structure over Bellam Blvd.



## Key Issues

- There is no direct access between Northbound 101 and Eastbound 580 to the Richmond-San Rafael Toll Bridge (one of only two toll bridges without direct access)
- Traffic volume and delays continue to grow (current 13 min. delay projected to grow to 25 min. delay in 2040)
- Building this connection has been identified as a priority for over 10 years and has received locally and regionally approved funding

**Ongoing Outreach and Collaboration** – Community and stakeholder engagement continued throughout 2021. Over 30 meetings were conducted with community groups, agency partners and the Stakeholder Working Group to receive valuable insight and input.

In December the Board approved moving forward with four design alternatives (2, 3a, 3b modified and 6), and removing from further consideration five design alternatives (1a, 1b, 3b, 4 and 5). Reducing the number of alternatives allows a more cost-effective and efficient process for more intensive analysis during the environmental process. The Board decision regarding alternatives is consistent with input provided by community groups and agency stakeholders.

## Stakeholder Working Group:

TAM created a Stakeholder Working Group (SWG) consisting of 20 community members to provide wide-ranging input to the project team. The SWG was convened in 2020 and continued to meet throughout 2021. The SWG provides a forum for the project team to understand community concerns and issues early in the project development process and creates an ongoing communication channel.

## Looking forward the project team will:

- Finalize the Project Initiation Document as required to establish the project as a viable candidate for Federal, State, Regional, and Local funds.
- Develop Canal neighborhood leadership engagement and capacity-building/civic process modules.
- Initiate neighborhood and community collaboration on design for traffic circulation improvements and bike pedestrian options at the EB Bellam off-ramp and in the Bellam corridor.
- Prepare for environmental scoping targeted for mid-2023.

## Richmond-San Rafael Bridge Access Improvements Project and Studies

A series of improvements to the Richmond-San Rafael (RSR) Bridge corridor have been made or are in process to improve connectivity, reduce eastbound traffic congestion, and create better access for bicyclists and pedestrians. These improvements included the opening of the westbound third lane on the RSR Bridge (opened April 2018), lane widening to accommodate more traffic on Sir Francis Drake East (completed November 2018), a new bicycle and pedestrian path on the upper deck of the RSR Bridge (opened November 2019), and a new protected bicycle path to Andersen Drive and Sir Francis Drake Blvd. (opened August 2020) as well as the following project updates:

### Richmond-San Rafael Bridge Studies

In 2021 Caltrans, the Bay Area Toll Authority (BATA), and TAM released studies related to a potential third lane during peak periods in the westbound direction. The TAM study analyzed traffic impacts related to a potential third westbound lane. The Caltrans and BATA study analyzed the load impacts and structural issues from a potential third westbound lane.



### Bellam Boulevard Improvements

The design for the Bellam Boulevard Improvement Project is complete and is under final review. The project will widen the northbound 101/eastbound I-580 off-ramp to Bellam Boulevard to improve traffic flow, turn movements, and safety.

## Interchange Studies

Interchanges can be a major source of congestion on local roads and can create barriers for bicycle and pedestrian access. The renewed ½-Cent Transportation Sales Tax includes funding to analyze improvements to interchanges and access routes to and from US-101 throughout the county.



Throughout 2021, the project team continued to advance studies of 12 interchanges and adjoining access routes along US-101. Initial efforts documented existing conditions and collected traffic, transit, bicycle, and pedestrian usage data to be used to develop potential improvements to the interchanges and approaching roadways. In March 2021, a survey was released to request feedback from the public on issues they encounter when using the interchanges. Over 2,700 responses were received to help the design engineers understand how the interchanges are being used to access the highway, traverse across the overcrossing, or access transit services. The project team will review the data and input received in consultation with local agencies and transit providers to explore potential improvement concepts.





## Major Roads Projects Completed to Date

**City of San Rafael:**  
Fourth Street/  
West End Village  
Revitalization Project  
(2009)

**City of Novato:**  
Novato Blvd. Segment  
3: Eucalyptus Avenue  
to San Marin Drive  
(2009)

Novato Blvd. Segment  
2: Grant Avenue to  
Eucalyptus Avenue  
(2011)

**County of Marin:**  
Sir Francis Drake Blvd.  
from Samuel P. Taylor  
Park to the Platform  
Bridge (2014)

West Sir Francis Drake  
Blvd. Lagunitas Road to  
Wild Iris Drive (2018)

Sir Francis Drake Blvd.  
Rehabilitation, US-101  
to Ross (2021)

**City of Mill Valley:**  
Miller Avenue  
Streetscape  
Improvement Project  
(2018)

## Major Roads Projects

Major roads projects target the most heavily traveled roads in Marin County for repairs, as well as safety and usability improvements for motorists, pedestrians, transit and cyclists.

### Sir Francis Drake Boulevard Corridor Rehabilitation Project, County of Marin

**November 2021 – Sir Francis Drake Boulevard Construction Completed!**

The Sir Francis Drake Boulevard Rehabilitation Project has been completed after approximately 18 months of construction. The \$18 million project marks the most significant improvement effort in 25 years for Sir Francis Drake Boulevard between Highway 101 and the Town of Ross, one of Marin’s most heavily used roads.



In addition to repairing and paving the 2.2 mile stretch of roadway, the project consists of pedestrian/cyclist safety improvements, striping, intersection and signal improvements, traffic operation improvements, and utility infrastructure improvements. The final elements along the corridor –the landscaping, and revised lighting –will be addressed as separate projects.

Of the \$18 million project costs, TAM provided \$14.5 million for the project from its Major Roads Project Fund. Those funds come from Measure A, the voter approved ½-Cent Transportation Sales Tax that passed in 2004. County staff secured approximately \$3.5 million from other sources including

the County Service Area 17 (Kentfield-Greenbrae-Larkspur), the Marin County Street Light Fund, and various grants.

### Third Street Rehabilitation Project, San Rafael

In May 2021, the City of San Rafael gave final approval for the Third Street Corridor Project to proceed, and TAM allocated \$11.6 million to support construction activities. The project will improve the Third Street corridor from the western end at Fourth Street/Miracle Mile to Union Street, near San Rafael High School. The project is designed to improve traffic flow for cars, transit, and emergency services; enhance safety for bicyclists and pedestrians; repair sidewalks, pavement and drainage; upgrade traffic signals; provide safety lighting; and add street trees and landscaping. Project construction is expected to begin in March 2022 and be completed in Summer 2023.



## East Blithedale Avenue Rehabilitation Project, Mill Valley

### Construction Underway for Phase 1 Camino Alto to US-101

In 2021 the City of Mill Valley started construction on Phase 1 of the project from Camino Alto to US-101. This phase has the highest multimodal demands and will include the construction of Class II bike lanes. Construction of Phase 1 is expected to be complete in Summer 2022. The overall project will rehabilitate the roadway and improve multimodal access to local residential, school, and business areas from US-101 to Sunnyside Avenue. The project will be constructed in phases over the next 2-3 years. TAM has allocated \$2.86 million for project development, environmental studies, design and construction.



## Novato Boulevard, City of Novato

### Novato Boulevard Improvements Project Draft EIR released

In October 2021 the City of Novato released the Draft Environmental Impact Report (EIR) for the Novato Boulevard Improvements Project and opened the public review and comment period. The project will improve the roadway and intersections to operate more efficiently and enhance safety and usability for motorists, cyclists, and pedestrians. In 2018, the Novato City Council approved a new 3-lane layout for the Novato Boulevard Improvements Project between Diablo Avenue and Grant Avenue. The conceptual design includes sidewalks and bicycle lanes in both directions, utility undergrounding, and new traffic signals at Diablo Ave., Seventh St., and Grant Ave. Construction is expected to begin in mid-2022 and could take 12-24 months to complete pending final determination of the scope of work to be performed. The TAM Board approved \$1 million to support right-of-way and design efforts for Novato Blvd., and \$10.64 million remains available from Measure A for construction.



# Local Roads Projects

Local roads are an essential part of our overall transportation system and help connect our neighborhoods, schools, and business districts. Funding from both the ½-Cent Transportation Sales Tax and the \$10 Vehicle Registration Fee, along with the infusion of new revenues from the Road Repair and Accountability Act of 2017 (SB1), has allowed cities and towns and the County of Marin to begin stabilizing the average condition of local roads.

Each year TAM distributes local funding to the 11 cities and towns and the County of Marin based on the miles of roadway lanes and population of each jurisdiction.

**\$5.2 million** In June 2021 the TAM Board approved the distribution of \$5.2 million to local jurisdictions for road improvement and transportation projects.

In June 2021, funding to cities, towns and the County of Marin from TAM for local streets and roads included \$5.2 million in Measure AA funds. To date, TAM has provided a total of approximately \$54 million to local roads projects, from both the ½-Cent Transportation Sales Tax and the \$10 Vehicle Registration Fee revenues.

	2021 ½-Cent Transportation Sales Tax	2004-2021 Total*
<b>Belvedere</b>	\$ 50,872	\$ 535,353
<b>Corte Madera</b>	\$ 191,626	\$ 1,878,622
<b>Fairfax</b>	\$ 143,220	\$ 1,503,222
<b>Larkspur</b>	\$ 205,504	\$ 2,148,751
<b>Mill Valley</b>	\$ 294,202	\$ 3,072,649
<b>Novato</b>	\$ 939,961	\$ 9,710,362
<b>Ross</b>	\$ 54,491	\$ 562,644
<b>San Anselmo</b>	\$ 230,692	\$ 2,412,815
<b>San Rafael</b>	\$ 1,016,891	\$ 10,602,293
<b>Sausalito</b>	\$ 143,907	\$ 1,480,869
<b>Tiburon</b>	\$ 180,824	\$ 1,850,655
<b>Marin County</b>	\$ 1,756,488	\$ 18,336,202
<b>Total</b>	\$ 5,208,679	\$ 54,094,4387

\* includes local streets and roads funds provided under both the 1/2-Cent Transportation Sales Tax and the \$10 Vehicle Registration Fee.



# Bicycle and Pedestrian Projects

TAM recognizes the importance of funding and improving routes for bicyclists and pedestrians in our effort to reduce greenhouse gas emissions (GHG), promote transportation equity, and improve health. There is growing awareness of the potential for active transportation options, on their own or combined with transit, to reduce auto use, mitigate traffic congestion, and contribute to improved air quality. Over the years, TAM has invested significant resources in various bicycle and pedestrian projects with the goal of connecting people and communities with healthy, active, and fun transportation choices.

## North South Greenway Gap Closure Project – Central Marin

In March 2021 construction started on the North South Greenway Gap Closure bicycle/pedestrian improvement project in Larkspur. The project will span the Corte Madera Creek with a 12-foot-wide multi-use path, replacing the existing 4-foot-wide pathway. The project will fill a major gap in the bicycle/pedestrian network and will expand the bicycle/pedestrian link between northern and southern Marin. The project is led by TAM in coordination with Caltrans, the County of Marin, the City of Larkspur, and the Town of Corte Madera.

The crews began pouring sections of the concrete deck and the viewpoint structures began to take shape. The pathway is expected to be open to the public in Spring/Summer 2022. The next phase of the project will extend the new pathway along the frontage road Old Redwood Highway to the pedestrian overcrossing.



**TAM’s website** includes a detailed map that depicts the existing and proposed bike and pedestrian network as adopted in Marin County’s jurisdictions Bicycle and Pedestrian Plans.



## Active Transportation Projects Receive \$1.3 Million in Funding:

In September 2021 the TAM Board approved \$1.3 million for seven bicycle and pedestrian projects in Marin County. The funding is provided through the Transportation for Clean Air (TFCA) fund and the Transportation Development Act (TDA). A list of these projects, also reviewed and recommended by the TAM Bicycle and Pedestrian Advisory Committee and Marin Public Works Association, is shown below:

- Corte Madera: Corte Madera Path/Echo Avenue Connector
- County of Marin: Lomita Drive Gap Closure Project
- Larkspur: Doherty Drive Safe Pathways to Schools
- Marin County Parks: Mill Valley/Sausalito Pathway Resurfacing Project
- Ross: Laurel Grove Safe Pathways Project Phase III
- San Rafael: Grand Avenue Class IV Cycle Track
- TAM: North-South Greenway Gap Closure Project in Central Marin - Northern Segment



## Sausalito Bridgeway and Gate 6 Intersection Improvements –

In August 2021 motorists, pedestrians, and cyclists began traveling a greatly improved intersection configuration at Bridgeway and Gate 6 Road in Sausalito. The new layout, signalization and striping help improve the safety of pedestrians and cyclists at the south end of the Sausalito-Mill Valley multi-use path, one of the busiest pathways in Marin.

The intersection is now marked by a green diagonal path and bike arrows to clarify the path of travel from the end of the path at Gate 6 Road to the southbound bike lane on Bridgeway. Video cameras detect bikes approaching the intersection and cyclists may also use a push button to activate the signal. For northbound cyclists, a bike lane across Gate 6 Road provides a clear connection to the pathway bike ramp.

New "No Right Turn" signs illuminate when bikes and pedestrians are crossing Bridgeway to help prevent conflicts. Cyclists are required to yield to pedestrians in the crosswalk. When traveling through the area, please be aware as everyone adapts to the new configuration.

## Marin-Sonoma Bike Share Program

In Fall 2021, TAM and the Sonoma County Transportation Authority (SCTA) completed a coordination agreement with Bolt Mobility and partner agencies to provide services for a fleet of 300 electric bikes that will be stationed at and near SMART stations. While the project has been delayed somewhat by COVID-19, roll-out planning in 2021 and 2022 is advancing to launch the program.

The Bike Share Program was initiated with a \$826,000 grant from MTC. The system will connect commuters to the SMART rail and bike corridor, as well as nearby destinations from Santa Rosa to Larkspur. Program goals include supporting train riders to get to/from SMART stations, reducing vehicle miles traveled and greenhouse gas emissions, stimulating economic development, providing a low-cost alternative transportation option, and providing the benefits of bicycle transportation without the barriers of maintenance, storage, or transporting a bicycle on transit.



## Local Transit

Local transit is an essential part of our transit network. In 1964, Marin Transit was formed by a vote of Marin County residents to provide local transit service within Marin County. Marin Transit contracts for operations of services and is directly responsible for planning, capital investments, financial management, and operations oversight as guided by its Short Range Transit Plan (SRTP).



- Provides local fixed-route bus and community shuttle services
- Provides rural transit services, including the West Marin Stagecoach, the seasonal Muir Woods Shuttle, and the Novato Dial-A-Ride
- Provides supplemental school services
- Provides transportation and services for seniors and people with disabilities

## Marin Transit

### Response to COVID-19 Pandemic

The COVID-19 pandemic led to unprecedented times of change for the District. In response to the pandemic, Marin Transit implemented measures to limit disease transmission such as enhanced cleaning protocols, requiring drivers and passengers to wear facial coverings while onboard or waiting for a bus, limiting the number of passengers onboard to allow for adequate physical distancing and, when possible, buses have been equipped with hand sanitizer and drivers keep windows open while the bus is in service to increase the flow of fresh air.

Following the Governor's Stay-At-Home order in March of 2020, Marin Transit continued to maintain regular service, as an essential public service. With the closure of Marin County schools and the Muir Woods National Monument, Marin Transit temporarily suspended the Muir Woods Shuttle, Yellow Bus, and the Supplemental School Routes services. These services resumed operation in mid-2021.

Additionally, to mitigate the impact of boarding capacity limitations and passenger pass-ups, Marin Transit added 5 new supplemental routes to provide additional service on high demand routes. These routes served the US-101 corridor between Marin City and Novato, Mill Valley to San Rafael via Strawberry, College of Marin to San Rafael via San Anselmo, and the Canal to San Rafael Transit Center corridor. The backup supplemental routes operated through July 2021, when the boarding capacity limitations were lifted.

Marin Access services for older adults and those with

disabilities also pivoted during the pandemic to provide delivery of groceries, prescriptions, and other essential goods. The District offered free rides to those seeking COVID vaccinations or testing.

Overall ridership grew steadily month over month throughout 2021, as COVID-related restrictions eased, and the economy gradually re-opened. With ridership at 70% percent of pre-pandemic levels, Marin Transit has recovered more riders as a share of their pre-COVID ridership than any other Bay Area transit operator.

Federal relief funding enabled Marin Transit to mitigate the financial impacts of the pandemic and supported the District's temporary service expansion to mitigate pass-ups on heavily traveled routes. The long-term impacts of the pandemic and financial picture for the District are still unclear. Increasing challenges in hiring and retaining frontline staff is manifesting in missed service, inability to add service, and increased costs.



**Operations & Maintenance Facility** – In FY2021 Marin Transit purchased an additional site in San Rafael to serve as a permanent Operations and Maintenance Facility for Marin Access programs. This acquisition allows Marin Transit to increase competition for contracted services, reduce long term risks and uncertainties, and helps Marin Transit continue to provide cost effective local transit. In late 2021, Marin Transit began the process of upgrading the facility to prepare for the start of operations on February 1, 2022.



**Marin Access** – Since 2012 Marin Transit has developed and expanded a suite of mobility programs to help meet the growing needs of riders and community members under the brand Marin Access. Mobility is not a one-size-fits-all service and with the support of funding through Measure AA and Measure B, Marin Transit has successfully introduced a wide range of transportation options for Marin County residents. These options go well beyond traditional



ADA paratransit service and offer more flexibility and convenience than mandated ADA services. Today, Marin Transit provides ADA paratransit service and a full suite of mobility programs and services under the Marin Access brand to meet people where they are and get them to where they want to go.

As Marin County's population continues to age, the District is committed to ensuring that there is a robust transit system that will empower older adults and people with disabilities to live independently, travel with confidence, and remain connected to the community. Based on community feedback, the vision for Marin Access is to further unify all of its services and programs so riders can call one phone number or click one link to learn about mobility options, complete the eligibility process, and schedule trips. This will

simplify the rider experience and make it easier to identify what transportation options are right for each unique rider.

To help achieve this vision, on September 13, 2021, the Marin Transit Board of Directors unanimously concurred with the staff recommendation to award a new Marin Access contract to Transdev Services, Inc. In February 2022, Marin Transit will transition to the new service provider and anticipates a seamless transition for passengers.

**Fare Promotions** – In August 2021 the Marin Transit Board of Directors approved a series of promotional fare and pilot programs on Marin Transit Local Service. The purpose of these offerings is to promote a return to transit as the pandemic subsides, provide relief from the financial impacts of the pandemic, promote monthly pass usage, and promote transit usage during the low ridership season.

Starting in October 2021 older adults age 65+ and persons with disabilities were encouraged to use local fixed route service at no cost. This promotion is a 6-month pilot through March 2022. Additionally, in November 2021, Marin Transit began providing free transit access to eligible families of low-income students in the form of three free one-month passes.

**Rural Transit** – The West Marin Stagecoach Routes 61 and 68 provide community mobility and regional connections to the Highway 101 corridor, serve a significant recreational and tourist market (particularly during summer and on weekends), and help reduce congestion in the rural areas. Marin Transit expanded service to West Marin in 2021 to accommodate an increase in recreational travelers to outdoor destinations during the pandemic.

Marin Transit also provides two general public Dial-A-Ride services in Dillion Beach/Tomales and Pt. Reyes, connecting those communities to amenities in Novato and Petaluma. Riders eligible for the Marin Access Low Income Fare Assistance program may use their fare assistance to cover the cost of these trips. All rural vehicles carry up to two wheelchairs and two bicycles. In FY2020-21, Stagecoach routes carried over 58,000 passengers.





### Regional Bus and Ferry Services

Golden Gate Bridge Highway and Transportation District (District) operates the regional bus service connecting Sonoma, Marin, and San Francisco Counties, and ferry service to San Francisco from Larkspur, Sausalito, and Tiburon. As with all transit agencies, the District experienced unprecedented ridership and revenue losses from the COVID-19 pandemic and shelter-in-place orders. In 2021, the District began to reestablish services and make service and schedule adjustments to buses and ferries. In December 2021 the District introduced a new three-digit numbering system that more clearly defines routes and helps customers better distinguish between Golden Gate Transit and other Bay Area bus systems.

Visit GGBHTD’s website, [www.goldengate.org](http://www.goldengate.org)



**Regional Rail Service** – Sonoma-Marín Area Rail Transit (SMART) provides regional rail service between Marin and Sonoma Counties. SMART service started in 2017 with six stations in Sonoma County and four stations in Marin County. In 2019, SMART’s service was expanded to include stations in Larkspur and Downtown Novato. SMART has planned extensions north to Windsor, Healdsburg, and Cloverdale. In April 2021 SMART approved a \$21.4 million Capital Improvement Plan including two

rail projects, advancing all remaining pathway projects to shovel-ready status, and making crossing safety enhancements to several existing pathway projects as part of the Sonoma County Gap Closure Project. In May 2021, SMART initiated a Welcome Back celebration with reduced and promotional fares as well as the resumption of Saturday service.

Visit: [www.sonomamarintrain.org](http://www.sonomamarintrain.org)



**Bettini Transit Center Relocation** – With the extension of SMART rail service to Larkspur, a new permanent transit center was deemed necessary for downtown San Rafael while a temporary configuration of the Bettini Transit Center is accommodating the new train tracks. This is an opportunity to create a more accessible modern transit facility for all users and improve both connectivity and safety. Golden Gate Transit is leading an effort in coordination with the City of San Rafael, Marin Transit, and TAM to identify a new transit center site and configuration that will provide for the current and future mobility needs of San Rafael and Marin County.

In August 2021 the Golden Gate Bridge, Highway and Transportation District (District) released the Draft Environmental Impact Report (Draft EIR) for the San Rafael Transit Center Replacement Project. Comments on the Draft EIR were accepted until November 2. The Draft EIR analyzes a preferred alternative and three build alternatives: the Move Whistlestop Alternative (the preferred alternative), Adapt Whistlestop Alternative, 4th Street Gateway Alternative, and Under the Freeway Alternative. In September, the District hosted virtual public meetings in English and Spanish to provide an overview on the project, and the Draft EIR and to receive comments.

# PROGRAMS

## Safe Routes to Schools Program

The Safe Routes to Schools (SR2S) Program offers classroom curriculum, events, contests, and promotional materials to encourage children (and parents) to walk and bike safely to school. Programs provide lessons about safety, health, and the environment, and support volunteer organizers with ongoing consultation.

- **Helps reduce traffic congestion**
- **Helps reduce pollution**
- **Increases pedestrian/bicycle safety**
- **Encourages exercise/healthy lifestyle**
- **Builds community**

The SR2S program was launched in Marin County, inspired by two visionary advocates. SR2S is now a national movement with the sole goal of helping to get kids to and from school in an active, safe, and healthy manner. TAM has been providing funding and support for this important program since 2004 when TAM was created with the original, voter approved ½-Cent Transportation Sales Tax .

In 2021, the SR2S program resumed in-person education, encouragement, and training, bringing active travel back into the lives of children commuting to schools. SR2S kicked off the year with record breaking participation in International Walk to School Day, and in the first half of the 2021/22 school year, the program provided bike skills and safety training to over 5,000 students and expanded the multilingual elements of the program.



Approximately 50% of students in Marin County participate in “greening” their commute to school, by walking, biking, taking the bus, and carpooling. The program helps improve safety, promotes a healthy lifestyle for youth, and enhances the sense of community in neighborhoods through classroom education, special events, infrastructure improvements, a crossing guard program, and other strategies.



## Safe Pathways – \$5.2 million was distributed for 27 Safe Pathways Projects

TAM’s Safe Pathways to Schools Program funds construction projects that make getting to school safer. Funding covers the engineering, environmental clearance, and construction of pathway and sidewalk improvements, including safety improvements at street crossings. Funding is approved in cycles as projects are completed and funding becomes available for future projects.

The most recent cycle of funding was approved in October 2019, awarding \$5.2 million for 27 Safe Pathways Projects including \$4.46 million for 13 large projects (up to \$400,000 each) and \$700,000 for 14 small projects (up to \$50,000 each). Small Safe Pathway projects are relatively inexpensive and quicker to implement than large Safe Pathway projects.

## 2021 Highlights – New Pedestrian Activated Traffic Signals in San Rafael and Kentfield

Critical crosswalk safety improvements have been installed on Third Street in San Rafael and on Sir Francis Drake Boulevard in Kentfield. Rapid flashing signals now alert motorists that pedestrians are crossing these busy, four lane roadways.



San Rafael City Schools in collaboration with the City of San Rafael received \$400,000 from TAM's Safe Pathways program to construct a controlled pedestrian crossing that connects the Montecito Plaza and San Rafael High School. TAM's Safe Pathways program is the infrastructure element of the Safe Routes to Schools program and helps fund engineering, environmental clearance, and construction of pathway and sidewalk improvements, including safety improvements at street crossings.

A similar pedestrian crossing project was recently installed on Sir Francis Drake Boulevard and Ash Avenue to provide a safe pedestrian connection to Bacich Elementary School, Kent Middle School, and College of Marin. These crosswalk improvements in Kentfield are part of the Sir Francis Drake Boulevard Rehabilitation Project and were partially funded with Transportation Development Act funds from TAM.



**2021 Crossing Guard of the Year  
David Houston – Ross School District**

## Crossing Guard Program

TAM's crossing guard program was first implemented in 2006 with 54 crossing guards and has grown to nearly 100 locally funded crossing guards. Funding is provided by Marin's local ½-cent Transportation Sales Tax and the local \$10 Vehicle Registration Fee. We appreciate the group of dedicated crossing guards who help to make street crossings safe for Marin students.

In 2021, TAM was honored to present the Crossing Guard of the Year Award to Ross School crossing guard David Houston. David helps keep students safe and drivers aware at the small, yet quite active intersection of Shady Lane and Lagunitas Road. He was presented

his award by Ross Town Councilmember and TAM Board member Beach Kuhl as well as Ross School District Superintendent, Michael McDowell, Ed.D.

## 2021 Crossing Guard Recruitment

Due to labor shortages associated with the pandemic, in August 2021, TAM began coordinating with the crossing guard management firm to increase outreach efforts to recruit crossing guards and alternate guards. TAM published digital and print advertisements with the Marin Independent Journal and coordinated with jurisdictions, local agencies and community organizations to post social media and newsletter articles to in an effort to hire new crossing guards.

## Trip Reduction Programs

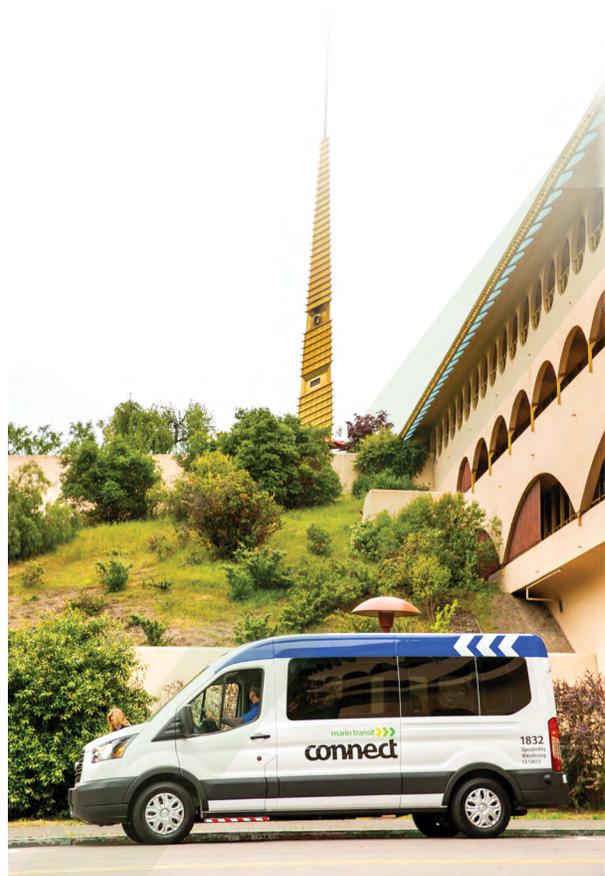
TAM's Trip Reduction programs are designed to reduce traffic congestion and pollution and to encourage electric vehicle adoption.

### Marin Commutes

Marin Commutes is a comprehensive public engagement strategy to promote the benefits of alternative transportation options to single occupancy driving trips and to build awareness of the incentives and tools available to Marin commuters. Throughout 2021, the program developed tools to support remote work activities, public transit schedule and safety adjustments, and active transportation choices. [Marincommutes.org](https://marincommutes.org) serves as an information hub, outreach platform and focal point for resources, providing localized information for those living and working in Marin County.



The COVID-19 crisis has changed many things, including decisions about how and when you travel. Whatever changes you may be experiencing, Marin Commutes will continue to provide the information and resources to get you where you need to go. The Marin Commutes website has been updated with the latest tips and resources for remote work, biking and walking, and safe travel practices for transit, carpooling, and vanpooling.



### Connect2Transit

In 2021 the Connect2Transit Program continued to provide service although ridership was impacted by the ongoing pandemic and reduced commute trips. Connect2Transit launched in July 2020, based on a partnership with TAM, Marin Transit, and Uber. The program is the next phase of TAM's first/last mile program and the expansion of Marin Transit Connect, Marin Transit's fully accessible, on-demand service. People in Marin County now have access to a range of new on-demand services. Uber users now see shared ride transit options and have access to vouchers for up to \$5 off shared-ride trips to and from Sonoma Marin Area Rail Transit (SMART) stations in Marin County, major bus stops, and the Larkspur Ferry Terminal.

The program is designed to support transit ridership and encourage shared mobility options that reduce congestion and pollution and has been approved to continue through June 2022.

## Alternative Fuel/Electric Vehicle Programs

TAM's Alternative Fuel/Electric Vehicle (Alt. Fuel/ EV) Programs support the transition from fossil-fuel based transportation to more sustainable alternative fuel vehicles and EVs. Switching to alternative fuel vehicles and EVs reduces harmful air pollution levels and decreases greenhouse gas emissions.

TAM has continued to advance EV adoption in the county, with public agency rebates available for fleet vehicles and charging stations. TAM worked with Marin Clean Energy (MCE) to advance a single application for MCE and TAM EV charging stations for public agencies and advance projects throughout the county. With 60 EV charging rebates in progress, TAM rebates remain among the highest levels of EV charging station rebates available. TAM rebates have supported the installation of over 370 chargers in the county to date.



In July 2021, TAM hosted an EV fleet webinar to support opportunities for leveraging regional and state funding, and 15 EV fleet rebates are currently in progress. TAM also is leading the development of a countywide EV Readiness Plan to support local jurisdictions' climate action plan goals and build a pipeline of projects in Marin County.

To support public engagement efforts TAM has provided one-time funding for local jurisdictions to advance climate action plan goals and has retained EV outreach specialists to support long-term promotions of EV opportunities in Marin County.

TAM EV Charger Rebate Program

**370 EV**

Chargers Installed

**60 EV**

Charger Rebates in Progress

## Innovation Program

Throughout 2021, TAM staff have been monitoring the implementation of 11 "Quick Build" projects, provided by TAM Measure AA funding. This program provides grants of up to \$20,000 to cities, towns, and the County of Marin for projects designed to support businesses, services, and institutions in Marin County in response to the COVID-19 pandemic. Funding for these local agency projects was provided through the Innovation Program identified in the Measure AA ½-Cent Transportation Sales Tax. Projects support active transportation modes and business recovery efforts, and help to advance equity in Marin's communities. This program is being assessed for future opportunities and distribution of funding on multi-year cycles.

## Sea Level Rise Program

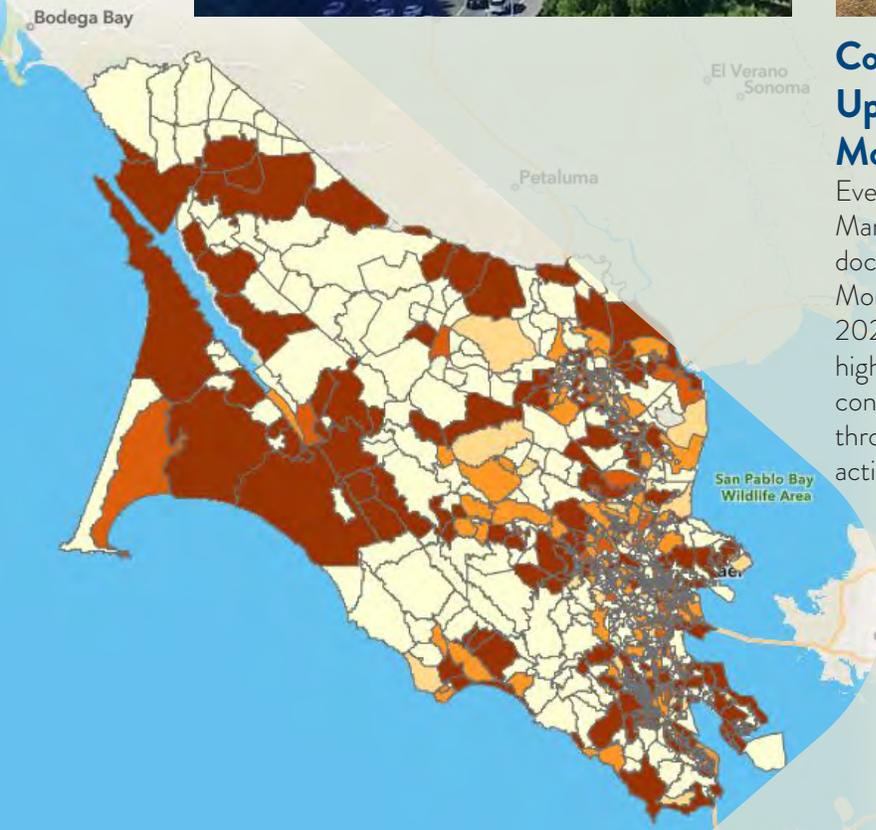
TAM has been engaging with Baywave and C-SMART to support local sea level rise planning efforts currently underway. Staff have set up regular Caltrans coordination meetings to assess opportunities for partnerships on upcoming projects and to advance planning on major sea level rise initiatives in the county.



# PLANNING AND COORDINATION

## Planning Activities

To help meet the needs of current and future Marin County residents, employees, students, businesses, and visitors, TAM engages in planning activities to ensure we are pursuing effective and impactful projects and programs. Our planning efforts help guide transportation development and funding decisions and seek to be responsive to existing needs as well as future mobility trends.



## Congestion Management Program Update and Traffic System Monitoring Report

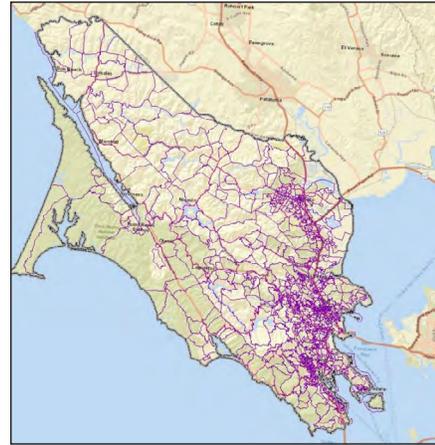
Every other year, TAM updates its Congestion Management Program (CMP) and its supporting documentation, the Transportation System Monitoring Report. The CMP, updated in Fall 2021, assesses travel speeds on our major roads and highways in Marin County, and reports on travel conditions and a wide range of travel information throughout the county, including transit and other active transportation modes.

## Traffic Monitoring and Reporting includes:

- Collecting bike and pedestrian counts from 28 locations over a 14-hour period on weekdays.
- Expanding hours of the data collection to gather average daily traffic (ADT) and determine peak hour counts.
- Expanding the weekend data collection process to better compare weekend ADT to weekday ADT.
- Expanding data collection outside the CMP roadway network including approximately 40 new roadway locations.

## TAM Travel Demand Model Forecasting

The TAM Travel Demand Model (TAMDM) is a state-of-the-practice activity-based model used for estimating travel demand on transportation facilities. This tool is required as part of TAM's congestion management agency duties and is used to estimate demand on the transportation system from regional growth, new transportation projects, new land use/development projects, or large planning efforts like general plans. The model provides an estimation of volumes, vehicle to capacity (ratios), vehicle miles traveled (VMT), and other metrics for use in planning reports and traffic studies.



## Part-Time Transit Lane (Bus on Shoulder) Feasibility Study

TAM was awarded a \$350,000 Caltrans planning grant for a Part-Time Transit Lane Feasibility Study on US-101 between the City of Novato and the City of San Rafael. "Bus on Shoulder" is a concept that has been successfully implemented in various parts of the country and piloted in California. During peak hours, public transit buses are allowed to operate on the shoulder of the highways to bypass areas of traffic congestion. The goal is to significantly improve travel times for transit users and make transit services more attractive.



In July 2021, TAM released the Part-Time Transit Lane Feasibility Study. The study addresses the viability and potential benefits of allowing buses to bypass heavy traffic on southbound US-101 by using the existing shoulder from Atherton Avenue/San Marin Drive in Novato to Mission Avenue in San Rafael.

The study found that allowing buses to use the outside shoulder lane when speeds fall below 35 miles per hour would reduce transit travel time on US-101, improve commute options, and enhance bus reliability.

# Local and Regional Coordination

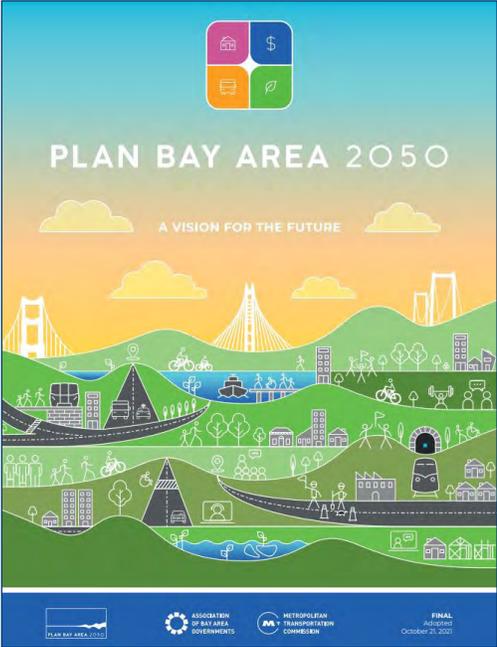
TAM's responsibilities include functioning as Marin County's Congestion Management Agency (CMA). In this role, TAM serves as a coordinating agency representing Marin and its local transportation needs with local, regional, state, and federal agencies. TAM represents Marin County for regional transportation issues including planning for regional projects, regional programs designed to improve transportation, and for scarce transportation funding.

## Transit Planning

TAM coordinates with local transit operators on planning issues related to local services and capital investments. Discussions include service plans, operations planning, transit access, and supporting local community mobility options. TAM has coordinated closely with Marin Transit and Golden Gate Transit on transit recovery during the pandemic, and emerging transit needs during this period.

## Regional Transportation Planning

TAM coordinates with partners on regional transportation planning activities such as the development of regional plans, transportation and land use funding discussions, and regional policy development. Regional efforts include coordination with agencies and community organizations and representing Marin County in planning efforts such as the Plan Bay Area 2050 adopted in October 2021. TAM's involvement ensures that Marin County's transportation needs and investments are considered as part of regional plans through the year 2050.



## Climate Change

TAM participates in the Marin Climate and Energy Partnership to develop climate action plans for the cities, towns, and the County of Marin, including a robust, community-led climate change planning process, called Drawdown Marin.

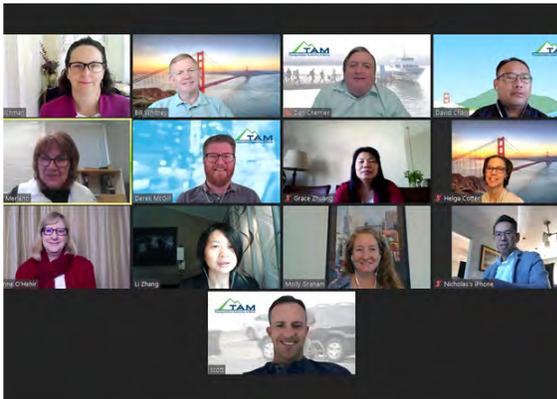


# COMMUNITY ENGAGEMENT

Open and consistent dialogue with the community is a cornerstone of our agency philosophy and culture. At TAM we strive to provide many tools and opportunities for engagement with our community. During social distancing requirements in 2021, we continued to conduct virtual meetings and presentations as well as engage through social and traditional media.

## TAM in the Community

TAM staff is happy to provide information and presentations to community organizations, interest groups, and individuals. It is important for us to meet with community members to learn about issues and priorities and to provide information about how transportation dollars are being spent to improve transportation in Marin. In 2020 and 2021 we met remotely with community groups to share information while observing health guidelines. Contact TAM's Community Outreach Coordinator, Molly Graham (415-226-0822, [mgraham@tam.ca.gov](mailto:mgraham@tam.ca.gov)) to schedule a Zoom meeting or an in person visit when permitted.



## Language Translation

TAM's website is accessible in various languages using the translation feature

## The TAM Traveler

Produced monthly, the TAM Traveler is an electronic newsletter that keeps the community informed about current TAM activities and transportation-related news in the region. Please visit our website, [www.tam.ca.gov](http://www.tam.ca.gov), to sign-up for the TAM Traveler.

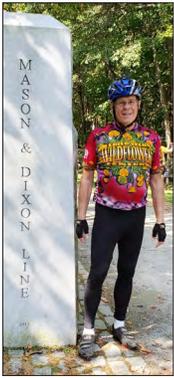
## TAM Meetings

TAM meetings have been conducted via Zoom in 2021 and we encourage community input and attendance.

- Board of Commissioners meetings are generally held on the fourth Thursday of the month at 6:00 p.m.
- Executive Committee meetings are generally held on the second Monday of the month beginning at 2:00 p.m.
- Citizens' Oversight Committee meetings are generally held on the third Monday of every other month (odd numbered months) beginning at 5:00 p.m.

Please visit the calendar page of the TAM website, [www.tam.ca.gov](http://www.tam.ca.gov) for meeting details and agendas.

**Contact Us** Email: [info@tam.ca.gov](mailto:info@tam.ca.gov) | Call: [415-226-0815](tel:415-226-0815)



# FEATURED 2021 COC MEMBER

## Vince O'Brien—Representing Bicycle and Pedestrian Interests

The COC is excited to highlight this year's featured committee member, Vince O'Brien. As someone who has biked throughout California and all the way from San Francisco to Washington D. C., Vince is expressly qualified to represent the bike and pedestrian communities on the COC.

With both a doctoral and a master's degree in Business Administration from the Harvard Graduate School of Business Administration, and a bachelor's degree in Electrical Engineering from the University of Illinois, Vince has been enjoying an exciting and successful career adventure for over 40 years. Vince is currently semi-retired and is still a Partner with OSKR, LLC, a firm that serves clients involved in complex litigation cases. Over the years, Vince has applied economic and financial analysis to intellectual property, antitrust, securities, and contract matters and has analyzed more than 300 damage claims. He has lectured and written about damage claims and has testified successfully on these matters in over 60 courts. Vince also had some great experiences with transportation projects as well. While in college, he worked for the Iroquois County Highway Department and the Illinois Department of Transportation as a civil engineer, conducting surveying, inspection, and testing on rural roads as well as a new section of the Interstate Highway System.

In his spare time, as a passionate bike advocate, Vince served as director on both the California Bicycle Coalition and the Marin County Bicycle Coalition. Vince has been a dedicated COC member who has brought valuable input and expertise since 2012.

Vince also is a zealous classic car collector and has been sharing his beautiful collection via Zoom background during the remote COC meetings over the last two years. Vince has eight collector cars with the earliest a 1904 Curved Dash Oldsmobile that was the fifth car in Marin and the 166th registered in the state. He is especially fond of brass era (1890 to 1915) and nickel era (1916 to 1928) cars



Born and raised in a small farm town in central Illinois, Vince moved to Marin in 1978 and has been a Greenbrae resident since 1979. He raised all three of his daughters in Marin where they attended public schools. His oldest teaches 4th graders in Sacramento where she was Teacher of the Year. His middle daughter, after working in TV and movies in Los Angeles, recently moved back to Marin and is focusing on Vince's granddaughter. His youngest is finishing her MBA at Northwestern University and is planning on returning to Marin this summer. Vince and his girlfriend, Carol, enjoy hiking in Marin and driving the old cars on tours of the state.



### How long you been serving on the COC?

Nominated by MCBC (Marin County Bicycle Coalition), I was appointed as the Member for the Bicyclists and Pedestrian Groups in May 2012 and have served in that capacity since then.

### What brought you to the COC and what made you stay?

I was involved with bicycle advocacy for over 10 years before joining the COC in 2012. The COC is a good way to continue my advocacy effort for the bike community and I am happy that I can also add pedestrian issues to my agenda.

### Do you think the COC has made a difference in addressing transportation issues and the transportation future in Marin?

Absolutely. In my experience, most of the impetus for the bicycle infrastructure we enjoy today has originated with citizen-run groups. This has been especially beneficial during the Covid pandemic as people sought safe recreational activity options. It's clear that many of these new cyclists have begun to use their bicycles now instead of their cars. TAM has been at the forefront of starting and/or moving bicycle, pedestrian, and other transportation projects forward. Also, as a driver, I've been impressed with the projects sponsored by TAM. For example, the improvements to Sir Francis Drake Blvd at Larkspur Landing Circle, at the 101/580 interchange, and at the approach to the Richmond Bridge have greatly improved the flow to the Bridge.

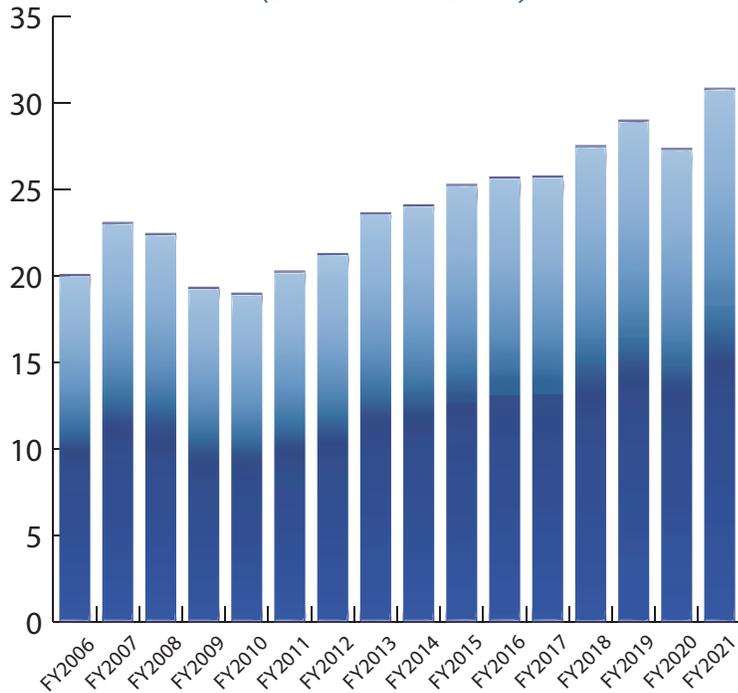
### What do you value most about the COC?

The ability of ordinary citizens to influence and stay abreast of transportation projects in the County.

# FINANCIAL PICTURE

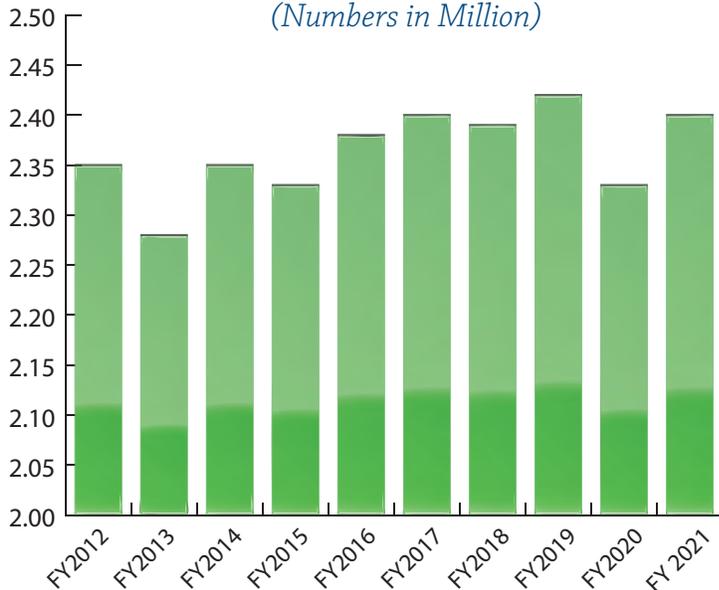
## 1/2-Cent Transportation Sales Tax Revenue Trend (FY2005-06 to FY2020-21)

*(Numbers in Million)*



## \$10 Vehicle Registration Fee Revenue Trend (FY2011-12 to FY2020-21)

*(Numbers in Million)*



In FY2020-21 a total of \$38.2 million from the 1/2-Cent Transportation Sales Tax and the \$10 Vehicle Registration Fee was used to fund many of the critical transportation projects and improvements.

**Transit Operation and Capital Needs**  
\$13.2 million

**Local Streets and Roads**  
\$4.9 million

**SR2S and Crossing Guards Services**  
\$3.6 million

**Highway Improvement**  
\$1.9 million

**Major Road Projects**  
\$12.3 million

**Bike/Ped Pathways and Other Transportation Programs**  
\$2.3 million





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*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.*

## TAM STAFF

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## 2021 TAM ANNUAL REPORT/FY 2020-21 COC ANNUAL REPORT SUBCOMMITTEE:

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**2004**

- Began funding local infrastructure of cities, towns and the County at \$2-3 million annually
- Began funding Marin Transit's local bus service at \$10-12 million annually

**2006**

- Received \$102 million in State Prop 1B funds towards the Marin-Sonoma Narrows Project and widening the WB I-580 to NB US-101 Connector
- Introduced Transit Oriented Development and Pedestrian Design Toolkit to promote transit friendly transportation Projects in more neighborhoods
- Released Marin-Sonoma Narrows Draft Environmental Impact Report (EIR)

**2008**

- Extended Crossing Guard Program to 63 locations
- Sponsored Electric Vehicle (EV) Working Group to promote EV adoption
- Approved Marin-Sonoma Narrows Final EIR
- Opened final 3 miles of new carpool lane through San Rafael
- Completed two Major Road Projects: 4th Street/West End Village Revitalization Project (San Rafael) & Novato Blvd. Segment 3 Project

**2010**

- Installed 7 electric charging stations in Marin County
- Completed 10 Safe Pathways capital improvement projects
- Opened first segment of Marin-Sonoma Narrows carpool lane NB US-101 from SR37 to Atherton Avenue
- Completed the Novato Blvd. Segment 2 Project (Novato)

**2012**

- Allocated \$10 million in One Bay Area Grant funds to jurisdictions throughout Marin
- Brought 'National Plug In Day' to Marin
- Launched TAM's Emergency Ride Home Program
- Added more carpool lanes on NB US-101 to Atherton Avenue and on SB US-101 to SR37

**2005**

- Created TAM to administer Marin County's 1/2-Cent Transportation Sales Tax Expenditure Plan
- Approved Marin County's first 1/2-Cent Transportation Sales Tax

**2005**

- Assessed strategies for the future allocation of Measure A funds towards improving Marin mobility
- Opened carpool lane on US-101 from Andersen Drive to Sir Francis Drake Blvd.
- Started School Crossing Guard Program at 50 locations

**2007**

- Completed updates to bike/ped plans in Marin County
- Extended Safe Routes to Schools (SR2S) Program to school assemblies and organized field trips to promote bike safety awareness
- Launched Street Smarts Program

**2009**

- Extended Crossing Guard Program to 78 locations
- Completed environmental analysis on Central Marin Ferry Connector Multi-Use Pathway
- Completed WB I-580 to NB US-101 Connector widening
- Opened Cal Park Hill Tunnel Multi-Use Pathway
- Passed the Measure B \$10 Vehicle Registration Fee for Marin County

**2011**

**2013**

- Celebrated 10-Year Anniversary of Measure A
- Achieved \$20 million in total distribution to Local Streets and Roads from Measure A
  - Opened more carpool lane sections in Novato as part of the Marin-Sonoma Narrows
- Began construction on the Central Marin Ferry Connector Multi-Use Pathway
- Completed Sir Francis Drake Blvd. from Samuel P. Taylor Park to the Platform Bridge (Marin County)

**2015**

- Opened Central Marin Ferry Connector / Bridge Multi-Use Pathway
- Completed the Marin-Sonoma Narrows B1 Phase 1, San Antonio Road interchange, frontage road and bike path
- Began construction on the Miller Avenue Streetscape Improvement Project (Mill Valley)
- Completed Brookdale Avenue Gap Closure Mitigation Project

**2017**

- Approved Measure AA to extend the 1/2-Cent Transportation Sales Tax for 30 years with 76.7% voter approval
- Opened the third eastbound lane on the Richmond-San Rafael Bridge
- Completed vehicle and bicycle access improvements on East Sir Francis Drake Blvd. approaching the Richmond-San Rafael Bridge
- Completed West Sir Francis Drake Blvd. Major Road Project from Lagunitas Rd. to Wild Iris Dr. (Marin County)
- Completed Miller Avenue Streetscape Improvement Major Road Project (Mill Valley)

**2019**

- Finalized design and received \$40 million from the California Transportation Commission for the Marin-Sonoma Narrows Project
- Initiated the planning phase for the Marin 101-580 Direct Connector and convened the Stakeholder Working Group
- Adapted projects, programs, work activities and outreach in response to the COVID-19 pandemic
- Celebrated Earth Day turning 50, Safe Routes to Schools turning 20 and TAM turning 15
- Started construction on Sir Francis Drake Boulevard Ross to US-101 project.

**2021**

**2014**

- Extended Crossing Guard Program to 84 locations
- Funded the successful Golden Gate Transit "Wave" shuttle, from Sir Francis Drake Blvd. Corridor to the Larkspur Ferry
- Completed the West Sir Francis Drake Blvd. Project through Samuel P. Taylor Park Project (Marin County)

**2014**

- Completed improvements on Sir Francis Drake Blvd. at White Hill
- Began installing rapid flashing beacons throughout Marin as part of the Safe Pathways Program
- Launched EV and charger rebate programs for public agencies
- Started environmental work for the North-South Greenway Gap Closure Project in Central Marin

**2016**

- Formed Expenditure Plan Advisory Committee to explore renewing Measure A
- Launched TAM Traveler to provide transportation news and updates
- Launched GetSMART Program offering a \$5 incentive for Lyft shared rides to/from SMART stations
- Completed TAM Junction bicycle improvements

**2018**

- Expanded the Crossing Guard Program to 98 locations
- Opened four miles of carpool lanes between the Marin Countyline and Petaluma
- Launched the Marin Commutes Program
- Opened the Grand Avenue Bicycle and Pedestrian Bridge crossing the San Rafael Canal
- Opened the Richmond-San Rafael Bridge Bike/Pedestrian Pathway Pilot Project

**2020**

- Received \$76 million to complete the funding package and seek construction bids for the Marin-Sonoma Narrows Project
- Focused studies on four design alternatives for the 101-580 Direct Connector
- Started construction for the North-South Greenway project over Corte Madera Creek
- Finished construction on the Sir Francis Drake Boulevard Ross to US-101 project
- Re-started in-person classes and activities for SR2S and taught over 5,000 students

