



TRANSPORTATION AUTHORITY OF MARIN  
BOARD OF COMMISSIONERS MEETING

MAY 25, 2023  
6:00 P.M.

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

*This meeting will be held in-person and via Zoom webinar.*

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Belvedere  
Nancy Kemnitzer

Corte Madera  
Pat Ravasio

Fairfax  
Chance Cutrano

Larkspur  
Kevin Carroll

Mill Valley  
Urban Carmel

Novato  
Rachel Farac

Ross  
P. Beach Kuhl

San Anselmo  
Brian Colbert

San Rafael  
Kate Colin

Sausalito  
Melissa Blaustein

Tiburon  
Alice Fredericks

County of Marin  
Mary Sackett  
Katie Rice  
Stephanie Moulton-Peters  
Dennis Rodoni  
Eric Lucan

**How to watch the live meeting using the Zoom link:**

<https://us02web.zoom.us/j/88155449529?pwd=eS9NOTJUMm9kT1ITekZZNXF0QXRvdz09>

Webinar ID: 881 5544 9529

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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 p.m. on the day of the meeting: **+1 669 900 6833**; Access Code: 881 5544 9529; Password: 389590

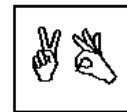
**How to provide public comment (limited to 3 minutes or less):**

**Before the meeting:** Please email your comments to [info@tam.ca.gov](mailto:info@tam.ca.gov), no later than 5:00 p.m. Wednesday, May 24, 2023, 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:** For members of the public participating in-person, the Board Chair will recognize persons from the audience who wish to address the Board during public open time or on a particular agenda item at the time that item is considered by the Board.

If watching this meeting online, click 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" by pressing \*9 and wait to be called upon by the Chair or the Clerk. You will be asked to unmute your device when it is your turn to speak and your comments will become part of the public record.

Meeting-related comments may also be sent to [info@tam.ca.gov](mailto:info@tam.ca.gov), and will be read (up to 3-minute limit per comment) when the specific agenda item is considered by the Board and will 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](mailto:jdoucette@tam.ca.gov) no later than 5 days before the meeting date.

## AGENDA

1. Chair's Report (Discussion)
2. Crossing Guard of the Year (Information)
3. Metropolitan Transportation Commission, Marin Transit and Sonoma-Marín Area Rail Transit Reports, and Commissioner Matters Not on the Agenda (Discussion)
4. Executive Director's Report (Discussion)
5. Open time for public expression, up to three minutes per speaker, on items not on the agenda that are within the subject matter of the agency's jurisdiction. (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 April 27, 2023
  - b. Review and Release the Draft TAM FY2023-24 Annual Budget for Public Comment
  - c. Appointments to the TAM Citizens' Oversight Committee
  - d. USDOT's Charging and Fueling Infrastructure Discretionary Grant Program
  - e. Approve Additional Funding for the North/South Greenway Gap Closure Project – Northern Segment
  - f. Interagency Agreements with Various School Districts for Reimbursed Crossing Guard Services
7. Acceptance of Safe Routes to Schools Program Evaluation Report (Action) – **Attachment**
8. Award Contract for Countywide Transportation Plan and Community Based Transportation Plan (Action) – **Attachment**
9. Presentation on the Regional Transportation Planning Process and TAM Planning Overview (Discussion) – **Attachment**



MEETING OF THE  
TRANSPORTATION AUTHORITY OF MARIN  
BOARD OF COMMISSIONERS

APRIL 27, 2023  
6:00 PM

**In-Person & Virtual Meeting**

**MEETING MINUTES**

Members Present: Alice Fredericks, Tiburon Town Council  
Beach Kuhl, Ross Town Council  
Brian Colbert, San Anselmo Town Council, TAM Chair  
Dennis Rodoni, Marin County Board of Supervisors  
Eric Lucan, Marin County Board of Supervisors, TAM Vice-Chair  
Janelle Kellman, Sausalito City Council  
Kate Colin, San Rafael City Council  
Katie Rice, Marin County Board of Supervisors  
Kevin Carroll, Larkspur City Council  
Lisel Blash, Fairfax Town Council  
Mary Sackett, Marin County Board of Supervisors  
Nancy Kemnitzer, Belvedere City Council  
Pat Ravasio, Corte Madera Town Council  
Rachel Farac, Novato City Council  
Stephanie Moulton-Peters, Marin County Board of Supervisors

Members Absent: Urban Carmel, Mill Valley City Council

Staff Members Present: Anne Richman, Executive Director  
Bill Whitney, Principal Project Delivery Manager  
Dan Cherrier, Director of Project Delivery  
David Chan, Director of Programming and Legislation  
Derek McGill, Director of Planning  
Emily Tong, Senior Accountant  
Grace Zhuang, Accounting and Payroll Specialist  
Jennifer Doucette, Executive Assistant/Clerk of the Board  
Li Zhang, Deputy Executive Director/Chief Financial Officer  
Mikaela Hiatt, Associate Transportation Planner  
Molly Graham, Public Outreach Coordinator  
Nick Nguyen, Principal Project Delivery Manager  
Scott McDonald, Principal Transportation Planner

*Chair Colbert called the meeting to order at 6:01 p.m.*

Chair Colbert welcomed everyone to the meeting and Executive Director (ED) Anne Richman issued oaths of office to Lisel Blash as the new alternate Commissioner representing the Town of Fairfax and Janelle Kellman as the new alternate Commissioner representing the City of Sausalito.

Chair Colbert announced that the meeting was being conducted pursuant to California Government Code Section 54953, in that Commissioner Ravasio was participating remotely from Colorado; and that in accordance with the Ralph M. Brown Act, the teleconference location had been identified in the notice and agenda for the meeting.

Chair Colbert also announced that the Board of Commissioners will take up agenda Item 7 before agenda Item 6 at tonight's meeting.

Chair Colbert asked Executive Assistant/Clerk of the Board Jennifer Doucette 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

In honor of Administrative Professionals Day on April 26, Chair Colbert recognized Ms. Doucette, Grace Zhuang, TAM's Accounting and Payroll Specialist, and Joanne O'Hehir, TAM's Administrative Assistant, for their contributions to the agency.

Chair Colbert also announced the formation of a State Route (SR) 37 Ad Hoc Committee and assigned himself, as well as Commissioner Lucan and Commissioner Moulton-Peters to serve on the Committee.

## 2. Metropolitan Transportation Commission, Marin Transit and Sonoma-Marin Area Rail Transit Reports & Commissioner Matters Not on the Agenda (Discussion)

*This item was taken out of order.*

### Marin Transit Report – Commissioner Rice

Commissioner Rice reported that Marin Transit (MT) continues to have the greatest percentage of ridership recovery among all Bay Area transit operators, and that ridership was at 81% of pre-COVID ridership for the month of February.

Commissioner Rice also reported that MT is concluding a test of a battery-electric small bus on loan from the manufacturer for the month of April. The low floor, wheelchair accessible bus has a 130-mile range and has been tested in paratransit service and on community shuttle routes. The vehicle will be evaluated in the coming weeks for consideration as a replacement for the shuttle fleet.

Commissioner Rice further reported that due to labor shortages, the number of missed bus trips has increased significantly over the past several months. To address the service reliability problems created in part by the labor shortage, MT is making service changes that will reduce the number of drivers needed, while minimizing service reductions. The changes will go into effect on June 11th.

Lastly, Commissioner Rice reported that on May 1, the MT Board will consider a series of recommendations designed to stabilize paratransit service required by the Americans with Disabilities Act (ADA), focus programs and services on the populations most in need, and improve rider experience. MT's Marin Access programs are a variety of programs and services for older adults and people with disabilities. In addition to paratransit, Marin Access includes a taxi subsidy program, on-demand shuttle service, community dial-a-rides, and volunteer driver programs. Ridership on these programs continues to be at less than 50% of pre-COVID levels. MT staff has been monitoring Marin Access programs and recently engaged riders and community partners on how to improve service delivery in these challenging times.

*This item was taken out of order.*

### MTC Report – Commissioner Moulton-Peters

Commissioner Moulton-Peters reported on her participation in a Metropolitan Transportation Commission (MTC) retreat to discuss current and future plans for transportation and transit, as well as housing, and that MTC and the Association of Bay Area Governments (ABAG) continue to partner on these issues. The discussion focused on current transit sustainability issues, including changes in ridership due to changes in work patterns.



Commissioner Moulton-Peters also reported on discussions surrounding a regional housing bond in 2024; and the cohesive and integrated planning efforts that continue through the MTC/ABAG joint agency to plan for and manage future transportation funding.

#### SMART Report – Commissioner Lucan

Commissioner Lucan reported that Sonoma–Marin Area Rail Transit (SMART) ridership continues to increase and reached its highest weekend ridership this past weekend; and that in conjunction with MT, Sonoma County Transit, Santa Rosa City Bus, and Petaluma Transit, SMART will be offering free youth fares during the summer months.

Commissioner Lucan also reported that SMART General Manager Eddy Cumins will be recognized for Leadership in Government at the 2023 Leaders of the North Bay Awards Luncheon on May 12.

#### Commissioner Matters Not on the Agenda

Commissioner Sackett reported that Miller Creek School District, the California Highway Patrol (CHP), the Department of Motor Vehicles (DMV) and other education partners gathered today to celebrate Robert Sorber, a Miller Creek School District bus driver who has been named California Bus Driver of the Year for Northern California. Mr. Sorber has driven for the district for 25 years and has a perfect safety record.

Chair Colbert asked if any members of the public wished to speak or had submitted a comment by e-mail, and hearing none closed this item.

### **3. Executive Director's Report (Discussion)**

ED Richman reported that the North-South Greenway Gap Closure Project has been named as a finalist by the California Transportation Foundation (CTF) for an award in the Active Transportation Project category; and that the Street Smarts Banners are being reinstalled throughout the County and will stay in place through the month of May.

ED Richman also reported on the project initiation kick-off for three U.S. 101 interchanges; the release of the Safe Routes to Schools (SR2S) Request for Proposals (RFP) on April 21; Priority Development Areas (PDAs) and Priority Sites nominations; and updates to MTC's Transit Oriented Community (TOC) Policy guidelines.

ED Richman further reported on Pacific Gas & Electric's (PG&E's) electric vehicle (EV) rebate and the U.S. Department of Transportation's (USDOT's) Charging and Fueling Infrastructure (CFI) Grant Program.

Lastly, ED Richman called attention to this month's California Department of Transportation (Caltrans) report; and highlighted recent and upcoming TAM public outreach meetings.

Chair Colbert asked if any members of the public wished to speak or had submitted a comment by e-mail, and hearing none closed this item.

### **4. Open Time for Public Expression**

Chair Colbert asked if any members of the public wished to speak or had submitted a comment by e-mail, and hearing none, closed this item.

**5. CONSENT CALENDAR (Action)**

- a. Approve TAM Board Meeting Minutes March 23, 2023
- b. Review and Accept the FY2022-23 Third Quarter Financial Report
- c. Part Time Transit Lane Project Resolution of Local Support
- d. Approval of Human Resources Consultant Services Team Selections
- e. Review and Approval of TAM's Financial Audit Team Selection

Commissioner Moulton-Peters made the motion to approve the Consent Calendar, which was seconded by Commissioner Rice. Chair Colbert opened the item to public comment and hearing none, a roll call vote was conducted, and the motion passed unanimously.

*Item 7 was taken out of order.*

**7. Approval of Team Selection and Contract Award for Sea Level Rise Adaptation Planning for Marin County's Transportation System (Action)**

Associate Transportation Planner Mikaela Hiatt presented this item, which recommends the TAM Board authorizes the ED to enter into a professional services contract with Arup to provide Sea Level Rise (SLR) Adaptation planning for Marin County's transportation system in an amount not to exceed \$550,000.

Ms. Hiatt provided an overview of TAM's SLR Program, including previous Board direction, the RFP development process, scope of work, consultant selection and timeline, and next steps.

In response to Commissioner Moulton-Peters, Ms. Hiatt explained that this effort is focused on the effects of SLR on transportation, including the identification of vulnerable transportation assets; and that a technical advisory group will be formed.

In response to Commissioner Rice, Ms. Hiatt explained that the plan review will incorporate data, studies, programs, and projects that are currently underway to avoid duplicative efforts. Commissioner Rice commented on the importance of coordinating with Caltrans and other local jurisdictions and inquired about governance review. Ms. Hiatt explained that the study would review comparable governance structures throughout the Bay Area to determine what options are available for Marin County.

In response to Commissioner Kellman, Ms. Hiatt explained that the plan will include a query of all projects that are currently underway to assist in the determination of investments; and that a large component of public engagement will include stakeholder outreach and engagement through the technical advisory group.

In response to Commissioner Kemnitzer, Ms. Hiatt explained that the plan will identify comparable funding structures to determine what is appropriate for Marin County, which may include grant funding, Measure AA funds, and/or other sources.

In response to Commissioner Lucan, Ms. Hiatt explained that the transportation system includes many facets including infrastructure and services, and that a comprehensive outline of the transportation system can be included in the scope of work. Commissioner Lucan commented that data from current State Route (SR) 37 improvement projects may prove useful for the SLR Adaptation Planning.

Chair Colbert asked if any members of the public wished to speak or had submitted a comment by e-mail, and hearing none asked for a motion.

Commissioner Fredericks moved to authorize the ED to enter into a professional services contract with Arup to provide SLR Adaptation Planning for Marin County's transportation system in an amount not to exceed \$550,000, which was seconded by Commissioner Sackett. A roll call vote was conducted, and the motion passed unanimously.

*Item 6 was taken out of order.*

## **6. Review of Recommended Crossing Guard Location Selection (Action)**

Chair Colbert acknowledged that the TAM Board and staff recognize the importance of TAM's Crossing Guard Program in ensuring the safe passage of students to and from schools. Chair Colbert also acknowledged that there are a number of factors as to why a particular site may fall in rank, including safety improvements, relocating crosswalks and/or reconfiguring traffic signals; and that these improvements benefit the entire community. Chair Colbert further acknowledged that the local, voter approved funding enables us to fund and maintain 96 guards (97 due to a tie for this cycle), and that in order to be responsible to the voters, the finances and the longevity of the program, there needs to be a cut-off point on the ranked list.

ED Richman explained that even though the Crossing Guard Program is one of TAM's largest programs, the resources are not unlimited; and that it requires a process to evaluate locations and make recommendations. ED Richman also explained that this cycle's 161-site list is data-driven; and that the data identifies the ranking based on multiple safety and traffic criteria to determine the sites that are most in need of crossing guards.

ED Richman further explained that deviation from the list would create a liability as the evaluation criteria is the defensible methodology and determination of crossing guard locations; and that funding locations beyond Rank 97, the voter approved level, and available funding, jeopardizes the future of the program.

ED Richman also explained that some jurisdictions and school districts have found local funding for specific locations that are beyond the capacity of the TAM program; and that these community partnerships are an important aspect of being able to extend the reach of the program beyond the 96 locations baseline set by the voters.

Lastly, ED Richman thanked all the staffs, local jurisdictions and schools, as well as the community members and the Board members for their dedication to making the program work now and into the future; and noted that public comments received prior to this meeting were sent to the Board members and posted on the TAM website.

ED Richman introduced Director of Project Delivery Dan Cherrier and Public Outreach Coordinator Molly Graham to present this item, which recommends that the Board approves the ranked list of crossing guard locations that was reviewed and supported by the Funding, Programming & Legislation (FP&L) Executive Committee and the Marin Public Works Association (MPWA); the staff recommendation to fund a total of 97 crossing guards, due to a tie score; and to develop the next recertification list in three years (for the 2026/2027 school year) to allow the return of the evaluation cycle back to its regular 4-year interval since the current cycle was delayed by a year to allow more time for post-COVID travel patterns to stabilize.

Mr. Cherrier provided an overview and background for the evaluation process of the revised location list and basis of the Crossing Guard Program, including number of guards/locations, evaluation methodology and weighted scoring criteria.

Mr. Cherrier also provided an overview of factors that affect crossing guard locations, including declining school enrollment and/or school closure/consolidation; completed safety improvement capital projects around schools; and changes to nearby signal timing.

Mr. Cherrier further provided an overview of Safe Pathways infrastructure improvements and examples of other capital safety improvements throughout the County; and highlighted the community outreach and data confirmation performed to date.

Lastly, Mr. Cherrier provided information on funding levels and outlined the recommendations and next steps.

In response to Commissioner Rodoni, Mr. Cherrier explained that the cost-estimate for each crossing guard is approximately \$20,000 per year; and that the process has so far not had a data-driven, quantifiable means to score equity.

In response to Commissioner Rice, Mr. Cherrier explained that video was collected by a single contractor starting in late September last year and that subsequent evaluation cycles will include multiple contractors in an effort to collect more videos in a shorter period of time.

Commissioner Rice expressed concern that the timing of the data collection may not accurately reflect actual conditions at some sites.

In response to Commissioner Farac, Mr. Cherrier explained that the Kentfield School District (KSD) funds the second crossing guard located at Wolfe Grade and Sir Francis Drake Blvd., and the Larkspur-Corte Madera School District (LCMSD) funds the crossing guard located at Paradise Drive and Seawolf Passage; and that the total number of school-aged pedestrians, with or without an adult, are included in the counts.

In response to Commissioner Carroll, Mr. Cherrier explained that several schools have safety patrol programs whereby older students act as crossing guards for younger students but that scheduling challenges arise when the older students must leave for classes.

In response to Commissioner Moulton-Peters, Ms. Graham explained that TAM staff has reached out to superintendents at affected school districts about the changes and is in the process of meeting with the districts. Staff will also be attending SR2S Task Forces and working with the principals' offices at affected schools to notify students/parents of the proposed changes; and leaflets will be distributed before the end of school at locations where crossing guard services will be discontinued.

Commissioner Moulton-Peters encouraged staff to distribute information about the capital safety improvements to the communities affected by the loss of guards.

In response to Commissioner Sackett, Mr. Cherrier explained that school enrollment is not included in the scoring criteria.

In response to Commissioner Lucan, Mr. Cherrier explained that the New and Changed Condition Policy allows Public Works Directors to submit new sites for evaluation and/or existing locations to be reevaluated due to a change in condition at the site.

ED Richman explained that the Board-approved New and Changed Condition Policy provides an opportunity for sites to be reevaluated between certification cycles.

Mr. Cherrier explained that the Public Works Director for each jurisdiction has final approval for guard placement and may opt to move a guard from a location that scored above the funding cutoff to an alternate location that scored under the funding cutoff; and that the local jurisdiction accepts the liability associated with the change in guard location.

In response to Commissioner Lucan, Mr. Cherrier explained that the program allows for other agencies/entities to subsidize the cost of additional crossing guards under the contract. These entities have the option to contract through TAM or directly with the service provider.

Commissioner Lucan commented that in addition to the current outreach, significant outreach will be required at the beginning of the school year.

In response to Commissioner Colin, Mr. Cherrier confirmed that any entity, including non-governmental or private, may subsidize additional guards through an interagency agreement approved by the TAM Board if they want to be part of TAM's contract.

Commissioner Rice expressed concern about the proposed elimination of crossing guards at Sir Francis Drake Blvd. and Laurel Grove Avenue (site rank No. 101), as well as site rank Nos. 99, 102, and 103. Commissioner Rice inquired about the safety improvements made along Sir Francis Drake since the last certification and the effect they had on the change in scores for Sir Francis Drake Boulevard and Manor Road, Sir Francis Drake Blvd. and Wolfe Grade, and Sir Francis Drake and Laurel Grove Avenue. Commissioner Rice proposed reassessing site rank Nos. 99, 101, 102, and 103 in the Fall of 2023, and maintaining a crossing guard at those sites in the interim, and through December 2023, at a minimum.

Mr. Cherrier explained that in keeping with protocols it would be more appropriate to fund site rank nos. 99 through 103; and that funding additional sites beyond the baseline now may jeopardize the program's ability to fund the 96-guard baseline in the future.

Commissioner Sackett expressed concern about the proposed elimination of the crossing guard at Nova Albion Way and Montecillo Road (site rank No. 99), which has traffic from Kaiser Permanente and Terra Linda High School; and commented about the seasonality of the data collection. Commissioner Sackett proposed reassessing site rank No. 99 in the Fall of 2023 and maintaining a crossing guard there in the interim, and through December 2023, at a minimum.

ED Richman clarified that if the cut-off rank number is increased to 103, all sites between 98 and 103 need to be included for liability reasons.

In response to Commissioner Kuhl, ED Richman explained that the Measure AA ½-Cent Sales Tax and the Measure B \$10 Vehicle Registration Fee are the two primary funding sources for the Crossing Guard Program; and that front-loading the expenditures of the program now by funding past the baseline number of 96 guards will result in a funding shortfall in future recertification cycles. ED Richman also explained that if site rank Nos. 98 through 103 are included, guards added in between certification cycles through the New and Changed Condition Policy will be added to more than 103 crossing guards, thereby resulting in a potential further reduction of guards in the future in order to reset to the 96-guard baseline.

In response to Commissioner Carroll, Mr. Cherrier explained that the cost for the recertification process is approximately \$300,000 and is conducted every four years. Mr. Cherrier also explained that the data was collected on Tuesdays, Wednesdays, and Thursdays; and that on average, the Crossing Guard Program costs approximately \$2.1 million annually.

Commissioner Lucan commented that unknown variables such as new contract costs and school enrollment may reshape the direction that needs to be taken at the beginning of the school year.

Chair Colbert asked if any members of the public wished to speak or had submitted a comment by e-mail.

KSD Superintendent and San Anselmo resident Raquel Rose expressed concern about the proposed elimination of the crossing guard sites in the KSD and the negative effects on the community, including potential safety issues and increased traffic congestion. Ms. Rose also expressed concern that the proposed reduction in crossing guards does not align with the SR2S Program goals, including the reduction of vehicular traffic and the promotion of active transportation to and from schools.

KSD Safe Routes to Schools Coordinator and Kentfield resident Heather McPhail Sridharan expressed concern that the data collected for the site located at Sir Francis Drake Blvd. and Laurel Grove does not accurately reflect typical bicycle and pedestrian travel patterns at that location. Ms. Sridharan also

expressed concern that equity is not included as a criterion in the scoring process and commented that the sites at Sir Francis Drake Blvd. and Bon Air Road, and Bon Air Road and South Eliseo are both located in neighborhoods with multi-family housing.

KSD parent and Greenbrae resident Annalyn Chargualaf-Peluso expressed concern about the data collected for the sites at Sir Francis Drake Blvd. and Laurel Grove, Sir Francis Drake Blvd. and Bon Air Road, and Bon Air Road and South Eliseo; the close proximity of the latter two sites to MarinHealth Medical Center (formerly Marin General Hospital); and advocated for a reassessment of the data.

Kentfield resident and parent Janine Spaulding expressed concern about the proposed elimination of the crossing guard sites in the KSD, and specifically the site located at Bon Air Road and South Eliseo. Ms. Spaulding commented that crossing guards also serve as an additional adult presence in the neighborhood.

Kentfield resident Megan Levin expressed support for the recent capital safety improvements in the KSD area and appreciation for the evaluation process, however, Ms. Levin expressed concern about the timing of the data collection. Ms. Levin commented that more residents returning to work coupled with a reduction in bus and ferry services has resulted in increased vehicular traffic since the initial data collection, which may result in inaccurate scoring at current sites. Ms. Levin also commented that seasonality and real-time vehicular speeds should be considered when evaluating sites; and advocated for adding an equity component to the scoring criteria. Lastly, Ms. Levin commented that safety concerns as a result of fewer crossing guards could adversely affect school enrollment.

KSD parent and Greenbrae resident Beth Karlsson commented on the important role of crossing guards as a safety component for students who use active transportation to and from schools. Ms. Karlsson also expressed concern about the potentially adverse effects to families living in the South Eliseo and Bon Air neighborhoods as a result of the proposed elimination of crossing guard sites at Sir Francis Drake Blvd. and Bon Air Road, and Bon Air Road and South Eliseo, and advocated for the inclusion of equity data in the scoring criteria.

KSD parent and Kentfield resident Jennifer Mariska expressed concern that the data collected for traffic and pedestrian use at Sir Francis Drake Blvd. and Laurel Grove may not accurately reflect the existing conditions and clarified that “right-on-red” turns are allowed at the intersection. Ms. Mariska also expressed concern that the proposed elimination of this crossing guard location would lead to a decrease in active transportation and a corresponding increase in vehicular traffic by parents who elect to drive to school rather than have students cross an unguarded crosswalk.

KSD parent and Kentfield resident Nicole North expressed concern that the timing of the data collection may not accurately reflect actual conditions at Sir Francis Drake Blvd. and Laurel Grove; and commented that some young children are accompanied by adults but that many older kids and bicyclists are unaccompanied. Ms. North advocated for a reassessment of the site and maintaining the crossing guard in the interim.

Kentfield resident and parent Heather Wagner commented on the invaluable service provided by the current crossing guard located at Sir Francis Drake Blvd. and Laurel Grove. Ms. Wagner also advocated for a higher weighted score at this site due to the arterial nature of Sir Francis Drake Blvd.; the inclusion of equity within the scoring criteria; and a reevaluation of the site due to possible increased traffic since the initial data was collected.

Kentfield resident and parent Sarah Cohen expressed concern that children under 4 are not counted in the data as they will come of school-age during the certification cycle; and that the proposed elimination of the crossing guard site at Sir Francis Drake Blvd. and Laurel Grove could result in less safe conditions and pose potential liability issues for the County.

KSD parent and Greenbrae resident David Riedel commented on the widespread use of electric scooters (e-scooters) and electric bikes (e-bikes) and advocated that changes in behavior with regard to e-scooters and e-bikes be taken into consideration. Mr. Riedel also advocated for retaining the crossing guards currently located at Sir Francis Drake Blvd. and Laurel Grove, Sir Francis Drake Blvd. and Bon Air Road, and Bon Air Road and South Eliseo.

KSD parent Annie expressed concern about the proposed elimination of the crossing guard sites in the KSD and highlighted that the sites located at Sir Francis Drake Blvd. and Bon Air Road, and Bon Air Road and South Eliseo include high-density multi-family housing and compromise of many English language learners and low-income students. Annie advocated for alternative funding sources to prevent the elimination of crossing guard sites.

Chair Colbert asked if any other members of the public wished to speak or had submitted a comment by e-mail, and hearing none, closed public comment.

Commissioner Colin suggested utilizing County-endorsed metrics to measure equity for the next certification cycle in 2026-2027.

In response to Commissioner Fredericks, Mr. Cherrier explained that the current process uses a data-driven, quantifiable and objective means to score the criteria, and that counsel has advised that adding a non-quantifiable criterion such as equity could increase the agency's liability. Mr. Cherrier also explained that scoring processes in other areas such as San Francisco, Los Angeles and Las Vegas were reviewed for comparison. Mr. Cherrier further explained that any seasonal effects would be shared by all sites.

In response to Commissioner Rodoni, Mr. Cherrier explained that if funds from the Crossing Guard Program are used to fund additional guards now, by 2030, the program will not be able to fund the baseline of 96 guards. ED Richman explained that actual revenues were factored into the projections, which also included a 2% annual increase in projected revenues, and adjustments for inflation and increased costs; and reiterated that if additional guards are funded year after year, there will be a funding shortfall by 2030.

Commissioner Ravasio expressed support for reevaluating sites in the Fall and maintaining existing guard locations in the interim. Commissioner Ravasio commented that the funds used to certify the list could be used to fund additional guards.

Commissioner Moulton-Peters expressed concern about the timing of the data collection and commented that crossing guards are not simply quantifiable fixtures but represent a flagship of safety within the communities they serve. Commissioner Moulton-Peters advocated for funding the additional sites through the upcoming year with a reevaluation in the Fall.

In response to Commissioner Lucan, Mr. Cherrier explained that the Public Works Director for any jurisdiction may request a reevaluation for a changed condition at any time.

In response to Commissioner Kemnitzer, ED Richman explained that the data collected for the site at Sir Francis Drake Blvd. and Laurel Grove was checked and verified for accuracy by TAM staff; and that there are other ways for jurisdictions to request a changed condition analysis, most notably through the Public Works Director. Commissioner Kemnitzer commented that perhaps there should be a process to address a change in usage at a site if it is significantly different from when the original data collection occurred.

In response to Commissioner Kellman, ED Richman explained that the methodology was approved by the Board in April 2022, and the counts were conducted in the Fall of 2022, after various capital improvements were completed at South Eliseo, Bon Air Road, and Sir Francis Drake Blvd.

Commissioner Kuhl advocated for a reevaluation of sites 98 through 103, and site rank No. 133, Sir Francis Drake Blvd. and Bon Air Road.

Chair Colbert expressed concern about the potential liability to the program and the agency if there is a deviation from the list; and commented on the importance of the fiduciary responsibility the agency has to the taxpayers. However, Chair Colbert expressed support for reevaluating sites 98-103 in the Fall and funding them through the end of calendar year 2023. Chair Colbert also inquired about the possibility of obtaining additional advice from counsel and reconvening on this item in May.

Commissioner Rice expressed support for taking action tonight and moved to fund 97 crossing guards, down to Rank 97 of the list for the next cycle, through 2026-27; and fund 6 crossing guards, Ranked 98 through 103 for the first half of the 2023-2024 school year (August-December 2023) whereby jurisdictions for sites 98 through 103 may opt to work with TAM staff to formally submit a changed condition request should they want the site reevaluated in the Fall 2023, which was seconded by Commissioner Kemnitzer.

A roll call vote was conducted, Commissioners Blash, Carroll, Colbert, Colin, Farac, Kellman, Kemnitzer, Kuhl, Lucan, Moulton-Peters, Ravasio, Rice, Rodoni, and Sackett voted aye; and Commissioner Fredericks voted nay. The motion passed by a 14 to 1 vote.

*The meeting was adjourned at 9:01 p.m.*





**DATE:** May 25, 2023

**TO:** Transportation Authority of Marin Board of Commissioners

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

**SUBJECT:** Review and Release the Draft TAM FY2023-24 Annual Budget for Public Comment (Action), Agenda Item No. 6b

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## RECOMMENDATION

The Board reviews and releases the Draft TAM FY2023-24 Annual Budget for public comment.

The Administration, Projects and Planning (AP&P) Executive Committee reviewed the Draft FY2023-24 Annual Budget at its May 8 meeting and voted unanimously to refer the item to the Board for review and release for public comment at its May 25, 2023 meeting.

The Draft TAM FY2023-24 Annual Budget was posted on TAM's website on May 9, 2023 for public inspection prior to the scheduled June 22, 2023 budget adoption as required by TAM's Administrative Code.

TAM shared the Draft TAM FY2023-24 Annual Budget with the TAM/MMA (Marin Manager's Association) Sub-Committee at its May 11 meeting. The Citizens' Oversight Committee (COC) also reviewed the Draft TAM FY2023-24 Annual Budget at its May 15 meeting, discussed various items and provided input. All comments received from the various committee reviews, as well as any from the public, will be reported and/or incorporated into the final draft that will be presented to the Board for adoption on June 22, 2023.

## 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 inspection period and a public hearing are also required as part of the budget approval process.

Staff started the development process for the FY2023-24 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 (VRF) revenue levels and the budget development schedule at its March 23, 2023 meeting. The TAM Board is scheduled to review and adopt the Proposed FY2023-24 Annual Budget at its June 22, 2023 meeting.

## DISCUSSION/ANALYSIS

### FY2023-24 Annual Budget Report 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 and project and program delivery priorities.

The four main sections of the annual budget report are:

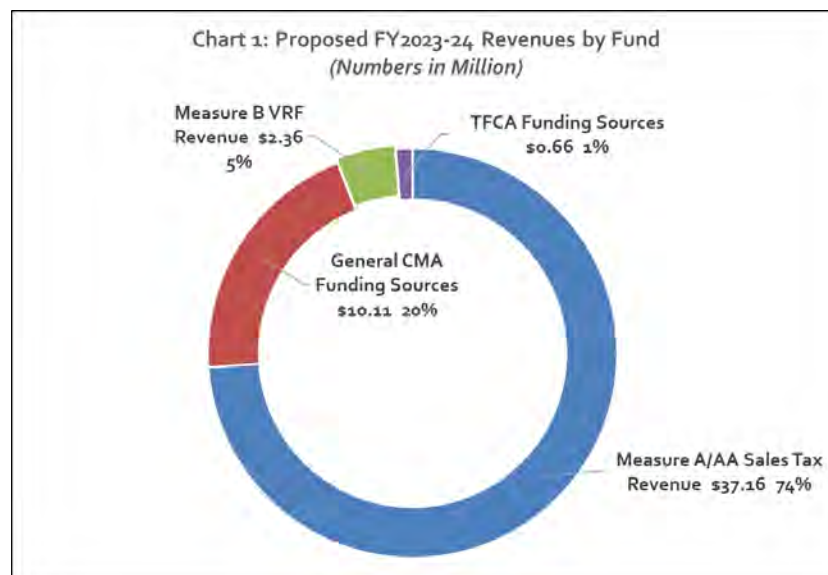
- Executive Director's Message – overview of TAM's budget situation and highlighting major goals and work anticipated for the upcoming year;
- TAM Budget Process General Overview – overview of TAM's budget process and related policies;
- FY2023-24 Annual Budget Process and Highlights – overview of all revenue and expenditure budget line items that are proposed for the fiscal year;
- FY2023-24 Work Plans by Function – overview and highlighted work items for the fiscal year period for each functional group in the agency.

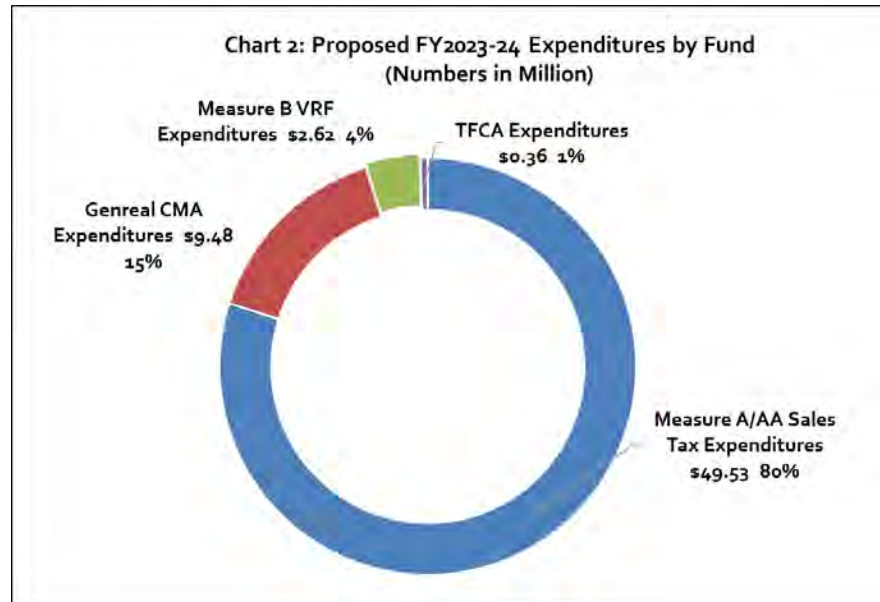
TAM's annual budget development process allows the agency to create the plan for its agency operations and project/program management and delivery, as well as funding allocations to various project sponsors for the upcoming fiscal year. The process by nature requires the use of various assumptions to project into the future in terms of revenue collections and operational, project and program expenditures.

#### **Draft FY2023-24 Annual Budget Overview:**

While all detailed budget information is included in Attachment 1: Draft TAM FY2023-24 Annual Budget for Board review and public comment, the following two charts present the total revenues and expenditures for the upcoming year. In summary, TAM's total revenue for FY2023-24 is expected to be \$50.28 million and total expenditure is expected to be \$61.98 million based on current project/program delivery schedules.

As the funding agency that collects the Measure A/AA, Measure B, and the Transportation Fund for Clean Air (TFCA) fund sources in cash but funds most projects/programs on a reimbursement basis, TAM's annual expenditures rely heavily on the project/program delivery plans and schedules managed both in-house and by various partner agencies. Having budgeted expenditures greater than revenues in some years is simply because TAM and its partner agencies are using accumulated fund balances from prior years to deliver more projects and programs in that particular year. Based on the proposed revenues and expenditures for FY2023-24, TAM will spend \$11.70 million more than it will collect in revenue and end the year with a fund balance of \$29.74 million. The charts below illustrate the proposed revenues and expenditures for FY2023-24 by the major governmental funds TAM controls.





Ongoing revenue challenges and new funding opportunities, as well as the proposed operating and salary/benefit changes for the upcoming year, are summarized below for your review and discussion.

#### Ongoing Uncertainties with the Sales Tax Revenue

As reported to the Board at its March 23, 2023 meeting, even though based on the current cash disbursements and economic condition, staff is confident that TAM's Measure A/AA revenue collection will make another new high record at \$35.5 million for FY2022-23 and projected another slight 0.5% revenue increase for FY2023-24 at \$35.68 million, the many uncertainties both globally and nationally are casting a huge shadow on the economic future for all. More economists are seeing an increased chance that the U.S. economy will sink into a recession this year as a result of interest rate hikes, high inflation, end of fiscal stimulus, weak export markets abroad, and global political instability. While it is still highly likely that Marin's sales tax revenue will not suffer in the upcoming year due to the demographic and economic nature of the County, staff will closely monitor all indicators and update the Board with any warning signs.

#### Continuing Decrease of the Vehicle Registration Fee Revenue

As reported to the Board in March 2023, the number of registered vehicles in Marin has been dropping in the last 3 years. Uncertainties with the continuation of remote work arrangements, travel habits, future commute patterns, high gas price and supply chain pressure all have potential impacts on personal vehicle replacement and purchase decisions, as well as with Marin's apparent population decline. Based on all those factors, the downward trend of VRF revenue is not expected to change in the near future.

#### Resolution of the Legal Case Against Regional Measure 3 (RM3)

After almost five years of waiting, transportation partners in the Bay Area can finally access the funds raised through RM3, after the California Supreme Court's dismissal in January of this year of the lawsuit filed by Howard Jarvis Taxpayers Association. Staff from the Metropolitan Transportation Commission (MTC) is working out the details of the allocation as well as reimbursement processes for the funding promises that TAM received under the Letter of No Prejudice (LONP) process for two of the highest priority projects in Marin that TAM manages directly: the US 101/I-580 Multi-Modal and Local Access Improvement Project (\$135 million designated in RM3), and the Marin-Sonoma Narrows (MSN) Project (total of \$120 million for the whole corridor designed in RM3). Meanwhile, TAM staff has assumed direct spending and expected reimbursement of the RM3 funding for both projects in the Draft FY2023-24 Annual Budget and will update those numbers accordingly when more clear guidelines from MTC become available.

It is also worth noting that RM3 includes a few regional competitive programs, for which Marin projects may be eligible. TAM will monitor these programs as they are developed by MTC with an eye toward any applicable funding opportunities.

*Development of Long-term City/County CMA Fee Agreement*

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 reached a long-term fee structure agreement in early 2022 and are currently in the process of finalizing the new City/County CMA Fee Funding Agreement between TAM and all the member agencies. The new long-term fee structure started with a \$550,000 base amount for FY2022-23 which then grows annually by the Bay Area Consumer Price Index (CPI). Based on the new agreement, the FY2023-24 City/County CMA fee is set at \$576,950.

*Funding Opportunities to Focus on*

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

Congress reintroduced earmark funding in FY2021-22 after a decade-long moratorium. The current iteration of earmark funding is referred to as “Community Projects” and “Member Projects.” Various Marin agencies have been awarded grants for projects and programs in recent cycles and TAM will continue to work with local agencies to advocate for Marin’s transportation project/program needs.

On the State side, the FY2022-23 California State Budget also included earmarks for certain projects, and TAM was named as the recipient of two of these state earmarks:

- \$10 million for mitigation of roadway flooding in Marin City
- \$20 million for design of SR37 Segment A early phase project (pending completion of environmental)

Another competitive funding opportunity is the Active Transportation Program (ATP). The following Marin projects received fund awards from ATP Cycle 6 in 2022-23. Both the State and regional amounts from Cycle 6 represent the most available funds from any previous cycles of ATP due to the one-time infusions from the record State surplus funds in 2021 and 2022 and the federal Infrastructure Investment and Jobs Act (IIJA).

- San Rafael’s Canal Crossing Project for \$3,925,000
- San Rafael’s Canal Neighborhood Active Transportation Enhancements Project for \$4,123,000
- Corte Madera’s Central Marin Regional Pathways Gap Closure Project for \$1,500,000

FY2022-23 was also the commencement of Cycle 3 of the One Bay Area Grant Program (OBAG 3). OBAG 3 distributes federal transportation funds from the IJJA. OBAG 3 funds are programmed over a four-year period from FY2022-23 to FY2025-26 and the following Marin projects are being awarded funds:

- San Rafael's Canal Area PDA Study (\$797,000)
- Marin Transit's Corridor Improvements (\$1,600,000)
- Sausalito's Bridgeway Bike Lane Project – Princess Street to Richardson (\$505,000)
- San Rafael's Northgate Area PDA Study (\$797,000)
- San Rafael's Second and Fourth Street Intersection Improvements (\$3,051,000)
- SMART's Pathway-Great Redwood Trail – Novato Hannah Ranch Road to Rowland (\$1,000,000)
- Corte Madera's Paradise Drive (\$2,056,000)
- TAM's Countywide Transportation Plan (\$400,000)

In addition, TAM is slated to receive \$3.45 million for CMA Planning Activities over the OBAG 3 period. In total, between the ATP and OBAG programs, Marin projects are slated to receive about \$20 million.

In early 2023, TAM and Marin Transit were awarded a \$1.25 million grant from MTC to support development of a Part-Time Transit Lane (PTTL, sometimes also called Bus on Shoulder) project on Southbound U.S. 101 between San Rafael and Novato. This effort follows on a feasibility study that TAM completed which showed benefits to transit including travel time savings from a PTTL.

TAM also applied for the following grants from MTC and the State and expects to hear back as to awards later in the Spring or Summer:

- MTC Mobility Hubs Planning: \$400,000
- Caltrans Planning Grant for development of a Countywide Vehicle Miles Travelled Mitigation Toolkit: \$ 500,000

Staff has submitted a \$6.8 million grant application for the federal Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Program for the Bellam Boulevard Improvement Project and is expecting award results around June.

Staff is also working on the recently announced funding opportunity for EV Charging and Fueling Infrastructure (CFI) grant program available from the U.S. Department of Transportation (USDOT). TAM is working in cooperation with various partners to identify the needs and locations in Marin, and TAM also is considering providing a portion of the required local matching funds through the Measure B VRF Program to support this high priority effort.

It is also expected that MTC and the Bay Area Air Quality Management District (BAAQMD) will release grant applications for Transportation Electrification funds later in the Summer, and other IJJA programs will roll out throughout the year.

While most of the funding awards will go directly to the project sponsors and have no impacts on TAM's upcoming year budget, the ones that TAM receives directly have been included in the proposed FY2023-24 Annual Budget as of June or will be incorporated into the Adopted Annual Budget during the budget amendments process throughout the year. Please also note that for the funding/earmarks awards that TAM receives directly, only the expected expenditures for the upcoming fiscal year are included in the budget, rather than the entire amounts.

**Proposed FY2023-24 Annual Cost of Living Adjustment (COLA)**

During the FY2021-22 Annual Budget approval process, the TAM Board approved the following long-term COLA adjustment policy: Annual COLA ties to Consumer Price Index (CPI) for the San Francisco Bay Area but capped at the sales tax revenue growth rate and no COLA adjustment during the years the sales tax revenues decrease.

The most recent February 2023 Consumer Price Index for All Urban Consumers (CPI-U) released for the San Francisco-Oakland-Hayward Urban Area by the Bureau of Labor Statistics (BLS) is at 5.3%. However, having the agency's long-term financial health as the priority, staff is recommending capping the COLA increase requested at 3.5% for FY2023-24. As part of the review process, staff surveyed 13 agencies and received 11 responses. 8 out of the 11 agencies that have responded to TAM's survey are in the process of finalizing their FY2023-24 COLA recommendations, with 2 at 2.5%, 1 at 3%, 3 at 3.5%, 1 at 4% and 1 at 4.5%, with the other 3 still in the review or negotiation process with no recommended numbers.

**FISCAL CONSIDERATION**

Expected revenue collection and reimbursement for FY2023-24 is \$50.28 million while the proposed expenditure is \$61.98 million. TAM's fund balance will be reduced by \$11.70 million but will remain positive at \$29.52 million by the end of FY2023-24.

**NEXT STEPS**

The TAM Board will review and release the budget for public comment at its May 25, 2023 meeting. Staff will continue to review comments from various sources and new revenue and expenditure information and update the draft budget when necessary. Any changes since the release of public comment in May will be reported at the June 22, 2023 TAM Board Meeting. The TAM Board will conduct a public hearing at its June Meeting prior to the final adoption of the FY2023-24 Annual Budget.

**ATTACHMENTS**

Attachment A – Draft TAM FY2023-24 Annual Budget



# Transportation Authority of Marin

Fiscal Year 2023-24

Annual Budget - DRAFT



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## Executive Director's Message

I am pleased to present TAM's Annual Budget for the 2023-24 Fiscal Year. The Annual Budget provides a thorough picture of TAM's expected revenues and expenditures to plan, fund, manage and construct priority transportation programs and projects for the Fiscal Year beginning July 1, 2023 and ending June 30, 2024.

This year TAM looks forward to continuing to deliver the projects and programs outlined in the voter-approved Expenditure Plans for Marin's transportation funding, including supporting our local partner agencies. In addition, TAM continues to adapt to the post-pandemic world, with changes to the local transportation system, economy and employment, a growing focus on equity, new methods of outreach, and many other effects. At the same time, there is still a need to plan for the future.

In that context, TAM will embark on our first Countywide Transportation Plan with extensive outreach and public engagement to set a path for needed transportation improvements, priorities and policies for Marin County. This comprehensive planning effort will also help develop strategies for greater inclusivity and engagement to enhance equity. TAM will also begin a targeted, technical study to identify potential solutions and options to address future Sea Level Rise and the interaction with our transportation systems. We will also continue to focus on reducing emissions from, and reliance on, single occupant vehicles through innovative programs including the Marin Commutes Program offering rewards for carpooling, walking, biking and taking transit.

Major capital improvement projects will continue to make progress, including entering the second year of construction for the final highway segment of the Marin-Sonoma Narrows, beginning the environmental studies for the US 101/I-580 Multi-Modal and Local Access Improvement Project, and initiating detailed planning for three interchanges along US 101 in Marin: SR 131 Tiburon Blvd./East Blithedale Ave., Manuel T. Freitas Parkway/Civic Center Dr., and Alameda del Prado/Nave Drive. We will also continue our focus on community projects including local bicycle and pedestrian improvements, and on advancing the planning and design for Part-Time Transit Lanes (aka Bus on Shoulder), to improve transit reliability and travel time.

We will also continue providing the funding and oversight for programs and services that are at the core of our local transportation and mobility network, including Marin Transit and Marin Access, Safe Routes to Schools, and our locally funded Crossing Guard program. The Alternative Fuels program is supporting schools, agencies, and jurisdictions to help create a clean fuel future, and this year will host a Clean Fuel Expo to showcase light and heavyweight vehicles of the future.

This budget document provides a clear fiscal plan for the TAM Board of Commissioners and the public. It defines the revenue from local, state, and federal resources, and outlines the expenditures that we anticipate for Marin's transportation priorities.

We thank our community for working with TAM to help fund transportation enhancements and move Marin forward.

In partnership,

Anne Richman

## TAM Budget Process General Overview

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### About TAM

The Transportation Authority of Marin (TAM) was established by Marin County voters to support transportation 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 from other category(ies) 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 the Measure A/AA ½-Cent Transportation Sales Tax and Measure B \$10 VRF funds shall be effectuated according to the Policy and Procedures specified in the Expenditure Plans and currently adopted Strategic Plans.

### Budget Development Process and Timeline

TAM's annual budget development process begins in late February/early March with a kickoff meeting with all staff that are involved in the annual budget process. In March, revenue estimates for the Measure A/Measure AA ½-Cent Transportation Sales Tax and Measure B \$10 VRF funds are prepared based on economic analyses

and presented to the TAM Board for consideration. The draft annual budget is presented to the TAM Board and released for public comments in May and the final budget is adopted at the 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, FY2022-23, 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 years, TAM and its partner agencies have increased delivery of several major projects/programs, mostly under the Measure A/AA Sales Tax Projects/Programs and the Interagency Agreements Categories. TAM's ending fund balance at the end of FY2022-23 is expected to be around \$41.44 million.

	FY2017-18 Actual	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Estimated
<b>Revenues</b>						
Measure A/AA Sales Tax Revenue	27,507,852	28,976,082	27,345,662	30,832,521	34,754,393	35,500,000
Measure B VRF Revenue	2,386,486	2,417,118	2,327,292	2,404,319	2,311,091	2,300,000
Cities/Town & County Contribution	559,000	558,999	558,999	500,001	500,000	550,000
Interest Earnings	139,632	1,914,194	2,507,746	408,181	293,480	1,304,683
BAAQMD/TFCA	362,284	364,537	368,939	358,753	354,562	350,000
Federal	3,124,051	2,238,572	1,258,584	1,069,755	873,381	1,072,000
State	1,193,020	718,371	993,157	189,494	448,967	168,118
Regional	753,288	4,201,448	14,829	4,364,229	6,970,819	366,122
Other Revenue	337,770	-	-	1,262,593	92,974	159,000
<b>Total Revenues</b>	<b>36,363,383</b>	<b>41,389,321</b>	<b>35,375,208</b>	<b>41,389,847</b>	<b>46,599,667</b>	<b>41,769,923</b>
<b>Expenditures</b>						
Administration	3,058,896	3,378,703	3,154,149	3,051,241	3,109,702	3,432,952
Professional Services	2,803,406	4,216,373	2,629,748	1,196,698	939,034	759,144
Measure A Sales Tax Projects/Programs	28,668,609	21,849,187	9,737,500	14,507,742	1,117,540	2,066,517
Measure AA Sales Tax Projects/Programs	-	182,971	17,396,486	20,345,625	21,987,567	33,784,795
Measure B VRF Projects/Programs	1,556,536	1,790,363	4,098,404	1,718,578	1,526,555	4,017,095
Interagency Agreements	5,855,948	3,992,151	535,629	6,686,595	7,783,208	1,695,927
TFCA Programs/Projects	176,392	66,388	366,676	1,310,733	362,625	219,000
<b>Total Expenditures</b>	<b>42,119,787</b>	<b>35,476,136</b>	<b>37,918,592</b>	<b>48,817,212</b>	<b>36,826,231</b>	<b>45,975,429</b>
<b>Net Change in Fund Balance</b>	<b>(5,756,404)</b>	<b>5,913,185</b>	<b>(2,543,384)</b>	<b>(7,427,365)</b>	<b>9,773,436</b>	<b>(4,205,506)</b>
<b>Ending Fund Balance</b>	<b>39,933,631</b>	<b>45,846,816</b>	<b>43,303,432</b>	<b>35,876,067</b>	<b>45,649,503</b>	<b>41,443,996</b>

## FY2023-24 Annual Budget Process and Highlights

Staff officially started the FY2023-24 Annual Budget process with the in-house kickoff meeting on February 27, 2023. The following is the timeline for the FY2023-24 Annual Budget development:

March-June 2023	Budget and Work Plan Development/Review Work Process
March 2023	Review and Acceptance of Measure A/AA & B Revenue Levels
May 2023	Review and Release of Draft Budget for Comments
June 22, 2023	Public Hearing and Adoption of Final Budget

The FY2023-24 Annual Budget is presented in the comprehensive report to not only present a clear financial plan, but also to include the agency's planning, project, communication and administrative work elements for the upcoming year.

While 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, staff will closely monitor the economic uncertainty caused by rising inflation, supply chain pressure and geopolitical conflicts. TAM is committed to work diligently and effectively with all our local, regional, state and federal partners during this challenging time to protect and obtain valuable transportation funds for the County.

### 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 FY2023-24 is \$50.28 million and total expected expenditure is \$61.98 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.

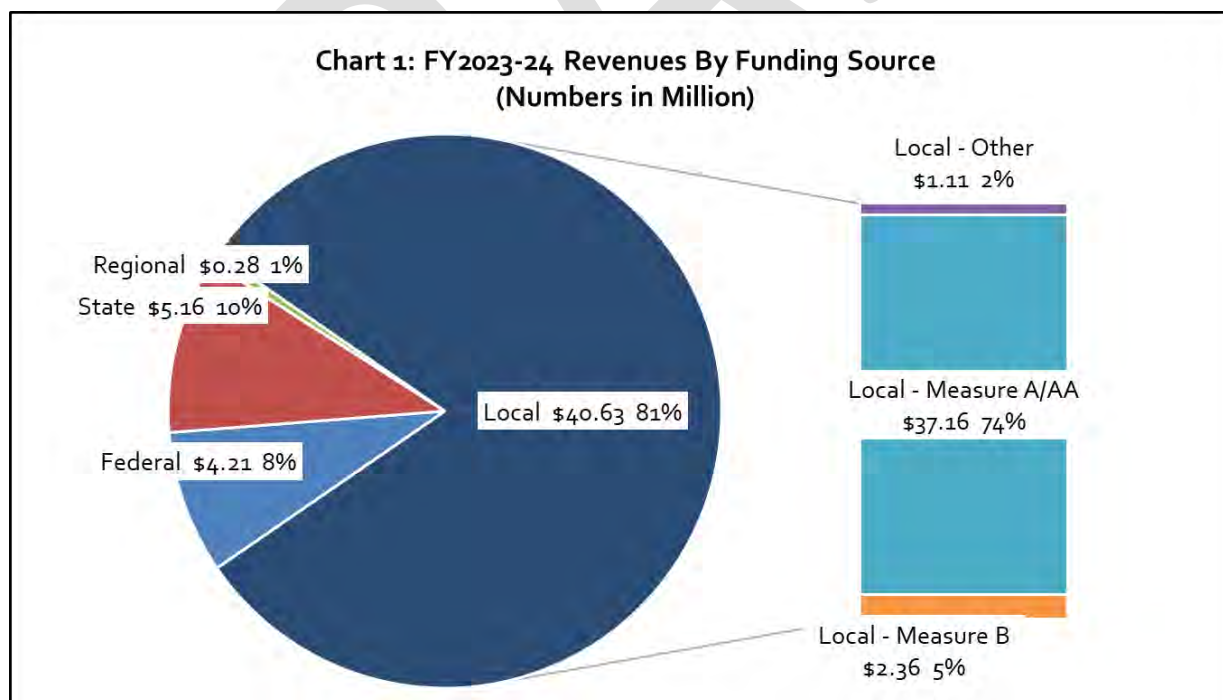
### FY2023-24 Revenue Overview

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 FY2023-24, TAM is expecting a total of \$50.28 million in revenue. Table 1 and Chart 1 illustrate TAM's revenues by funding sources.

Table 1: FY2023-24 Annual Budget – Revenue

Budget Line	FY2021-22 Actual	FY2022-23 Final Budget	FY2022-23 Estimates	FY2023-24 Proposed Budget
<b><u>Beginning Balance</u></b>	<b><u>35,876,066</u></b>	<b><u>45,649,498</u></b>	<b><u>45,649,498</u></b>	<b><u>41,443,992</u></b>
Measure A/AA Sales Tax	34,754,393	34,850,000	35,500,000	35,680,000
Measure B Vehicle Registration Fee Revenue	2,311,091	2,300,000	2,300,000	2,250,000
Cities/Towns and County CMA Fee	500,000	550,000	550,000	576,950
Interest Revenue	293,480	250,000	1,304,683	1,770,500
MTC STP/CMAQ Planning & OBAG Grant Funds	850,748	1,228,121	1,000,000	1,524,234
MTC Regional Measure 3 Fund	-	-	-	2,666,507
CA State Earmark	-	-	-	3,000,000
State TDA Fund	274,062	-	105,000	83,000
Federal STP Fund	10,000	10,000	10,000	5,000
Highway Safety Improvement Program (HSIP)	12,633	72,000	62,000	10,000
Part Time Transit Lane Grant	-	-	-	404,648
Realized Highway 101 ROW Excess Fund	92,974	225,000	159,000	1,675,000
Marin Transportation For Clean Air Funding	354,562	350,000	350,000	350,000
Regional TFCA Competitive Grants	-	63,727	-	283,637
Expired Revenue Line Items	7,145,724	1,618,395	429,240	-
<b><u>Total Revenue Available</u></b>	<b><u>46,599,666</u></b>	<b><u>41,517,243</u></b>	<b><u>41,769,923</u></b>	<b><u>50,279,477</u></b>

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 FY2023-24, about 81% of the revenue that TAM expects is from voter approved local measures and interest earnings from the fund balances of those measures, with 74% from Measure A/AA ½-Cent Sales Tax revenue, and 5% 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 23, 2023 TAM Board meeting, staff recommended, and the TAM Board approved the \$35.68 million revenue level for the Measure A/AA 1/2-Cent Transportation Sales Tax for FY2023-24. The Board also approved the revised FY2022-23 revenue level from \$34.85 million to \$35.5 million since Marin's sales tax has experienced very healthy growth over the two years.

**Measure B \$10 Vehicle Registration Fee (VRF) Revenue**

As reported to the Board in March 2023, the number of registered vehicles in Marin County continues to drop in the last 3 years, which indicates a VRF revenue drop is expected for FY2022-23 and FY2023-24. Based on this, the budget level for the Measure B VRF revenue for FY2023-24 is set at \$2.25 million.

**City/Town/County CMA Fee Contribution**

With the recovery of the economy and the improvement of revenue situation for local jurisdictions, TAM staff and MMA reached agreement on the long-term fee structure early this year, which brought the fee structure in line with the efforts required to effectively support all local partners for their transportation project and program related needs. As allowed by the new funding agreement, the total CMA fee for FY2023-24 is set at \$576,950 after adjusting the \$550,000 base fee for FY2022-23 by the allowed Bay Area Consumer Price Index (CPI).

**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 and Cycle 3 processes. The current funding agreement with MTC covers the core CMA staffing and planning functions. It's a 10-year agreement which provides funds from FY2017-18 to FY2026-27. These revenue items are reimbursement based. About \$1.51 million in revenue is expected for this line item based on the work planned. The total realized revenue will depend on actual program and project expenditures in FY2023-24.

**Regional Measure 3 Revenue**

Staff from the Metropolitan Transportation Commission (MTC) is working out the details of the allocation and reimbursement processes for the funding promises that TAM received under the Letter of No Prejudice (LONP) process for two of the highest priority projects in Marin that TAM manages directly: the US 101/I-580 Multi-Modal and Local Access Improvement Project (\$135 million designated in RM3), and the Marin-Sonoma Narrows (MSN) Project (total of \$120 million for the whole corridor designed in RM3). Meanwhile, TAM staff has assumed directly spending and expected reimbursement of RM3 funding for both projects in the Draft FY2023-24 Annual Budget and will update those numbers accordingly when more clear guidelines from MTC become available. As of now, TAM expects a total of \$2.66 million in RM3 funds for the work related to the US 101/I-580 Multi-Modal and Local Access Improvement Project and MSN Project.

**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 estimated revenue for FY2022-23, a total of \$0.35 million is estimated for FY2023-24.



TAM is also expecting to fully invoice and be reimbursed for the \$283,673 regional TFCA grant spent for the construction of the North-South Greenway Project.

#### ***Part-Time Transit Lane Grant***

TAM, in partnership with Marin Transit, applied for and was awarded a total of \$1.11 million in Transit Performance Initiative (TPI) Investment Program funds from the Metropolitan Transportation Commission (MTC). About \$404,000 of the grant is expected to be spent and reimbursed in FY2023-24 for the preparation of a Project Initiation Document (PID) and the subsequent phase consisting of Project Approval and Environmental Document (PA/ED) of the Part-Time Transit Lane Project.

#### ***Caltrans Safe Roads Marin Grant***

TAM received a \$72,000 grant from Caltrans for the safe roads study for the County and is expected to complete the work in FY2023-24.

#### ***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 \$1.68 million is expected to be spent in FY2023-24 to support the MSN B8 Project.

#### ***FY2023-24 Expenditure Overview***

In FY2023-24, with the support and cooperation of our federal, state, regional and local partners, TAM is expected to deliver a total of \$61.98 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 FY2023-24 total expenditure for the Administration Category is \$3.82 million, which is about \$192,000 (5.3%) higher than the FY2022-23 budgeted amount. The increase is mostly due to the salary and benefit cost change. A copy of TAM's current organization chart is included on Page 9 of the report.

#### ***2023 Cost of Living Adjustment (COLA)***

Current TAM COLA policy allows staff an annual COLA increase based on the most recent CPI as of May each year, or sales tax growth rate from the prior year, whichever is lower. The most recent February 2023 Consumer Price Index for All Urban Consumers (CPI-U) released for the San Francisco-Oakland-Hayward Urban Area by the Bureau of Labor Statistics (BLS) is at 5.3%. However, having the agency's long-term financial health as the priority, staff is recommending capping the COLA increase requested at 3.5% for FY2023-24. As part of the review process, staff surveyed 13 agencies. 8 agencies out of the 11 that have responded to TAM's survey as of May 9 are in the process of finalizing their FY2023-24 COLA recommendations, with 2 at 2.5%, 1 at 3%, 3 at 3.5%, 1 at 4% and 1 at 4.5%.

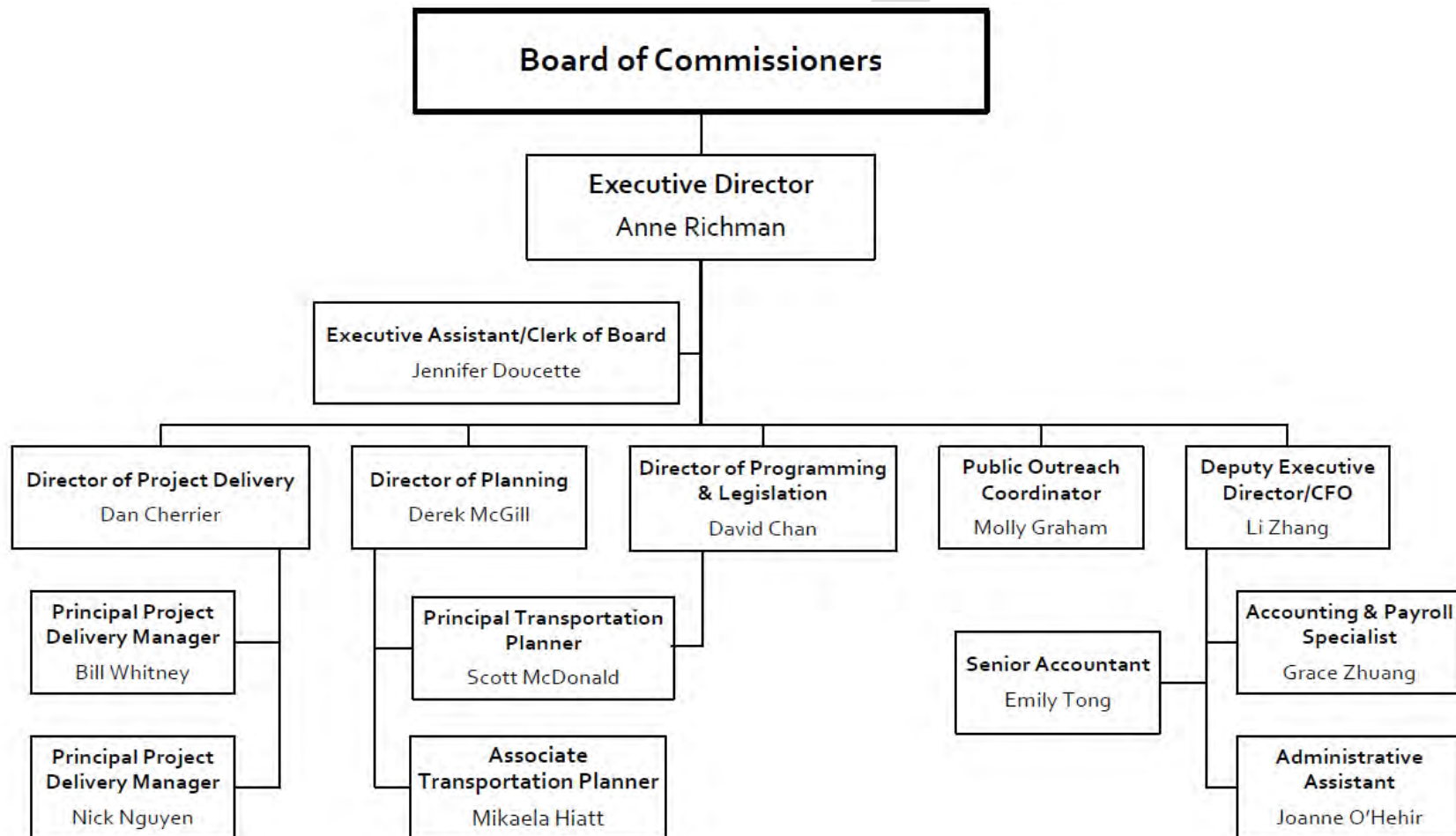
TAM will also soon start an agency-wide compensation study, which is expected to be completed by the end of 2023. Any potential compensation and benefit changes recommended as a result of the study will be presented to the Board for review and approval. All approved changes will be effective as of January 1, 2024 or as approved by the Board.

Table 2.1: FY2023-24 Annual Budget – Expenditure/Administration

Budget Line	FY2021-22 Actual	FY2022-23 Final Budget	FY2022-23 Estimates	FY2023-24 Proposed Budget
Salaries & Benefits	2,643,127	2,979,000	2,929,612	3,167,466
Agency-Wide Classification Study	-	25,000	2,000	23,000
Office Lease	234,669	245,000	245,199	257,000
Agency IT Related Equipment Upgrade	10,785	40,000	20,213	30,000
Equipment Purchase/Lease	4,251	10,000	6,000	10,000
Telephone/Internet/Web Hosting Services	21,961	25,000	24,034	25,000
Office Supplies & Small Miscellaneous Items	28,330	25,000	39,847	40,000
Insurance	13,716	15,000	14,682	20,000
Financial Audit	20,000	23,000	20,000	25,000
Legal Services	10,020	35,000	5,000	35,000
Document/Video/Marketing Material Production	23,876	50,000	22,100	30,000
Memberships	13,752	34,500	38,500	45,000
Travel/Meetings/Conferences	17,539	26,500	20,500	26,000
Professional Development	5,745	5,000	5,000	7,500
Human Resources/Board Support	4,764	20,000	5,000	20,000
Information Technology Support	28,740	45,000	25,000	45,000
Annual Support & Upgrade of Financial System	6,898	10,000	8,000	10,000
Expired Expenditure Line Items	21,529	11,000	2,266	-
<b>Subtotal, Administration</b>	<b>3,109,702</b>	<b>3,624,000</b>	<b>3,432,952</b>	<b>3,815,966</b>



Chart 2: Transportation Authority of Marin Organization Chart  
(As of May 2023)



**Professional Services**

The proposed FY2023-24 expenditure level for the Professional Services Category is \$4.49 million, which is \$2.85 million (170%) higher than the FY2022-23 budgeted amount. With the anticipation of RM3, state earmark for State Route 37 (SR 37) and potential federal grants, various work tasks for the Bellam Blvd. Improvement Project, US 101/I-580 Multi-Modal and Local Access Improvement Project, and SR-37 Segment A1 Design are scheduled to pick up in FY2023-24, along with continuing construction design support for the North-South Greenway Project, and the update of the Vision Plan/Countywide Transportation Plan.

**Table 2.2: FY2023-24 Annual Budget – Expenditure/Professional Services**

Budget Line	FY2021-22 Actual	FY2022-23 Final Budget	FY2022-23 Estimates	FY2023-24 Proposed Budget
Bellam Blvd 101 Off-ramp Improvements - Design & Travel Model Maintenance & Update	33,532	700,000	70,000	900,000
Traffic Monitoring, Reporting & Travel Model Data	-	100,000	80,000	200,000
Project Management Oversight	52,441	75,000	110,000	150,000
101/I-580 Multi-modal and Local Access Improvements	106,836	140,000	190,000	140,000
State Legislative Assistance				1,660,000
Financial Advisor/Sales Tax Audit Services	44,100	46,200	46,200	60,000
Measure A/AA Sales Tax Compliance Audit	17,718	10,000	24,000	25,000
N/S Greenway - Construction Support	15,500	20,000	19,194	20,000
Public Outreach Service Support	624,753	250,000	131,000	103,000
Part Time Transit Lane	-	40,000	12,000	20,000
Countywide Transportation Plan	-	-	-	302,000
Local Road Safety Plan	-	150,000	10,000	350,000
SR-37 Segment A1 Design	-	72,000	62,000	10,000
Equity Framework	-	-	-	500,000
Expired Expenditure Line Items	-	50,000	-	50,000
Subtotal, Professional Services	44,154	10,000	4,750	-
	<b>939,034</b>	<b>1,663,200</b>	<b>759,144</b>	<b>4,490,000</b>

**Measure A Sales 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 Measure A reserve funds to be released this year and a few strategies still spending down their fund balances, a total expenditure of \$2.31 million is expected in FY2023-24.

Table 2.3: FY2023-24 Annual Budget – Expenditure/Measure A Sales Tax Programs/Projects

Budget Line	FY2021-22 Actual	FY2022-23 Final Budget	FY2022-23 Estimates	FY2023-24 Proposed Budget
<u>Strategy 1 - Transit</u>	<u>248,000</u>	<u>2,445,230</u>	<u>1,441,207</u>	<u>1,058,388</u>
Strategy 1.1 - Local Bus Transit Service	248,000	680,000	680,000	712,000
Strategy 1.2 - Rural Bus Transit System	-	55,080	55,080	57,672
Strategy 1.3 - Special Needs Transit Services	-	165,410	165,410	173,194
Strategy 1.4 - Bus Transit Facilities	-	1,544,740	540,717	115,522
<u>Strategy 3 - Local Transportation Infrastructure</u>	<u>158,150</u>	<u>406,545</u>	<u>243,440</u>	<u>504,896</u>
Strategy 3.1 - Major Roads	158,150	163,105	-	250,000
Strategy 3.2 - Local Streets and Roads	-	243,440	243,440	254,896
<u>Strategy 4 - Safer Access to Schools</u>	<u>711,390</u>	<u>537,870</u>	<u>381,870</u>	<u>744,358</u>
Strategy 4.1 - Safe Routes to Schools	62,475	60,690	60,690	63,546
Strategy 4.2 - Crossing Guards	79,450	77,180	77,180	80,812
Strategy 4.3 - Safe Pathways To School	-	-	-	-
Safe Pathway Capital Projects	569,465	400,000	244,000	600,000
<b>Subtotal, Measure A Programs/Projects</b>	<b>1,117,540</b>	<b>3,389,645</b>	<b>2,066,517</b>	<b>2,307,642</b>

**Measure AA Sales Tax Programs/Projects**

Staff is excited to implement and deliver 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 \$2.93 million of work is planned for FY2023-24, including \$0.5 million to support MSN B7/B8 right of way, construction design work and utility work; \$0.3 million for the Project Initiation Document (PID) & Project Approval and environmental Document (PA&ED) of the US 101/I-580 Multi-Modal and Local Access Improvement Project; \$2.0 million for studies related to interchange enhancements; and \$125,000 for Transportation Demand Management.

Under Category 2, Local Transportation Infrastructure, TAM will release \$6.63 million in local roads funds estimated to be collected in FY2022-23 and expects to spend \$1.0 million on large Safe Pathways projects, \$250,000 on sea-level rise and \$50,000 on innovative technology study and support.

Under Category 3, Safer Access to Schools, \$3.43 million is expected to be needed under Measure AA after fully spending the funds available under Measure A. These funds will be spent on Safe Routes to Schools Education and Encouragement programs (\$1.20 million), the Crossing Guard program (\$1.98 million), and the Small Safe Pathway Capital projects (\$250,000).

Under Category 4, Transit, Marin Transit plans to request a total of \$20.33 million for its operational and capital needs in FY2023-24 under Categories 4.1 to 4.5, a much higher ask compared to the last 2 years due to the phase out of the transit support funds that were made available under various federal pandemic relief grants. Golden Gate Transit is expected to claim its share, up to \$534,357 with prior year carryovers, to support local access to ferry services and regional transit under Category 4.6.

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.

Table 2.4: FY2023-24 Annual Budget – Expenditure/Measure AA Sales Tax Programs/Projects

Budget Line	FY2021-22 Actual	FY2022-23 Final Budget	FY2022-23 Estimates	FY2023-24 Proposed Budget
Major Road Set-Aside	3,195,998	5,000,000	5,867,398	8,000,000
<u>Category 1: Reduce Congestion</u>	<u>1,679,126</u>	<u>4,200,000</u>	<u>2,550,000</u>	<u>2,930,000</u>
Category 1.1 - Completion of Marin-Sonoma Narrows				
MSN B7/B8 Design/ROW/Utility Work	99,111	1,400,000	1,170,000	200,000
MSN B7 Construction Design Support	-	400,000	190,000	300,000
Category 1.2 - Match for Completion of 101/580 Local				
580/101 Multi-modal and Local Access PID & PAED	804,018	1,100,000	800,000	300,000
Category 1.3 - Enhance Interchanges	775,997	1,200,000	290,000	2,005,000
Category 1.4 - Transportation Demand Management	-	100,000	100,000	125,000
<u>Category 2: Local Transportation Infrastructure</u>	<u>5,722,549</u>	<u>7,988,432</u>	<u>7,823,432</u>	<u>7,926,254</u>
Category 2.1 - Local Roads	5,208,678	6,773,432	6,773,432	6,626,254
Category 2.2 - Large Safe Pathway Capital Projects	513,871	1,000,000	1,000,000	1,000,000
Category 2.3 - Sea Level Rise	-	100,000	50,000	250,000
Category 2.4 - Innovative Technology	-	115,000	-	50,000
<u>Category 3: Safer Access to Schools</u>	<u>2,547,164</u>	<u>3,290,000</u>	<u>3,025,000</u>	<u>3,430,000</u>
Category 3.1 - Safe Routes to Schools	741,694	1,090,000	975,000	1,200,000
Category 3.2 - Crossing Guards	1,622,609	1,950,000	1,950,000	1,980,000
Category 3.3 - Small Safe Pathway Capital Projects	182,861	250,000	100,000	250,000
<u>Category 4: Transit</u>	<u>8,842,730</u>	<u>14,643,464</u>	<u>14,518,965</u>	<u>20,331,820</u>
Category 4.1 - Local Bus Transit Service	3,232,784	6,000,000	6,000,000	13,000,000
Category 4.2 - Rural Bus Transit Service	664,630	1,131,141	1,131,141	926,812
Category 4.3 - Special Needs Transit Service	2,767,189	4,159,467	4,159,467	2,934,903
Category 4.4 - School Transit Service	1,291,954	1,600,000	1,600,000	1,700,000
Category 4.5 - Bus Transit Facilities	886,173	1,628,357	1,628,357	1,235,748
Category 4.6 - Expand Access to Transit	-	124,499	-	534,357
<b>Subtotal, Measure AA Programs/Projects</b>	<b>21,987,567</b>	<b>35,121,896</b>	<b>33,784,795</b>	<b>42,618,074</b>

**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 FY2023-24 is \$2.37 million. With the implementation of the amended Measure B Expenditure Plan and new Strategic Plan, a total of 5-year worth of funds will be made available under Element 1.1 for eligible bike/pedestrian improvement projects but only \$700,000 is expected to be needed in FY2023-24. For Element 1.2, Bike/Pedestrian Pathways Maintenance, about \$100,000 is made available to eligible project sponsors in FY2023-24. Marin Transit is planning to request a total of \$0.90 million under Element 2, Improving Transit for Seniors and People with Disabilities, during FY2023-24. The proposed FY2023-24 spending level for Element 3, Reduce Congestion and Pollution, is \$0.68 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 program.

Table 2.5: FY2023-24 Annual Budget – Expenditure/Measure B VRF Programs

Budget Line	FY2021-22 Actual	FY2022-23 Final Budget	FY2022-23 Estimates	FY2023-24 Proposed Budget
<u>Element 1 - Maintain Local Streets &amp; Pathways</u>	57,396	2,357,095	2,317,095	800,000
Element 1.1 - Local Streets and Roads	-	2,257,095	2,257,095	700,000
Element 1.2 - Bike/Ped Pathways Maintenance	57,396	100,000	60,000	100,000
<u>Element 2 - Seniors &amp; Disabled Mobility</u>	808,354	950,000	950,000	895,000
Element 2.1 - Mobility Management Programs	100,000	100,000	100,000	100,000
Element 2.2 - Paratransit & Low-Income Scholarships	205,000	190,000	190,000	180,000
Element 2.3 - Paratransit Plus	360,000	360,000	360,000	340,000
Element 2.4 - Volunteer Drive & Gap Grant	143,354	300,000	300,000	275,000
<u>Element 3 - Reduce Congestion &amp; Pollution</u>	660,805	875,000	750,000	675,000
Element 3.1 - Safe Routes to School/Street Smart	175,000	175,000	175,000	175,000
Element 3.2 - Commute Alternative Programs	319,137	350,000	350,000	250,000
Element 3.3 - Alternative Fuel Vehicle Program	166,668	350,000	225,000	250,000
<b>Subtotal, Measure B Programs</b>	<b>1,526,555</b>	<b>4,182,095</b>	<b>4,017,095</b>	<b>2,370,000</b>

### 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 \$6.05 million for FY2023-24, 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 US 101/I-580 Multi-Modal and Local Access Improvement Project, the North/South Greenway, Marin City Flood Mitigation, and the MSN projects.

Table 2.6: FY2023-24 Annual Budget – Expenditure/Interagency Agreements

Budget Line	FY2021-22 Actual	FY2022-23 Final Budget	FY2022-23 Estimates	FY2023-24 Proposed Budget
Caltrans - MSN B8 PS&E/ROW Support & Capital	48,685	225,000	154,000	150,000
Various Agencies - Bike/Ped Path Maintenance	26,299	100,000	30,000	30,000
Marin Transit - Bus Facility Lease or Purchase	-	1,100,000	-	1,100,000
Caltrans & Other - MSN B7 PS&E/ROW Support &	44,288	450,000	5,000	1,525,000
Caltrans - MSN B7 Construction Capital & Support	-	1,026,000	328,000	550,000
Caltrans - 101/580 Multil-modal and Local Access PID	32,931	120,000	95,000	40,000
Caltrans - 101 Interchange Studies	-	-	-	100,000
Caltrans - SR-37 Segment A1 Design/ROW coop	-	-	-	500,000
Caltrans - Part Time Transit Lane	-	-	-	50,000
Marin City Flood Mitigation	-	-	1,000,000	2,000,000
Expired Expenditure Line Items	7,631,005	1,927,000	83,927	-
<b>Subtotal, Interagency Agreements</b>	<b>7,783,208</b>	<b>4,948,000</b>	<b>1,695,927</b>	<b>6,045,000</b>

**TFCA Programs/Projects**

This category includes anticipated reimbursement requests for various TFCA capital projects funded by the Marin Local TFCA funding at \$0.34 million.

**Table 2.8: FY2023-24 Annual Budget – Expenditure/TFCA Programs/Projects**

Budget Line	FY2021-22 Actual	FY2022-23 Final Budget	FY2022-23 Estimates	FY2023-24 Proposed Budget
TFCA - Reimbursement of Various Capital Projects	78,988	394,000	219,000	334,000
Expired Expenditure Line Items	283,637	28,364	-	-
<b>Subtotal, TFCA Programs/Projects</b>	<b>362,625</b>	<b>422,364</b>	<b>219,000</b>	<b>334,000</b>

## **FY2023-24 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 sheets 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. 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 FY2023-24 budget at the individual fund level. The budget at the fund level presents the spending priorities in the upcoming fiscal year and provides 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 amended by the TAM Board in February 2023. The FY2023-24 budget reflects the changes that were implemented.

### **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 CMA 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: FY2023-24 Annual Budget – Combined

Budget Line	FY2021-22 Actual	FY2022-23 Final Budget	FY2022-23 Estimates	FY2023-24 Proposed Budget
<b><u>Beginning Balance</u></b>	<b><u>35,876,066</u></b>	<b><u>45,649,498</u></b>	<b><u>45,649,498</u></b>	<b><u>41,443,992</u></b>
Measure A/AA Sales Tax	34,754,393	34,850,000	35,500,000	35,680,000
Measure B Vehicle Registration Fee Revenue	2,311,091	2,300,000	2,300,000	2,250,000
Cities/Towns and County CMA Fee	500,000	550,000	550,000	576,950
Interest Revenue	293,480	250,000	1,304,683	1,770,500
MTC STP/CMAQ Planning & OBAG Grant Funds	850,748	1,228,121	1,000,000	1,524,234
MTC Regional Measure 3 Fund	-	-	-	2,666,507
CA State Earmark	-	-	-	3,000,000
State TDA Fund	274,062	-	105,000	83,000
Federal STP Fund	10,000	10,000	10,000	5,000
Highway Safety Improvement Program (HSIP)	12,633	72,000	62,000	10,000
Part Time Transit Lane Grant	-	-	-	404,648
Realized Highway 101 ROW Excess Fund	92,974	225,000	159,000	1,675,000
Marin Transportation For Clean Air Funding	354,562	350,000	350,000	350,000
Regional TFCA Competitive Grants	-	63,727	-	283,637
Expired Revenue Line Items	7,145,724	1,618,395	429,240	-
<b><u>Total Revenue Available</u></b>	<b><u>46,599,666</u></b>	<b><u>41,517,243</u></b>	<b><u>41,769,923</u></b>	<b><u>50,279,477</u></b>
<b>EXPENDITURES</b>				
<b>Administration</b>				
Salaries & Benefits	2,643,127	2,979,000	2,929,612	3,167,466
Agency-Wide Classification Study	-	25,000	2,000	23,000
Office Lease	234,669	245,000	245,199	257,000
Agency IT Related Equipment Upgrade	10,785	40,000	20,213	30,000
Equipment Purchase/Lease	4,251	10,000	6,000	10,000
Telephone/Internet/Web Hosting Services	21,961	25,000	24,034	25,000
Office Supplies & Small Miscellaneous Items	28,330	25,000	39,847	40,000
Insurance	13,716	15,000	14,682	20,000
Financial Audit	20,000	23,000	20,000	25,000
Legal Services	10,020	35,000	5,000	35,000
Document/Video/Marketing Material Production	23,876	50,000	22,100	30,000
Memberships	13,752	34,500	38,500	45,000
Travel/Meetings/Conferences	17,539	26,500	20,500	26,000
Professional Development	5,745	5,000	5,000	7,500
Human Resources/Board Support	4,764	20,000	5,000	20,000
Information Technology Support	28,740	45,000	25,000	45,000
Annual Support & Upgrade of Financial System	6,898	10,000	8,000	10,000
Expired Expenditure Line Items	21,529	11,000	2,266	-
<b><u>Subtotal, Administration</u></b>	<b><u>3,109,702</u></b>	<b><u>3,624,000</u></b>	<b><u>3,432,952</u></b>	<b><u>3,815,966</u></b>
<b>Professional Services</b>				
Bellam Blvd 101 Off-ramp Improvements - Design & Travel Model Maintenance & Update	33,532	700,000	70,000	900,000
Traffic Monitoring, Reporting & Travel Model Data	-	100,000	80,000	200,000
Project Management Oversight	52,441	75,000	110,000	150,000
101/580 Multi-modal and Local Access Improvements	106,836	140,000	190,000	140,000
State Legislative Assistance	-	-	-	1,660,000
Financial Advisor/Sales Tax Audit Services	44,100	46,200	46,200	60,000
Measure A/AA Sales Tax Compliance Audit	17,718	10,000	24,000	25,000
N/S Greenway - Construction Support	15,500	20,000	19,194	20,000
Public Outreach Service Support	624,753	250,000	131,000	103,000
Part Time Transit Lane	-	40,000	12,000	20,000
Countywide Transportation Plan	-	-	-	302,000
Local Road Safety Plan	-	150,000	10,000	350,000
SR-37 Segment A1 Design	-	72,000	62,000	10,000
Equity Framework	-	-	-	500,000
Expired Expenditure Line Items	-	50,000	-	50,000
<b><u>Subtotal, Professional Services</u></b>	<b><u>44,154</u></b>	<b><u>10,000</u></b>	<b><u>4,750</u></b>	<b><u>-</u></b>
<b><u>Subtotal, Professional Services</u></b>	<b><u>939,034</u></b>	<b><u>1,663,200</u></b>	<b><u>759,144</u></b>	<b><u>4,490,000</u></b>



Table 3: FY2023-24 Annual Budget – Combined

(Continued)

Budget Line	FY2021-22 Actual	FY2022-23 Final Budget	FY2022-23 Estimates	FY2023-24 Proposed Budget
<b>Measure A Sales Tax Programs/Projects</b>				
<u>Strategy 1 - Transit</u>	<u>248,000</u>	<u>2,445,230</u>	<u>1,441,207</u>	<u>1,058,388</u>
Strategy 1.1 - Local Bus Transit Service	248,000	680,000	680,000	712,000
Strategy 1.2 - Rural Bus Transit System	-	55,080	55,080	57,672
Strategy 1.3 - Special Needs Transit Services	-	165,410	165,410	173,194
Strategy 1.4 - Bus Transit Facilities	-	1,544,740	540,717	115,522
<u>Strategy 3 - Local Transportation Infrastructure</u>	<u>158,150</u>	<u>406,545</u>	<u>243,440</u>	<u>504,896</u>
Strategy 3.1 - Major Roads	158,150	163,105	-	250,000
Strategy 3.2 - Local Streets and Roads	-	243,440	243,440	254,896
<u>Strategy 4 - Safer Access to Schools</u>	<u>711,390</u>	<u>537,870</u>	<u>381,870</u>	<u>744,358</u>
Strategy 4.1 - Safe Routes to Schools	62,475	60,690	60,690	63,546
Strategy 4.2 - Crossing Guards	79,450	77,180	77,180	80,812
Strategy 4.3 - Safe Pathways To School	-	-	-	-
Safe Pathway Capital Projects	569,465	400,000	244,000	600,000
<b>Subtotal, Measure A Programs/Projects</b>	<b>1,117,540</b>	<b>3,389,645</b>	<b>2,066,517</b>	<b>2,307,642</b>
<b>Measure AA Sales Tax Programs/Projects</b>				
<u>Major Road Set-Aside</u>	<u>3,195,998</u>	<u>5,000,000</u>	<u>5,867,398</u>	<u>8,000,000</u>
<u>Category 1: Reduce Congestion</u>	<u>1,679,126</u>	<u>4,200,000</u>	<u>2,550,000</u>	<u>2,930,000</u>
Category 1.1 - Completion of Marin-Sonoma Narrows				
MSN B7/B8 Design/ROW/Utility Work	99,111	1,400,000	1,170,000	200,000
MSN B7 Construction Design Support	-	400,000	190,000	300,000
Category 1.2 - Match for Completion of 101/580 Local				
580/101 Multi-modal and Local Access PID & PAED	804,018	1,100,000	800,000	300,000
Category 1.3 - Enhance Interchanges	775,997	1,200,000	290,000	2,005,000
Category 1.4 - Transportation Demand Management	-	100,000	100,000	125,000
<u>Category 2: Local Transportation Infrastructure</u>	<u>5,722,549</u>	<u>7,988,432</u>	<u>7,823,432</u>	<u>7,926,254</u>
Category 2.1 - Local Roads	5,208,678	6,773,432	6,773,432	6,626,254
Category 2.2 - Large Safe Pathway Capital Projects	513,871	1,000,000	1,000,000	1,000,000
Category 2.3 - Sea Level Rise	-	100,000	50,000	250,000
Category 2.4 - Innovative Technology	-	115,000	-	50,000
<u>Category 3: Safer Access to Schools</u>	<u>2,547,164</u>	<u>3,290,000</u>	<u>3,025,000</u>	<u>3,430,000</u>
Category 3.1 - Safe Routes to Schools	741,694	1,090,000	975,000	1,200,000
Category 3.2 - Crossing Guards	1,622,609	1,950,000	1,950,000	1,980,000
Category 3.3 - Small Safe Pathway Capital Projects	182,861	250,000	100,000	250,000
<u>Category 4: Transit</u>	<u>8,842,730</u>	<u>14,643,464</u>	<u>14,518,965</u>	<u>20,331,820</u>
Category 4.1 - Local Bus Transit Service	3,232,784	6,000,000	6,000,000	13,000,000
Category 4.2 - Rural Bus Transit Service	664,630	1,131,141	1,131,141	926,812
Category 4.3 - Special Needs Transit Service	2,767,189	4,159,467	4,159,467	2,934,903
Category 4.4 - School Transit Service	1,291,954	1,600,000	1,600,000	1,700,000
Category 4.5 - Bus Transit Facilities	886,173	1,628,357	1,628,357	1,235,748
Category 4.6 - Expand Access to Transit	-	124,499	-	534,357
<b>Subtotal, Measure AA Programs/Projects</b>	<b>21,987,567</b>	<b>35,121,896</b>	<b>33,784,795</b>	<b>42,618,074</b>

**Table 3: FY2023-24 Annual Budget – Combined**  
(Continued)

Budget Line	FY2021-22 Actual	FY2022-23 Final Budget	FY2022-23 Estimates	FY2023-24 Proposed Budget
<b>Measure B VRF Programs</b>				
<b>Element 1 - Maintain Local Streets &amp; Pathways</b>	<u>57,396</u>	<u>2,357,095</u>	<u>2,317,095</u>	<u>800,000</u>
Element 1.1 - Local Streets and Roads	-	2,257,095	2,257,095	700,000
Element 1.2 - Bike/Ped Pathways Maintenance	57,396	100,000	60,000	100,000
<b>Element 2 - Seniors &amp; Disabled Mobility</b>	<u>808,354</u>	<u>950,000</u>	<u>950,000</u>	<u>895,000</u>
Element 2.1 - Mobility Management Programs	100,000	100,000	100,000	100,000
Element 2.2 - Paratransit & Low-Income Scholarships	205,000	190,000	190,000	180,000
Element 2.3 - Paratransit Plus	360,000	360,000	360,000	340,000
Element 2.4 - Volunteer Drive & Gap Grant	143,354	300,000	300,000	275,000
<b>Element 3 - Reduce Congestion &amp; Pollution</b>	<u>660,805</u>	<u>875,000</u>	<u>750,000</u>	<u>675,000</u>
Element 3.1 - Safe Routes to School/Street Smart	175,000	175,000	175,000	175,000
Element 3.2 - Commute Alternative Programs	319,137	350,000	350,000	250,000
Element 3.3 - Alternative Fuel Vehicle Program	166,668	350,000	225,000	250,000
<b>Subtotal, Measure B Programs</b>	<b>1,526,555</b>	<b>4,182,095</b>	<b>4,017,095</b>	<b>2,370,000</b>
<b>Interagency Agreements</b>				
Caltrans - MSN B8 PS&E/ROW Support & Capital	48,685	225,000	154,000	150,000
Various Agencies - Bike/Ped Path Maintenance	26,299	100,000	30,000	30,000
Marin Transit - Bus Facility Lease or Purchase	-	1,100,000	-	1,100,000
Caltrans & Other - MSN B7 PS&E/ROW Support &	44,288	450,000	5,000	1,525,000
Caltrans - MSN B7 Construction Capital & Support	-	1,026,000	328,000	550,000
Caltrans - 101/580 Multil-modal and Local Access PID	32,931	120,000	95,000	40,000
Caltrans - 101 Interchange Studies	-	-	-	100,000
Caltrans - SR-37 Segment A1 Design/ROW coop	-	-	-	500,000
Caltrans - Part Time Transit Lane	-	-	-	50,000
Marin City Flood Mitigation	-	-	1,000,000	2,000,000
Expired Expenditure Line Items	7,631,005	1,927,000	83,927	-
<b>Subtotal, Interagency Agreements</b>	<b>7,783,208</b>	<b>4,948,000</b>	<b>1,695,927</b>	<b>6,045,000</b>
<b>TFCA Programs/Projects</b>				
TFCA - Reimbursement of Various Capital Projects	78,988	394,000	219,000	334,000
Expired Expenditure Line Items	283,637	28,364	-	-
<b>Subtotal, TFCA Programs/Projects</b>	<b>362,625</b>	<b>422,364</b>	<b>219,000</b>	<b>334,000</b>
<b>Check</b>	<b>362,625</b>	<b>422,364</b>	<b>219,000</b>	<b>334,000</b>
<b>Total Expenditures</b>	<b><u>36,826,234</u></b>	<b><u>53,351,200</u></b>	<b><u>45,975,429</u></b>	<b><u>61,980,682</u></b>
<b>Net Change in Fund Balance</b>	<b>9,773,432</b>	<b>(11,833,957)</b>	<b>(4,205,506)</b>	<b>(11,701,206)</b>
<b>Ending Balance</b>	<b><u>45,649,498</u></b>	<b><u>33,815,541</u></b>	<b><u>41,443,992</u></b>	<b><u>29,742,786</u></b>

Table 3.1: FY2023-24 Annual Budget - 1/2-Cent Transportation Sales Tax

Budget Line	FY2021-22 Actual	FY2022-23 Final Budget	FY2022-23 Estimates	FY2023-24 Proposed Budget
<b><u>Beginning Balance</u></b>	<b><u>31,410,945</u></b>	<b><u>40,786,566</u></b>	<b><u>40,786,566</u></b>	<b><u>38,629,475</u></b>
<b>REVENUE</b>				
Measure A/AA Sales Tax	34,754,393	34,850,000	35,500,000	35,680,000
Interest Revenue	239,793	200,000	1,086,000	1,475,000
<b><u>Total Revenue Available</u></b>	<b><u>34,994,186</u></b>	<b><u>35,050,000</u></b>	<b><u>36,586,000</u></b>	<b><u>37,155,000</u></b>
<b>EXPENDITURES</b>				
<b>Administration</b>				
Salaries & Benefits	1,478,858	1,646,000	1,638,612	1,692,291
Agency-Wide Classification Study	-	25,000	2,000	23,000
Office Lease	234,669	245,000	245,199	257,000
Agency IT Related Equipment Upgrade	10,785	40,000	20,213	30,000
Equipment Purchase/Lease	4,251	10,000	6,000	10,000
Telephone/Internet/Web Hosting Services	21,961	25,000	24,034	25,000
Office Supplies & Small Miscellaneous Items	28,330	25,000	39,847	40,000
Insurance	13,716	15,000	14,682	20,000
Financial Audit	20,000	23,000	20,000	25,000
Legal Services	4,582	15,000	4,000	15,000
Document/Video/Marketing Material Production	21,842	25,000	22,000	20,000
Memberships	11,252	12,000	16,000	20,000
Travel/Meetings/Conferences	17,119	20,000	20,000	25,000
Professional Development	5,745	5,000	5,000	7,500
Human Resources/Board Support	4,764	20,000	5,000	20,000
Information Technology Support	28,740	45,000	25,000	45,000
Annual Support & Upgrade of Financial System	6,898	10,000	8,000	10,000
Expired Expenditure Line Items	15,154	-	-	-
<b><u>Subtotal, Administration</u></b>	<b><u>1,928,666</u></b>	<b><u>2,206,000</u></b>	<b><u>2,115,586</u></b>	<b><u>2,284,791</u></b>
<b>Professional Services</b>				
Bellam Blvd 101 Off-ramp Improvements - Design & ROW	33,532	700,000	70,000	900,000
N/S Greenway - Construction Support	418,934	150,000	26,000	20,000
Financial Advisor/Sales Tax Audit Services	17,718	10,000	24,000	25,000
Measure A/AA Sales Tax Compliance Audit	15,500	20,000	19,194	20,000
Project Management Oversight	20,077	100,000	105,000	100,000
Public Outreach Service Support	-	25,000	11,000	10,000
Expired Expenditure Line Items	19,798	5,000	-	-
<b><u>Subtotal, Professional Services</u></b>	<b><u>525,559</u></b>	<b><u>1,010,000</u></b>	<b><u>255,194</u></b>	<b><u>1,075,000</u></b>
<b>Measure A Sales Tax Programs/Projects</b>				
<b><u>Strategy 1 - Transit</u></b>	<b><u>248,000</u></b>	<b><u>2,445,230</u></b>	<b><u>1,441,207</u></b>	<b><u>1,058,388</u></b>
Strategy 1.1 - Local Bus Transit Service	248,000	680,000	680,000	712,000
Strategy 1.2 - Rural Bus Transit System	-	55,080	55,080	57,672
Strategy 1.3 - Special Needs Transit Services	-	165,410	165,410	173,194
Strategy 1.4 - Bus Transit Facilities	-	1,544,740	540,717	115,522
<b><u>Strategy 3 - Local Transportation Infrastructure</u></b>	<b><u>158,150</u></b>	<b><u>406,545</u></b>	<b><u>243,440</u></b>	<b><u>504,896</u></b>
Strategy 3.1 - Major Roads	158,150	163,105	-	250,000
Strategy 3.2 - Local Streets and Roads	-	243,440	243,440	254,896
<b><u>Strategy 4 - Safer Access to Schools</u></b>	<b><u>711,390</u></b>	<b><u>537,870</u></b>	<b><u>381,870</u></b>	<b><u>744,358</u></b>
Strategy 4.1 - Safe Routes to Schools	62,475	60,690	60,690	63,546
Strategy 4.2 - Crossing Guards	79,450	77,180	77,180	80,812
Strategy 4.3 - Safe Pathways To School				
Safe Pathway Capital Projects	569,465	400,000	244,000	600,000
Expired Expenditure Line Items	-	-	-	-
<b><u>Subtotal, Measure A Programs/Projects</u></b>	<b><u>1,117,540</u></b>	<b><u>3,389,645</u></b>	<b><u>2,066,517</u></b>	<b><u>2,307,642</u></b>

**Table 3.1: FY2023-24 Annual Budget - 1/2-Cent Transportation Sales Tax  
(Continued)**

Budget Line	FY2021-22 Actual	FY2022-23 Final Budget	FY2022-23 Estimates	FY2023-24 Proposed Budget
<b>Measure AA Sales Tax Programs/Projects</b>				
<i>Major Road Set-Aside</i>	3,195,998	5,000,000	5,867,398	8,000,000
<u>Category 1: Reduce Congestion</u>	1,679,126	4,200,000	2,550,000	2,930,000
Category 1.1 - Completion of Marin-Sonoma Narrows MSN B7/B8 Design/ROW/Utility Work	99,111	1,400,000	1,170,000	200,000
MSN B7 Construction Design Support	-	400,000	190,000	300,000
Category 1.2 - Match for Completion of 101/580 Local Access 580/101 Multi-modal and Local Access PID & PAED	804,018	1,100,000	800,000	300,000
Category 1.3 - Enhance Interchanges	775,997	1,200,000	290,000	2,005,000
Category 1.4 - Transportation Demand Management	-	100,000	100,000	125,000
<u>Category 2: Local Transportation Infrastructure</u>	5,722,549	7,988,432	7,823,432	7,926,254
Category 2.1 - Local Roads	5,208,678	6,773,432	6,773,432	6,626,254
Category 2.2 - Large Safe Pathway Capital Projects	513,871	1,000,000	1,000,000	1,000,000
Category 2.3 - Sea Level Rise	-	100,000	50,000	250,000
Category 2.4 - Innovative Technology	-	115,000	-	50,000
<u>Category 3: Safer Access to Schools</u>	2,547,164	3,290,000	3,025,000	3,430,000
Category 3.1 - Safe Routes to Schools	741,694	1,090,000	975,000	1,200,000
Category 3.2 - Crossing Guards	1,622,609	1,950,000	1,950,000	1,980,000
Category 3.3 - Small Safe Pathway Capital Projects	182,861	250,000	100,000	250,000
<u>Category 4: Transit</u>	8,842,730	14,643,464	14,518,965	20,331,820
Category 4.1 - Local Bus Transit Service	3,232,784	6,000,000	6,000,000	13,000,000
Category 4.2 - Rural Bus Transit Service	664,630	1,131,141	1,131,141	926,812
Category 4.3 - Special Needs Transit Service	2,767,189	4,159,467	4,159,467	2,934,903
Category 4.4 - School Transit Service	1,291,954	1,600,000	1,600,000	1,700,000
Category 4.5 - Bus Transit Facilities	886,173	1,628,357	1,628,357	1,235,748
Category 4.6 - Expand Access to Transit	-	124,499	-	534,357
<b>Subtotal, Measure AA Programs/Projects</b>	<b>21,987,567</b>	<b>35,121,896</b>	<b>33,784,795</b>	<b>42,618,074</b>
<b>Interagency Agreements</b>				
Caltrans & Other - MSN B7 PS&E/ROW Support & Capital	-	450,000	-	-
Various Agencies - Bike/Ped Path Maintenance	26,299	100,000	30,000	30,000
Marin Transit - Bus Facility Lease or Purchase Contribution	-	1,100,000	-	1,100,000
Caltrans - MSN B7 Construction Capital & Support	-	1,026,000	328,000	-
Caltrans - 101/580 Multi-modal and Local Access PID	32,931	120,000	95,000	10,000
Caltrans - 101 Interchange Studies PID	-	-	-	100,000
Expired Expenditure Line Items	-	68,000	68,000	-
<b>Subtotal, Interagency Agreement</b>	<b>59,230</b>	<b>2,864,000</b>	<b>521,000</b>	<b>1,240,000</b>
<b>Total Expenditures</b>	<b>25,618,565</b>	<b>44,591,541</b>	<b>38,743,091</b>	<b>49,525,507</b>
<b>Net Change in Fund Balance</b>	<b>9,375,621</b>	<b>(9,541,541)</b>	<b>(2,157,091)</b>	<b>(12,370,507)</b>
<b>Ending Balance</b>	<b>40,786,566</b>	<b>31,245,025</b>	<b>38,629,475</b>	<b>26,258,968</b>

Table 3.2: FY2023-24 Annual Budget - Measure B Vehicle Registration Fee

Budget Line	FY2021-22 Actual	FY2022-23 Final Budget	FY2022-23 Estimates	FY2023-24 Proposed Budget
<b><u>Beginning Balance</u></b>	<b><u>2,630,577</u></b>	<b><u>3,235,180</u></b>	<b><u>3,235,180</u></b>	<b><u>1,398,969</u></b>
<b>REVENUE</b>				
Measure B Vehicle Registration Fee Revenue	2,311,091	2,300,000	2,300,000	2,250,000
Interest Revenue	16,916	20,000	80,000	110,000
<b><u>Total Revenue Available</u></b>	<b><u>2,328,007</u></b>	<b><u>2,320,000</u></b>	<b><u>2,380,000</u></b>	<b><u>2,360,000</u></b>
<b>EXPENDITURES</b>				
<b>Administration</b>				
Salaries & Benefits	189,320	148,000	192,000	233,136
Legal Services	168	10,000	1,000	10,000
Document/Video/Marketing Material Production	1,099	5,000	100	5,000
Expired Expenditure Line Items	1,263	6,000	1,266	-
<b><u>Subtotal, Administration</u></b>	<b><u>191,850</u></b>	<b><u>169,000</u></b>	<b><u>194,366</u></b>	<b><u>248,136</u></b>
<b>EXPENDITURES</b>				
<b>Professional Services</b>				
Expired Expenditure Line Items	5,000	-	4,750	-
<b><u>Subtotal, Professional Services</u></b>	<b><u>5,000</u></b>	<b><u>-</u></b>	<b><u>4,750</u></b>	<b><u>-</u></b>
<b>Measure B Programs</b>				
<b>Element 1 - Maintain Local Streets &amp; Pathways</b>	<b>57,396</b>	<b>2,357,095</b>	<b>2,317,095</b>	<b>800,000</b>
<i>Element 1.1 - Local Streets and Roads</i>	-	2,257,095	2,257,095	700,000
<i>Element 1.2 - Bike/Ped Pathways Maintenance</i>	57,396	100,000	60,000	100,000
<b>Element 2 - Seniors &amp; Disabled Mobility</b>	<b>808,354</b>	<b>950,000</b>	<b>950,000</b>	<b>895,000</b>
<i>Element 2.1 - Mobility Management Programs</i>	100,000	100,000	100,000	100,000
<i>Element 2.2 - Paratransit &amp; Low-Income Scholarships</i>	205,000	190,000	190,000	180,000
<i>Element 2.3 - Paratransit Plus</i>	360,000	360,000	360,000	340,000
<i>Element 2.4 - Volunteer Drive &amp; Gap Grant</i>	143,354	300,000	300,000	275,000
<b>Element 3 - Reduce Congestion &amp; Pollution</b>	<b>660,805</b>	<b>875,000</b>	<b>750,000</b>	<b>675,000</b>
<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>	319,137	350,000	350,000	250,000
<i>Element 3.3 - Alternative Fuel Vehicle Program</i>	166,668	350,000	225,000	250,000
<b><u>Subtotal, Measure B Programs</u></b>	<b><u>1,526,555</u></b>	<b><u>4,182,095</u></b>	<b><u>4,017,095</u></b>	<b><u>2,370,000</u></b>
<b><u>Total Expenditures</u></b>	<b><u>1,723,405</u></b>	<b><u>4,351,095</u></b>	<b><u>4,216,211</u></b>	<b><u>2,618,136</u></b>
<b>Net Change in Fund Balance</b>	<b>604,603</b>	<b>(2,031,095)</b>	<b>(1,836,211)</b>	<b>(258,136)</b>
<b><u>Ending Balance</u></b>	<b><u>3,235,180</u></b>	<b><u>1,204,085</u></b>	<b><u>1,398,969</u></b>	<b><u>1,140,833</u></b>

Table 3.3: FY2023-24 Annual Budget – CMA

Budget Line	FY2021-22 Actual	FY2022-23 Final Budget	FY2022-23 Estimates	FY2023-24 Proposed Budget
<b><u>Beginning Balance</u></b>	<b><u>1,134,574</u></b>	<b><u>957,475</u></b>	<b><u>957,475</u></b>	<b><u>646,271</u></b>
<b>REVENUE</b>				
Cities/Towns and County CMA Fee	500,000	550,000	550,000	576,950
Interest Revenue	31,817	25,000	120,683	160,000
MTC STP/CMAQ Planning & OBAG Grant Funds	850,748	1,228,121	1,000,000	1,524,234
MTC Regional Measure 3 Fund	-	-	-	2,666,507
CA State Earmark	-	-	-	3,000,000
State TDA Fund	274,062	-	105,000	83,000
Federal STP Fund	10,000	10,000	10,000	5,000
Highway Safety Improvement Program (HSIP)	12,633	72,000	62,000	10,000
Part Time Transit Lane Grant	-	-	-	404,648
Realized Highway 101 ROW Excess Fund	92,974	225,000	159,000	1,675,000
<i>Expired Revenue Line Items</i>	<i>7,145,724</i>	<i>1,618,395</i>	<i>429,240</i>	-
<b><u>Total Revenue Available</u></b>	<b><u>8,927,957</u></b>	<b><u>3,728,516</u></b>	<b><u>2,435,923</u></b>	<b><u>10,105,340</u></b>
<b>EXPENDITURES</b>				
<b>Administration</b>				
Salaries & Benefits	948,365	1,123,000	1,049,000	1,219,737
Legal Services	5,270	10,000	-	10,000
Document/Video/Marketing Material Production	935	20,000	-	5,000
Memberships	2,500	22,500	22,500	25,000
Travel/Meetings/Conferences	420	6,500	500	1,000
<i>Expired Expenditure Line Items</i>	<i>5,112</i>	<i>5,000</i>	<i>1,000</i>	-
<b><u>Subtotal, Administration</u></b>	<b><u>962,602</u></b>	<b><u>1,187,000</u></b>	<b><u>1,073,000</u></b>	<b><u>1,260,737</u></b>
<b>Professional Services</b>				
Travel Model Maintenance & Update	-	100,000	80,000	200,000
Traffic Monitoring, Reporting & Travel Model Data Requests	52,441	75,000	110,000	150,000
Project Management Oversight	86,759	40,000	85,000	40,000
101/580 Multi-modal and Local Access Improvements	-	-	-	1,660,000
State Legislative Assistance	44,100	46,200	46,200	60,000
N/S Greenway - Construction Support	205,819	100,000	105,000	83,000
Public Outreach Service Support	-	15,000	1,000	10,000
Part Time Transit Lane PID & PA/ED	-	-	-	302,000
Countywide Transportation Plan	-	150,000	10,000	350,000
Local Road Safety Plan	-	72,000	62,000	10,000
SR-37 Segment A1 Design	-	-	-	500,000
Equity Framework	-	50,000	-	50,000
<i>Expired Expenditure Line Items</i>	<i>19,356</i>	<i>5,000</i>	-	-
<b><u>Subtotal, Professional Services</u></b>	<b><u>408,475</u></b>	<b><u>653,200</u></b>	<b><u>499,200</u></b>	<b><u>3,415,000</u></b>
<b>Interagency Agreements</b>				
Caltrans - MSN B8 PS&E/ROW Support & Capital	48,685	225,000	154,000	150,000
Caltrans & Other - MSN B7 PS&E/ROW Support & Capital	44,288	-	5,000	1,525,000
Caltrans - MSN B7 Construction Capital & Support	-	-	-	550,000
Caltrans - 101/580 Multi-modal and Local Access PID Co-Op	-	-	-	30,000
Caltrans - SR-37 Segment A1 Design/ROW coop	-	-	-	500,000
Caltrans - Part Time Transit Lane PID Oversight	-	-	-	50,000
Marin City Flood Mitigation	-	-	1,000,000	2,000,000
<i>Expired Expenditure Line Items</i>	<i>7,631,005</i>	<i>1,859,000</i>	<i>15,927</i>	-
<b><u>Subtotal, Interagency Agreements</u></b>	<b><u>7,723,978</u></b>	<b><u>2,084,000</u></b>	<b><u>1,174,927</u></b>	<b><u>4,805,000</u></b>
<b><u>Total Expenditures</u></b>	<b><u>9,095,056</u></b>	<b><u>3,924,200</u></b>	<b><u>2,747,127</u></b>	<b><u>9,480,737</u></b>
<b>Net Change in Fund Balance</b>	<b>(177,099)</b>	<b>(195,684)</b>	<b>(311,204)</b>	<b>624,603</b>
<b><u>Ending Balance</u></b>	<b><u>957,475</u></b>	<b><u>761,791</u></b>	<b><u>646,271</u></b>	<b><u>1,270,873</u></b>

Table 3.4: FY2023-24 Annual Budget – TFCA

Budget Line	FY2021-22 Actual	FY2022-23 Final Budget	FY2022-23 Estimates	FY2023-24 Proposed Budget
<b><u>Beginning Balance</u></b>	<b><u>699,970</u></b>	<b><u>670,277</u></b>	<b><u>670,277</u></b>	<b><u>769,277</u></b>
<b>REVENUE</b>				
Marin Transportation For Clean Air Funding	354,562	350,000	350,000	350,000
Regional TFCA Competitive Grants	-	63,727	-	283,637
Interest Revenue	4,954	5,000	18,000	25,500
<b><u>Total Revenue Available</u></b>	<b><u>359,516</u></b>	<b><u>418,727</u></b>	<b><u>368,000</u></b>	<b><u>659,137</u></b>
<b>EXPENDITURES</b>				
<b>Administration</b>				
Salaries & Benefits	26,584	62,000	50,000	22,303
<b><u>Subtotal, Administration</u></b>	<b><u>26,584</u></b>	<b><u>62,000</u></b>	<b><u>50,000</u></b>	<b><u>22,303</u></b>
<b>TFCA Programs/Projects</b>				
TFCA - Reimbursement of Various Capital	78,988	394,000	219,000	334,000
Expired Expenditure Line Items	283,637	28,364	-	-
<b><u>Subtotal, Other Capital Expenditures</u></b>	<b><u>362,625</u></b>	<b><u>422,364</u></b>	<b><u>219,000</u></b>	<b><u>334,000</u></b>
<b><u>Total Expenditures</u></b>	<b><u>389,209</u></b>	<b><u>484,364</u></b>	<b><u>269,000</u></b>	<b><u>356,303</u></b>
<b>Net Change in Fund Balance</b>	<b>(29,693)</b>	<b>(65,637)</b>	<b>99,000</b>	<b>302,834</b>
<b><u>Ending Balance</u></b>	<b><u>670,277</u></b>	<b><u>604,640</u></b>	<b><u>769,277</u></b>	<b><u>1,072,111</u></b>

**FY2023-24 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 FY2023-24 is \$88.4 million.

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## FY2023-24 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) and Marin Managers Association (MMA), 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 FY2023-24 work plans for all major functions are included as follows.

**Administration & Finance Function:**

Under the direction of the TAM Board and Executive Director, administers TAM's administrative and financial functions and activities; oversees and administers agency financial and accounting systems for both direct disbursements of Measure A/AA and Measure B funds, as well as payments through various grant funds; performs all related financial analyses, including managing the preparation of TAM's financial statements, TAM's strategic plans, annual budget, and other regular financial reports; analyzes benefit packages to ensure appropriate level of benefits and cost-effective plans; manages finance, audit, human resources (HR), and information technology (IT) projects and other daily operations and administration for the Agency; performs other related duties and special projects as assigned.

**Major Ongoing Work Items:**

- ✓ Continue to effectively and timely support the TAM Board and various Committees;
- ✓ Manage all meeting packet production and support the operation of all in-person/hybrid/remote meetings;
- ✓ Manage the Agency's annual insurance renewal processes;
- ✓ Produce timely and informative quarterly reports and budget adjustments throughout the year;
- ✓ Monitor economic conditions and various revenue sources and explore options for the Agency and the funding recipients during challenging financial times;
- ✓ Manage financial tracking and required reporting for federal, state, regional, and local grants received;
- ✓ Manage and report regulatory state filings including regular/quarterly payroll reporting and compensation reporting
- ✓ Conduct cash flow and funding analyses of major capital projects and explore financial tools to meet cash flow needs;
- ✓ Continue to timely and accurately execute all 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 financial and payroll system to increase workflow efficiency;
- ✓ Manage ongoing HR functions, including but not limited to annual performance review, recruitments, training, benefits changes and open enrollment, team building, and professional development support, review and update of the HR agency policy handbook as needed;
- ✓ Continue to manage the agency's benefit suite and explore options to improve cost effectiveness with no overall negative impacts to the benefit level.
- ✓ Manage all daily office operation needs, including but not limited to record keeping, and various IT support needs.

**Expected to be Delivered Work Items:**

- ✓ Complete the Agency-wide compensation study and recommend any necessary adjustment to the salary schedule and benefits – December 2023;
- ✓ Manage and lead the FY2024-25 Annual Budget development process and make any potential improvements and adjustments;
- ✓ Finalizing record retention policy and board adoption – September 2023;
- ✓ Phone system upgrade and maintenance – September 2023;

- ✓ Manage the agency's IT Upgrade project, including server replacement and other computer needs;
- ✓ Assist in the FY2023-24 Measure A/AA & Measure 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, particularly for MSN and the 101-580 Multi-Modal and Local Access Improvement projects due to the complexity caused by the litigation against the RM3 funds;
- ✓ Manage and coordinate the FY2022-23 annual financial, single, and other regulatory audits and reviews with outside auditors;
- ✓ Manage the 2023 Measure A/AA Compliance Audit process and provide necessary support to the fund recipients and auditor;
- ✓ Investment and banking service review and potential exploration of other options if necessary – December 2023.

### **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, Innovations Programs, and Funding programs;
- ✓ Coordinate closely with jurisdictions and agency partners regarding projects and programs that address common issues, programs, regional improvements and geographic areas;
- ✓ Coordinate with the media and community partners to provide timely information regarding TAM's projects, programs and funding allocations.

#### **Expected to be Delivered Work Items:**

- ✓ Support outreach for key initiatives, including the Countywide Transportation Plan, Highway 101 Interchange Studies, the Part-Time Transit Lane project development, Marin Commutes, the Alternative Fuels Program, Sea Level Rise Program and the Regional Bikeshare Program;
- ✓ Participate in and coordinate staff support as needed for public events, presentations and other outreach efforts;
- ✓ Support educational presentations for Board members and special sessions for specific issues and programs such as the Countywide Transportation Plan and equity engagement.

- ✓ 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 Multimodal and Local Access Improvements Project;
- ✓ Support outreach efforts for agency partner projects in Marin, including Ramp Metering, the Third Street Rehabilitation, East Blithedale Avenue, Safe Pathways projects and other TAM funded transportation improvement projects;
- ✓ Manage student mentorship and internships program.

### Planning and Program Management:

Under the direction of the TAM Board and Executive Director, the Planning department administers TAM's planning activities and programs. The range of work includes the development of plans and studies, travel information, transportation modeling, regional and local coordination, and management of ongoing transportation programs.

#### Planning Activities

##### **Major Ongoing Work Items:**

- ✓ Review/coordinate with MTC on regional planning activities related to Marin County transportation, including the implementation of Plan Bay Area 2050, seamless mobility efforts, active transportation, PDA planning, and Transit Oriented Communities (TOC) policy among others;
- ✓ Continue to advance Active Transportation Planning in the county, including advancement of North South greenway and Cross Marin Bikeway gap closures;
- ✓ Coordinate with MTC on the development of PBA 2050+ and Connected Network Plan;
- ✓ Coordinate with Marin Transit on Transit Priority Initiative Planning;
- ✓ Support city of San Rafael on Scoping and development of Canal PDA plan and Northgate PDA plan, serve on TAC and coordinate on transportation planning issues;
- ✓ Coordinate with BAYWAVE, and City of San Rafael SLR Planning; Manzanita & Donahue PID and regional coordination with Caltrans, BCDC, BARC and others.
- ✓ Continue to advance transit planning on SR-37 Corridor, including coordination with operators on Marin side transit connections;
- ✓ 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 California Environmental Quality Act (CEQA) requirements including Vehicle Miles Traveled (VMT) 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 Local jurisdictions with transportation/land use linkage and TOC Policy Compliance
- ✓ Participate in Marin Climate and Energy Partnership (MCEP), BayWAVE and other local planning efforts as applicable;
- ✓ Support programming staff with administration of OBAG program and policy compliance;
- ✓ Support Marin Wildfire Prevention Authority (MWPA) wildfire evacuation planning and serve on TAC;
- ✓ Continue to advance road safety planning in the county;
- ✓ Transition US 101 Part Time Transit Lane project to project development and subsequent phases;

- ✓ 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:***

- ✓ Initiate Countywide Transportation Plan - Summer 2023;
- ✓ Initiate community-based transportation plan updates - Fall 2023;
- ✓ Update TAM model for PBA 2050 Consistency - Winter 2023;
- ✓ Complete MWPA Wildfire Evacuation Plan and support transition to implementation of infrastructure improvements - Spring 2024;
- ✓ Develop new Traffic Monitoring program using big data and continuing historical data collection efforts as appropriate, develop work scope - Summer 2023;
- ✓ Seek Grant funding and scope a Countywide Active Transportation Plan - Summer 2023;
- ✓ Launch Sea Level Rise Planning for Marin County – Summer 2023 through Spring 2024.

**Program Management Activities**

***Major Ongoing Work Items:***

- ✓ Continue to monitor, review and adjust TAM programs in response to Pandemic 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 (EV) fleet and infrastructure rebate programs, public outreach, and technical assistance programs. Continue coordination with wide range of stakeholders and local community;
- ✓ Continue to advance identified EV project concepts into Project development processes or grant applications;
- ✓ Monitor implementation of EV Acceleration Strategy;
- ✓ Manage and deliver Marin Commutes public engagement program, including CBO, public and employer outreach efforts, encouragement programs including commute alternative incentives programs, and program evaluation;
- ✓ Manage a suite of transportation demand management (TDM) and vehicle trip reduction programs, including the Vanpool Incentive Program, Emergency Ride Home Program, and first/last mile programs.

***Expected to be Delivered Work Items:***

- ✓ Launch initial operating phase of the Marin and Sonoma County Bike Share Pilot Program - Estimated to be operational Summer 2024;
- ✓ Monitor and implement seasonal Marin Commutes incentive campaigns –Summer 2024;
- ✓ Closeout Multi- County State Route 37 Corridor TDM pilot program;
- ✓ Advance discussion and implementation planning around the TAM Innovation Program;
- ✓ Conduct EV outreach events including EV Expo & focused engagement efforts; Fall 2023;
- ✓ Complete local jurisdictions workplan adoption of EV Acceleration Strategy; Spring 2024;
- ✓ Continued delivery of EV Charging Infrastructure Rebates, Various Projects, Spring 2024;
- ✓ Continued delivery of EV Fleet Rebates, Various Projects, Spring 2024;
- ✓ Assess Future First/Last mile programs; Spring 2024;
- ✓ Transition Safe Routes Program to Planning staff, Spring 2024;

- ✓ Scope Innovation Program, Spring 2024.

### Programming & Legislation Function:

Under the direction of the TAM Board and 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/AA Transportation Sales Tax Program and the Measure B Vehicle Registration Fee Program as amended in 2023;
- ✓ Manage TFCA and TDA Article 3 Program funds - participate in regional policy discussions and develop programming recommendations on TFCA and TDA funds;
- ✓ Manage TAM's State Transportation Improvement Program (STIP) and maintain the Transportation Improvement Program (TIP) database for Marin projects;
- ✓ Oversee implementation and support local agency projects from Second & Third Cycles of the Federal One Bay Area Grant Program (OBAG);
- ✓ Assist TAM and partner 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;
- ✓ Monitor and apply for federal and state earmark opportunities;
- ✓ Monitor regional funding opportunities including RM3 and OBAG programs;
- ✓ Monitor delivery of TAM local funded projects;
- ✓ Coordinate with local agencies, including Marin Transit and GGBHTD, on submitting annual reports required by TAM funds;
- ✓ Convene TAM's BPAC as needed to evaluate funding recommendations and to review project updates;
- ✓ Prepare requests for programming and allocation of SB1 Local Partnership Program (LPP) Formulaic funds;
- ✓ Monitor annual obligation status and potential inactive status on state and federal funded projects;
- ✓ Coordinate with partner agencies, including TAM, for SB1 competitive programs where applicable;
- ✓ Participate in pertinent local, regional, state, and federal working groups and meetings, including but not limited to MTC, CTC, BAAQMD, MPWA, etc.

#### Expected to be Delivered Work Items:

- ✓ Complete Measure B Strategic Plan with TAM Board Approval in July 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;
- ✓ Review and process reimbursement requests for TAM local funded projects;
- ✓ Work with Marin Transit to reconcile year end expenditures on TAM local funds;
- ✓ Update the Revenue and Expenditure component of the Measure AA Strategic Plan for adoption in the spring of 2024;
- ✓ Receive allocations of LLP funds for selected projects;



- ✓ Complete a Call for Projects with TFCA and TDA funds;
- ✓ Issue Call for Projects with Safe Pathway funds;
- ✓ Develop applications for TAM's Formulaic LPP funds for Cycle 4;
- ✓ Establish Equity Investment Analysis;
- ✓ Initiate Measure AA Expenditure Plan 6-Year Review;
- ✓ Establish Contractor Scope for State Leg Support.

### Project Management and Delivery Function:

Under the direction of the TAM Board and 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:

- ✓ Monitor construction of the last remaining segment of Marin Sonoma Narrows (MSN) carpool lane extension from northern Novato to the Sonoma County line, the MSN B7 project;
- ✓ Continue with design of the MSN B8 Utility Relocation project, the companion project to the MSN B7 project;
- ✓ 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, as well as a specific segment in Marin County;
- ✓ Preliminary engineering for 580/101 Multi-Modal and Local Access Improvement Project, with environmental process to begin in late 2023;
- ✓ Study effects of changing the HOV hours of operation on U.S. 101 (pending funding availability);
- ✓ 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, the relocation of the San Rafael Transit Center, and the Tamalpais Overcrossing Seismic and ADA Improvement Project;
- ✓ Monitor the preparation of the Caltrans US-101 Manzanita and Southern Marin Sea Level Rise project initiation document;
- ✓ Monitor the coordination and preparation of flood mitigation projects for Marin City and assist with funding of the projects;
- ✓ Continue to develop a Project Initiation Document that proposes a series of operational improvements and multi-model enhancements to three Interchanges on US101;
- ✓ Continue to help local public agencies in funding EV purchases/leases, e-bike purchases and charging station installations;

- ✓ Update and maintain the Local Agency Annual Disadvantaged Business Enterprise Program and the Americans with Disabilities Act Annual Certification through the Caltrans Office of Local Assistance;
- ✓ Provide Project/Program Management Oversight of minor agency contracts and on-call services;
- ✓ Participate in MPWA and BACTA meetings;  
Prepare and develop applications for grant opportunities and assist local agencies with the preparation and submission of applications to grantors.

**Expected to be Delivered Work Items:**

- ✓ Coordinate with Caltrans to prepare the environmental clearance document for State Route 37 Segment A between U.S. 101 and State Route 121;
- ✓ Complete design of Bellam Boulevard safety improvements from Northbound U.S. 101 to separate regional traffic from local traffic, seeking funding for construction;
- ✓ Obtain Caltrans approval of the Project Study Report – Project Development Support for the Northbound US-101 to I-580 Multi-Modal and Local Access Improvement Project;
- ✓ Assist with the implementation of the North/South Greenway project in the City of Larkspur to extend the multi-use path from the Corte Madera Creek crossing southbound along Old Redwood Highway to the pedestrian overcrossing;
- ✓ Assist in funding the Marin City flood mitigation projects being developed by County of Marin and Caltrans;
- ✓ Advance a Local Road Safety Plan for Marin and develop next steps for implementation in partnership with other local agencies;
- ✓ Initiate preparation of the Project Initiation Document for a Part Time Transit Lane on Southbound U.S. 101 from Novato to San Rafael.



## Appendix: FY2023-24 Classification & Salary Range

### Transportation Authority of Marin Classification & Salary Range (Effective July 1, 2023)

Position Classification	FLSA	Monthly		FTE
		Minimum	Maximum	
	<i>Note 2</i>			
Executive Director - <i>Note 1</i>	E		\$ 24,088.42	1.0
Deputy Executive Director/Chief Financial Officer	E	\$ 14,347.56	\$ 17,934.46	1.0
Executive Assistant/Board of the Clerk	E	\$ 7,537.62	\$ 9,206.86	1.0
Public Outreach Coordinator	E	\$ 10,569.06	\$ 12,877.37	1.0
Director of Programming and Legislation	E	\$ 13,148.92	\$ 16,060.80	1.0
Director of Project Delivery	E	\$ 13,569.83	\$ 16,574.91	1.0
Principal Project Delivery Manager	E	\$ 13,238.85	\$ 16,170.65	2.0
Director of Planning	E	\$ 12,836.94	\$ 15,679.73	1.0
Principal Transportation Planner	E	\$ 10,746.19	\$ 13,125.97	1.0
Associate Transportation Planner	E	\$ 7,956.19	\$ 9,718.12	1.0
Senior Accountant	E	\$ 7,900.45	\$ 9,625.94	1.0
Accounting and Payroll Specialist	NE	\$ 6,752.22	\$ 8,247.52	1.0
Administrative Assistant	NE	\$ 4,764.16	\$ 5,819.21	0.8
				13.8

*Note 1: Executive Director does not have salary steps.*

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

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**DATE:** May 25, 2023

**TO:** Transportation Authority of Marin Board of Commissioners

**FROM:** Anne Richman, Executive Director *Anne Richman*  
Jennifer Doucette, Executive Assistant/Clerk of the Board

**SUBJECT:** Appointments to the TAM Citizens' Oversight Committee (Action), Agenda Item No. 6c

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## RECOMMENDATION

The Board accepts the nominations and appoints the following members and alternates to new four-year terms (expiring May 31, 2027) on the TAM Citizens' Oversight Committee (COC), except for the alternate for the School Districts, which will be to the remaining time of the current four-year term expiring May 31, 2025.

- *Member: Paul Royce, Ross Valley Planning Area*
- *Alternate: Susannah Saunders, Ross Valley Planning Area*
- *Member: Debbie Alley, Southern Marin Planning Area*
- *Member: Scott Tye, West Marin Planning Area*
- *Member: Allan Bortel, Marin County Paratransit Coordinating Council*
- *Member: Vince O'Brien, Bicyclist and Pedestrian Groups*
- *Alternate: Heather McPhail Sridharan, School Districts*
- *Member: Kevin Hagerty, League of Women Voters*
- *Alternate: Kay Noguchi, League of Women Voters*

## BACKGROUND

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

Each organization and planning area represented on the COC (as shown in the *TAM Citizens' Oversight Committee Membership – May 2023* table below) shall nominate its representative, with final appointment by the TAM Board.

## DISCUSSION/ANALYSIS

Based on the staggered terms of the seats, the current terms of 6 out of the 12 COC positions, including the Ross Valley Planning Area, Southern Marin Planning Area, West Marin Planning Area, Marin County Paratransit Coordinating Council, Bicyclist and Pedestrian Groups, and the League of Women Voters, are set to expire on May 31, 2023.

Staff reached out to all current members/alternates to re-apply or to recommend suitable candidates to serve on the COC and is happy to report that all of them are reapplying to continue their service.

Staff has received both the applications and the nominations required for the seats highlighted in the table below and recommends that the TAM Board appoint the following Marin citizens to the COC for their respective positions.

**TAM Citizens' Oversight Committee Membership – May 2023**

Representing Area/Organization	Member/Candidate	Term Expiration
Northern Marin Planning Area	Member – Charley Vogt	May 31, 2025
	Alternate – Vacant	
Central Marin Planning Area	Member – Jeffery Olson	May 31, 2025
	Alternate – Vacant	
Ross Valley Planning Area	<b>Member – Paul Roye</b>	May 31, 2023
	<b>Alternate – Susannah Saunders</b>	
Southern Marin Planning Area	<b>Member – Debbie Alley</b>	May 31, 2023
	Alternate – Vacant	
West Marin Planning Area	<b>Member – Scott Tye</b>	May 31, 2023
	Alternate – Vacant	
Marin County Paratransit Coordinating Council	<b>Member – Allan Bortel</b>	May 31, 2023
	Alternate – Vacant	
Bicyclist and Pedestrian Groups	<b>Member – Vince O'Brien</b>	May 31, 2023
	Alternate – Vacant	
Environmental Organizations	Member – Kate Powers	May 31, 2025
	Alternate – Nancy Okada	
School Districts	Member – Zack Macdonald	May 31, 2025
	<b>Alternate – Heather McPhail Sridharan</b>	
Major Marin Employers	Member – Peter Pelham	May 31, 2025
	Alternate – Vacant	
Taxpayer Group	Member – Kingston Cole	May 31, 2025
	Alternate – James Schmidt	
League of Women Voters	<b>Member – Kevin Hagerty</b>	May 31, 2023
	<b>Alternate – Kay Noguchi</b>	

Brief information about each nominee is provided below based on their applications.

**Paul Roye, Ross Valley Planning Area:** Mr. Roye has lived in Marin since 1972. He retired from a successful career in finance in 2005 and has been doing volunteer work to give back to the community ever since. He served on the Twin Cities Citizens Oversight Committee for Policy Building, Citizens Advisory Committee for Marin County Courts, Central Marin Rotary Club as well as the Marin County Civil Grand Jury. Mr. Roye has served on the COC since 2010. Staff has reached out to all TAM commissioners whose jurisdiction covers the Ross Valley Planning Area and confirmed the nomination of Mr. Roye for the new term.

**Susannah Saunders, Ross Valley Planning Area (Alternate):** As a resident of San Anselmo, Ms. Saunders is actively involved in various important local issues and is passionate about leaving a healthy planet for future generations. She led the Climate Action Committee for Indivisible Marin in 2016, received online training from the Climate Reality Project in 2021, and is a current member of the San Anselmo Climate Action Commission. Ms. Saunders has taken a particular interest in the efforts that TAM and other partner agencies have made to promote and support alternative travel options, such as biking and walking, as well as electric vehicles. Understanding the importance of the impactful decisions made at the local level, Ms. Saunders has been an engaging and supportive alternate on the COC since June of 2022. Staff has reached out to all TAM commissioners whose jurisdiction covers the Ross Valley Planning Area and confirmed the nomination of Ms. Saunders for the new term.

**Debbie Alley, Southern Marin Planning Area:** Ms. Alley is a strong community builder and leader with expertise in bringing diverse stakeholders and matrixed teams together to achieve strategic and tactical goals. She has served on the Mill Valley Bicycle Pedestrian and Advisory Committee as member, Vice-Chairperson and Chairperson, and led Mill Valley in its bid for a Bicycle Friendly Community Silver Award from the League of American Bicyclists. As a thoughtful and experienced results driven leader, Ms. Alley was a valuable member on the Measure AA Expenditure Plan Advisory Committee, which was instrumental in the successful passage of Measure AA in 2018; and has served on the COC since 2021. Staff has reached out to all TAM commissioners whose jurisdiction covers the Southern Marin Planning Area and confirmed the nomination of Ms. Alley for the new term.

**Scott Tye, West Marin Planning Area:** Mr. Tye is a longtime activist and local legend in Stinson Beach and has been a resident of Marin since 1974. As someone who really cares about the wellbeing and future of his local community, Mr. Tye has been dedicating most of his free time to various committees and boards, including the Marin County Civil Grand Jury, the Stinson Beach Country Water District, the Stinson Beach Village Association, Committee for Comprehensive Transportation Management for South Marin Parklands, and is one of the few remaining legacy COC members for TAM, serving since 2005. Through those critical groups, Mr. Tye voiced his opinions and made great contributions to the successful solution and improvement of various local projects and issues, especially traffic and environmental issues in the West Marin area. Staff has reached out to the TAM commissioner whose jurisdiction covers the West Marin Planning Area and confirmed the nomination of Mr. Tye for the new term.

**Allan Bortel, Marin County Paratransit Coordinating Council:** A successful Wall Street stock analyst prior to retirement, Mr. Bortel brings to the COC a wide range of experiences, which help the Committee act with confidence when reviewing the financials of the agency. Mr. Bortel has been a resident of Marin County for 47 years; and a legacy member of the COC since 2005. He has dedicated much of his time after retirement to various services that help improve mobility and quality of life, especially for seniors, in Marin. Mr. Bortel's extensive volunteering services include serving on the Non-Motorized Transportation Pilot Program Citizen's Advisory Committee, Marin Paratransit Coordinating Council, Marin County Commission on Aging, Steering Committee of the Marin County Senior Information Fair, Land Use and Transportation Committee of Marin Conservation League, Belvedere-Tiburon Library Trustee, and the Board of Marin Villages. For his dedication and outstanding service, Mr. Bortel was honored as the Volunteer of the Year by the Redwoods Retirement Residence in 2006 and Volunteer of the Year by the Aging Services of California in 2011. Staff has reached out to the Paratransit Coordinating Council and confirmed the nomination of Mr. Bortel for the new term.

**Vince O'Brien, Bicyclist and Pedestrian Groups:** Mr. O'Brien obtained his Doctorate Degree in Business from Harvard and had a successful career as an economist for 40 years. After retirement, he became interested in all forms of transportation and also in civic involvement with special passion for bicycles. Mr. O'Brien served on the Marin County Bike Coalition for more than 10 years and started his service on the COC in 2012. Staff has reached out to the Marin County Bike Coalition and confirmed the nomination for Mr. O'Brien for the new term.

***Heather McPhail Sridharan, School Districts (Alternate):*** As a Kentfield School District (KSD) parent and resident, Heather McPhail Sridharan has a long history of public service in Marin County, including previously serving on the COC as the Member representing School Districts in 2012 and 2013. Ms. Sridharan served nine years as a KSD Board Trustee, which included serving on the Communications Committee, Safety Committee, District English Learners Advisory Committee (DELAC), Marin Joint Legislative Advisory Committee (JLAC), and the Marin Efficiency and Effectiveness (E2) Committee. Ms. McPhail Sridharan was also a representative of the KSD Safe Routes to Schools (SR2S) Task Force, which received national recognition in April 2013; and is currently serving a second term as the KSD SR2S Program Coordinator. Ms. Sridharan's consistent commitment to public service and her extensive experience in both the KSD and SR2S allows her to effectively represent the School Districts, as well as being a beneficial asset for the COC and TAM. Ms. McPhail Sridharan's application is supported by the nomination letter from KSD Superintendent Raquel Rose.

***Kevin Hagerty, League of Women Voters:*** Mr. Hagerty has been a San Rafael resident for more than 30 years and had a successful public service career with the City and County of San Francisco, University of California Berkeley and then the Bay Area Rapid Transit District (BART). He now devotes much of his time to various community groups and is a member of the Board of Directors of the Marin Chapter of the League of Women Voters. Mr. Hagerty also served on the 2013-2014 Marin County Civil Grand Jury. Mr. Hagerty was first nominated by the League of Women Voters and appointed to the COC by the TAM Board in 2017. Staff has reached out to the League of Women Voters and confirmed the nomination for Mr. Hagerty for his new term.

***Kay Noguchi, League of Women Voters (Alternate):*** Ms. Noguchi has strong interests in civic involvement and has been devoting her time to various community groups, including Vision in Action Committee for North San Rafael; 2020 General Plan Steering Committee for San Rafael; Citizens Advisory Committee for Redevelopment, San Rafael; League of Women Voters Board and Education Foundation Board. She has been serving on the COC since 2013 and provided great continuity to the League's representation on the COC. Staff has reached out to the League of Women Voters and confirmed the nomination for Mrs. Noguchi for her new term.

## **FISCAL CONSIDERATION**

Not applicable.

## **NEXT STEPS**

Pending Board approval of the appointments, all member positions on the COC are filled currently but staff will continue to solicit nominations and applications to fill the remaining vacant alternate positions.

## **ATTACHMENTS**

None.



**DATE:** May 25, 2023

**TO:** Transportation Authority of Marin Board of Commissioners

**FROM:** Anne Richman, Executive Director *Anne Richman*  
Mikaela Hiatt, Associate Transportation Planner  
Derek McGill, Director of Planning

**SUBJECT:** USDOT's Charging and Fueling Infrastructure Discretionary Grant Program (Action), Agenda Item No. 6d

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## RECOMMENDATION

The TAM Board approves the commitment of \$30,000 Measure B Element 3 funds as a local match contribution to the County of Marin's application to the Charging and Fueling Infrastructure Grant Program and authorizes the Executive Director to sign a Letter of Support for the grant application.

## BACKGROUND

With the passage of the Measure B \$10 Vehicle Registration Fee (VRF) in 2010, TAM developed an Alternative Fuels Program as designated in Element 3 of the Measure B Expenditure Plan, Reduce Congestion and Pollution. The Alternative Fuels Program provides funding for three main areas:

- Public Property Electric Vehicle (EV) Charging Infrastructure
- Public Agency EV Fleet Conversion
- Public Outreach/Technical Assistance

One of the goals of TAM's Alternative Fuels Program is to leverage regional, state, and federal funding. With the passage of the federal Infrastructure Investment and Jobs Act (IIJA), EV Charging Infrastructure programs are beginning to become available from the U.S. Department of Transportation (USDOT). In October 2022, the U.S. Joint Office of Energy and Transportation approved California's Deployment Plan for the National Electric Vehicle Infrastructure (NEVI) Program. The NEVI Program allocates funding by formula to states to deploy a network of EV Charging equipment along designated Alternative Fuel Corridors (AFC). U.S. 101 and Highway 1 in Marin County are part of the designated AFC. California expects to receive a total of \$384 million in NEVI funds from the IIJA.

In March 2023, the USDOT announced a new competitive grant program, separate from NEVI, the Charging and Fueling Infrastructure Discretionary Grant Program (CFI Program), which allows for a wider pool of eligible agencies to apply for federal funding for EV chargers. The goal of the CFI grant program is to strategically deploy publicly accessible EV charging and alternative fueling infrastructure in the places people live and work – urban and rural areas alike – along designated AFCs through the Corridor Program and in rural areas and/or areas that address equity through the Community Program. More information about this grant is available [here](#).



## **DISCUSSION/ANALYSIS**

Beginning in Fall 2022, TAM and partner agencies have been meeting to discuss potential applications to the CFI Program for Marin County. The CFI program is separated into two funding categories:

- (1) Community Charging and Fueling Grants (Community Program); and
- (2) Alternative Fuel Corridor Grants (Corridor Program).

A total of \$700 million is available for these programs, which is split evenly between the two categories (\$350 million each). A minimum grant award of \$500,000 is available for the Community Program and for the Corridor Program, a minimum grant award of \$1,000,000 is available. Applications are due by May 30, 2023.

TAM staff has been closely coordinating with the County of Marin Community Development Agency (CDA) on an application to the program intended to plan for approximately 20 charging sites (with the number and type of charge ports to be determined) in West Marin, Marin City, the Canal neighborhood in San Rafael, and Novato. This planning study will work with local Community Based Organizations (CBOs), local jurisdiction public works staff, and regional agencies to evaluate different locations in these communities and determine the most suitable places for the chargers. The final plan will help move projects into the construction process.

A local match of 20% is required for the CFI Program. The application led by the CDA includes a total project cost of \$750,000. To assist CDA in meeting the local match requirement, TAM is proposing a contribution of \$30,000 to help fund the coordination with the CBOs. This work aligns with TAM's Alternative Fuels Program.

At the April 10th Funding, Programming, and Legislation (FPL) Executive Committee, staff provided a presentation on the possible CFI grant application. The Committee expressed their support for the application and TAM's involvement in the development of the application.

## **FISCAL CONSIDERATION**

Should CDA be awarded the \$750,000, TAM would contribute \$30,000 from the Measure B Alternative Fuels program to assist with the local match requirement. The funds are proposed to come from the Measure B Element 3 Alternative Fuels Program and would likely be needed during FY2023-24. There is sufficient budget capacity in the Program for this commitment.

## **NEXT STEPS**

Upon Board approval, staff will continue to work with CDA to finalize the CFI grant program application and the Executive Director will sign a letter of support for the application confirming the intent to provide local match of \$30,000.

Staff will continue to monitor regional, state, and federal funding programs for opportunities to leverage local funds to pursue and implement large scale projects throughout the County.

## **ATTACHMENTS**

None.



**DATE:** May 25, 2023

**TO:** Transportation Authority of Marin Board of Commissioners

**FROM:** Anne Richman, Executive Director *Anne Richman*  
Bill Whitney, Principal Project Delivery Manager

**SUBJECT:** Approve Additional Funding for the North/South Greenway Gap Closure Project – Northern Segment (Action), Agenda Item No. 6e

---

## RECOMMENDATION

Staff is recommending that the TAM Board approves an additional \$97,000 to the North/South Greenway Gap Closure Project (Northern Segment) to close the construction funding gap that was identified during the project close-out process for the segment over Corte Madera Creek.

## BACKGROUND

The North/South Greenway Gap Closure Project in Central Marin (Northern Segment) is being implemented in two phases. TAM is the sponsor and has provided administrative services during the environmental and design phases. During the construction phase, the portion over Corte Madera Creek was administered by Caltrans and the portion within the City of Larkspur will be administered by the City. The project over Corte Madera Creek is complete and in use by the public. The remaining portion of the project along Old Redwood Highway is scheduled to go to construction later this year.

As with many large capital projects, funds from multiple sources are required. The overall funding plan for both phases of the project include sources from Regional Measure 2 (RM2), SB1 Local Partnership Program, Congestion Mitigation and Air Quality (CMAQ), Transportation Funds for Clean Air (TFCA), Transportation Development Act (TDA) Article 3, and Measure A Interest Funds. The RM2 Program has provided the bulk of the funding.

## DISCUSSION

During the construction phase of the project, a number of unforeseen conditions and complex construction issues required additional staff and consultant support from TAM and the Caltrans team. As a result, the final project costs exceeded the funds identified in the overall funding plan. The funding plan identifies resources used to cover project costs that consist of Caltrans project management and construction costs, TAM staff and consultant support costs, and other miscellaneous costs. Although TAM and Caltrans staff have consistently monitored the costs incurred during the construction phase, the final costs were not known until the project was completed and a shortfall in the amount of \$97,000 was identified during the project close out process.

Staff is proposing to use the 50% indirect cost recovery funds that were collected throughout the RM2 funding reimbursement process by the Metropolitan Transportation Commission (MTC) to cover this shortfall. As allowed by the RM2 Program Guidelines, agencies can request an additional 50% on top of all direct staff costs spent on managing RM2 projects to cover indirect costs.

### **FISCAL IMPACTS**

No new RM2 revenue beyond the original allocated amount from MTC is necessary to close the funding shortfall. An additional \$97,000 will be included in the final funding plan of the North/South Greenway Gap Closure Project (Northern Segment).

### **NEXT STEPS**

Upon Board approval, staff will issue the final payment to Caltrans which includes funds identified in the project funding plan and the additional RM2 overhead funds. This will complete the financial commitments for this portion of the North/South Greenway Gap Closure Project (Northern Segment).

### **ATTACHMENTS**

None.



**DATE:** May 25, 2023

**TO:** Transportation Authority of Marin Board of Commissioners

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

**SUBJECT:** Interagency Agreements with Various School Districts for Reimbursed Crossing Guard Services (Action), Agenda Item No. 6f

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## RECOMMENDATION

The TAM Board authorizes the Executive Director to:

1. Enter into Amendment 7 of Interagency Agreement A-FY17-02 with Larkspur-Corte Madera School District for reimbursement of one crossing guard for the 2023/2024 school year. The not to exceed amount will be increased by \$20,500 to \$147,500, and the termination date will be extended to July 31, 2024.
2. Enter into Amendment 8 of Interagency Agreement A-FY 15/16-001 (FA) with Kentfield School District for reimbursement of one crossing guard for the 2023/2024 school year. The not to exceed amount will be increased by \$20,500 to \$105,500, and the termination date will be extended to July 31, 2024.
3. Enter into an agreement with Novato Unified School District for reimbursement of one crossing guard for the 2023/2024 school year. The not to exceed amount will be \$20,500 and the termination date will be July 31, 2024.

## BACKGROUND

The TAM Crossing Guard Program provides trained crossing guards for critical intersections throughout Marin County. As stipulated in the original Transportation Sales Tax (Measure A) Expenditure Plan, the Program provides trained crossing guards by contracting with a professional company that specializes in crossing guard services. Under contract, All City Management Services (ACMS) currently provides crossing guards under the general supervision of TAM staff. The 2023/2024 school year will be the 18th year during which crossing guards have been funded by the TAM Crossing Guard Program.

The TAM Crossing Guard Program received a significant boost by the passage of Measure AA, the 30-year extension of Measure A, in the November 2018 election. With the increased funding level, the TAM Crossing Guard Program can now fund 96 guards annually. Note, the TAM Board approved funding for the top 103 locations for the first half of the 2023/2024 school year.

## DISCUSSION

In addition to funding the top-ranked locations, the TAM Crossing Guard Program includes provisions for local agencies, schools, or school districts to arrange for crossing guard services to be provided through the TAM contract at locations below the funding cutoff by reimbursing TAM for the cost of the services. The current cost for a crossing guard is approximately \$20,300 for a regular school year.

Note, the actual cost is still under negotiation and the interagency agreements will be for \$20,500. Reimbursed guards are provided to our partners without mark-up. TAM staff treats these sites the same as TAM-funded sites in terms of program management and oversight, including site audits.

Currently, two guard locations are funded in this manner, one by the Larkspur-Corte Madera School District (at Paradise Drive/Seawolf Passage), and one by the Kentfield School District (at Sir Francis Drake Boulevard and Wolfe Grade). The crossing guard at Sir Francis Drake and Wolfe Grade is in addition to the TAM funded guard at the same intersection. The Kentfield School District believes this site requires two guards due to the extensive number of vehicles turning right at both ends of the North-South crosswalk.

The Superintendent of Novato Unified School District recently informed TAM staff that the District has set aside funding to pay for an additional guard at Novato Boulevard and Sunset Parkway.

### **FISCAL IMPACTS**

Cost of providing crossing guard services for the three locations will be reimbursed 100% by the applicable school districts during the 2023/2024 school year and has no impact on the proposed FY2023-24 TAM Annual Budget.

### **NEXT STEPS**

Upon Board approval, staff will execute amendments to existing agreements and prepare a new agreement with Novato Unified School District.

### **ATTACHMENTS**

None.



**DATE:** May 25, 2023

**TO:** Transportation Authority of Marin Board of Commissioners

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

**SUBJECT:** Acceptance of Safe Routes to Schools Program Evaluation Report (Action), Agenda Item No. 7

---

## RECOMMENDATION

The TAM Board reviews and accepts the Tri-Annual Safe Routes to Schools (SR2S) Program Evaluation Report.

At its May 8 meeting, the Funding, Programs & Legislation (FP&L) Executive Committee reviewed the item and provided comments regarding the Program, and voted unanimously to refer this Item to the TAM Board for approval.

## BACKGROUND

Established in 2000, Marin County's SR2S Program is an award-winning program designed to reduce congestion around schools while instilling healthy habits in children and creating a safer and cleaner environment for all. The program consists of education classes, encouragement events, infrastructure improvements, and other strategies that aim to increase the number of active green (walking and rolling programs) and green (carpooling, school bus, and transit) trips to and from schools.

Marin's SR2S Program has been in operation for more than 20 years. With the passage of a dedicated funding source from the Measure A/AA ½-Cent Transportation Sales Tax, TAM became the administrator of the program in 2005. Under TAM's administration, the program has expanded to include 55 schools and the involvement of over 29,000 students.

The SR2S Program is continually evaluated to determine its growth and effectiveness. Program evaluation efforts that occur on a regularly scheduled basis include:

- Surveys are provided to determine "before and after" changes in school-based travel.
- TAM and SR2S consultant team meet on a bi-monthly basis to review and assess the current program elements.
- TAM and SR2S consultant team meet periodically with local elected officials to discuss program work elements and current efforts in which local elected officials are engaged.

During these on-going evaluations, the SR2S Program responds to lessons learned and best practices that emerge throughout the implementation of the program.

A comprehensive evaluation report is developed every three years to detail many of the trends that have occurred during the time period and to develop new strategies for meeting the program's goals. The first program evaluation report was prepared in 2007, providing details on the results of student and parent surveys and recommendations for future program development.

Updated reports were developed in 2011, 2013, 2016, and 2020, providing a robust and detailed comprehensive report on program changes, effectiveness, and recommendations to be integrated into the overall program. The 2023 program evaluation is the most recent update to these reports. Please note that this evaluation period includes the COVID-19 pandemic, during which time school closures prevented data collection efforts.

## **DISCUSSION/ANALYSIS**

The program evaluation is a key management tool to assess the SR2S Program's impact and to plan for continued effective delivery of the program. In addition, this report is a key data source and support for continued funding decisions made by the TAM Board.

During the development of the evaluation report, TAM staff worked with the SR2S consultant team to develop an evaluation protocol that highlights the robust data reporting effort on local trip making behaviors. Green trips and active green trips to and from schools have been tracked over time to show historical trends, including program growth, enrollment growth, and their relationship to SR2S participation at individual schools. In addition, the relationship between the level of school involvement and geographic/infrastructure improvements has been measured to assess the impact of these program factors on resulting transportation mode shift.

Significant changes in the new evaluation report include chapters highlighting the program's adaptations and successes during the COVID-19 pandemic. An additional chapter highlights the program's equity focus and its work to expand its reach at underserved schools and schools with a high number of non-English speaking families. This evaluation report makes use of data gathered from the caregiver survey as well as geospatial analysis resulting in "dot maps" that show students' distance from school.

The comprehensive evaluation report is provided in Attachment A, and the presentation in Attachment B highlights key findings and recommendations.

The FP&L Committee provided the following comments during its May 8 meeting, seeking more detail regarding private school involvement; increasing dissemination of information regarding infrastructure improvements; providing more electric bike (e-bike) safety education; providing more information to the public about Program success stories; and studying ways to significantly increase the reach and effectiveness of the Program.

## **FISCAL CONSIDERATION**

Not applicable.

## **NEXT STEPS**

Staff will work with the SR2S team to incorporate any Board suggestions into the Program.

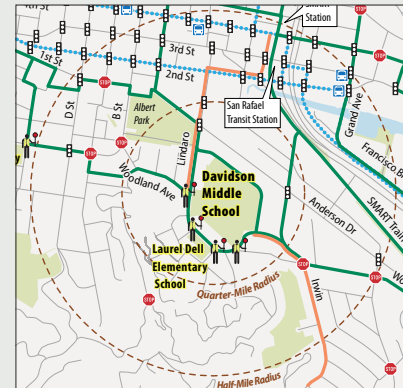
## **ATTACHMENTS**

Attachment A – Tri-Annual Safe Routes to Schools Program Evaluation Report  
Attachment B – SR2S Program Evaluation Presentation



# MARIN COUNTY SAFE ROUTES TO SCHOOLS PROGRAM EVALUATION

2018/19 THROUGH 2021/22 SCHOOL YEARS



APRIL 27, 2023

## ACKNOWLEDGEMENTS

### TRANSPORTATION AUTHORITY OF MARIN BOARD OF COMMISSIONERS

Melissa Blaustein *City of Sausalito*

Urban Carmel *City of Mill Valley*

Kevin Carroll *City of Larkspur*

Brian Colbert *Town of San Anselmo*

Kate Colin *City of San Rafael*

Chance Cutrano *Town of Fairfax*

Rachel Farac *City of Novato*

Alice Fredericks *Town of Tiburon*

Nancy Kemnitzer *City of Belvedere*

P. Beach Kuhl *Town of Ross*

Eric Lucan *County of Marin*

Stephanie Moulton-Peters *County of Marin*

K Pat Ravasio *Town of Corte Madera*

Katie Rice *County of Marin*

Dennis Rodoni *County of Marin*

Mary Sackett *County of Marin*

### TRANSPORTATION AUTHORITY OF MARIN STAFF

Anne Richman *Executive Director*

Dan Cherrier *Director of Project Delivery*

Derek McGill *Director of Planning*

Molly Graham *Public Outreach Coordinator*

David Chan *Director of Programming and Legislation*

Li Zhang *Deputy Executive Director/Chief Financial Officer*

### CONSULTANT TEAM

David Parisi *Parisi Transportation Consulting/Parametrix*

Jennifer Shriber *Parisi Transportation Consulting/Parametrix*

David Hoffman *Parisi Transportation Consulting/Parametrix*

Jeremy Thornton *Parisi Transportation Consulting/Parametrix*

Wendi Kallins *Wendi Kallins Consulting*

Gwen Froh *Marin County Bicycle Coalition*



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# Chapter 1: Introduction

The Transportation Authority of Marin's Safe Routes to Schools is an award-winning program designed to increase the number of non-motorized and high vehicle occupancy trips to and from schools. The program integrates health, fitness, traffic relief, environmental awareness, and safety all under one program. It provides an opportunity for schools, communities, and local governments to work together to create a healthy lifestyle for children—and a safer and cleaner environment for everyone.



*TAM's Safe Routes to Schools program has been impacting Marin County students for over 20 years.*

The Safe Routes program has been in operation in Marin County for over 20 years and has expanded to include 55 schools with involvement by over 29,000 students. Safe Routes has enjoyed long-term success given its history and deep-rooted community participation. Some highlights of the program include:

- ▶ In 2000, five schools participated in Safe Routes to Schools; in the 2021-2022 school year 55 schools actively participated in the program.
- ▶ Since 2015-2016 and through the 2021-2022 school year, the county has maintained an average of at least 50% percent green trips rate (arriving to school by walking, biking, carpooling, or taking a bus) to and from schools, despite fluctuations in enrollment and the number of schools in the program.
- ▶ Although the average countywide green trip rate has remained relatively consistent, individual school districts have achieved recent success in increasing active green trips (walking, biking, scooter, etc.). For example, since 2015-2016, Lagunitas, Larkspur-Corte Madera, Kentfield, and Ross Valley school districts have increased the percentage of active green trips by 14%, 9%, 8%, and 8%, respectively.
- ▶ As of 2021-2022, 32 schools have exceeded the baseline countywide average percentage of green trips (51%) since joining Safe Routes.
- ▶ Safe Route to Schools has extended its reach into 30 of 34 public elementary schools, all public middle and K-8 schools, and six of twelve public high schools.
- ▶ Over 180 infrastructure projects aimed at increasing safety and encouraging children to walk or bicycle to school have been planned or built since 2000, at a cost of about \$55 million.

## EVALUATION REPORT

This evaluation report, covering the 2019/2020 through 2021/2022 school years, comes as Safe Routes has successfully responded to and adapted from the COVID-19 pandemic. It identifies new features that have been introduced since 2019 and examines aspects of the program that continue to make it successful, as well as those that would benefit from improvement. The report also responds to the recommendations from the previous evaluation.

Lastly, the report outlines a number of recommendations that are intended to improve the effectiveness of the Safe Routes program, setting it up for even greater success in future years. Previous evaluations of Marin's Safe Routes program were completed in September 2016 and July 2020, covering the 2011–2015 and 2015-2019 school years, respectively.

### REPORT ORGANIZATION

This evaluation report is organized into the following chapters:

#### **PROGRAM OVERVIEW:**

Provides a brief history and overview of the Safe Routes program at both the national and local levels.

#### **COVID-19 RESPONSE:**

Provides an overview of the challenges faced during the COVID-19 pandemic, Safe Routes' responses to those challenges, and its successes in maintaining the program during challenging times.

#### **EDUCATION:**

Describes Safe Routes class offerings, including those held in the classroom as well as those in the field. It discusses historic trends and recent changes to the program curriculum.

#### **ENCOURAGEMENT:**

Discusses the encouragement component of Safe Routes, which includes both long-standing events such as iWalk as well as new contests and initiatives.

#### **ENGINEERING:**

Describes the process by which jurisdictions identify and implement infrastructure improvements around schools.

#### **EQUITY:**

Describes the work Safe Routes does to reach disadvantaged students and those for whom English is not their first language.

#### **ENFORCEMENT AND SAFETY PROGRAMS:**

Describes the role of enforcement, crossing guards, and the Street Smarts campaign to reinforce safety around schools.

#### **FUNDING:**

Examines Safe Routes' funding sources as well as ways in which the Transportation Authority of Marin (TAM) is building long-term financial sustainability for the program.

#### **EVALUATION:**

Describes the results of the evaluation and examines factors that contribute to schools that successfully increase active and green trips at schools.

#### **A LOOK TO THE FUTURE:**

Looks to the future of Marin's Safe Routes program, making recommendations for its continued success.



## Chapter 2: Program Overview

The Safe Routes to Schools program has been operating in Marin County for over 20 years. This chapter provides an overview of the program's history, framework, and tools for program delivery and monitoring. It also provides an overview of the program's current participation levels and impacts.



*Safe Routes events encourage students to use active green modes to get to and from school.*

### PROGRAM HISTORY

#### Program Beginnings

The Marin County Safe Routes to Schools program began in 2000 when the National Highway Traffic Safety Administration funded two Safe Routes pilot programs that were intended to serve as nationwide models. One pilot program was established in Arlington, Massachusetts and the other in Marin County. The program was augmented with funding from the California Department of Health and the Marin Community Foundation. At the end of the two-year Marin County pilot program, nine participating schools experienced a 57 percent increase in the number of children walking and biking to school and a 29 percent decrease in the number of children arriving alone in a car.

#### Safe Routes to Schools in Marin County

Building on the pilot program's success, Marin County adopted Safe Routes in 2003 after receiving a grant provided by the Bay Area Air Quality Management District and the Marin Community Foundation. The program reached a major milestone in November 2004 when Marin County voters approved the ½-cent Transportation

Sales Tax (Measure A). The 20-year transportation-related sales tax provided an ongoing revenue source for Safe Routes programs, including the deployment of crossing guards and the construction of school travel-related infrastructure projects. Safe Routes became a program of the Transportation Authority of Marin (TAM) in 2005 as a result of this new funding source. Since then, the Transportation Sales Tax Renewal Expenditure Plan approved by voters as Measure AA in November 2018 has continued the ½-cent transportation sales tax and expenditure plan initially passed in 2004. Today, agencies such as the Metropolitan Transportation Commission (MTC) and Caltrans provide supplemental grants to implement new programs in addition to the funds generated locally within Marin County.

The program currently operates in 55 schools, serving a total population of over 29,000 students. It provides professional instructors to teach safe bicycling and pedestrian safety skills and oversee volunteers in promoting the program through contests, events, and regular submissions to school newsletters. Each school district is offered a facilitated Task Force that brings together the



school volunteers with school and jurisdictional staff to discuss infrastructure and enforcement issues, and to plan out district-wide promotion.

The consulting team consists of planning and engineering professionals to assist in identifying Safe Routes solutions, develop concepts, and apply for grant funding. To date, the program has succeeded in constructing and designing over 180 projects totaling over \$55 million.

In 2010, Marin Safe Routes to Schools was honored as a recipient of MTC's Grand Award, given to people and programs who work towards improving the Bay Area's transportation. Safe Routes was honored for its work to encourage students to walk and bike to school and to ensure that this can be done safely throughout Marin County.

As the first long-term sustainable program with a dedicated local funding source, Marin County continues to be a national leader with new and innovative programs.

## A National Model

Within a year of the launch of the pilot projects in Marin County and Arlington, Massachusetts, similar efforts began throughout the country. Interest in a federally funded national program grew, and in 2005 the SAFETEA-LU federal transportation bill provided

\$612 million for a new national Safe Routes to Schools program that provides benefits in all fifty states. Communities have used this funding to construct new bicycle lanes, pathways, and sidewalks, as well as launch Safe Routes education and promotion campaigns in elementary and middle schools.

### HOW GREEN IS GREEN?

Throughout this report, "Active Green" and "Green" trips will be referenced frequently as a way to categorize the modes students use to commute to/from school.

- ▶ An active green trip is a non-motorized student travel trip that involves physical activity, such as walking, biking, skateboarding, and scooting to school. Trips made using e-bikes are counted as active green trips.
- ▶ A green trip includes active green trips but also includes shared motorized travel categories such as carpooling, school buses, and public transportation.

One way to evaluate the success of the program is to measure the mode shift from single-student occupancy family vehicle trips to active green and green trips.



*Safe Routes staff provide the "gold standard" of bike and pedestrian safety education for students in Marin.*

## SAFE ROUTES TO SCHOOLS PLANNING FRAMEWORK

The mission of Safe Routes is to increase the number of children walking and biking to school. The initiative integrates health, fitness, traffic relief, environmental awareness, and safety all under one program. It serves as an opportunity to work closely with schools, communities, and local governments to create a healthy lifestyle for children—and a safer and cleaner environment for everyone. The program consists of six focus areas, known collectively as the “6 E’s”:

### Education

Classroom lessons teach children the skills necessary to navigate through busy streets and persuade them to be active participants in the program. Safe Routes instructors have developed the curriculum, which includes lessons on safety, health, and the environment.

### Encouragement

Encouragement strategies, such as events, contests, and promotional materials, encourage children and parents to try walking and biking to school. The program supports and coordinates volunteer organizers and provides schools with promotional and contest materials, prizes, and ongoing consultation.

### Engineering

The focus of the program’s engineering component is on creating physical infrastructure improvements near schools to reduce speeds and establish safer crosswalks and pathways. The program’s professional traffic engineers assist schools in developing a plan to provide a safer environment for children to walk and bike to school. The improvements are implemented at the direction of the local jurisdiction public works staff.

### Enforcement

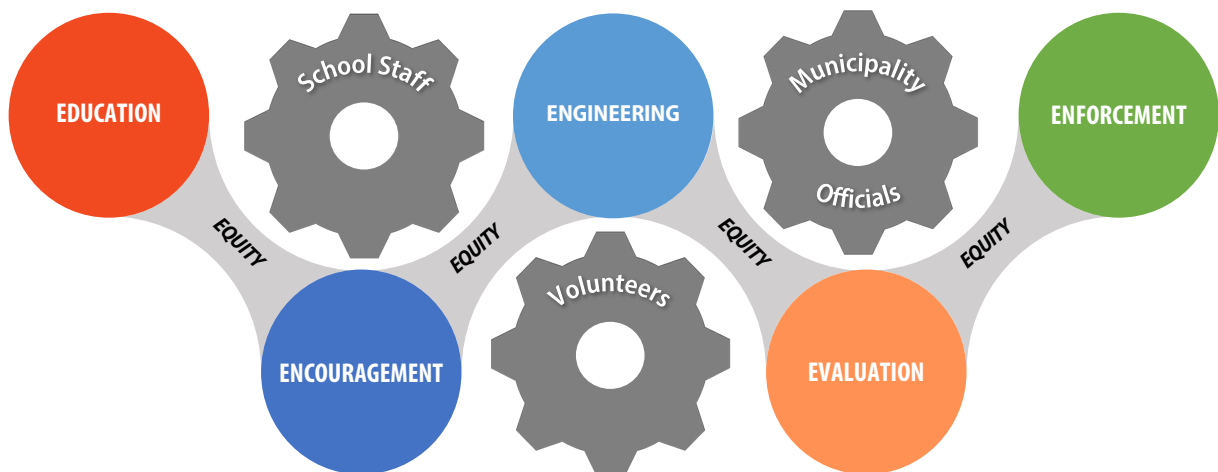
Law enforcement officials participate throughout the Safe Routes process to encourage safe travel through the community. Targeted enforcement of speed limits and other traffic laws around schools make the trip to school more predictable for students and allows them to interact with motorists and other travelers in the safest possible way. The program also includes unique safety-related messaging, crossing guards, and outreach to road users through the Street Smarts safety education campaign.

### Evaluation

Continually evaluating the program is critical to determine which approaches are successful, which can be improved, and which can be replaced. This ensures the effectiveness of the program in the communities where it operate.

### Equity

Equity aims to promote egalitarian support of safe, active, and healthy school travel opportunities for all children within the county. In recent years, Marin Safe Routes to Schools has worked to promote equitable distribution of program resources to students countywide. A bilingual volunteer coordinator works with Spanish-speaking parents in the school to organize events and give them a voice in assessing safety concerns.



## STUDENT TALLIES

Regular input from Safe Routes to Schools participants is critical in determining the effectiveness of the program's activities, identifying areas for additional resources, and helping to determine program facets that might need updating or improvements. As new participants join each year or current participants change their travel behavior, the program benefits from constant evaluation.

A key element of the Safe Routes program is quantitative measurement of the shift from single student vehicle trips to school into green trips. To measure how students travel to school, Safe Routes staff members work with classroom teachers to administer fall and spring surveys at participating schools. These tallies were previously sent to the National Center for Safe Routes to School, an organization that serves as the Federal Highway Administration's Safe Routes to School Clearinghouse. The National Center calculates the tallies and provides a summary of the data.

It is important to note the accuracy of this evaluation. The student tally data presented in this report were assessed to ensure a representative sample size that would produce results representative of each school population with a 95% confidence level. During any particular semester, the data sets for schools that did not have enough responses to meet the confidence level were omitted from the analysis. On average, however, approximately 85 percent of all survey data met the confidence level threshold. When available, fall and spring data were averaged per school year. The tallies were not carried out during Spring 2020 or the 2020/2021 school year owing to disruptions from the COVID-19 pandemic.

The National Database, which is used to collect and store student tally data, was shut down for the May 2022 surveys. During this time Safe Routes utilized its own system; the National Database will restart in 2023 and access will resume for the Spring 2023 tally.

## CAREGIVER SURVEYS

In addition to the student tallies, Safe Routes uses caregiver surveys as a way to gain insight into the program's opportunities and challenges. A survey was conducted at targeted schools in May 2022 with both English and Spanish language versions made available to caregivers.

1,462 surveys from 26 elementary schools were collected, with 1,302 from English speaking caregivers at 26 schools, and 160 from those who spoke Spanish from 19 schools. 268 middle school surveys were completed, with 220 in English and 48 in Spanish. 345 Redwood high school caregivers also completed the survey. The survey was only conducted at one high school, as at the time of the survey Safe Routes staff were not permitted onto high school

campuses to conduct programming, so program measurements would have been inconclusive.

The caregiver survey results allowed Safe Routes staff to better understand the reasons why caregivers allow or do not allow their students to walk, bike, carpool, or ride the bus to school. See Chapter 10 for a discussion of the survey results.

## PARTICIPATING SCHOOLS

A total of 61 schools have joined Marin's Safe Routes to Schools program since its inception in 2001. A total of 55 schools participated in the program during the 2021/2022 school year (Figure 1 on the next page). While new schools join and others may discontinue their participation, the total number of participating schools has stayed relatively consistent throughout the past 21 years (Figure 2). The 2019/2020 school year saw lower participation due to the COVID-19 pandemic, during which time in-person education and encouragement programs could not be carried out (see Chapter 3 for more information).

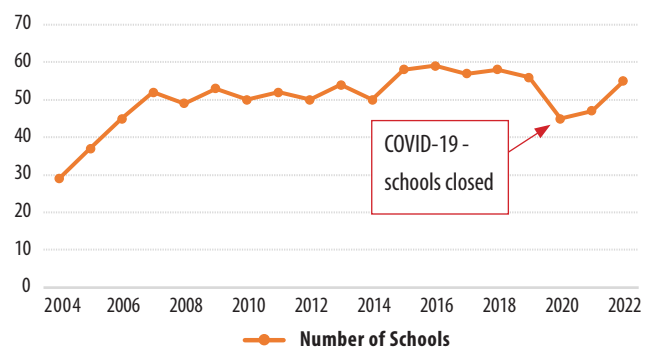


Figure 2: Participating Schools Over Time

There are numerous reasons why some schools do not continuously participate in the program. Some elementary schools may discontinue participation in the Safe Routes program when they are unable to recruit and provide parent volunteers to host encouragement events and attend Task Force meetings. Other schools that provide bus service to all of their students have limited need for the program's focus on increasing walking and bicycling and thus are not prioritized to receive Safe Routes program resources.

Schools participate in Safe Routes at different levels, based on the availability of staff and volunteers as well as on the school administration's willingness to incorporate Safe Routes to Schools lessons into their curricula.

Safe Routes has been extremely effective at reaching many of the county's younger students (Figure 3). 88% of public elementary schools and 100% of public middle schools participated in



Figure 1: Participating Schools



## MARIN COUNTY

## SCHOOLS

1 A. E. Kent MS	19 Lagunitas ES	37 Reed ES
2 Archie Williams HS	20 Laurel Dell ES	38 Ross School
3 Bacich ES	21 Loma Verde ES	39 Ross Valley Charter
4 Bahia Vista ES	22 Lu Sutton ES	40 San Domenico
5 Bayside MLK ES / Nevada Campus	23 Lucas Valley ES	41 San Jose MS
6 Bayside MLK MS / Phillips Campus	24 Lynwood ES	42 San Marin HS
7 Bel Aire ES	25 Manor ES	43 San Rafael HS
8 Bolinas-Stinson School	26 Mary E. Silveira ES	44 San Ramon ES
9 Brookside ES	27 Mill Valley MS	45 Sinaloa MS
10 Coleman ES	28 Miller Creek MS	46 Strawberry Point
11 Cove School	29 Neil Cummins ES	47 Sun Valley ES
12 Del Mar MS	30 Novato Charter School	48 Tamalpais HS
13 Edna Maguire ES	31 Old Mill School	49 Tamalpais Valley ES
14 Glenwood ES	32 Olive ES	50 Terra Linda HS
15 Hamilton School	33 Park ES	51 Vallecito ES
16 Henry Hall MS	34 Pleasant Valley ES	52 Venetia Valley ES
17 Hidden Valley ES	35 Rancho ES	53 Wade Thomas ES
18 James B. Davidson MS	36 Redwood HS	54 West Marin ES
		55 White Hill MS



the program during 2021/2022. 50% of public high schools participated, owing to restrictions stemming from the COVID-19 pandemic. 91% of public schools with a wide span of grades – K-8 and K-12 schools – participated in the program. 83% of public schools in Marin County participated in Safe Routes, while only 5% of private schools participated in the program.

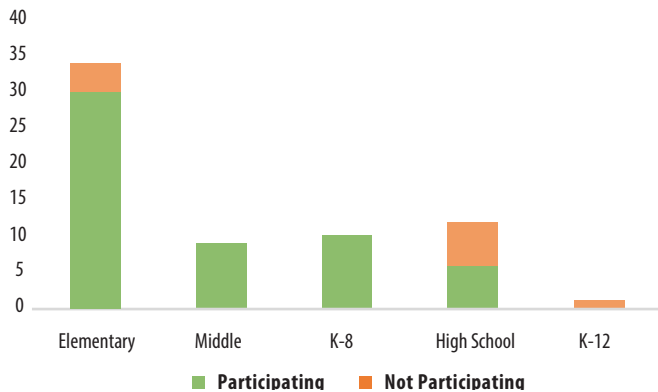


Figure 3: Participating Schools

### Travel Mode Share Summary

Green trips consist of both active green (biking, walking, scootering, etc.) and active green plus (school bus, transit, and carpool) trips. Green trips represent all possible ways to travel to and from school without the use of a family vehicle that is not a carpool. Figure 4 shows the percentage of green trips per school, and represents an average of the data collected in the past three years<sup>1</sup>.

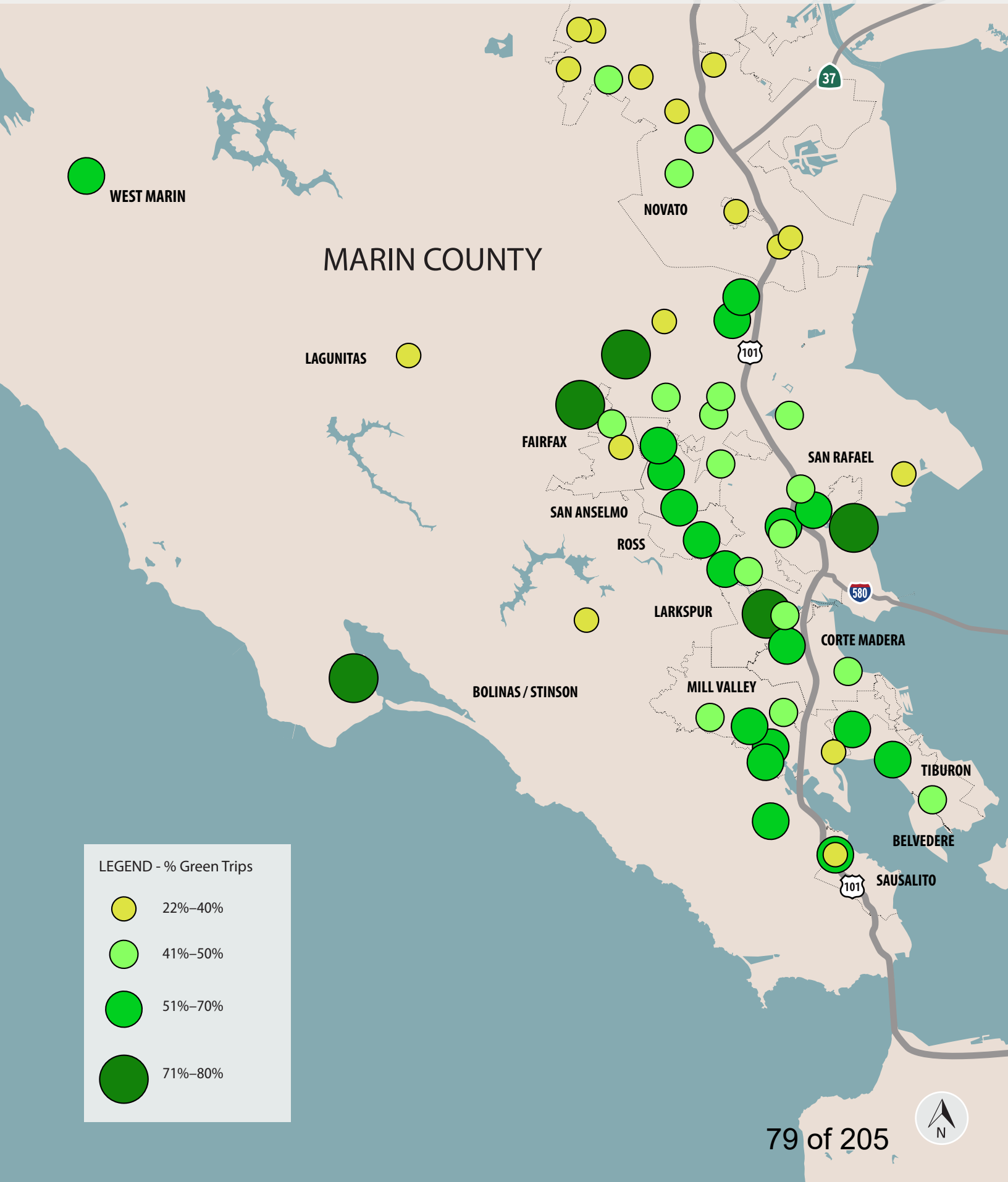
Marin County schools that participate in the Safe Routes program show high rates of green commuting. A total of 24 out of the 25 participating schools (44%) have green trip commute rates of greater than 50%. Further, eight schools (15% of participating schools) have green trip rates of higher than 65%, while White Hill Middle School and San Domenico School report that 78% and 77% of students, respectively, use green modes to travel to and from school due to robust bus programs.

The percentage of all participating Marin County students using green and active green transportation modes has generally increased over time, as shown in Figure 5 (p.10). During the 2021/2022 school year, 51% of trips were green trips: of these, 32% used an active mode. While this is a higher percentage than most years, it is worth noting that the percentage of green trips for this year is lower than expected given the COVID-19 pandemic, which generally led to a reduction in shared green modes such as bus, transit, and carpooling. One can also note the increase in active green trips from 2019/2020 to 2021/2022, as these modes allow for greater social distancing. See Chapter 3 for more information on Safe Routes' response to the COVID-19 pandemic.

Safe Routes uses a multifaceted strategy to affect transportation mode shift. However, it is important to recognize the correlation between students' distance from school as a powerful determinant of students' transportation modes: if students live too far from school, no amount of education or encouragement will lead them to use active modes and other modes should be prioritized. This is demonstrated in Figure 6 on page 10, which shows a clear correlation between the schools' average student distance and the percentage of students who use active modes. At Bahia Vista Elementary School, where on average students live one half mile from school, almost 70% of students travel to school by walking or biking. Conversely, at Laurel Dell Elementary school students live an average of over 2.5 miles from school and only 21% use active modes to get to school. There is some variation in these trends based on grade level. The association between distance from school and active modes is most pronounced in elementary schools as Middle school students may be allowed to walk or bike from farther away as they gain independence. High school students, meanwhile, may be more inclined to drive to school once they are old enough regardless of how far they live from school.

<sup>1</sup> Note that data weren't collected in Spring 2020 or the 2020/2021 school year due to disruptions from the COVID-19 pandemic.

Figure 4: Green Trips



LEGEND - % Green Trips



22%–40%



41%–50%



51%–70%



71%–80%



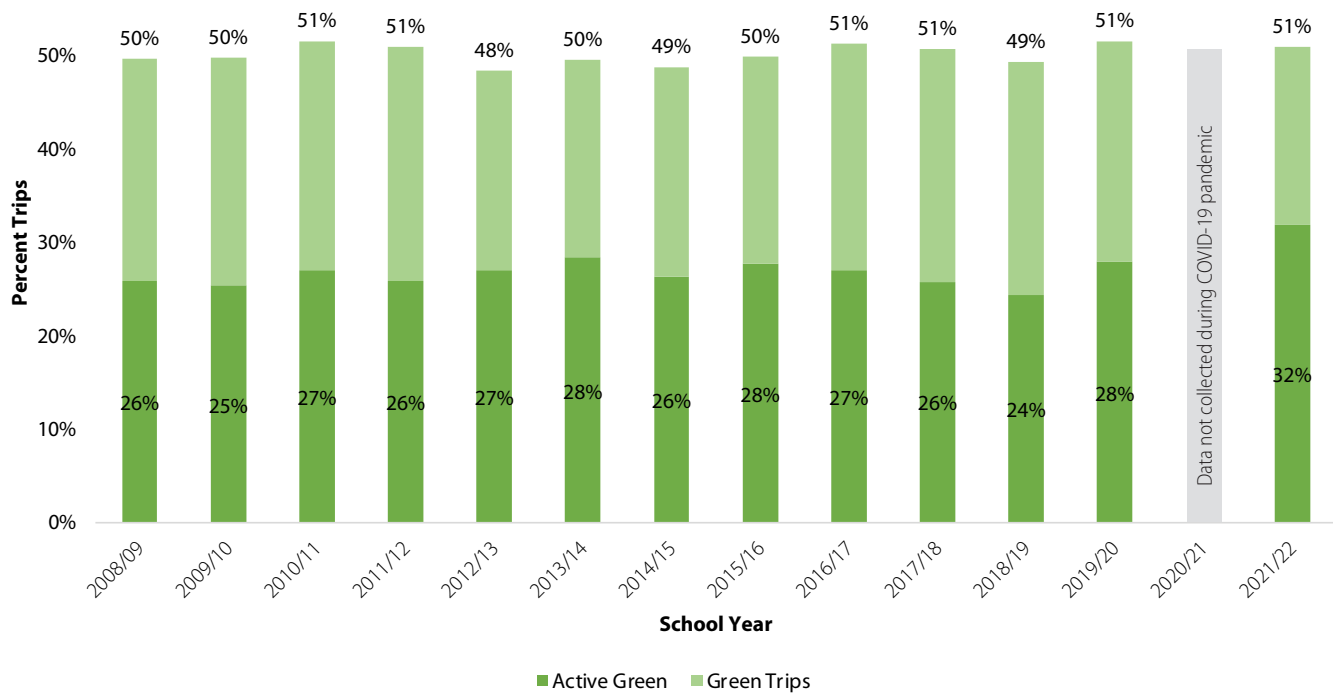
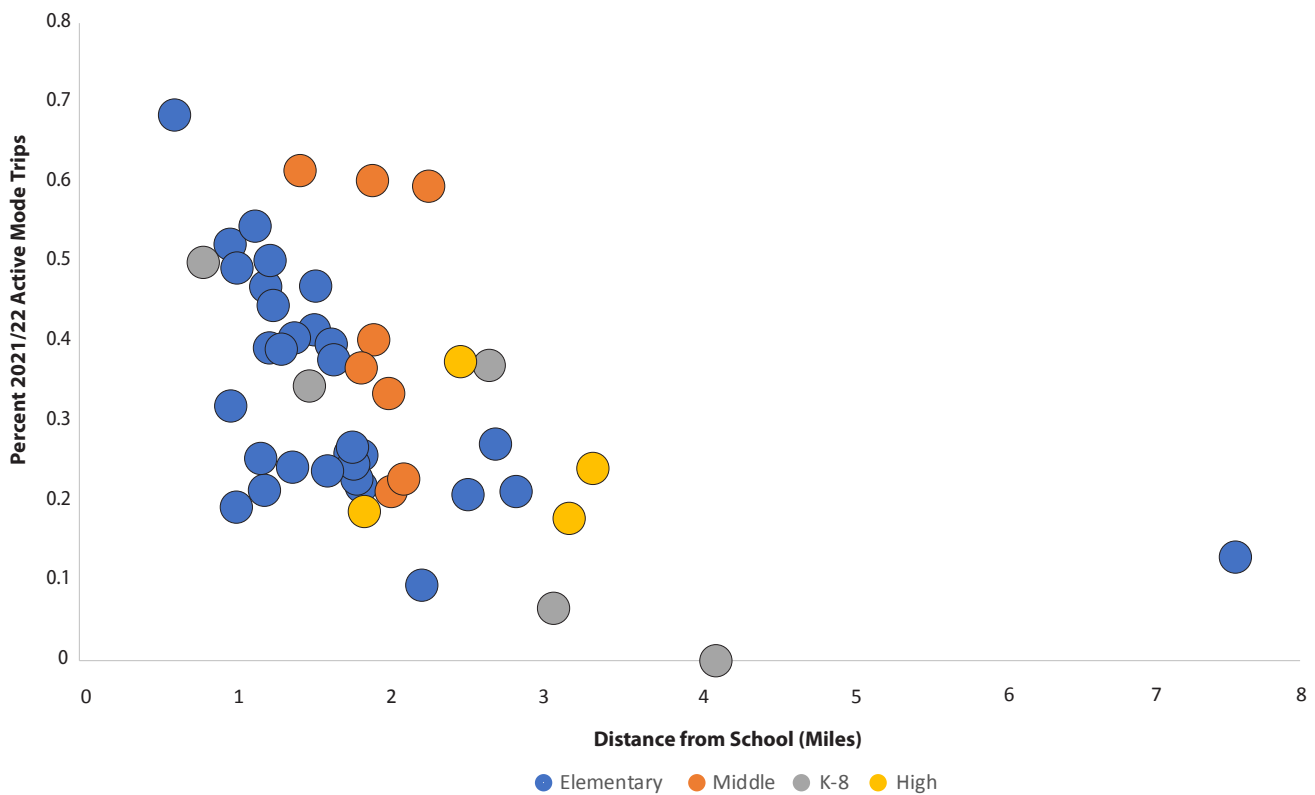


Figure 5: Countywide active green and green trips over time. Note that student tallies were not conducted during the 2020/2021 school year.



## SAFE ROUTES TO SCHOOLS EFFECT ON TRAFFIC CONGESTION & VEHICLE MILES TRAVELED

The Safe Routes to Schools program mission is to promote green and active green transportation for students traveling to and from school. These modes promote healthy living and environmental sustainability while reducing congestion and vehicle miles traveled (VMT) throughout the county. To gauge the program's impact, an analysis of vehicle miles saved through shifts away from single-family vehicle trips was conducted. The analysis found that, compared to the 2015/2016 school year, Marin County schools participating in the Safe Routes program reduced their daily family trips by over 4,500 trips and daily VMT by over 9,400 miles during the 2021/2022 school year by shifting away from family trips towards other modes.

### Methods

With the cooperation of the school districts, the Safe Routes team was able to obtain anonymized address data for 53 of the 55 participating Marin County schools. Google Maps was used to quantify the distance from school for every student: this data was

then rolled up into an average distance from each school (see an example dot map in Figure 7).

This analysis focuses on elementary and middle schools only, as detailed mode share data were not available for high school students driving alone and carpooling. Student tally mode share data was used to calculate the number of elementary and middle school students at each school who were driven in single-family vehicles during the 2015/2016 and 2021/2022 school years. The average distance from each school was then used to estimate the daily VMT for each school, which was compared against the two study years. The 2015/2016 school year was used in this analysis as most of the schools participating in Safe Routes during 2021/2022 also participated in this previous year, whereas program baseline years tended to vary from school to school. Additionally, enrollment data were available for all schools for the two years.

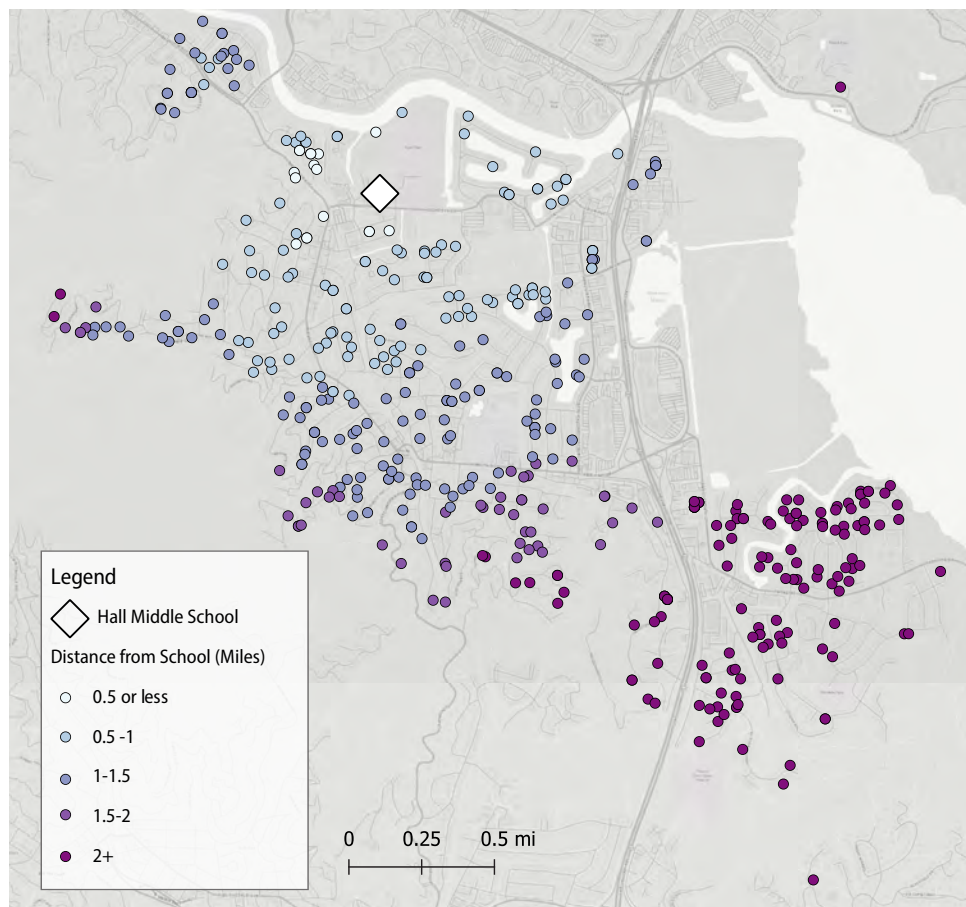


Figure 7: Example map showing student distance from school.





Figure 8: Change in VMT from family trips for elementary and middle schools by district, 2015/16 vs. 2021/22

## Results

Compared to the 2015/2016 school year, VMT related to single-family vehicle trips to and from participating Safe Routes schools decreased by more than 9,400 miles per day in 2021/2022 as more students shifted to green and active green modes of transportation. In total, schools reduced their number of family trips by more than 4,500 daily trips.

The magnitude of this shift varied by school district (Figure 8). San Rafael saw a daily reduction of almost 2,800 miles. This was led by Venetia Valley Elementary School and Glenwood Elementary school, which each reduced their daily VMT by approximately 1,000 miles. Similarly, Mill Valley saw a daily reduction of almost 2,300 vehicle miles. In general, elementary schools saw more pronounced shifts away from family trips. This may be due to the tendency of elementary school children to live closer to school, making it easier for them to use active green modes of transportation.

Sausalito-Marín City and Shoreline Unified were the only two districts to see daily VMT increases. While the percentage of

family trips has gone down slightly for Sausalito-Marín City since 2015/2016, this has not been enough to offset VMT from recent enrollment increases at the district's two schools. The unification of the Sausalito Marin City School district resulted in students from Marin City going to Sausalito for Elementary school, likely leading to an increase in family trips. The Shoreline Unified district's percentage of family trips has increased by 33% since 2015. No education or encouragement programs were held in the district during this evaluation period.

This reduction in daily VMT not only reduces congestion around schools, creating safer spaces for students. It also reduces carbon dioxide emissions by 684 metric tons in one school year - the equivalent of 86 homes' energy use for one calendar year - reducing impacts on the environment<sup>2</sup>.

<sup>2</sup> EPA Greenhouse Gas Equivalencies Calculator - <https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator#results>

## TASK FORCES

The Safe Routes to School program strives to address safety issues along specific school routes as another tool to increase active trips to school. Safe Routes staff facilitate school district Task Forces to discuss these safety challenges. Task Force committees bring together parent leaders, elected officials and staff from the local jurisdiction, traffic engineers, school district representatives, law enforcement personnel, and neighborhood leaders to focus on specific transportation safety concerns in a given neighborhood and to work to provide solutions to address the concerns. Task Forces collaborate with the jurisdictions and Safe Routes staff to design and implement a program that addresses the unique needs of their school districts.

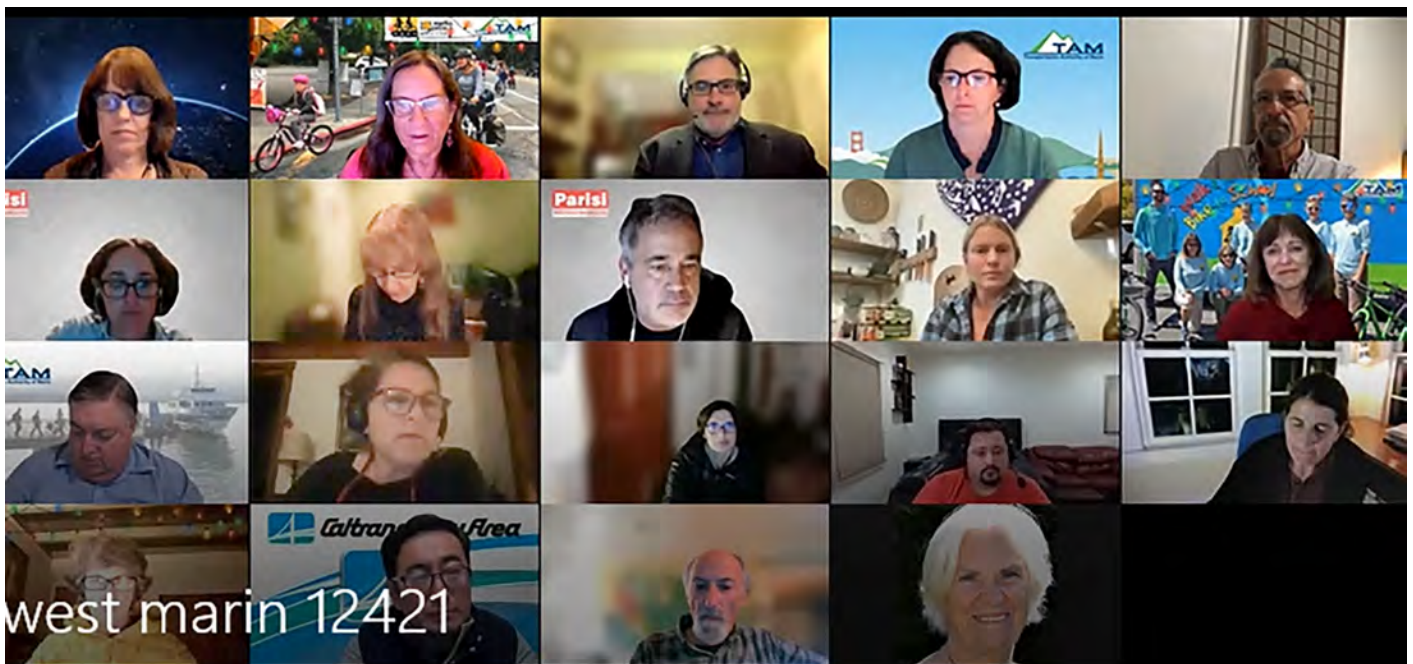
There were nine active Task Forces during the 2021–2022 school year, with West Marin joining as a new task force during the three-year evaluation period:

- Kentfield
- Larkspur-Corte Madera
- Mill Valley
- Novato
- Reed/Tiburon
- Ross Valley
- San Rafael
- Sausalito-Marín City
- West Marin

Task Force meetings provide an ideal venue for Safe Routes program stakeholders to discuss issues specific to each school district. The meetings also provide an opportunity for stakeholders to identify neighborhood-specific issues that require more focused attention. Starting during the COVID-19 pandemic, task force meetings have transitioned to a virtual platform. This allows for greater collaboration and larger meeting attendance. The virtual meetings have also allowed for innovations such as issues list mapping to help participants visualize the locations of infrastructure issues in their communities (see next chapter for more information).

Task Forces also work on suggested routes to school maps and organize walk audits to take a closer look at issues on the ground when students are traveling to and from school. Parents and school personnel are invited to participate in the walk audits along with the jurisdiction's traffic engineers. These participants are able to interact with the experts to demonstrate the problem areas and focus the engineering teams on possible solutions (see Chapter 6).

Additionally, Safe Routes has partnered with Supervisor Katie Rice to form Neighborhood Safety Committees to focus on specific neighborhood safety issues that may require focused attention. These committees include neighbors and businesses from the area in addition to the usual Task Force participants. To date, Safe Routes program staff have participated in Neighborhood Safe Street Committees in Sleepy Hollow in San Anselmo and Acacia in Kentfield (see Case Studies).



Online meetings draw participants who may not be able to attend in-person meetings.

## WEBSITE UPDATE

The program refreshed its website in Spring 2022 to better communicate about Safe Routes with school officials, teachers, and parent volunteers. The goals of the refresh included streamlining existing content, emphasizing TAM, and increasing access to information for non-English speaking users and those with disabilities.

The updated website was reorganized to make content more streamlined and user-friendly. It also makes information easier to find by introducing the ability to filter encouragement programs and education classes by grade and topic. The website features a

new page highlighting the program's equity work and is branded to include TAM logos and information on each page.

The website features a translation widget allowing users to translate web content into Spanish and other languages. Additionally, the website was designed to meet Americans with Disabilities Act standards.

The refreshed website was launched in March 2022. Visit [www.saferoutestoschools.org](http://www.saferoutestoschools.org) to explore the site.



“

Safe Routes to Schools provides an invaluable service to our schools in Marin County. Its integrated program encourages children to walk and bike to school - decreasing traffic - and provides safety education so that children can travel safely. We especially appreciate the millions of dollars spent making the routes safer through infrastructure improvements that are identified through a collaborative process involving school districts, cities and parents.

—Mary Jane Burke, Superintendent Marin County Office of Education



## WHO IS SAFE ROUTES?

### The Enthusiastic Public Servant



Brian Colbert, councilmember from San Anselmo, attends Task Force meetings and serves on the Safe Routes Ad Hoc advisory committee. "Safe Routes engenders a culture of biking, walking and ped safety for young children, which will carry them for the rest of their life," he said. "The events create awareness to the larger community."

When it comes to infrastructure improvements, Brian suggests that there needs to be an overarching organization to coordinate everything around the county – such as the Transportation Authority of Marin. But, he adds, a lot of the issues are local. "That's where the Safe Routes to Schools Task Forces become important. You need the engagement of the public works officials and the active parents to bring up issues and drive awareness."

Brian has a message for other councilmembers from around the county: "If you are concerned about your constituents, bicycle and pedestrian safety should be at the forefront...most congestion happens around commute time when young users are to and fro. You can actually see projects implemented in a reasonable time if you focus on the task force."

Brian suggests that Safe Routes expand its education and awareness into the larger community. The issue coming up most frequently is the proliferation of e-bikes. He pointed out that there are three things you can do – adapt your infrastructure, which moves slowly; increase enforcement, which is not feasible; or provide more education. "SR2S is well placed to do that."

### The Influential School Administrator



Leslie Benjamin is the Communications Officer at Novato Unified School District (NUSD). She has been an invaluable partner to Safe Routes, and the feeling is mutual.

"Safe Routes has been a great partner," she said. "The program to encourage families/students to walk or ride their bike to school is fantastic. The campaign materials... are great and I appreciate receiving the materials ready to be distributed in both English and Spanish. This really helps getting families out of their cars, which addresses the traffic situations at the schools."

Leslie makes sure that Safe Routes materials equitably reach all families. NUSD emails uses emails, physical flyers, and text messages to reach families. "We have also used our social media channels to help Safe Routes reach the Novato community. Whatever is sent out from NUSD, it is in English and Spanish."

Leslie also appreciates the Safe Routes Task Forces. "Working with schools to identify the best and safest routes for families and students to walk to school is invaluable." She assisted Safe Routes in obtaining the data to create dot maps, which help determine what percentage of students can be reasonably expected to walk or bike to school.

Leslie has served on the advisory committee for the Street Smarts campaign. She finds it a pleasure to support Safe Routes as best she can. "I think we have a good relationship with Safe Routes and now that COVID is behind us, I believe Safe Routes has been able to make connections at the schools."

## CASE STUDY

### Collaborating to Improve Safety on Butterfield Road

Safe Routes to Schools has been working with a committee organized by Supervisor Rice's office, and consisting of the Marin County Bicycle Coalition, The Sleepy Hollow Homes Association, and a group of parents, community members and Town of San Anselmo and County of Marin staff to make Butterfield Road safer for everyone.

Butterfield Road runs from San Anselmo into the unincorporated Marin County community of Sleepy Hollow. It connects three schools - Brookside Elementary, Hidden Valley Elementary School, and Archie Williams High School - and is the only way in or out by car from the valley.

The Town of San Anselmo section of Butterfield Road has bicycle lanes but these disappear at the County of Marin border. There are no sidewalks, and parked cars on the road's shoulders force riders and walkers into the path of traffic.

Neighbors and frequent users of the road were uncomfortable with their children riding or walking on Butterfield Road. While the number of reported crashes on this road is in fact below the average, many crashes have gone unreported, and there are countless stories of near misses.

The committee first initiated a community survey to learn more about the problems encountered on Butterfield Road. The survey was well-received: responses were collected from 891 households accounting for over 2,000 individuals, 80% of whom live in San Anselmo. The survey found that a much larger number of crashes had occurred on Butterfield Road than had been reported to police, and over half of the cyclists involved in crashes were children. Over 85% of survey respondents approved of adding a bicycle lane to the road.

This information helped to gain approval from the County Board of Supervisors to paint a bike lane as far as Hidden Valley Road. The Town of San Anselmo also provided a number of improvements including targeted green bike lanes markings at intersections, a rectangular rapid flashing beacon at Woodside Drive, and a radar speed feedback sign near the fire station. The committee continues to work with the community to provide off-street parking areas in order to extend the bicycle lane to the end of the road. This shows the positive results when a community decides to collaborate to create improvements in its neighborhood.



# Chapter 3: COVID-19 Response

This evaluation period is unique in that it includes the COVID-19 pandemic, a period of time when the Safe Routes program was required to adapt to conditions that were far from normal. While challenging, the program was able to meet the challenges of a global pandemic, and in doing so, develop innovative strategies that will serve the program well going forward. This chapter describes the challenges that arose during the pandemic, Safe Routes adaptation, and successes.

## EFFECTS OF COVID-19

The COVID-19 pandemic created a massive disruption in Safe Routes operations. Almost all Marin County schools closed for in-classroom education from March 2020 to April 2021. This temporarily halted all-in person instruction until some schools began reopening and allowing Safe Routes staff back for in-person education. Safe Routes staff were not allowed back on high school campuses for the remainder of this evaluation period. Additionally, the program's budget was downsized as public programs everywhere were forced to tighten their belts. This budget reduction led some staff to be furloughed while others saw reduced hours.

These changes put a halt to the in-person education and encouragement activities that form the backbone of the Safe Routes program. Many bicycle and pedestrian safety classes couldn't be taught, and as a result some students missed out on grade-specific education courses.


There was also a loss of engagement with parents and in-school volunteers. COVID-19 restrictions meant that people couldn't meet in person for task forces, walk audits, and to host events. Participation waned, and this lack of input led to a decline in production of suggested route to school maps. Although schools reopened to students in Fall 2021, Safe Routes had to rebuild its volunteer base, which had dramatically dropped the year prior. Additionally, most schools were hesitant to allow parent volunteers on campus to host events. The largest event of the year, International Walk and Roll to School Day in October, required staff to scramble to find the volunteers necessary to host it. They also had to negotiate with principals to allow welcome tables slightly off campus for volunteers to give out incentives to students for walking and rolling to school. Encouragement activities could not resume at high schools until Fall 2022, outside the scope of this evaluation report.

Planning for the program's future was also affected. The annual student travel mode surveys that are regularly conducted in classrooms could not be completed for the 2020/2021 school year. These surveys are important to gauge changes in mode shift and adjust the program accordingly (see Section 2.3).


### CURRICULUM DESCRIPTIONS

#### On-line Live Instruction & Remote Learning

Safe Routes to Schools provides live, on-line instruction to supplement a school's requirement for daily interaction with students. Remote Learning Presentations are also available.



<b>1ST &amp; 2ND GRADE: STOP, LOOK &amp; LISTEN</b> <p><b>Remote Learning Presentation</b> Via a fun video featuring ASIMO, a friendly robot, students cover the basics of pedestrian street safety, focusing on crossing the street. Next, a Q&amp;A highlights neighborhood safety and the importance of "Stop, Look, and Listen" before entering a roadway.</p>	<b>4TH GRADE: BIKE TRAFFIC SAFETY</b> <p><b>Remote Learning Presentation</b> This lesson begins with an introduction to the health and environmental benefits of cycling. Students learn proper helmet and bike fit, how to check a bike for safety, key traffic laws, and best practices for riding predictably and responsibly.</p>	<b>6TH GRADE: DRIVE THAT BIKE</b> <p><b>Remote Learning Presentation</b> This lesson illustrates the benefits and responsibilities of bike commuting, plus a brief look at bicycling's history and social impact. An interactive component covers laws that govern cars and bikes. Students learn how to be visible, predictable, and mindful when riding on roads and multi-use pathways.</p>
<b>2ND GRADE: WALK AROUND THE BLOCK</b> <p><b>On-line Live Instruction</b> Using aerial videos and pictures, a class of students will take a fun and instructional walking field trip with their Safe Routes to School instructor, being introduced to the safe steps/lessons to practice before crossing a street. Look Left, Look Right, Look Left Again, Go Only When it is Safe.</p>	<b>4TH GRADE: BIKE RODEO</b> <p><b>On-line Live Instruction</b> Using aerial videos and pictures, a Safe Routes to Schools instructor will meet and show a class of students how to navigate our rodeo course in preparation for a future on-campus class. This fun class will include direct instruction and discussion about starting and stopping, using hand signals, and obeying the rules of the road on a mock street.</p>	<b>6TH GRADE: BIKE DRILLS</b> <p><b>On-line Live Instruction</b> Using aerial videos and pictures, a Safe Routes to Schools instructor will meet and show a class of students how to navigate our bike drills course in preparation for a future on-site class. This fun class will include direct instruction and discussions about confident cycling on the road while obeying the rules of the road.</p>
<b>3RD GRADE: PEDESTRIAN/BIKE SAFETY</b> <p><b>Remote Learning Presentation</b> Beginning with a recap on walking safety, students cover walking and biking. Bike safety skills are introduced, including proper helmet fit and bike fit, and how to check a bike for safety, and riding predictably and responsibly.</p>	<p>VISIT THE SAFE ROUTES TO SCHOOLS WEBSITE <a href="https://saferoutestoschools.org">safeschools.org</a> for more information on social distancing guidelines, contests and activities to keep children safe and active in Marin County.</p> <p>VISIT <a href="https://safeschools.org/safe-routes-remote">safeschools.org/safe-routes-remote</a> to view Remote Learning Presentations</p> <p>DOWNLOAD the Social Distancing Tip Flyer</p>	



## PROGRAM ADAPTATION

The Safe Routes program quickly adapted to these challenges to ensure that services continued to be offered to the highest extent possible despite setbacks and restrictions from the pandemic.

In-person classes, activities, and meetings pivoted to virtual platforms to ensure continuity. Bicycle and pedestrian safety classes were recorded and offered online. Instructors tried to make materials fun, recognizable to students learning from home, and inclusive – ensuring that all student populations had equitable opportunities to learn how to travel safely. Virtual encouragement contests included safety videos and instruction while promoting active travel. Virtual task forces and walk audits were also held; these incorporated issues list mapping using Google Earth to facilitate input from participants.

During the pandemic more than ever, Safe Routes implemented its programming with a focus on equity. Bilingual education and encouragement materials were developed to ensure that language was not a barrier to participation. Additionally, the Safe Routes newsletter was translated into Spanish to help keep parents of bilingual families informed.

The program was also able to focus on COVID-related engineering activities to help students be active and safe in the face of the pandemic. Improvements at San Rafael's Coleman Elementary,



for example, provided greater separation between walkers and students being dropped-off at school to encourage safe active transportation. Quick-build and park-n-walk guidebooks helped communities enact quick, cost-effective treatments to encourage active transportation. Safe Routes also provided recommended routes for social distancing to encourage students and their parents to get outside.

## SUCCESSES & LESSONS LEARNED

The Safe Routes program's adaptations were successful, and school communities requested more services than had been initially anticipated. Program staff worked with each community to meet their very different needs. The program's importance was further acknowledged when Safe Routes were among the first to be included in COVID-19 vaccinations offered to educators. A number of notable successes and lessons learned resulted from these challenging times and will help Safe Routes more effectively deliver its services going forward.

### Outreach

The Safe Routes program successfully prioritized outreach to the Spanish-speaking population and underserved schools to equitably deliver programming. Translating materials into Spanish was tremendously effective, and the program will continue to translate its education and encouragement materials and newsletter. The program was also able to identify needs to better serve disadvantaged students. As a result of the active transportation photo contests, Safe Routes staff learned that many students did not own helmets and subsequently facilitated

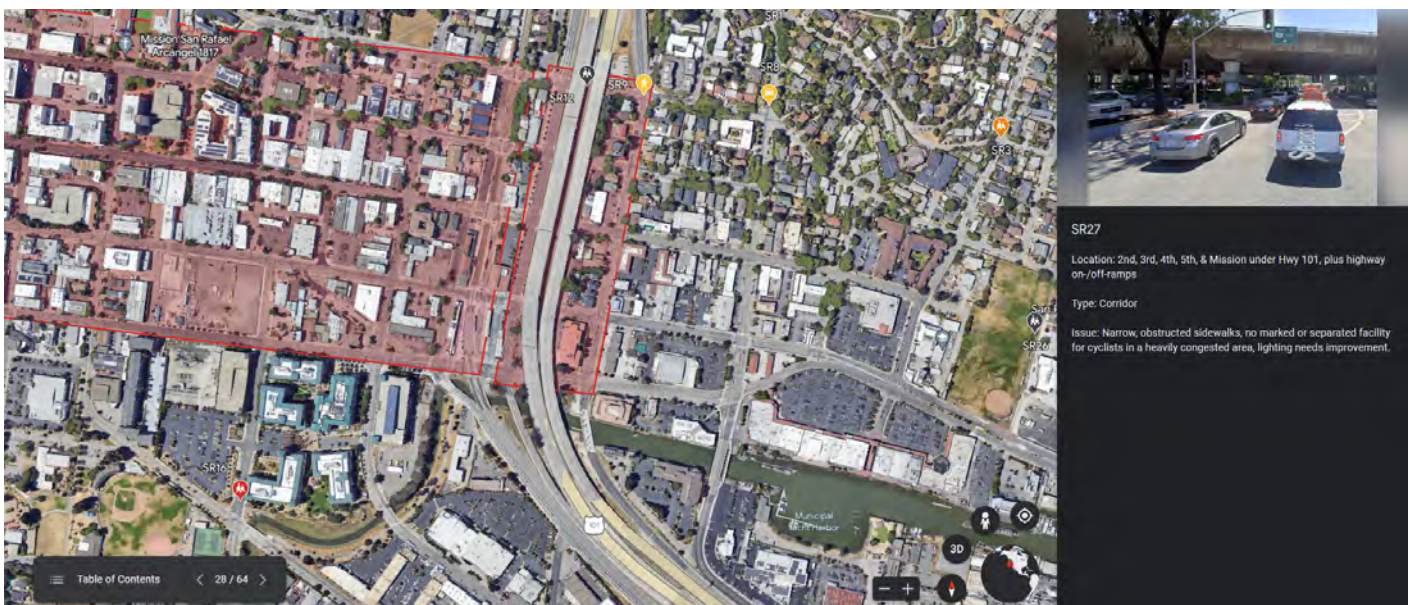
helmet donations for underserved students. A new education program was also initiated for high school students to receive bicycles that they otherwise could not afford. This work was done in part thanks to new grant funding that expanded outreach in six schools with a large number of Spanish-speaking students, as well as new partnerships with organizations aiding underserved communities (see Chapter 7 for more information about Safe Routes' equity focus).

### COVID-Specific Materials

The Safe Routes program developed effective COVID-specific materials to help students safely get outside during the pandemic. A toolkit was developed to help adapt streets and schools to the pandemic. Program staff also chalked educational and encouraging messaging on sidewalks cheering on the walkers and rollers during the partial school reopenings. The program recorded new bicycle and pedestrian safety classes and Bike Week contests to encourage active travel while also including safety education.

### Issues List Mapping

Issues list mapping was developed during the COVID-19 pandemic as a way for Task Force participants to more interactively view the locations of safety issues in their communities. Issues were mapped in Google Earth. Entries included photos and other key information. This allowed Task Force members to virtually walk together through their communities, and provided a better sense of where issues were located relative to one another. Issues list mapping and virtual meetings are two successful pandemic adaptations that remain in use.



Technology allowed Task Force members to virtually “walk” through their neighborhoods and identify issues.

## Adaptation

Safe Routes staff were also able to work with school and municipal staff on quick and relatively easy ways that they could adapt community streets to the new need for social distancing at a time when fewer drivers were on the road. Safe Routes assisted in well-received street closure projects to create more safe space for outdoor activity. It also formed special traffic committees to implement temporary street adaptations. As a result, new families participated in physical fitness activities.

## Volunteer & Parent Engagement

Throughout these successes, the importance of volunteers and parent engagement was underscored. Volunteer and parent involvement was necessary to run activities and gain input for engineering improvements. The effectiveness of virtual meetings was also noted, particularly for Task Forces, as the convenience of a virtual format encouraged participation and made it easier for school district and city staff to attend. As a result, task forces will be held virtually going forward to expand participation.

## CASE STUDY

### Acacia Street is Car Free During School Commute

In the summer of 2020, Safe Routes to Schools began working with school communities to plan ahead for students to safely return to school in the fall amid the COVID-19 pandemic. The focus was on helping students to safely distance themselves while walking and rolling to school. Special Transportation Committees were formed to address unique needs at every school. A comprehensive toolkit was developed to provide options for street closures, to identify park and walk locations, and to provide guidance on other “pop-up” temporary infrastructure such as extended sidewalks and bike lanes. Most notably, the Transportation Authority of Marin provided grants for county and city planners to redesign streets to meet the need for increased space for active travel.

The Kentfield School District Transportation Committee took advantage of these resources to close down Acacia Street to traffic during the morning and afternoon commute hours. Acacia

Street is a popular thoroughfare for both students walking and rolling and families driving to Bacich Elementary School. A street closure was warranted for the safety of students walking and biking to school, and plans were made for temporary closures during the busiest times. Yet that left the need for volunteers to move street closure signs twice a day.

Seeing the project through to completion, parent volunteers Bree Eaton and Allison Fortini-Crawford recruited Kent Middle School Leadership students who were trained (and occasionally rewarded with cookies) to put up and take down the barriers to limit street access during school commute hours. The students arrived before and after school every day for three months to diligently close and reopen the street. In 2022 the street closure was approved for another year and a parent volunteer has since stepped up to move the signs. A long-range plan is now in the works to continue allowing students safe access to school.





## WHO IS SAFE ROUTES?

### The Dedicated Club Leader

Cassie Hettleman has led the Kent Eco Action Club in partnership with Safe Routes for five years. Cassie, a local Marinite, has fond memories of riding her bike to school with friends along Blackie's Pasture and now wishes to pass the joy and independence of riding a bicycle onto her students. Through walking and rolling to school, Cassie acknowledges, kids learn to problem solve, get extra energy out to stay focused at school, connect more with their community, and take action to reduce traffic and pollution.

Hosting Walk and Roll events makes club members feel valuable to their school community. According to Cassie, middle school can be a difficult time for some students, and having a lunchtime club helps them feel safe while giving

them an environmentally focused purpose to rally behind. "The program is very well organized, and the kids love it."

Kent Middle School remained one of the most active Safe Routes schools even during the pandemic. The club wanted to continue meeting virtually: these virtual gatherings gave students a place to stay connected and a purpose during a challenging time. Thanks to the innovative contributions from the Kent Eco Action Club students, Safe Routes developed several county-wide contests to encourage active mobility while students remained at home.

The successful teen encouragement program is made possible through the dedicated leadership of teachers such as Cassie.



“

Thank you for your creative approach during this shelter in place.

– Brookside Principal

[Chalk N Walk drawings] are fantastic! I saw lots of kids studying the drawings and heard a few exchanges about how they bike or walk to school.

– Edna Maguire Principal

What a great end to the week. Thank you again for everything; it was such a breath of fresh air for the students. I really appreciate everything you and Safe Routes did this week to make it happen for the kids. Also wanted to let you know I received several thank yous, and (air) high fives from teachers/admin for your involvement in keeping the kids safe and active. Everyone loves the pedal playground (totally worth the time & effort).

– Old Mill Physical Education Teacher



*Safe Routes staff chalked encouraging and safety-minded messages on sidewalks near schools during the COVID-19 pandemic.*

Intentionally blank



# Chapter 4: Education

The Education element of the Safe Routes program provides comprehensive student instruction for safe and healthy travel to school. This chapter provides an overview of the classes annually taught to elementary, middle and high school students and highlights new educational programs provided during the pandemic when standard, in-person classes were not able to be taught.



*Students practice newly-learned skills at a Bike Rodeo.*

## EDUCATION PROGRAMS & CLASSES

For over two decades, Safe Routes to Schools has consistently offered education programs designed to teach students skills for safely walking and biking to school. Starting in second grade and continuing through high school, the Safe Routes curriculum provides age-appropriate instruction that meets California state education standards. The majority of instructors are League of American Bicyclist Certified, providing the “gold standard” education for students in Marin.

Pedestrian and bicycle safety classes are taught to students during either standard classroom time or for Physical Education at forty schools annually. School staff, acknowledging the importance of Safe Routes safety instruction, accommodated additional classes to make up for grades missed during the COVID-19 pandemic.

Safe Routes teaches students to be visible, predictable, and responsible and to obey California Vehicle Codes when walking, cycling and driving a car (high school). Classes are tailored to meet classroom size, time constraints, and to address school-specific concerns. For example, in response to parent and community concerns about students cycling across specific intersections, Safe Routes included videos of those intersections in classroom presentations. With new concerns over e-bike use, Safe Routes responded by developing safety awareness information for parents and added e-bike content to its in-class presentations.

Each grade-level student receives a two part instruction consisting of an in-class presentation followed by an experiential, hands-on class. For example, the Stop, Look, Listen second grade class is followed by a Walk Around the Block field trip off school grounds to give students a chance to practice crossing the street. The fourth grade Bike Safety presentation is followed by a Bike Rodeo where students practice their safety maneuvers and rules of the road on mock streets. The education programs offered are summarized in Table 1.

In March 2020, the pandemic interrupted practice as usual and had Safe Routes scrambling to meet schools’ needs in innovative ways (see Chapter 3). Schools partially reopened in Fall 2020 yet Safe Routes instructors were not initially allowed on campus. The Safe Routes education team responded by recording all safety presentations including drone footage of the Rodeo and Walk Around the Block classes using student performers. A Pedal Playground was chalked onto schools’ blacktops, giving students a chance to practice their bicycling skills on mock streets away from cars on the weekends.

When schools finally reopened fully in April 2021, Superintendent Mary Jane Burke prioritized getting Safe Routes Instructors vaccinated so in-person safety classes could resume as soon as possible.

Table 1: Safe Routes Education Classes

CLASS	GRADE
<b>Classroom Presentations</b>	
Stop Look Listen (Part I)	2
Pedestrian and Bike Safety	3
Traffic Safety Bike Education (Part I)	4
Drive Your Bike (Part I)	6
Share the Road	High
<b>Experiential, Hands-On Classes</b>	
Walk Around the Block (Part II)	2
Bike Rodeo (Part II)	4
Drive Your Bike (Part II)	6
On-road Bicycle Field Trips	Middle and High
Family Biking *	Parents and Elementary
<b>Assemblies</b>	
Pedal Power	Elementary
<b>Additional Presentations</b>	
Sustainable Transportation	Middle and High
How to Ride the Bus or SMART train	High
The True Cost of Transportation	High
<b>Other Activities</b>	
Poster Art	Elementary
No Idling Campaign	Middle
Route Mapping	Middle and High
Transit Race/Scavenger Hunt	High

\*Program available through MTC Spare the Air grant funding

## PARTICIPATION TRENDS

Safe Routes tracks numbers of classes and students taught annually. As classes were not conducted on-site during the 2020-2021 school year, this data was not collected. Reference Chapter 3 (COVID-19 Response) for the innovative ways that Safe Routes promoted bicycle safety education through the schools during school closures.

In the 2021-2022 school year, Safe Routes provided make-up classes to grades missed during the pandemic. This resulted in the largest number of students ever taught in the history of the program. Given that schools were focused on making up for lost academics, it was an unprecedented accomplishment that principals carved out the additional time in their school day to accommodate safety instruction. This underscores the value of and desire for Safe Routes education.

In 2021-2022, 36 elementary and middle schools, out of 48, requested the return of Safe Routes education. Twenty-two (61%) of those schools accommodated “all grade” (second through eighth grades) classes. In total, over 1,000 classes were taught with 12,400 students in attendance, a 24% increase over a normal, pre-pandemic year. In the 2022-2023 school year, Safe Routes will prioritize scheduling classes at the twelve schools that were unable to accommodate classes in the prior year.

Surprisingly, the Caregiver Survey revealed that only 17% of parents with students in second and fourth grades - those that standardly receive education classes - reported that their child takes pedestrian and bicycle safety classes at school. Fifteen percent of elementary school caregivers who live within one mile of school and who drive two or more times per week believe that their child is not competent enough to bike (4% say their student/family does not know how). To build family confidence with riding, Safe Routes needs to increase parents’ awareness of the classes taught along with recommendations to practice learned skills with their students (see Recommendations section at the end of this chapter).

## KEEPING IT FRESH

The Safe Routes to Schools curriculum has continuously evolved since its inception, expanding programs offered to meet students’ needs. During the 2021-2022 school year, Safe Routes staff revamped the curriculum to include specific safety instruction around schools by adding photos and videos of intersections, bike lanes, and crosswalks into the presentations. Safe Routes listens and adapts its education beyond the core curriculum to be responsive to the concerns of the community.





Caregivers and students participate in a Family Biking program to learn valuable safety skills.

## FAMILY BIKING

The Family Biking program brings parents and youth together for two hours of instruction in a rodeo setting with an optional on-the-road field trip. The purpose of Family Biking is to teach caregivers how to instruct children to navigate streets safely. During the pandemic, Instructors taught five virtual Family Biking classes to parents and elementary students incorporating interactive activities for the children. Once shelter in place was lifted, Family Biking classes were offered again in person. San Anselmo and Tamalpais Valley Recreation departments partnered with Safe Routes to bring Family Biking to their communities. The classes were popular, with an average of 18 students in attendance. The program is funded by MTC grant funding allocated to MCBC to expand upon Safe Routes bicycle education in schools. Funding has been renewed through 2026.

## E-BIKE EDUCATION

Safe Routes has been responding to community concerns about e-bikes by focusing its educational messages on both students and their parents.

Safe Routes instructors have been embedding e-bike safety messaging into their bicycle safety classes, rodeos, and presentations. Safe Routes has also developed a mandatory e-bike safety class for students at White Hill Elementary who ride e-bikes to school. This class will be rolled out in fall 2022.

In response to increased parent concerns over the safety of emerging student cyclists on e-bikes, Safe Routes provided a Parent Education Night for Mill Valley Families offered through their Parent Teacher Student Association. The online presentation took families through the Safe Routes education applicable for various age development and added a segment on the laws that govern E-bike use. Additionally, Safe Routes crafted an informational flyer to guide parents in purchasing age and ability-appropriate e-bikes for their students. These will be dispersed by schools in their Back to School notices in Fall 2022.

### E-Bikes are Electrifying the Future! What Parents Should Know...

E-bikes are rapidly increasing in popularity, especially with teens as they provide increased independence. E-bikes allow children to travel further and faster, allowing steep hills to be easily climbed. Heavy school books and sports equipment are no longer an issue to transport!



One less vehicle on the road benefits all.

**BUT, is your child experienced enough to manage the increased speeds and maneuverability of a heavy E-bike?**

Parents are advised to do their own research and assess their children's cycling capabilities before purchasing one. Below are some considerations to help parents make informed decisions.

1. Heavy E-bikes traveling at high speeds are harder to maneuver and take longer to stop. The average speed of a standard bicyclist is 12 mph. Type 1 & 2 ebikes can travel up to 20 mph (Type 3- 28 mph). This is a significant difference when considering the experience level of student E-bike riders.
2. E-bike riders (and all cyclists) must follow the same rules as vehicles when riding on roadways.  
[California Vehicle Code \(CVC\) 521230](#).

#### Is your child experienced with the following?

- Taking turns with vehicles at intersections after coming to a complete stop
- Riding predictably WITH the flow of traffic and does not weave in and out of vehicles
- Riding outside of the door zone of parked vehicles (at least 3 feet away)
- Using hand signals for turning right, left and stopping, and scans before merging onto roads and changing lanes
- Obeying posted speeds on pathways and giving pedestrians the right of way
- Knowing how to stop abruptly and dodge obstacles without swerving into vehicle lanes
- Committed to wearing a helmet and ensuring their passenger does as well (17 and under are required to do so by law)

#### Riding confidently on roads and pathways takes practice

Parents, or another experienced adult cyclist, are advised to ride with children to ensure they are following the rules of the road and can handle the bicycle in various road conditions. With E-bikes, this includes extra practice – riding responsibly and under control at all times, including switching between gears and speed settings.



## WHO IS SAFE ROUTES?

### The Community-Minded Principal



Principal Julie Harris has championed Safe Routes for twenty years, first at Sun Valley and now at Wade Thomas. To Julie, Safe Routes is part of the welcoming environment that builds community pride. She firmly believes that the Safe Routes rodeo education supports the school's goal of mindfulness in action as students are taught to take responsibility for being respectful citizens. The community connectedness and holistic integration that Julie fosters for children at her school translates to the "life skill" of walking and biking for improved health, environment, and academic success.

Julie has included Safe Routes in school assemblies to help her students learn the benefits of active, safe travel, because being a good steward to the environment and understanding the personal impact on others are core values that she upholds for her community. "Acting with mindfulness and intentionality helps to foster social/emotional wellness, and everything we teach centers around this way of being." Safe Routes fits this mode.

Julie is eager to see more families walking and rolling to school together as part of her vision for building communities. Through the simple joy of commuting together on foot, parents will put the skills that Safe Routes teaches into practice: knowing the rules and responsibilities so the roads can be shared safely and respectfully. Julie concludes, "we are creating well-rounded persons who can thrive and grow." Safe Routes is honored to play a role in that endeavor.

### The Appreciative PE Teacher



Physical Education teacher Matt Gardner always finds time to include the Safe Routes pedestrian and bicycle safety curriculum into his school day. He has provided Safe Routes education to hundreds of students at the Novato School District for the last 20 years.

As a longtime Marin County resident, Matt appreciates the area's open space but recognizes that cars pose a challenge. He believes that learning how to navigate congested streets on foot or by bicycle requires skills that must be taught to students at a young age. "Kids need to be taught bicycle and pedestrian skills and they need to practice. Safe Routes does a great job of teaching rules of the road presentations followed by the Bicycle Rodeo and [Walk Around the Block], which give the students an opportunity to practice the important skills in a dynamic and fun environment."

Matt especially appreciates that Safe Routes teaches students to communicate with drivers when they are on their bicycles and on foot. "Something especially important to me is that, as pedestrians, people should make eye contact with drivers as they begin to cross the street. And it's always mentioned during [Walk Around the Block]."

Matt sees that students have fun with Safe Routes programs while also learning a great deal. He considers the Bike Rodeo and Walking Field Trip as highlights of the year that students always look forward to.

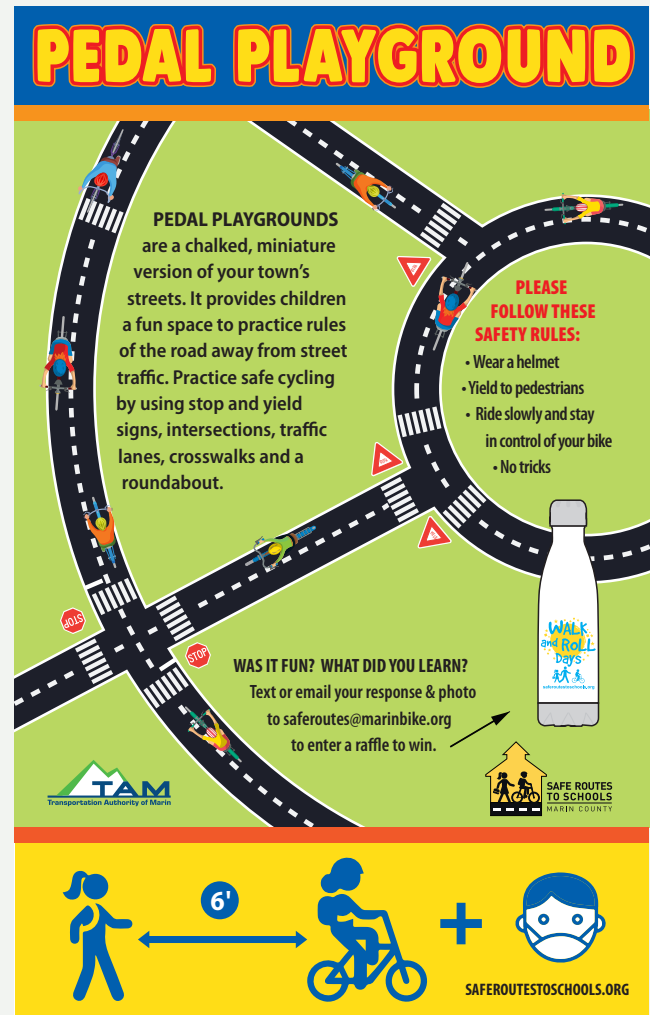
## CASE STUDY

### Education Program Gets Creative During the Pandemic

Bicycle safety education was warranted more than ever with the uptick in cycling during the pandemic. Yet with schools closed to in-person learning, Safe Routes to Schools grappled with how best to provide it, especially the experiential portions - elementary school Bike Rodeos and middle school Bike Drills. Starting in April 2020, Safe Routes pivoted to online learning by recording second through eighth grade classes, making them available on the program's website in English with Spanish subtitles for teachers to share with their students and families.

The Safe Routes program also adapted its education classes through online, live instruction. Cove Elementary School in Corte Madera was the first school to take advantage of these classes. Second and fourth graders "Zoomed" for 30 minutes learning "Walk Around the Block (Safely)" and "Traffic Safety for Bicyclists." Safe Routes staff taught live, interactive webinars to students, including a game where students took turns "spinning a wheel" to answer safety questions. The students were engaged, but especially so when they saw their Bike Rodeo class being demonstrated by peers using drone footage. They were then able to practice what they saw online at a Pedal Playground that was chalked at their school. The goal of Safe Routes to Schools in 2021 was to provide even more interactive classes, getting students briefly out of their seats when learning. The ultimate goal, of course, was to impart the knowledge to keep them joyfully walking and biking safely.

The drone footage was made possible when High school students gave their time and expertise to film bike and pedestrian safety classes. A rodeo course depicting "mock streets" was chalked on school grounds. As students practiced safe cycling by stopping, yielding, maneuvering around obstacles and taking turns at intersections, they were filmed from above with the drone technology. Additionally, an Edna McGuire mother and her children were filmed



crossing the streets and safely navigating sidewalks while being on the lookout for cars backing out of driveways. Safe Routes instructors later edited the film to add safety content and jingles for retention. The recordings still reside on the Safe Routes Remote Learning website page and are a resource for teachers and parents to use.



## RECOMMENDATIONS

The following recommendations are intended to enhance the Safe Routes education classes. They are based on the success and feedback received from participating schools and jurisdictions.

Program	Status	Recommendations
Elementary & Middle School Pedestrian & Bicycle Safety Education	The core curriculum is second, fourth, and sixth grade pedestrian and bicycle education classes. Prior to the COVID-19 pandemic, many schools requested second through fifth grade classes to provide continuity of instruction with annual education.	Continue with second, fourth, and sixth grade core curriculum and expand into all grades as active mobility increases at schools. Expand the number of pedestrian classes, provide Learn to Ride (bike) classes at select Bilingual Schools, and provide safety classes for Spanish speaking parents upon request.
Elementary & Middle School Education	In 2019, Safe Routes received a generous donation to purchase a new fleet of elementary school bikes, replacing outdated bikes used in Safe Routes elementary rodeos. These bikes are primarily used in class by students who did not bring their own, perhaps because they cannot afford to own one.	Repair or replace bicycles and helmets on an as-needed basis to maintain a professional fleet. Seek grants and/or sponsors to replace 15 outdated middle school bikes that are now 12 years old. New bikes are more cost-effective than the time allotted to maintain the existing middle school fleet.
High School Education	Grants from MTC's Spare the Air Youth funded a new Share the Road curriculum, which was developed and piloted at San Marin High School in 2018. Due to the pandemic, Safe Routes was unable to teach these classes.	Continue to offer the Share the Road presentation to all public high schools. Expand by adding an on-bike education component in addition to the presentation.
Middle & High School Education	Safe Routes included e-bike safety information into existing presentations.	Expand with dedicated e-bike safety classes to middle and high school students.
All Grades	Parents are not always aware that students are taking classes at their schools. Safe Routes discontinued giving students educational bookmarks and certificates upon completion of class during this evaluation period due to budget constraints.	Reinstitute giving out bookmarks, stickers, and/or certificates to students upon completion of class. Increase Safe Routes visibility through monthly education tips sent via schools' principals and newsletters. Increase Safe Routes visibility and education awareness through various advertising channels, including school newsletters.
All Grades	During the pandemic, Safe Routes developed a library of online video content available to schools.	Continue offering online content for schools to use including lesson plans for bringing active mobility and transportation alternatives into classrooms when Safe Routes classes are not actively happening at schools.
Third & Fifth Grade Rodeos	Safe Routes currently offers all grade classes to schools upon request. The rodeo curriculum for third and fifth grade currently is exactly the same as that taught in fourth grade.	Develop specific content for schools that request third and fifth grade rodeos, allowing for a skills progression and distinct age appropriate challenge for third, fourth, and fifth grades.

# Chapter 5: Encouragement

The partnership between Safe Routes program volunteers, local schools, and Safe Routes staff make up the backbone of successful Safe Routes encouragement programs. This chapter describes Safe Routes' encouragement offerings, including new programs that were developed during the COVID-19 pandemic.

## ENCOURAGEMENT CONTESTS & SPECIAL EVENTS

In elementary schools, Safe Routes parent volunteers host contests and events promoting active and shared travel modes. In middle school and high school, events and contests are facilitated through student clubs with support from their teachers and Safe Routes coordinators. Encouragement programs are generally held in the mornings as children arrive at school. To boost participation, program volunteers are prominently stationed at the schools and provide students with recognition and incentives for walking, rolling, carpooling, or taking the bus to school.

Safe Routes encouragement events and contests are listed in Table 2.

International Walk and Roll to School Day and National Bike to School Day are two popular events hosted annually at participating elementary, middle, and high schools. These larger events are community-based and often attended by local government officials, law enforcement, and other civic leaders who join schools to celebrate healthy and safe walking and bicycling practices.

Walk and Roll Wednesdays continues to be Safe Routes to Schools' signature program, embedded annually in 35 public elementary schools. The purpose of Walk and Roll Wednesdays is to promote green travel once per week throughout the school year. Participation in Walk and Roll Wednesdays has grown due to inclusion of students who take the bus, carpool, and Park and Walk to school.



*Safe Routes staff, parent volunteers, school administrators, and student club members all help run encouragement events at schools.*

Table 2: Safe Routes Encouragement Programs

PROGRAM	GRADE
<b>Events</b>	
International Walk to School Day	All grades
National Bike to School Day	All grades
Teens Go Green Days	Middle & High
Walk and Roll Wednesdays	Elementary
<b>Contests</b>	
JEDI Challenge*	Elementary/Middle
Pump It Up - Classroom Contest*	Elementary/Middle
<b>Other</b>	
Art and Poetry Contest *	Elementary/Middle
Bike Blender event	All Grades
Bike Hero Award	Elementary/Middle
Bridge the Bay *	High School
Buddy Up Contest *	Elementary/Middle
Cool with Traffic Assembly	Elementary
Park and Walk Campaigns	Elementary/Middle
Poster Art	Elementary
Transit Race	High School

\*New since 2019



Encouragement events motivate students to use green and active green transportation modes.

## KEEPING IT FRESH

Marin County Safe Routes to Schools is known nationally as program innovators and the 2019-2022 years provided no exception. During the pandemic, new encouragement activities were deployed to schools each month to keep students engaged in walking and rolling. In 2021, Safe Routes launched the J.E.D.I Challenge in April followed by May the Fourth Be With You for Bike to School Day held in May. Keeping events and contests fresh with new ideas that are relevant and current is essential to capturing students' attention from year to year.

Each year, schools are provided with new ideas and tools to expand Safe Routes encouragement beyond the monthly events in their communities. These vary from in-classroom recognition to countywide recognition. Having a fun, creative, community-based program with public recognition builds sustainable green travel habits.

Newly developed in 2022, the Buddy Up Contest was designed to encourage students to travel to school together when walking, biking, carpooling, or riding the bus. One group of eight students was so inspired by the two-month contest that they formed a "peloton" to ride to school daily. Pump It Up was another new contest developed in 2021 and rolled out in Physical Education classrooms following their bike rodeos. Classroom teachers tracked how students traveled to school for a chance to win and in doing so, provided daily reinforcement for walking and rolling to school.

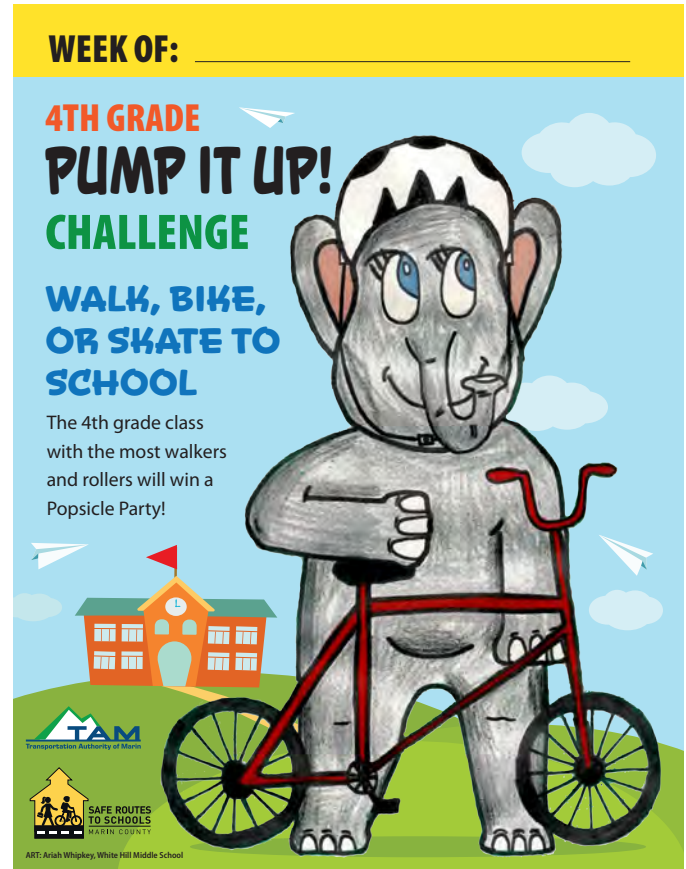
The annual Bike Hero Award, held each May, recognizes students who are good "roll" models - those who ride frequently while following the rules of the road safely. There were 150 nominees from across the county in May 2021, up from 45 when first initiated in 2018.

Schools are always encouraged to add innovation to their events and contests. Novato Mayor Pat Eklund, who often appears at Safe Routes events, awarded two Olive students "Mayor for the Day" for winning a walk and roll contest in the fall of 2021. Fire truck escorts can be seen leading a parade of family cyclists to schools for International Walk to School Day every October. Manor, Lucas Valley, and Cove elementary schools have created Bike Trains to lead students to schools on event days. Mascots often greet students at welcome tables, reinforcing the message that walking and riding to school is fun. Safe Routes events and contests are the catalysts for these initiatives, and whether large or small, these initiatives strengthen the program and increase buy-in from school communities to choose active forms of travel to school.





[saferoutestoschool.org](http://saferoutestoschool.org)



**Travel to School Together!**



Contests and events encourage students to use green modes and reinforce safety practices learned through education programs.

## EQUITY FOCUS WITH ENCOURAGEMENT PROGRAMS

Equity was a key focus of this evaluation period with an aim to include more students in events and contests regardless of age, ability, or financial well-being. Encouraging more students to Park and Walk a short distance to school to receive a small prize or to participate in a contest helps families overcome the challenges that they may face when travelling to school. These challenges include challenging intersections, incomplete streets for walking and rolling, long distances to school, busy parents needing to get to work, or ability to afford a bicycle. Additionally, students who ride a bus to school are invited to participate in Walk and Roll events; many ride the bus out of necessity yet desire to partake in Safe Routes events.

Safe Routes has employed Bilingual Coordinators since 2011 to serve schools with primarily Spanish speaking families. In the last three years, the number of Safe Routes “designated Bilingual Schools” has grown from six to nine, including Martin Luther King Elementary in Sausalito, an equity priority school with mostly English speaking families. However, many schools with predominantly English speaking parents also have a large population of Spanish speaking families; therefore, all schools receive communications in both English and Spanish and internally, staff collaborate to address the cultural differences and challenges for these equity priority constituents. For example, 37% of Bahia Vista caregivers surveyed (majority Spanish speaking) say that spending time with their child affects their decision to walk or roll to school. Comparatively, predominantly English-speaking Brookside parents prioritize health benefits from active travel (38%) and environmental factors when considering the decision to walk or roll to school. Safe Routes is mindful of the different messaging that resonated with varying demographics; having a Bilingual Coordinator therefore helps to tailor the program for the different communities.

Refer to Chapter 7 for more insight into Safe Routes’ equity focus.



## TEENS GO GREEN - MIDDLE AND HIGH SCHOOL

The Teens Go Green program relies on partnerships formed with teachers and students to host Safe Routes encouragement programs. From 2019-2022, Safe Routes collaborated with nine public middle schools and three public high schools for events. Post-pandemic, Safe Routes was able to re-establish relationships with teachers to host International Walk To School Day in all public middle schools.

Middle schools generally have the highest percentage of students who use active and shared transportation choices: over 60%. This is somewhat expected as students are of an age where they can travel more independently. Yet this shift to green travel has increased by 20% to 40% from baseline years. This success can be attributed to actively participating middle schools where on-going education and encouragement activities have existed for 15 years or more, and where “feeder” elementary schools have had high Safe Routes engagement.

The COVID-19 pandemic took a toll on the on-going partnerships previously established with high school students; the encouragement program will take time to re-establish as former connections have since graduated. Despite not being allowed on campus from March 2020 until June 2022, Safe Routes had some successes. The Cory’s Ride program was developed through a generous donation made to Marin County Bicycle Coalition (MCBC), providing bicycles and helmets to students who would not otherwise be able to afford them as well as the on-going education to sustain their cycling. Due to Safe Routes’ professional reputation and educational expertise, MCBC was able to successfully make in-roads with San Rafael High School teachers who identified students who would benefit most.

Safe Routes, through an MTC-funded Spare the Air Youth (STAY) grant awarded to MCBC, was also able to host a Bridge the Bay event in April, 2022, bringing students from various high schools together for a day of climate action. The Bridge the Bay event was extremely successful: the Bay Area Bike Mobile, joined by high school students, repaired roughly 60 bicycles for families who live in the Canal Area of San Rafael.







Safe Routes encouragement events engage student of all ages both on- and off-campus.



## WHO IS SAFE ROUTES?

### The Student Volunteer



Nayad Garcia, a San Rafael High School student, helped “wrench bicycles” at the first Bridge the Bay event in April 2022. Bridge the Bay was a high school-inspired event hosted at Pickleweed Park in San Rafael’s Canal area to promote bicycling among the community.

Nayad was one of three high school students to join the Bay Area Bike Mobile to repair 60 bicycles for local families. Nayad, who credits his early love of bicycling and mechanics to his father, fixes bicycles for friends who have mechanical issues; because of his technical expertise, he was invited to help the Bike Mobile team. According to Nayad, who biked 10 miles to Pickleweed Park as a child, “to fix that many bicycles for the community where I spent a lot of time as a kid, felt great.” Naya added, “It was awesome. Many of the bikes were going to be ridden by kids making it possible for them to enjoy the outdoors and explore just like I did when I was a kid.” As the only Spanish speaking bike mechanic, Nayad also enjoyed the responsibility of handling the bike intakes with the community.

For future Bridge the Bay events, Nayad recommends adding a bike ride in the neighborhood and providing bikes and helmets to those who do not have them. Nayad points out, “lots of high schoolers either don’t own a bike or the bike they have is really old, too small, or needs to be repaired to be ridden again.”

Overall, he finds it a pleasure to attend the quarterly meetings and support Safe Routes as best he can. “I think we have a good relationship with Safe Routes and now that COVID is behind us, I believe Safe Routes has been able to make connections at the schools.”

“

With our full in-person instruction in place at Bacich and Kent, we would love to kick off more of your Safe Routes to Schools programs, encourage more students to regularly walk and roll to school, and possibly integrate other pedestrian/bike safety programs beyond the 2nd and 4th grade that you would recommend.

– Bacich Assistant Principal

## WHO IS SAFE ROUTES?

### Long-Serving Volunteer



Kelly Smith says that she has volunteered with Safe Routes for seven years because the organization's values align with those of her family. They all love to bike, are passionate about

the Earth, and want to empower students and families to feel safe walking and biking to school.

As a parent, Kelly is always concerned about the safety of the children on the streets. "Many drivers on the road are distracted, in a rush, or not looking out for pedestrians and bikers. When we bike to school, we are always on high alert and talking about proactive awareness with our daughter."

Kelly appreciates that the Safe Routes team is always considering fun activities, publicity, and prizes for the students.

She is particularly excited about the program's community involvement. "Inviting and involving students, teachers, families, staff, and community members to be an integral part of the program is by far what works best. Our incredible principal, community liaison, and PE teacher all champion the program. Our neighborhood crossing guard, who we lovingly call 'Papa Pete', [keeps] our children safe."

### The Engaging Art Teachers



For 10 years, White Hill Middle School art teachers Doretta Ruzzier-Gaul and Emma Beuchamp have led their students to design Safe Routes posters and flyers that publicized the major Safe Routes events throughout the county. For Bike to

School Day on May 4, 2021, their students enthusiastically designed the Star Wars characters for the popular May the Fourth Be With You flyers advertising the event in newsletters, social media, and hundreds of classrooms at 45 schools.

According to Doretta, "Working with Safe Routes gives us an opportunity to teach students successful design components that they can then apply to their own creations. While teaching, we reinforce how we all want to be mindful of our environment while being engaged in healthy activities such as walking and biking." Emma adds, "It's great for our middle school artists to see that their artwork has a direct impact in the community they live in, that they can create something that helps others to make positive changes to the environment or to promote a healthy lifestyle."

Community engagement is a core value of Safe Routes to Schools. As Doretta states, "it is impactful for our students to see their art on display in their own communities." Doretta and Emma are commended for their years of dedication to Safe Routes, providing meaningful artistic experiences that benefit their students and the community at large.



## CASE STUDY

### Why Parents Love to Volunteer



Safe Routes to Schools' encouragement program to promote walking and rolling to school is made possible by a team of dedicated volunteers who host contests and events at their schools. What might move parents to get up earlier than all the other families to host welcome tables to greet walkers and rollers at schools? Parents Joey and Stacy Shepp from Manor Elementary have the answers!

"As bike commuters ourselves, we enjoy the benefits of biking more than driving: exercise, lower stress, no need to park a car and feeling good about reducing our carbon footprint. These are values that we want to make sure get passed on to our child, and all the kids that we can influence."

Safe Routes to Schools has often been described as a community program, fostering friendships and family connectedness through the simple pleasure of walking and rolling to school together. This sentiment is echoed by the Shepps. "It is a great way to be social with the other parents and kids, establishing a face to face community that you just don't get when you drive to school."

"When we started biking to school, we found the Walk and Roll program to provide great incentives to reinforce the habit for kids." According to the Shepps, more than half of the Manor students participate regularly. Joey Shepp adds, "when we make announcements about the Walk and Roll program at our morning school assemblies, the kids cheer with excitement and purpose. I believe many families have started biking and walking to school because of this program, and continue to make it a habit because their kids love the community and prizes. I consider Walk and Roll to be a core program of our school's culture and I'm thrilled to be part of it."

The Shepps also lead a two mile Bike Train with several meet-up locations where families can join the ride enroute. According to the Schepps, the bike train is "an exciting parade to school where the kids learn bike safety skills and have fun waving to all the onlookers who smile back." Going above and beyond, the Shepps provide the skills to develop confident, responsible riders including observing traffic signs, using hand signals, and following bike lanes and sharrows, all while getting to school early to enjoy the Walk and Roll prizes.

## RECOMMENDATIONS

The following recommendations are intended to enhance the Safe Routes encouragement program. They are based on the success and feedback received from participating schools and jurisdictions.

Program	Status	Recommendations
Walk and Roll Wednesdays - Elementary Events	Since the pandemic, the number of participating elementary schools has returned to 35. Safe Routes participation levels are growing due to adding Park and Walk and rewarding carpooling and riding the bus to the Walk and Roll days. This was done to make the encouragement program more equitable.	Increase the number of incentives from 5,000 per event to 8,000 per event as participation, in monthly events has grown.
Park and Walk - Elementary & Middle Schools	Park and Walk has been embedded into all events and contests, giving all students an equitable opportunity to participate regardless of age, economic standing (e.g., ability to purchase bikes), or distance from school.	Continue promoting Safe Routes and Walk in all events and help schools identify Park and Walk locations.
Contests - Elementary & Middle Schools	Annual contests have been refreshed; the J.E.D.I. Challenge was added in spring 2022. Fall contests were discontinued due to the risk of fires.	Continue with one spring contest per year. Continue seeking business sponsorships for prizes to encourage active mobility such as bicycles.
Recognition Awards	Bike Hero, Buddy Up, and school assemblies provide student Safe Routes recognition opportunities at schools.	Continue with new, creative recognition awards to supplement the program.
High Schools - Teens Go Green	Safe Routes is working with student clubs (leadership, environmental, etc.) at five high schools to create on-campus and off-campus events such as Bridge the Bay.	Continue school events with student clubs. Use a mobile app such as Ride Amigos to make contests more age appropriate for upper grade students.
Middle Schools - Teens Go Green	Teens Go Green Coordinators currently work with students in all ten public middle schools to host major annual events: International Walk to School Day (October) and Bike to School Day (May).	Continue with two annual events per year at all schools and continue with specialized events at schools that have club support.
Focus Groups for New Encouragement Programs	In 2009 with a grant from the BAAQMD, Safe Routes conducted a focus group of parent leaders that resulted in development of the Green Ways to School program. This program generated the highest boost in green trips since the program's beginning. Input from volunteers on the ground was instrumental in making this program a success.	Conduct focus groups of past and present team leaders to develop new innovative encouragement programs.

“

Thanks for this sweet way to encourage and celebrate our students walking and rolling to school! It's incredible to know that 300 of our Falcons did so today! Much appreciation for your part in making this happen.

– Kent Middle School Assistant Principal

My students are excited they did so well with the challenge. Many of them were very motivated and walked or rode even when they would not usually do so.

– Bacich Physical Education Teacher



## Chapter 6: Engineering

The Safe Routes to Schools program recognizes that, while education and encouragement can change behavior, roadway design also plays a big role when families decide how their students will travel to and from school. The lack of comfortable and direct walking and biking paths to school, along with challenging intersections to cross, represent some of the primary barriers preventing parents from allowing their children to walk and bike to school. This chapter describes how the Engineering component of the Safe Routes program works to remove these barriers.



*The Safe Routes Engineering program designs treatments to make it safer for students to walk and roll to school, such as this improvement to the Bon Air Road & Magnolia Avenue intersection in Larkspur.*

Safe Routes helps communities identify circulation and access issues and solutions. This process includes walk and bike audits and the creation of improvement concept plans, which eventually become part of a jurisdiction's infrastructure improvement list. Often the basis for grant proposals, these plans are a critical part of Safe Routes, which has been extremely successful in funding infrastructure improvements across the country. To date, over 180 Safe Routes projects totaling over \$55 million have been constructed or are currently in planning or design.

Previous surveys have found the following five improvements to be most effective in encouraging walking and biking to school:

- ▶ Bike/pedestrian paths separated from traffic
- ▶ Improved intersections
- ▶ Bike lanes
- ▶ Crossing guards
- ▶ Marked crosswalks
- ▶ Sidewalks
- ▶ Signage and street markings



## DEVELOPING CONCEPT PLANS

The Safe Routes engineering team works closely with each of the participating Task Forces to identify short- and long-term engineering projects that can improve walking and biking to school. This process consists of the following steps (see also Figure 9):

- ▶ A walk and bike audit is conducted with the engineering team, Task Force members, and representatives from the local jurisdiction and law enforcement.
- ▶ The audit identifies operational and physical obstacles within the school study area, which are then prioritized by the jurisdiction and Task Force.
- ▶ The engineering team, working closely with the local jurisdiction's Public Works department, develops draft conceptual plans for the highest prioritized locations to address the operational and physical obstacles within the school area.
- ▶ The plans are presented to the district Task Force for review.
- ▶ Staff from the local jurisdiction seeks funding to develop detailed engineering designs and, ultimately, to construct the recommended measures.

The concept plans include both short-term and longer-range recommendations. Short-term measures can typically be implemented within one to two years, are relatively low cost, and can be funded locally. Larger projects need to rely on other funds, including grant funding from State or Federal programs. In addition, TAM's Safe Pathways program is a key source of funding for schools that have participated in Safe Routes planning efforts or have the project on their infrastructure improvement list. (for more information on funding sources, see the Funding chapter.)

## ACHIEVING RESULTS

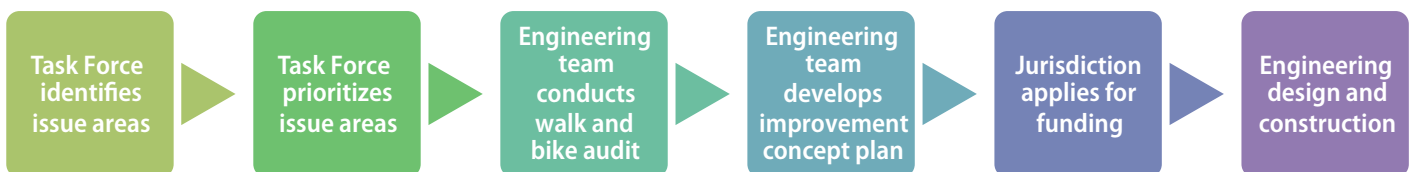
As mentioned, the Safe Routes program has been increasingly successful in implementing engineering projects throughout the county. Figure 10 identifies the locations of infrastructure improvements completed as a result of the Safe Routes engineering process during the 2019/2020, 2020/2021, and 2021/2022 school years.

Much of the success of the Safe Routes program can be attributed to the collaborative work of the Task Forces with local jurisdictions. Engineering plans need to be developed and implemented with the support of both community members and city officials. It is particularly important that Public Works staff from the relevant cities and the Safe Routes engineering team work collaboratively with Task Forces to address their concerns. Without consistent Public Works involvement, Task Forces can lose confidence in the ability to improve walking and bicycling infrastructure and safety.

A toolbox of pedestrian and bicyclist enhancement measures is presented in the following pages.



*Representatives from schools staff, parents, and city staff come together to identify issues during walk audits.*





**Figure 9: Safe Routes Engineering Process Diagram**

Figure 10: Completed Infrastructure Projects



LEGEND

-  Infrastructure Project
-  Infrastructure Project Initiated During Evaluation Period



## Safe Routes Engineering Toolbox



**School area signage** warns drivers that they are entering a school zone and/or a school crossing.



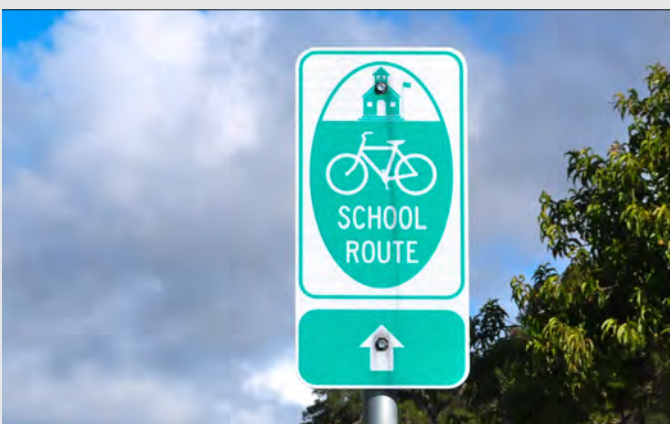
**School area pavement markings** also warn drivers that they are about to enter a school zone or encounter a school crossing.



**High-visibility crosswalk striping** provides heightened visibility over standard crosswalk markings.



**Bicycle lanes** designate an exclusive space for cyclists through the use of pavement markings and signage. Bike lanes visually remind drivers of cyclists' right to the street.



**School bike routes** provide children guidance for the recommended route to and from school, while increasing driver awareness of the presence of children as co-users of the roadway.



**Curb extensions**, sometimes called bulb-outs, make pedestrians more visible to drivers while providing additional room to wait before crossing the street. The extensions also reduce crosswalk lengths and slow turning vehicles.





**Median refuge islands** are protected areas where pedestrians, who may be less able to cross the street in one stage, may safely pause or wait while crossing a street.



**Extending sidewalks** where they currently do not exist provides access to schools. Sidewalk widening can enable pedestrians to walk side-by-side or wheelchair users to pass each other.



**Rectangular rapid flashing beacons** are pedestrian-activated beacons that supplement warning signs. They have been proved to increase driver yield compliance by alerting drivers of pedestrians waiting to cross the street.



**Radar speed feedback signs** display drivers' speeds compared to the street's speed limit, altering drivers if they drove in excess of the limit.



**Multi-use pathways** are shared between pedestrians and bicyclists and allow them to travel separated from vehicular traffic. Paths are typically at least ten feet wide to provide bi-directional travel.



**A cycle track** is an exclusive bike facility physically separated from vehicular lanes or parking lanes and distinct from the sidewalk. Cycle tracks offer a higher level of safety and convenience by separating cyclists from vehicle traffic and pedestrians.

## LOW COST IMPROVEMENTS & SAFE PATHWAYS

TAM's Safe Pathways to Schools program funds construction projects that make the commute to school safer. In 2019 TAM issued a Safe Pathways to Schools call for projects as part of a fourth funding cycle.

As part of the Safe Pathways application process, TAM categorized projects as either "small" or "large." Small Safe Pathways projects are projects that require \$50,000 or less to design and construct and that should be completed within one year from commencement. Large projects have a maximum requested amount of \$400,000.

The fourth cycle resulted in funding totaling \$5.2 million. This breaks down to approximately \$4.5 million for 13 large projects and \$700,000 for 14 small projects.

To date, over \$14.6 million has been allocated to Safe Routes infrastructure improvements through Safe Pathways funding. A fifth cycle will occur in 2023 or 2024.

## INNOVATIONS

The Safe Routes engineering team helps jurisdictions develop projects featuring innovative engineering solutions based on the latest design guidelines and recommended best practices. Described below are examples of two projects that were implemented during this evaluation period and will provide key safety improvements at schools in Marin County.

### City of Larkspur Bon Air Road and Magnolia Boulevard Complete Streets Projects

In 2022, Magnolia Boulevard and Bon Air Road in Larkspur received multimodal infrastructure upgrades, including pedestrian enhancements, bike lane improvements, and traffic calming (see photo at the beginning of this chapter). After a multi-year process, Bon Air Road saw the completion of the new multimodal bridge, which serves as a critical connection across Corte Madera Creek. The bridge fills a gap in the pedestrian and bicycle network with new wide sidewalks and bike lanes that better connect pathways, trails, and bike lanes to schools, businesses, and the surrounding neighborhoods.

Connected to the new bridge, the intersection of Bon Air Road and Magnolia Boulevard also received a variety of multimodal safety enhancements. The new intersection design replaces the previous yield-controlled vehicle right-turn slip lanes with protective islands to remove this pedestrian-vehicle conflict zone, to provide a dedicated space for people on bicycles to maneuver through the intersection, and to make vehicle right turns safer. Additional

enhancements to the traffic signal and landscaping provide for an improved transportation experience. Repurposing the previous vehicle-centric roadway and intersection design better balances the needs of all public transportation network users.

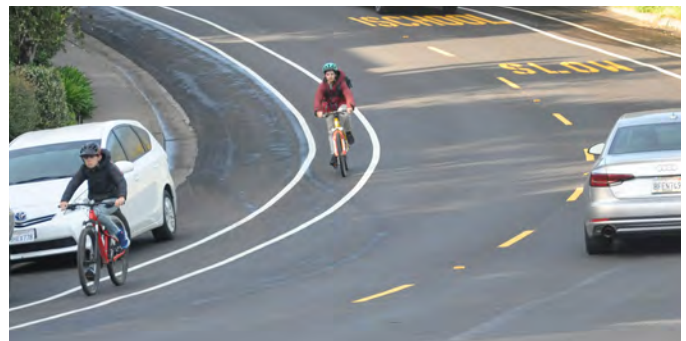
The opportunity to make improvements along the city-wide Magnolia Boulevard corridor while it was being repaved was used to add more than a mile of new bike lanes and upgraded buffered bike lanes, enhanced pedestrian crossings, and improved vehicle travel lanes. Near Marin Primary & Middle School, several uncontrolled pedestrian crossings were also enhanced with traffic calming features, including painted "bulb-outs" and reflective delineator posts. These improvements help slow vehicular traffic and increase the visibility of children crossing the road.

Overall, these improvements provide greater and safer opportunities for students walking and rolling to nearby schools.

### City of Sausalito Nevada Street Traffic Calming

The Dr. Martin Luther King, Jr. Academy's Nevada Campus, which serves kindergarten through fifth grade, is accessed via Nevada Street. The number of students walking and cycling along Nevada Street has increased over the years. However, prior to 2021 the roadway was not well suited for active transportation. It experienced high vehicle speeds yet lacked bicycle facilities and high-visibility crosswalk markings.

Based on extensive community input and funding from TAM's Safe Pathways infrastructure program, the City of Sausalito designed and constructed traffic calming improvements along the 1,300-foot span of Nevada Street between Bridgeway and Lincoln Drive/Marin Avenue. Enhancements included new paving, narrowed vehicular travel lanes, edge line and buffer markings, new curb ramps and high-visibility crosswalks, and school area pavement markings and signage. The traffic calming project has led to lowered vehicular travel speeds and a more comfortable facility for walking and cycling.



*Traffic calming elements and new bicycle facilities make it easier for students to travel to school along Nevada Street.*



## SUGGESTED ROUTES TO SCHOOLS MAPS

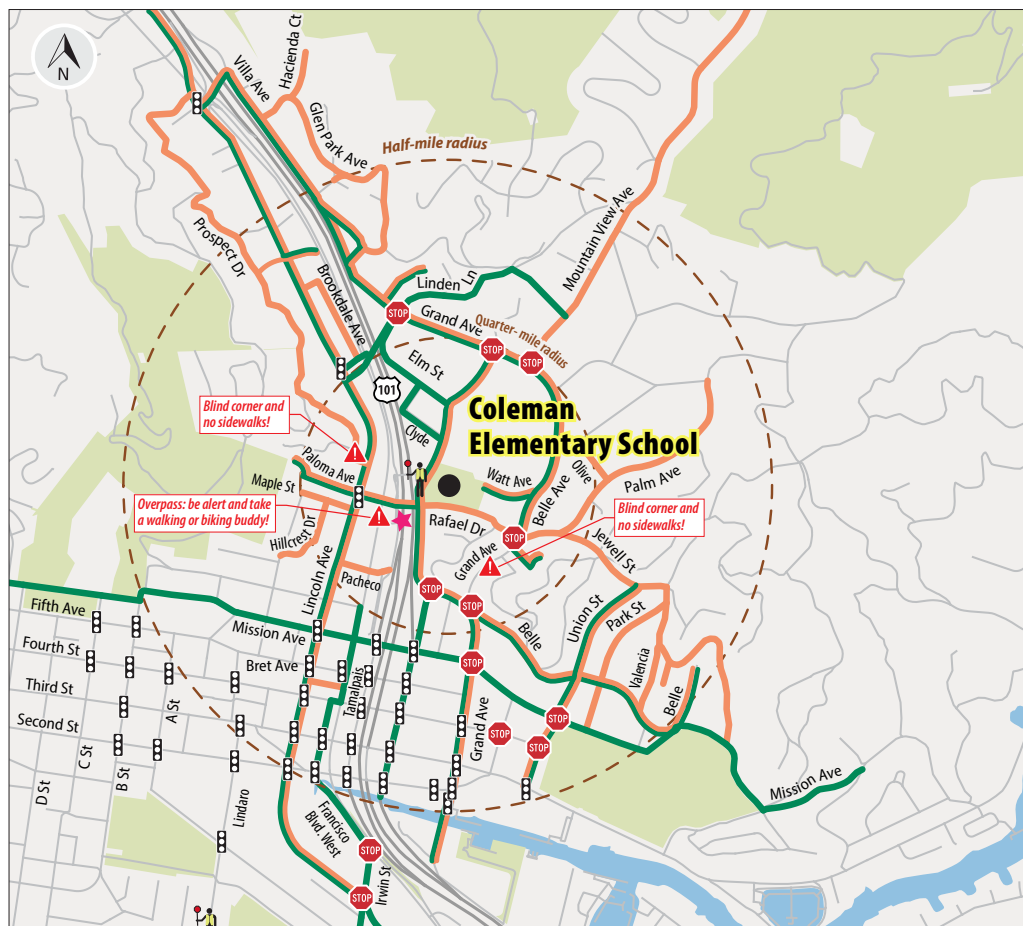
The Safe Routes to Schools program works with several schools each year to develop suggested school route maps. From 2019 to 2022 19 maps were prepared for schools throughout the county. These maps are used to inform students and families about suggested walking and bicycling routes to school as well as to identify priority areas that may need to be addressed for potential future infrastructure improvements.

Route maps are created in collaboration with staff from Public Works departments, school administration, and parent volunteers who are familiar with the conditions of the various routes to schools. Each map begins with a plotting session. Parent representatives draw on a large-scale map the preferred route for students who walk and bicycle to and from their neighborhood. During the COVID-19 pandemic, this method has been modified to allow online working sessions. Base maps are distributed before the online session to provide preliminary information to start the discussion.

Walking routes are drawn to at least one-half mile radius out from the school while bicycle routes extend past the one-mile

radius mark. Areas of concern are called out on the map and the challenges are discussed by the group. Using the information gathered at the working session, a preliminary map is created. In addition to the suggested walking and biking routes, the map shows additional key features such as crossing guard locations, traffic signals, and all-way-stop controlled locations. The maps also include tips for safe biking and walking in both English and Spanish. The preliminary map is then presented to the representative Task Force, where members discuss the recommended routes and make changes to the routes as necessary. Once the maps are approved by the Task Force and receive signoff from their jurisdiction, the school is able to distribute the maps. Depending on the level of funding available, some schools choose to print physical copies and send them home with the students, while other schools provide digital copies to families via their websites.

Visit <https://www.saferoutestoschools.org/about/suggested-routes-to-school-maps/> to view and download suggested routes to school maps.



JUNE 2022



### Suggested Routes to School

#### COLEMAN ELEMENTARY SCHOOL

San Rafael City School District



## WHO IS SAFE ROUTES?

### The Committed Engineer



Lauren Davini was the key traffic engineer working with the San Rafael Task Force over the last several years. She acknowledges the importance of Safe Routes bringing together City staff and school communities. "Safe Routes is extremely valuable because it is an opportunity for public agency staff to meet with the parents and school faculty who

have the first-hand experience...[this] helps focus City staff attention on the most critical issues."

Lauren understands the necessity of community input on projects. "Community members often have valuable input regarding proposed changes. When City staff listens to the community, trust is built and that trust can carry forward to future projects. The most successful projects are when all parties meet in the middle and compromise."

One vital project is the ongoing construction of a multi-use pathway on Second Street. "Personally, and professionally, I am so excited that it is finally being constructed...the letters of support and public comment from Safe Routes and parents of children that would benefit from this connection, were hugely impactful in reiterating the importance of this connection."

Lauren recently left the City to study urban planning at Erasmus University in Rotterdam, the Netherlands. While she will be missed, she will surely be a valuable asset in her next endeavor.

### The Steadfast Volunteer



Jean Severinghaus is a long-time bicycle advocate. For seven years, she served on the nine-county bicycle advisory committee to Caltrans. "Right now I've been working on trying to move forward the north-south greenway in Central Marin on the SMART right-of-way."

Jean doesn't have children, but she joined two Safe Routes Task Forces as a neighbor. "We had a group in my neighborhood that had the school kids involved trying to improve Redwood Highway and the route across the pedestrian overcrossing to Hall Middle School and Redwood High School. It was really clear that the kids, especially at middle school, had talents and could organize and so I was working with them and out of that I started working with Safe Routes and then I discovered that Safe Routes to Schools is really a phenomenal thing."

Jean especially appreciates the power of Safe Routes walk audits. "Walk audits are gems...it brings together the public servants, the Department of Public Works, the elected officials, the parents; and you watch the kids coming and going and all of a sudden, they go, oh right, we need ramps here, we didn't understand that there wasn't a ramp here. Because you bring everybody together, you get done what nobody could get done."

"I found that to be true in San Rafael and in the Larkspur-Corte-Madera area too. It's really a worthy organization to support."



## CASE STUDY

### WALK AUDITS: COLLABORATING TO IMPROVE WALKING & ROLLING



When an issue is considered of high importance because it serves a large number of students and poses a safety risk to them, Safe Routes Task Force members go out into the field to assess the conditions on the ground.

Students walking or biking from the west side of Highway 101 to Venetia Valley School currently have to cross a freeway entrance on North San Pedro Road. A resident suggested that a dirt pathway paralleling the SMART tracks might be improved to be used as an alternative route. While there is currently a bicycle path on the other side of the tracks, it comes out far from the neighborhoods that Venetia Valley serves.

A walk audit was held in the winter of 2021 and was attended by representatives of the residents, Marin County Supervisor's aide (currently the District One Supervisor), Marin County Parks, SMART, San Rafael City Council and School District, San Rafael Public Works, Caltrans, and Safe Routes staff. The ownership of

the pathway falls under all of these jurisdictions, making this a complex project

Attendees expressed their enthusiasm for the route to be improved. They observed that the dirt path is well used despite having one section that is narrow and steep on one side. The area by the freeway over/under pass is now managed by SMART. As a North Bay-based agency, this could be helpful to move the project forward despite the high number of agencies involved and high cost.

Grant funding will need to be obtained to pave the pathway and install lighting. This path provides an opportunity for a safer, more comfortable option for students traveling on the west side to get to Venetia Valley. It would also be a boon for other neighborhood residents. Safe Routes is continuing to coordinate with all the various jurisdictions to explore options for funding and improving the pathway.

## RECOMMENDATIONS

The table below provides recommendations associated with Safe Routes' engineering program and is based on the success and feedback received from participating jurisdictions.

Program	Status	Recommendations
Identification of Short-Term Projects	Safe Routes engineers coordinate with Task Forces and municipal public works departments to identify issues and recommend short-term improvement measures to be implemented by local jurisdictions.	Continue to provide engineering and safety improvement support to public works departments. Work with Safe Routes Task Forces to identify short-term remedies. Continue to provide design services for low-cost projects.
Long-Term Infrastructure Projects	Municipalities have installed over 180 infrastructure projects to improve school travel safety including, but not limited to, sidewalk gap closures, shorter crosswalks, bicycle lanes, and use of new tools such as cycle tracks and protected intersections.	Focus infrastructure and safety improvements on high vehicular volume corridors, in areas with high levels of school enrollment, and in disadvantaged communities. Continue exploring new and improved tools for improving pedestrian and bicycle safety.
Suggested Routes to School Maps	Prepared Suggested Routes to School maps illustrate preferred walking and bicycling routes along with existing sidewalks, bikeways, crosswalks, crossing guards, and other features.	Continue to provide new route maps for schools. Accelerate route map production to complete travel plans. Update existing maps as necessary to account for changes in crossing guard locations and walking and bicycling facilities.
Task Forces	Safe Routes Task Forces pivoted to online meetings during the pandemic. This became very popular, increased participation, and made it easier for city and school staff to attend. Task Forces for West Marin and Ross were added.	Continue to offer Task Forces online. Reduce the number of meetings per year for smaller Task Forces or when the workload is reduced for that Task Force.
Equity in Safe Routes Engineering Program	Bilingual parents rarely attend Task Force meetings; when they do, translation services are required.	Instead of getting bilingual parents to Task Force meetings, the task force facilitator should attend existing school meetings to increase outreach with Spanish speaking families to identify infrastructure issues and create suggested routes to school maps.



# Chapter 7: Equity

Equitable access to safe and healthy routes to schools is a key pillar of Safe Routes to Schools. As a core value, Safe Routes to Schools strives to equitably meet the needs of all students and their families – regardless of ability or background – through a number of diverse programs, engagement opportunities, and support for using active and shared travel to and from schools. During the 2019/2020-2021/2022 school years Safe Routes has ensured equitable access to its services through many strategies, which are detailed in this chapter.

## A FOCUS ON EQUITY

Safe Routes incorporates bilingual services and cultural sensitivity to reach all students at schools participating in the program. A Bilingual Coordinator and Spanish-speaking Lead Instructor provides outreach and communication with Latinx students and families. Classes, encouragement activities, and all communications, including newsletters and printed materials, are accessible in Spanish. Programs are created with a cultural awareness and sensitivity through Safe Routes' ongoing partnership with principals and family liaisons who work directly with Latinx families at schools.

Safe Routes is aware that not all students can afford bicycles, other cycling equipment, and repairs. For students who may not own a bicycle, Safe Routes provides quality bicycles and helmets for students to borrow so they can participate in classes to learn the rules of the road. Through partnering with MCBC, a number of bicycles are provided each year to students who do not have an opportunity to own one. When needed, Safe Routes works with school communities to help outfit students with helmets. The program also enjoys a partnership with the Bay Area Bike

Mobile to provide simple maintenance repairs and equipment for students; this particularly benefits those who may not have access to bicycle repair shops. For over five years, Safe Routes has annually scheduled half a dozen student-instructed repair days at Marin Schools.

Safe Routes task forces strive for inclusive participation from school communities. Meetings are now conducted virtually to assist those with time and distance constraints. Meetings are open to the public and can be translated into Spanish on request. Safe Routes staff also work directly with schools to gather and address safety concerns if school communities are unable to attend virtual meetings.

Safe Routes works to reduce traffic congestion around campuses for the safe arrival of every student, regardless of mode. To this end, Safe Routes encourages students to carpool, ride the bus, and to walk, bike, or scooter at least part way to school if they live too far. The goal is to prioritize safe access onto campus for all children who walk, bike, or roll by reducing the number of cars backed up onto arterial roads from school drop-off zones.



*Safe Routes prioritizes an equitable approach to reach all students at participating schools regardless of age, ability, or background.*

## BILINGUAL PROGRAM

The Safe Routes bilingual program currently comprises nine schools in underserved communities in Marin County where the majority of students speak Spanish at home. In six of those schools, between 50 and 90 percent of the students are eligible for the free and reduced meals program. Given the cultural differences, language barrier, and unaddressed level of needs among the student population, the bilingual schools require a different approach than the less racially-diverse institutions of learning.

Safe Routes has had a designated Spanish-speaking coordinator for the past eight years to facilitate inclusion of parents with limited or no English proficiency. All written communications with families are designed in English and Spanish, including safety messages, announcements, classroom flyers, posters, and presentations. Printed communications have been adapted for a group of parents where illiteracy in both languages is prevalent, so the designs are mostly visual, with very little text. Simplicity is key because in many cases, the children are the ones who read and interpret the messages to their parents. Translation is also provided during meetings with parents.

Beyond the literacy and language barrier, there are also cultural differences that need to be addressed. To begin with, the priorities for the families of color tend to differ compared to other families. While climate change is a big concern among communities comprised largely of white families, for Hispanics, health concerns such as child obesity are the main motivators for walking and rolling to school. Academic performance is also important to families of color: thus Safe Routes' messaging about "waking the brain in the morning with a walk or bike ride to school" is one that grabs parents' attention.



*The bilingual program works to overcome language and other barriers at schools with a high proportion of non-English speaking families.*

### As of the end of the 2021-2022 school year, the bilingual program included:

- ▶ Bahia Vista Elementary School
- ▶ Laurel Dell Elementary School
- ▶ Coleman Elementary School
- ▶ Venetia Valley K-8
- ▶ Loma Verde Elementary School
- ▶ Lynwood Elementary School
- ▶ Lu Sutton Elementary School
- ▶ Olive Elementary School
- ▶ Bayside Martin Luther King Junior Academy

Another communications challenge with bilingual communities includes the fact that email is not very widely used; in many cases, letters in the students' Friday folders go unread or unseen. Over the past several years Safe Routes has learned that text messaging in Spanish is the most effective way to communicate with the Hispanic community. For that reason, Safe Routes has recruited the help of San Rafael and Novato School Districts' communications directors to disseminate text announcements about upcoming activities and publications. Thanks to this effort, the readership of the Spanish-language newsletter has increased exponentially and participation in the events has also improved.

Finding volunteers among the Hispanic communities can be difficult. Most of these parents come from countries where working for free is not common, and so bilingual schools require more direct involvement from Safe Routes for their events, communications, and scheduling. The Bilingual Coordinator is constantly present in the schools to make herself known and trusted by the communities in order to recruit and retain volunteers. Once aboard with the program, these parents need to be groomed and trained extensively to get them to stay with the program for an extended period of time. Examples of the success of this tactic can be seen at Bahia Vista, where some volunteers have been in place between two and five years, and Venetia Valley, where one of the volunteers has been with the program for eight years.

Recruitment would be nearly impossible without the partnership between the Bilingual Coordinator and the schools' family liaisons, school employees helping their constituents navigate not only the school system, but also other government services, such as food stamps, Cal Fresh, and health services. In many cases, the family



liaisons introduce Safe Routes personnel to the families and help recruit volunteers for the events. They are, in the bilingual schools, the main connection between the schools and Safe Routes, even more so than the principals.

Most Hispanic parent volunteers not only require a trusting relationship with Safe Routes, but also further incentives to remain with the program. One of the most valuable recruitment tools in the last few years has been the offer of a \$20 appreciation gift card from a supermarket or a store such as Target. The Marin Health and Human Services (HHS) has been providing the funds for these gift cards.

Finally, the lack of resources among these communities must be noted when speaking of their involvement with Safe Routes. Often it is difficult for the families to provide bicycles or helmets for their children, who are ride unprotected. A contest conducted in 2020 asked parents to send pictures of their children exercising out of their homes; Safe Routes noticed many students, particularly among those from Lynwood Elementary School, were not wearing helmets in the submitted photos. When the school reopened, the family liaison reported that 67 students did not have any kind of head protection while riding a bicycle or a scooter. Safe Routes purchased helmets, using TAM funds, and delivered them to the school. Most recently, at the end of the 2021-2022 school year, there was another donation of 17 helmets for Lynwood Elementary School, 20 for Lu Sutton Elementary School, and five for Loma

Verde Elementary School thanks to a crowdfunding campaign introduced by school board member Diane Gasson.

## PARTNERSHIPS TO PROMOTE EQUITY

The Marin HHS has been an invaluable partner since the inception of the bilingual program. When first approached by Safe Routes eight years ago, HHS sent some of their staff and interns to help with encouragement events where volunteers were not available. They also brought along stickers and other incentives that were left over from their own events. Since 2015, the partnership has deepened to the point where HHS provided Safe Routes with a \$2,000 annual grant (with a pause in 2022) and most recently, the agency pledged \$10,000 for 2023. That money will make it possible to introduce more schools to the bilingual program.

HHS's grants have been pivotal for the bilingual program, funding the printing costs of publicity, safety messages, and contest cards. During the COVID-19 lockdown, almost all the grant funding was used for printing contest materials and purchasing active toys that were distributed through partner organizations. Thanks to that strategy, the bilingual program was able to keep pushing for children's physical activity and green travel in the underserved communities while schools were closed.

The HHS funds have also paid for monthly thank-you gift cards for volunteers hosting the welcome tables at six different schools.



*Safe Routes strives to provide services that equitably meet the needs of all Marin students.*

## WHO IS SAFE ROUTES?

### The Patient Family Liaison



Lynwood Elementary Family Liaison Jazmin Babendir has been determined to keep the Safe Routes program going for the past eight years. She has taken on various roles, from dressing as a squirrel for contests to counting helmetless students and recruiting volunteers. All this, despite the longtime lack of parent involvement at the school.

Jazmin insisted that parents would eventually be more eager, but patience was necessary. "It is going to work out. We just have to give it some time," she would say, even during the pandemic, when the lockdown made running the program difficult.

Jazmin felt compelled to support Safe Routes when the school realized that many students were unaware of safety rules for biking and walking. She felt that "the program provided by Safe Routes to Schools promotes children's safety when riding their bikes or simply walking to school."

Jazmin has helped students obtain helmets on several occasions. She first identified 67 students who had a bicycle or a scooter but did not own a helmet. Safe Routes was able to leverage funds to purchase helmets for them. Last year when another 17 students received helmets paid for through a community crowdfunding effort.

At this point, Jazmin's patience has paid off. Today Lynwood Elementary has a solid group of parent volunteers and a thriving Safe Routes program.

“

Sometimes the kids are very bored; but having specific ideas of what to do outside, like jumping rope or practicing their route to school on their bikes, gives them a purpose when leaving the house.

– Bilingual Parent during the COVID-19 Pandemic



## WHO IS SAFE ROUTES?

### The Supportive Office Manager



Claudia Alvarenga, the Office Manager at Coleman Elementary in San Rafael, has shown that support for Safe Routes can sometimes come from unexpected places. Now, three years later, Claudia continues being the biggest cheerleader of the program at the school.

"I love it that this program offers the children the opportunity to bond with each other when they walk or bike together. That it's also true for parents who approach the welcome table and start talking...On the days of the events, I see on the sidewalks many kids buddying up. This activity creates connections that wouldn't have happened otherwise," she notes happily.

Since the school's reopening post-pandemic, Claudia has been in charge of recruiting volunteers to keep the events going. She also monitors supplies and makes sure that the events are publicized.

"[The] flyers are great! My favorite one was the one from last semester with the four squares that showed the events for every month," she points out.

Claudia is currently concerned about students' safety around the school. She says the traffic congestion on Belle Avenue during drop-off and pick-up periods compounds with the parents making repeated infractions such as talking on their phones while driving and making U-turns in the middle of the street.

### The Venetia Valley Dynamic Duo



Paula Viera is one of Safe Routes' longest-serving volunteers. She has been involved for eight years, first as a crossing guard and then helping with encouragement events. For a long time she did this by herself at a school with over 600 students.

"I think that Safe Routes helps improve the health of the students...It is very rewarding for me to see them happy when they come to the welcome table and share a few minutes with us," Paula says.

Sometimes Paula had a challenging time since, as a native of El Salvador, she is not fluent in English. But Paula is no longer alone. During the pandemic, new parent volunteer Heather Crossen, a native English speaker, joined the program.

Heather says, "I decided to reach out to volunteer with the Safe Routes program because me and my two kids walked or rode a bike to school every day anyway. I decided to be the example for not only my kids, but for others too."

For Paula, the biggest accomplishment at Venetia Valley is the implementation of a remote drop-off area at the jury duty parking lot. Heather applauds that she sees many families motivated to park farther away to walk, bike, or ride their scooter to school.

## RECOMMENDATIONS

The following recommendations are intended to enhance the Safe Routes program's equity mission. They are based on the success and feedback received from participating schools and jurisdictions.

Program	Status	Recommendations
Bilingual Program - Elementary	Bilingual coordinator support was increased from six to eight schools during the evaluation period. A Health and Human Services contract was renewed with additional grant funding to supplement Safe Routes incentives awarded to students who walk, roll, carpool, and ride the bus at eight schools that qualify for free and reduced lunch programs.	Expand the Bilingual Program to 10 Bilingual schools (adding West Marin and Hamilton). Continue partnership with the Marin County Health Department to obtain grant funding for Safe Routes contest supplies and incentives to run encouragement events at eight designated low income schools, including Bayside Martin Luther King Jr. Academy.
Annual Events for K-12th Grades	Safe Routes has continued with traditional annual events. Bike to School Day is now called Bike and Walk to School to make it accessible for those who cannot afford a bicycle.	Continue with an increased number of incentives for growing participation levels and an increased number of schools.
Speciality Programs	Safe Routes added an additional fall semester event: Ruby Bridges Day at Bayside Martin Luther King, Jr. Academy.	Expand this specialized Walk and Roll event to 35 schools each November.
Equity in Safe Routes Engineering Program	Bilingual parents rarely attend Task Force meetings; when they do, translation is required.	Instead of getting bi-lingual parents to attend Task Force meetings, the Task Force facilitator should attend existing school meetings to increase outreach with Spanish speaking families to identify infrastructure issues and create suggested routes to school maps.
Focus Groups for New Encouragement Programs	In 2009 with a grant from the BAAQMD, Safe Routes conducted a focus group of parent leaders that resulted in development of the Green Ways to School program. This program generated the highest boost in green trips since the program's beginning. Input from volunteers on the ground was instrumental in making this program a success.	Conduct focus groups of parent and community leaders in underserved communities to develop new innovative and culturally appropriate encouragement programs



## Chapter 8: Enforcement & Safety Programs

Caregiver surveys have found that the top two reasons families of elementary school students don't feel comfortable allowing their children to walk or bike to school are speeding vehicles and challenging intersections. Local police departments play a critical role in addressing these concerns by enforcing safe behaviors. The Safe Routes to School's Enforcement component is additionally supported by two key safety programs: the Crossing Guard program and Street Smarts. These programs are addressed in this chapter.



*Law enforcement officers often participate in encouragement events such as Walk and Roll Wednesdays.*

### LAW ENFORCEMENT

The Enforcement component of the Safe Routes program relies on the participation of local police departments to ensure that drivers, cyclists, and pedestrians all obey the rules of the road. They use a combination of education and enforcement to promote safety: this includes ticketing, targeted enforcement around schools, radar trailers, and educational pamphlets. Local police officers also often participate on Task Forces, which may also include representatives from the Marin County Sheriff and California Highway Patrol (CHP), when appropriate. Finally, law enforcement has assisted in major events such as International Walk and Roll to School Day by leading bike parades and helping with temporary street closures.

While Marin's Safe Routes to Schools program recognizes the inequitable impacts of law enforcement on people of color, it has always prioritized facilitating positive partnerships between local law enforcement and the school communities in which they serve, particularly in equity priority communities.

One example of relationship building in Safe Routes communities can be seen in Novato. Following a Novato Task Force meeting in which parents expressed concern about both roadway safety and police engagement, a Novato police officer took time to meet with the parents to assure them of the police's role. Safe Routes is committed to engaging communities on the appropriate role of law enforcement in the execution of the Safe Routes program.



## CROSSING GUARDS

Half of caregivers surveyed stated that unsafe intersections limit their student's ability to walk or bike to school. Among parents who live within one mile of school - typically considered walking or biking distance - 47% worry about unsafe intersections and 54% are concerned by speeding vehicles. Increasing safety at intersections is a key step towards increasing the number of students who use active modes of transportation to travel to school.

TAM's crossing guard program provides trained crossing guards at key intersections throughout Marin County. This is a key component of Safe Routes as crossing guards help reduce the reluctance that some parents may feel towards allowing their children to walk or bike to school. The program began in 2006 with 54 crossing guards, and 101 crossing guard locations were active during the 2021/2022 school year, including 15 at schools with high percentages of disadvantaged students (see Figure 11). The passage of Measure AA significantly increased funds for the program, allowing for expansion throughout the county. TAM contracts with a professional company that specializes in crossing guard programs: this ensures that guards are properly trained and equipped with back-ups for every critical intersection, facilitating continuous coverage during school commute periods.

Crossing guard locations are selected through a rigorous selection process that ensures coverage at the most critical intersections. Preliminary sites are selected based on input from public works departments and schools. The locations are then evaluated by TAM based on standardized criteria using predetermined elements that expand on State criteria. All locations are evaluated and ranked,

with the highest-ranking locations being prioritized for crossing guards. The ultimate number of staffed crossing guard locations is dependent on the availability of program funds. The list of intersections is periodically updated to take into account changed conditions around schools, including new travel patterns. The next re-evaluation will take place during the 2022/2023 school year, with changes implemented in Fall 2023.

## Crossing Improvements

Crossing guards are deployed at school area crosswalks that drivers are allowed to traverse if a pedestrian is not present. For example, drivers turning right on a green light are required to yield to pedestrians in the crosswalk. However, this still poses a potential conflict between vehicles and crossing pedestrians. Such potential conflicts are part of the criteria for assessing whether crossing guards should be provided at specific school crossings.

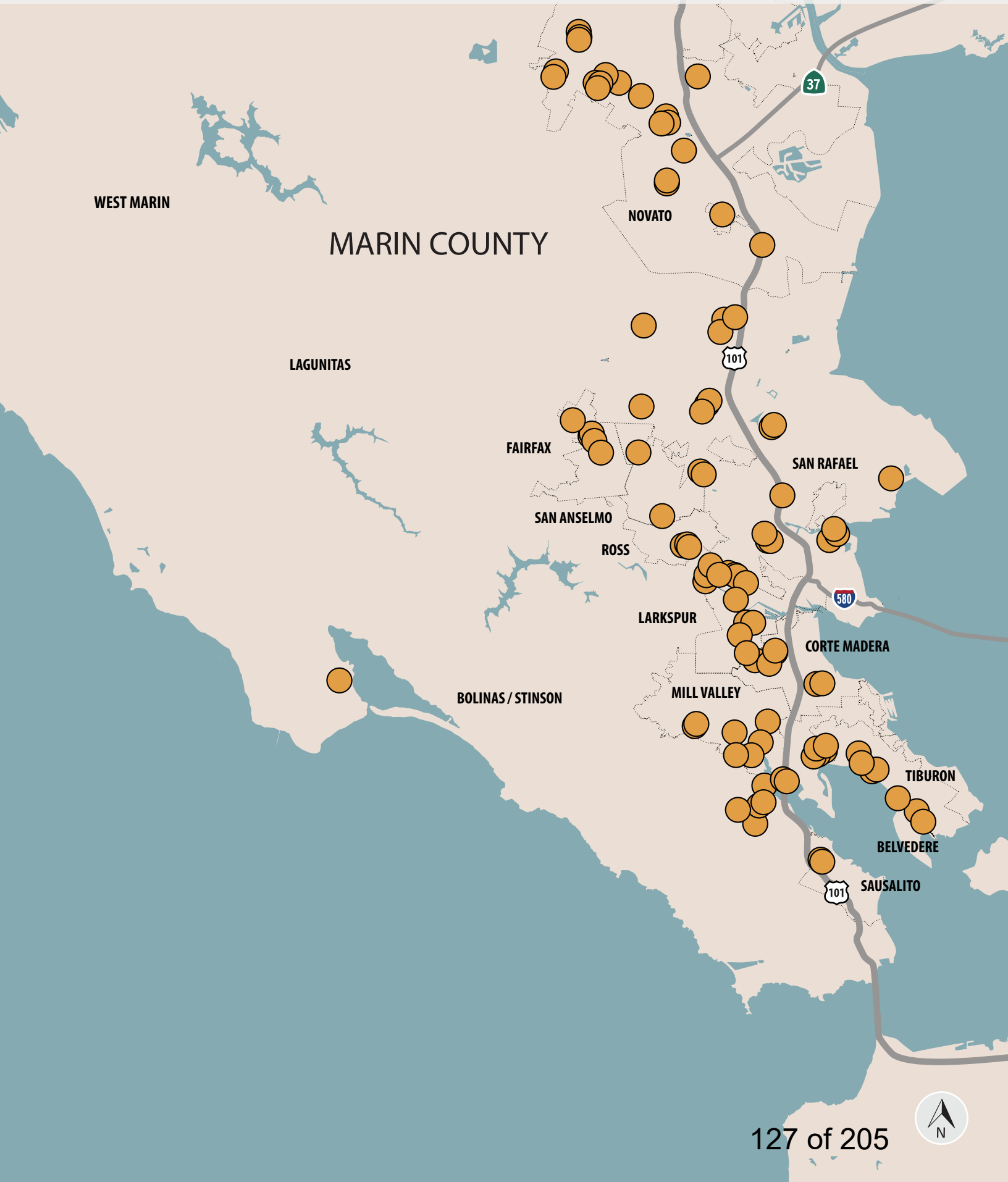
Several intersections have been redesigned and reconstructed during this evaluation period to reduce the potential for vehicle/pedestrian conflicts, enabling a crossing guard to be reassigned to a different school crossing that may have higher conflict potential. Intersections that have been recently modified to decrease pedestrian collision potential include East Blithedale Avenue and Elm Avenue (Mill Valley), Bon Air Road/South Eliseo Drive (Larkspur), Tiburon Boulevard/Blackfield Drive/Greenwood Cove Drive (Tiburon), Sir Francis Drake Boulevard's intersections with Bon Air Road (Greenbrae) and Laurel Grove Avenue (Kentfield), and Third Street across from San Rafael High School (San Rafael), and Miller Creek Road/Marinwood Avenue (Marinwood).



*Crossing guards help students safely access school on foot and can often relieve parents' worries at challenging intersections.*



Figure 11: Crossing Guard Locations, 2021-2022 School Year



## STREET SMARTS MARIN

Street Smarts is an important part of the Safe Routes to Schools program, aiming to make streets safer for students by educating the general public. The traffic safety program educates drivers, pedestrians and cyclists about safety issues, including distracted driving. The goal is to encourage people to adopt new attitudes and behaviors that will reduce the number of collisions and make the streets safer for everyone.

Street Smarts has been ongoing throughout Marin County since 2008. It typically consists of biannual rollouts – one during the spring semester and one in the fall – and features banners, signs, and other media to promote its road safety messaging.

### Street Smarts Refresh

The Street Smarts program underwent a refresh during the 2021/2022 school year. There were several reasons for this refresh. First, the current banners had been in use for several years and showed signs of wear. The refresh provided an opportunity to use a data-driven approach to develop targeted messaging based on the latest Marin County collision data and best practices from around the country. It also meant an opportunity to update the program's branding and to take advantage of new media platforms, such as Facebook and Twitter.

The first step in the process to update Street Smarts was data analysis. All Marin County collisions for the latest five-year period (2016-2020) were analyzed to identify trends that could be addressed through an education campaign. The analysis found that collisions involving pedestrians and cyclists made up a small percentage of overall collisions but disproportionately resulted in injuries or fatalities. Additionally, several primary collision factors were responsible for most collisions: unsafe speed, improper turning, and pedestrian right-of-way violations caused 55% of all Marin County collisions during the study period (See Figure 12). Other behaviors – distracted driving and bicyclists cycling unpredictably – were also noted as important.

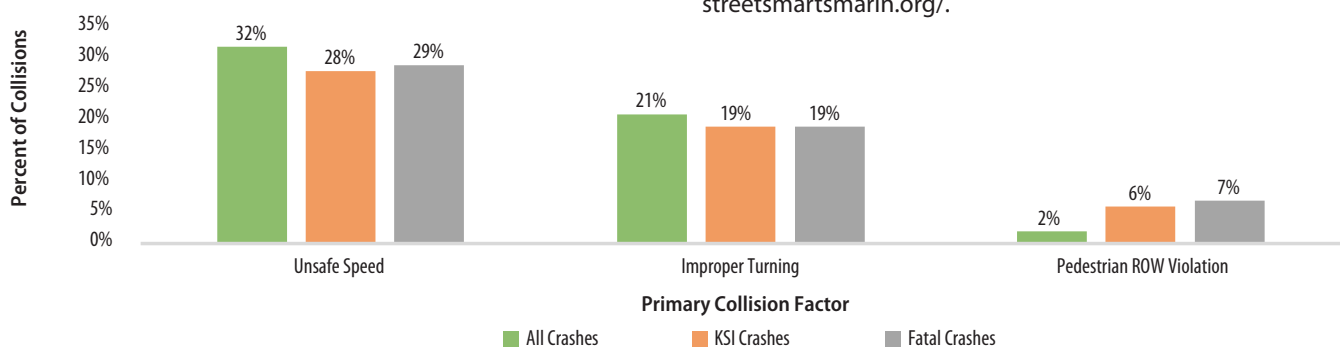


Figure 12: Top Primary Collision Factors for Marin County Collisions, 2016-2020

The analysis identified six target behaviors that were selected for the refreshed campaign. Targeted driver behaviors were making safe turns, speeding, distracted driving, and looking for pedestrians in crosswalks. For cyclists, this was looking for pedestrians and following the rules of the road. Pedestrians were to be educated about safe walking.

Development of the campaign messaging and designs was informed through two main avenues. First, research was conducted to determine best practices for educational messaging campaigns. Campaigns from cities across the country were surveyed to provide examples, while academic literature was consulted to gain an understanding of what types of messaging generated the best results. Second, a task force of 17 members representing public works, schools, law enforcement, and other stakeholders was periodically convened to provide feedback and refine the messaging and designs.

The process resulted in the creation of new vertical banners, yard signs, bus back designs, and social media images targeting the key behaviors (Figure 13). The designs were inspired by the popular “Eyes Up” safety campaign on Butterfield Road in San Anselmo, as this slogan was deemed simple yet effective at conveying its message.

A collision cluster analysis was conducted to determine the most useful places to install each message in Marin County's 11 jurisdictions. For example, this allowed messages regarding speeding to be placed near hotspots for collisions resulting from unsafe speeds. Yard signs, email signatures, and social media designs were created in both English and Spanish to ensure a wider audience. A social media toolkit was created with the aim of enlisting jurisdictions, school districts, local organizations, and others in spreading the Street Smarts messaging. Rollout of the refreshed campaign was scheduled for Fall 2022, including deployment of 177 banners and signs throughout the County. Visit the Street Smarts website for more information: <https://www.streetsmartsmarin.org/>.



Figure13: Street Smarts Campaign: top row vertical street banners: bottom grid bilingual social media messaging

## WHO IS SAFE ROUTES?

### The Dedicated Crossing Guard



Carmel Morini was recognized as Crossing Guard of the Year for 2022. For the past 44 years, Morini has donned a neon vest and carried a stop sign to safely lead Marin students on their way to the classroom and on their route home. Carmel, who is currently posted at Lu Sutton Elementary School in Novato, has lived in the city since 1971. She decided to become a crossing guard to spend time with her four children.

Carmel said the generations of children she has helped guide to Olive, Rancho, and now Lu Sutton throughout her career have been great, asking her friendly questions and paying attention while crossing the street.

When Carmel first became a crossing guard, the program was managed by the Novato Police Department with funding from a variety of sources including cities, towns, and school districts. The passage of Marin's ½-cent Transportation Sales Tax in 2004 (renewed in 2018) and the Vehicle Registration Fee in 2010, created a reliable source of funding for crossing guards. The program now funds approximately 100 crossing guards throughout Marin County.

Carmel said she plans to continue serving as a crossing guard, greeting children and families each morning and practicing the motto pinned on her safety vest:

"Do Good. Be Kind."

### The Safety-Focused Program Manager



Dan Cherrier, Director of Project Delivery at the Transportation Authority of Marin, is no stranger to Safe Routes. He has been involved in the program since 2008, managing two key programs that contribute to Safe Routes' mission: the Crossing Guard program and Street Smarts.

Dan sees both programs as "an integral part of SR2S." Crossing guards "allow students and parents to have more confidence in walking or biking to school when crossing difficult intersections." Crossing guard sites are reevaluated every four years to ensure that they are placed at the most deserving intersections. In recent years the program has expanded up to 100 crossing guards throughout the County.

Street Smarts, meanwhile, builds on the educational mission of Safe Routes by targeting key driver, pedestrian, and cyclist behaviors. Dan notes that Street Smarts is continually evolving and was completely overhauled with new messaging and banner locations ahead of the fall 2022 rollout.

Students' wellbeing is of high importance to Dan, who also serves as a School Board Trustee in Dublin. He believes that getting more students to walk and roll to school reduces congestion around schools, which reduces potential conflicts between vehicles and students. It also encourages healthy habits that can last a lifetime. Through his work with TAM, Dan will continue to work towards a reduction of vehicles near schools and safer, healthier commutes for students.



## CASE STUDY

### Partnerships with Novato Public Officials Go Beyond Enforcement

Novato law enforcement have been an integral partner to Safe Routes to Schools. They can frequently be seen attending encouragement events, handing out incentives at welcome tables. Yet, they went above and beyond with a special recognition event hosted in Novato in partnership with Novato's Mayor, Pat Eklund.

On December 13, Sofia Bermúdez, a kindergartener, and Kaylee Perry, a fifth grader, at Olive Elementary were Mayors of the City of Novato for a day. To win this grand prize, both students won a raffle conducted among Olive's students who walked or rolled to school every day in October.

Novato's Mayor, Pat Eklund, proposed the idea when she hosted a Safe Routes to Schools welcome table at Olive School in October. The Mayor, a long-time Safe Routes supporter, hosted the students for a tour the police station, the city offices, and City Hall. Mayor Eklund also made arrangements for Sofia and Kaylee to recite the Pledge of Allegiance at the commencement of the City Council meeting the next day. The experience ended with both children sitting at the Mayor's desk at the City Council Chambers and using the gavel, which was, not surprisingly, a highlight of the day.

During the Mayor for a Day visit, Captain Sasha D'Amico offered the students and their parents a tour of the Police Department. She introduced the group to Police Chief Matthew McCaffery and explained to them the day-to-day operations of the police force, including the work performed by 911 dispatchers. At the City Building, Sofia and Kaylee met Assistant City Manager Jessica Deakyne, who talked about the nature of her job and, in general, about what it means to be a public servant



## RECOMMENDATIONS

The following recommendations are intended to enhance the enforcement and safety element of the Safe Routes program. They are based on the success and feedback received from participating schools and jurisdictions.

Program	Status	Recommendations
Enforcement	Local law enforcement plays an important role to address traffic safety issues and remains an important partner in helping the school communities successfully execute many of the Safe Routes programs.	Continue incorporating newly defined best practices from national resources for Safe Routes to further engage Marin's communities of color in local programming and encourage further participation of law enforcement in the Safe Routes program.
Crossing Guard Program	Fifteen additional crossing guards were added at key intersections near schools in January 2019. Increases were made possible due to Measure AA funding.	Continue to support the Crossing Guard program by identifying potential locations for guard deployment, providing education to school children regarding crossing streets, and publicizing crossing guard locations on Suggested Routes to School maps. Maintain the number of crossing guard locations.
Street Smarts Marin	The Street Smarts Marin program is being refreshed with new banners, signs, and social media messaging. The updated campaign will roll out in Fall 2022 in all 11 jurisdictions and unincorporated Marin County.	Use lessons learned from the Fall 2022 rollout to continue advancing the Street Smarts program. Consider expanding future rollouts to include more school participation in the form of activities, contests, and giveaways. Additionally, consider using a mechanism for residents to report near misses for the purpose of including these locations in future campaigns. Consider purchasing social media advertising.



*The Safe Routes enforcement and safety program components make it safer for students to walk and roll to school.*



# Chapter 9: Funding

The Safe Routes program relies on funding from a variety of sources to complete its mission. This chapter provides an overview of the program's funding and the ways in which that funding is leveraged.



The Marin Transportation Sales Tax was approved by voters under Ballot Measure A in November 2004 and extended again in November 2018 as Measure AA by voters until 2049. The measure provided a one-half cent increase in Marin County's sales tax that would be designated to transportation-related expenditures, including the Safe Routes to School

program. Marin County became the first jurisdiction in the country to provide long-term funding for its Safe Routes to Schools programs. Since then, it has been extremely successful in leveraging this money to secure even greater funding (Figure 14). Safe Routes' capital funding program, Safe Pathways to Schools, has been particularly vital in providing a "local match" source that is used to gain additional state and federal capital funding. By using

this approach, TAM has been able to triple its initial investment, and allowed Safe Routes staff to expand its innovative programming, as well as implement a wide range of infrastructure projects. This included additional funding for crossing guards from the 2010 voter-approved Measure B \$10 vehicle registration fee.

## TRANSPORTATION SALES TAX EXPENDITURE PLAN

Measure AA, the 1/2 cent Transportation Sales Tax Renewal, is expected to generate \$827 million over a 30-year period (through FY 2049). As shown in Table 3 on the following page, approximately \$95.1 million, or 11.5%, is allocated to school access programs. Of this, nearly \$29 million will be used to support many of the Safe Routes programs, such as classroom activities and special community events. The remaining \$66 million is split between two complementary programs: the Crossing Guard program (approximately \$58 million) and the Safe Pathways to Schools Projects (approximately \$8 million).

### LOCAL

- Local jurisdictions' general funds
- School districts and individual schools

### STATE

- Active Transportation Program (Caltrans)
- State Safe Routes to Schools (Previous Program)
- Bicycle Transportation Account (Caltrans)
- Office of Traffic Safety
- Highway Safety Improvement Program (Caltrans)

### FEDERAL

- Federal Safe Routes to Schools (Previous Program)
- Transportation Enhancement Program

### REGIONAL

- Measure AA (1/2 cent sales tax) (TAM)
- Measure A (1/2 cent sales tax) (TAM)
- Active Transportation Program (Regional)
- One Bay Area Grant (MTC)
- TAM Safe Pathways
- Local Transportation Fund for Clean Air (TAM)
- Regional Transportation Fund for Clean Air (BAAQMD)
- Measure B \$10 vehicle registration fee (TAM)
- Bicycle Facilities Program (BAAQMD)

Figure 14: Marin's Safe Routes to School program's funding sources.

Table 3: Measure AA Funding Allocation for Implementation Category 3

Category #3: Reduce school-related congestion and provide safer access to schools	%	Est. 30-year revenue (millions)
1. Safe Routes to Schools	3.5%	\$28.9
2. Crossing Guards	7.0%	\$57.9
3. Provide capital funds for Safe Pathways to Schools projects	1.0%	\$8.3
<b>Total</b>	<b>11.5%</b>	<b>\$95.1</b>

## SAFE PATHWAYS TO SCHOOL

Safe Pathways is Safe Routes' capital funding program, which is projected to provide an additional \$8.3 million for engineering, environmental clearance, and construction of pathway and sidewalk improvements. Safe Pathways projects are selected based on the following performance criteria:

- ▶ The project completes a gap in the bicycle and pedestrian system along a major school route
- ▶ The project maximizes daily use by students and others
- ▶ The project relieves an identified safety or congestion problem along a major school route
- ▶ The project attracts matching funds
- ▶ The project respects geographic equity

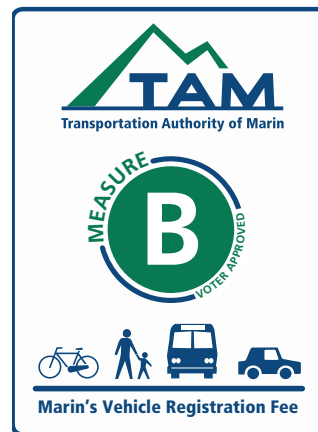
Although Safe Pathways projects target improvements around schools, they benefit the entire community by creating a safe network of bicycle and pedestrian facilities, enhancing safety, and reducing local congestion.

To date, the Safe Pathways program has funded over \$14 million in infrastructure projects. Its first funding cycle in 2007 provided \$1.77 million for 12 projects in the county. During its second cycle in 2010, over \$2 million in Transportation Sales Tax funds were allocated to 13 new Safe Pathway projects. In 2015, the third cycle of grants totaled \$4.2 million, and included both "large" and "small" projects. Large projects had funding requests of up to \$300,000 and small projects could receive up to \$25,000. The inclusion of small projects as a discrete category was created to facilitate the quick implementation of low cost improvements, which proved extremely successful.

In 2019, \$5.16 million was allocated to 27 projects consisting of 13 large and 14 small projects. Funding for individual projects was increased to \$400,000 for large projects, and \$50,000 for small projects.

A fifth cycle and call for projects will be released in 2023 or 2024.

## VEHICLE REGISTRATION FEE



In addition to the Transportation Sales Tax, Safe Routes programs received another source of revenue in November 2010 when Marin voters approved Ballot Measure B. The measure authorized a ten-dollar increase in motor vehicle registration fees for the exclusive purpose of funding local transportation projects and programs. A portion of

the funds is dedicated to School Safety and Congestion Reduction, which includes the following objectives:

- ▶ Maintain and expand the School Crossing Guard program
- ▶ Enhance/expand programs designed to reduce congestion and improve safety around schools, including Street Smarts and SchoolPool programs

Annually, approximately \$150,000 is programmed for crossing guards and \$25,000 for Street Smarts.



## LEVERAGING FUNDS

The Safe Routes program supplements its funding through several channels. Primary among these are infrastructure grants and in-kind donations.

### Infrastructure Grants

One of the unique features of Marin's Safe Routes to Schools is its support to cities, towns and the county in developing and submitting grant applications. Primarily aimed at infrastructure projects, the grants have ranged from as little as \$5,000 for crosswalk enhancements to almost \$4 million for more comprehensive improvements. Combined, this level of assistance has resulted in Marin County being awarded over \$34.9 million in outside funding since the program began in 2000. See Figure 15 for a breakdown of the Safe Routes program's infrastructure funding.

In order to increase the impact of local funds, Safe Pathway projects are expected to attract matching grants from other sources. Safe Pathways to School currently makes up only 23 percent of the total infrastructure funding for Safe Routes projects.

### In-Kind Donations

Local partners, such as businesses, and school parent-teacher associations, have contributed to the success of the Safe Routes program through the provision of in-kind donations. In total, these average approximately \$10,000 to \$15,000 annually.

In-kind donations range from food to equipment. During the 2019-2020 school year a donor to MCBC provided a fleet of bicycles to Safe Routes that could be used during education classes by students who do not own bicycles. During the 2021-2022 school year, Jambar donated \$17,000 worth of bars and other materials that could be distributed at welcome tables. These donations help supplement the program's regular funding and allow Safe Routes programming to expand its reach to students.

## PROGRAM FUNDING

Funding for the Safe Routes program from 2008–2022 is shown in Figure 16 and is compared to the annual Consumer Price Index (CPI) for the Bay Area. While funding from TAM's Measure AA 1/2 cent Transportation Sales Tax funds remains relatively consistent, grant funding has decreased over time.

As the CPI increases in Marin County, program staff wages must also increase. Over time, program funding increases are needed to be able to keep staff hours from decreasing. This proves to be a challenge as more schools join the program and staff hours are limited.

Increasing and supporting growth at participating schools while adding new schools to Safe Routes would require additional staff time. Teaching classes and providing tools to implement activities such as contests to a greater number of students and schools requires supplemental resources. Moreover, increased outreach to disadvantaged schools, including bilingual schools, would also require more staff time.

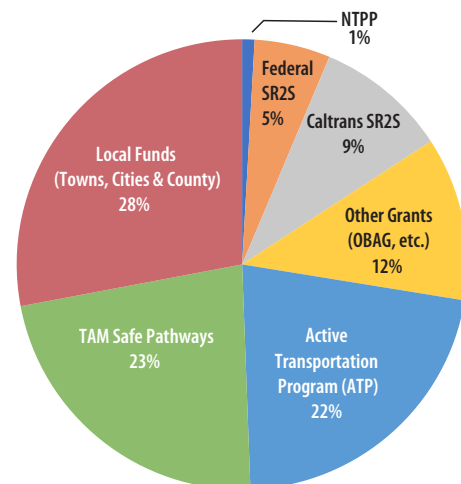


Figure 15: Safe Routes Program Infrastructure Funding Sources

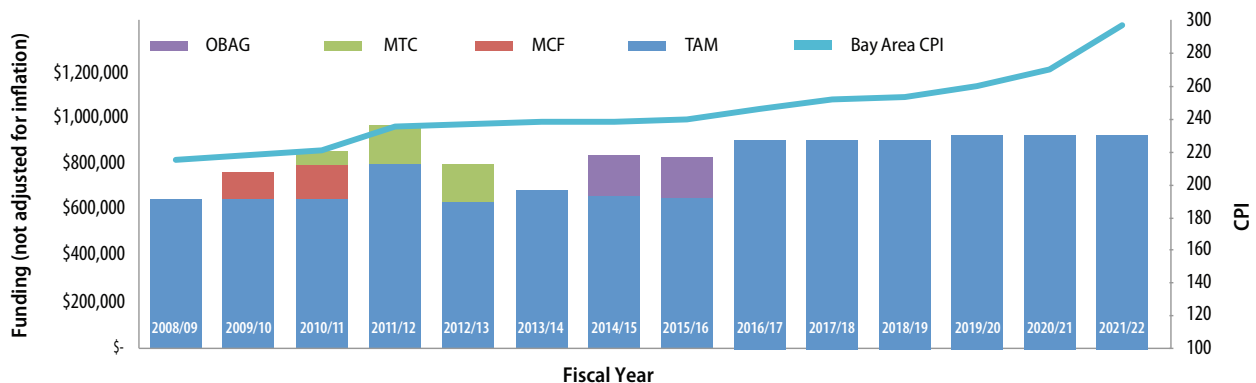


Figure 16: Safe Routes Funding Over Time (Not Including In-Kind Donations)

## WHO IS SAFE ROUTES

### The Championing Transportation Agency

Transportation Authority of Marin (TAM) staff work closely with Safe Routes to promote the program's continued success in Marin County. From managing the ½ cent transportation sales tax and \$10 vehicle registration fee, the driving force behind the program's success, to creatively finding new funds, TAM is dedicated to maintaining and growing the Safe Routes program.

TAM staff have actively supported the Safe Routes team since 2004 by providing coordination with its member agencies: the cities, towns, and the county. TAM staff directly

manage the Crossing Guard program and guide the Street Smarts program. TAM has also managed the environmental clearance, design, and construction of several Safe Pathway projects. Notably, TAM Board members and staff have come together with the Safe Routes team to coordinate all the program features in order to keep a complex program going strong.

From paying the bills to championing innovation, TAM staff remain a key source of sustainability for the success of Safe Routes in Marin.





## WHO IS SAFE ROUTES

### The Determined School District Trustee



Diane Gasson's involvement with Safe Routes started as a parent volunteer during Walk and Roll Wednesdays. Currently, she is an elected official in Novato who works hard to keep children safe and to engage the community with active travel.

"In 2018, as a newly elected Novato Unified School District Trustee, I signed up to work more closely and in partnership

with the SR25 team. Since then, I have attended all regular meetings and see the many positive changes and the visible impact this group of individuals has made on our community," says Diane.

Diane took it upon herself last year to start a GoFundMe campaign to provide helmets to 42 elementary school children who could not afford them. She partnered with Mike's Bikes to purchase high quality helmets at a reduced price. Her efforts allowed Safe Routes to Schools to provide free helmets to Novato schools Lu Sutton Elementary, Lynwood Elementary, and Loma Verde Elementary.

As an elected official, Diane highlights the importance of reducing traffic congestion and to help save the planet by choosing to walk or bike more. For now, she is concerned about children on electric bikes. "I travel to two different school sites every day and [I see that] drivers are not expecting a fast-moving bike and kids are not keeping eye contact with drivers," she says.



## RECOMMENDATIONS

The following recommendations are intended to enhance the funding of the Safe Routes program. They are based on the success and feedback received from participating schools and jurisdictions.

Program	Status	Recommendations
Supplemental Program Funding	Measures AA and B provide most of the funding for the Safe Routes program. However, supplemental outside funding is helpful to achieve program objectives, not only for infrastructure implementation, but also for education and encouragement programming.	Leverage TAM's Measure AA and Measure B funding to secure potential outside supplemental funding to achieve Safe Routes program objectives.
Infrastructure Improvements Funding	From 2019-2022 Marin's Safe Routes program secured funding for the implementation of infrastructure projects including sidewalks, pathways, multi-use bridges, enhanced crosswalks, and improved intersections.	Continue to seek outside funding for implementation of capital infrastructure projects, e.g., through the Active Transportation Program, One Bay Area Grants, Highway Safety Improvement Program, etc.
Safe Pathways Projects	Potential projects are only eligible if included in an adopted Safe Routes Travel Plan. Safe Routes engineers have developed low-cost, short-term solutions as well as longer-range designs.	Continue to identify effective short- and long-term Safe Pathways projects, including popular lower-cost solutions that can be implemented within a short timeframe.  Develop longer-range projects that are competitive for grant funding.



*Funding for Safe Routes supports the program's numerous components, including the design of engineering improvements such as cycle tracks.*



# Chapter 10: Evaluation

A main goal of the Safe Routes to Schools program is to help schools increase their green trip mode share to the highest extent possible. Program staff regularly monitor the program's success by collecting and analyzing student transportation mode data each semester (see Chapter 2 for more information). In addition to tracking changes in travel mode share data, it is also important to consider the various factors that could influence families' decisions surrounding a student's mode to school. This holistic approach to program evaluation helps staff better understand why some schools are successful in achieving high rates of green travel modes and how those successes can be replicated at other schools. This chapter describes the evaluation of schools participating in Safe Routes during this evaluation period.

## METHODOLOGY



Extensive program evaluation was conducted using both quantitative and qualitative analysis of various factors that impact the choices students make regarding their travel modes. This evaluation sought to identify these factors' impacts on the percentage of active trips, which include non-motorized student travel modes involving physical activity (i.e., walking and bicycling); and green trips, which include active trips as well as carpooling, school buses, and public transit. Both active and green trips help achieve the Safe Routes goals of increasing healthy travel choices and reducing school-related vehicular traffic congestion.

The first step in conducting the assessment was to evaluate the student travel mode splits for each participating school. A review of the shifts in both active trips and green trips was conducted for the 56 schools that participated in the 2021–2022 school year. Student tally data from both the fall and spring semesters were averaged and compared to each school's baseline time period.

The supplementary factors and corresponding scores used to assess each school are based on a review of the education and encouragement classes and events held at each school, as well as on Safe Routes staff knowledge of administrator and parent volunteer activity. These factors were assigned low, medium, or high ratings as they pertain to each school. See Table 4 for a detailed explanation of ranking criteria.

As mentioned in the Engineering chapter, the lack of comfortable and direct walking and biking paths to school can dissuade parents from allowing their children to walk and bike to school, resulting in lower active trips. Each school was ranked as having low, medium, or high green infrastructure based on the walking and biking infrastructure near the school.

The availability of busing options (both yellow school bus and public transit) for students to travel to and from school was also evaluated. Some schools have a yellow school bus program that provides their students with the option to travel to school by bus via a direct connection between their neighborhood and the school campus. Other schools are only served by public transit operators providing local and regional transit access to the schools. It should be noted that although these services are available, they may not be convenient options for school travel.

Public transit schedules may not always coincide with school schedules. For example, some buses with stops near school sites only make stops at these locations every 30 minutes to one hour. This would mean students using public transit would potentially have to arrive an hour early to be on campus by their first period, or similarly, would have to wait up to an hour after their last period before boarding buses.

Additionally, it was noted whether or not a school could be considered a "neighborhood school." A neighborhood school is a school whose boundaries and the nature of the surrounding residential neighborhood make walking and biking to school an easy choice. Students who attend neighborhood schools are likely to live within walking and/or bicycling distance from their school, making this a more viable option for their school commute. The number of crossing guards serving intersections along routes to each school was also tabulated. It should be noted that based on

location, some crossing guards serve multiple schools. Because crossing guard locations are selected based on criteria that includes high pedestrian volumes, schools with higher active trips are often served by multiple guards at different crossing locations near the school. There are also schools that have high or moderate active trips but are not served by crossing guards. These schools are typically elementary schools that have a relatively smaller student body, and therefore less pedestrian volume generated.

Finally, the average distance to each school was taken into account. Despite the best efforts of the Safe Routes to Schools program, some students simply live too far from their schools to feasibly

walk or roll every day. Students' average distance from school was calculated using anonymized student address data and Google Maps navigation tools. The highest five student distances from each school were excluded from the analysis, as these were often the addresses of parents who live in other cities and with whom the students may not actually reside. This address data has been used to create 'dot maps' for each school. These maps show the number of students who live within one-quarter, one-half, and one mile from their schools and can be used to target Safe Routes programming in locations where a high percentage of students live within walking or rolling distance from school.

**Table 4: Assessment Factors for Safe Routes Participation Success (Continued on Next Page)**

<b>Factor</b>	<b>High</b>	<b>Medium</b>	<b>Low</b>
<b>School Involvement-Based</b>			
<b>Administration</b>	<ul style="list-style-type: none"> <li>Actively involved in promoting the program</li> <li>Participates in and independently promotes events</li> <li>Attends Task Force Meetings</li> <li>Hosts Safe Routes assemblies</li> </ul>	<ul style="list-style-type: none"> <li>Promotes events at the request of Safe Routes staff</li> <li>Include Safe Routes information in school newsletters</li> </ul>	<ul style="list-style-type: none"> <li>Little to no participation in or promotion of Safe Routes events and programs</li> </ul>
<b>Team Leader</b>	<ul style="list-style-type: none"> <li>Makes extra effort beyond the minimum requirements to ensure the success of Safe Routes programs</li> <li>Attends Task Force meetings</li> <li>Develops and implements new programs</li> <li>Hosts extra contests and/or events</li> </ul>	<ul style="list-style-type: none"> <li>Coordinates a weekly Walk and Roll Wednesday program</li> <li>Hosts contests provided by Safe Routes</li> </ul>	<ul style="list-style-type: none"> <li>No team leader</li> </ul>
<b>Education</b>	<ul style="list-style-type: none"> <li>Hosts all core Safe Routes education safety programs each year</li> <li>Coordinates additional classroom activities, schoolwide assemblies and educational events</li> </ul>	<ul style="list-style-type: none"> <li>Hosts some Safe Routes education safety programs</li> </ul>	<ul style="list-style-type: none"> <li>Does not offer an education program</li> </ul>
<b>Encouragement</b>	<ul style="list-style-type: none"> <li>Hosts all available Safe Routes encouragement programs at least once per year</li> <li>Develops and hosts additional encouragement events</li> <li>Actively promotes Safe Routes through school newsletters and other media</li> </ul>	<ul style="list-style-type: none"> <li>Hosts some encouragement events when coordinated by Safe Routes team</li> <li>Coordinates monthly Walk and Roll events</li> </ul>	<ul style="list-style-type: none"> <li>Only holds annual events e.g., iWalk or National Bike to School Day</li> </ul>

Factor	High	Medium	Low
<b>Geographic / Infrastructure-Based</b>			
<b>Green Infrastructure</b>	<ul style="list-style-type: none"> <li>• School is located in a very walkable and bikeable community.</li> <li>• Pedestrian-friendly sidewalks and dedicated bicycle facilities within a one-half mile radius of the school</li> <li>• High-visibility crosswalks and signage at intersections and crossings serving school-based traffic</li> <li>• School has ample and secure bicycle parking</li> </ul>	<ul style="list-style-type: none"> <li>• School is located in a moderately walkable and bikeable community</li> <li>• Some pedestrian-friendly sidewalks and dedicated bicycle facilities within a one-mile radius of school; however, facilities could be upgraded to better accommodate pedestrians and bicyclist</li> <li>• Opportunities for improved crosswalks and signage at intersections and crossing serving school-based traffic</li> <li>• Minimal bicycle parking provided at school</li> </ul>	<ul style="list-style-type: none"> <li>• Noticeable gaps in pedestrian and bicycle infrastructure connecting neighborhoods to school</li> </ul>
<b>Busing</b>	Yellow (Y) • School is directly served by yellow school service and may also be served by public transit operators Transit (T) • School is served by public transit operators providing local and regional service to the community No (N) • School does not have a yellow school bus system and is not served by public transit operators		
<b>Neighborhood Schools</b>	A neighborhood school is one that draws its student population from within defined neighborhood boundaries. This would result in students living within walking / bicycling distance to their school		
<b>Crossing Guards</b>	Number of crossin guards present at each school.		
<b>Distance from School</b>	Average distance in miles from students' places of residence to school.		



## RESULTS

Table 5 provides the results of this multifaceted program evaluation for all participating schools during the 2021-2022 school year.

As seen in the matrix, the schools with the highest rate of active trips generally have supporting infrastructure as well as active leadership and participation. Of course, there are exceptions and anomalies.

The COVID-19 pandemic impacted how many programs and classes could be held at the schools: this impacted some schools more than

others. Particularly, Safe Routes' access to Marin high schools was curtailed. From March 2020 until Fall 2022, Safe Routes staff were not allowed on high school campuses to direct encouragement events and lead education classes. This persisted even after staff were allowed back on elementary and middle school campuses. While some high schools were able to hold limited events with the help of parent volunteers, the pandemic severely limited programming at these schools.





Table 5: Evaluation Table 2022

NOTES

<sup>1</sup> Ranking:  
L-Low, M-Medium, H-High

<sup>2</sup> Bussing:  
Y - Yellow School Bus,  
T - Public Transit,  
N - No bussing options

<sup>3</sup> Number of locally funded  
crossing guards

School Name	Baseline			2021/22 Trips		2021/2022 School Trips by Mode								Factors <sup>1</sup>							
	Semester	Green Trips	Active Green Trips	Green Trips	Active Green Trips	Walk	Bike	Other	School Bus	Public Transit	Carpool	Family Vehicle	Aministration	Team Leader	Education	Encouragement	Green Infrastructure	Busing <sup>2</sup>	Neighborhood Schools	Crossing Guards <sup>3</sup>	Average Student Distance from School (Mi)
A. E. Kent Middle School (5-8)	2001	<div><div></div>48%</div>	<div><div></div>34%</div>	<div><div></div>68%</div>	<div><div></div>62%</div>	<div><div></div>28%</div>	<div><div></div>27%</div>	<div><div></div>7%</div>	<div><div></div>0%</div>	<div><div></div>0%</div>	<div><div></div>6%</div>	<div><div></div>32%</div>	H	H	H	H	M	N	M	4	1.44
Archie Williams High School (9-12)	Fall 2004	<div><div></div>66%</div>	<div><div></div>25%</div>	<div><div></div>60%</div>	<div><div></div>38%</div>	<div><div></div>25%</div>	<div><div></div>11%</div>	<div><div></div>2%</div>	<div><div></div>0%</div>	<div><div></div>6%</div>	<div><div></div>17%</div>	<div><div></div>40%</div>	L	L	L	L	M	P	L	0	2.5
Bacich Elementary School (K-5)	Fall 2001	<div><div></div>28%</div>	<div><div></div>20%</div>	<div><div></div>46%</div>	<div><div></div>39%</div>	<div><div></div>22%</div>	<div><div></div>14%</div>	<div><div></div>4%</div>	<div><div></div>0%</div>	<div><div></div>0%</div>	<div><div></div>7%</div>	<div><div></div>53%</div>	M	H	H	H	M	N	M	3	1.24
Bahia Vista Elementary School (K-5)	Fall 2002	<div><div></div>49%</div>	<div><div></div>45%</div>	<div><div></div>72%</div>	<div><div></div>69%</div>	<div><div></div>66%</div>	<div><div></div>2%</div>	<div><div></div>1%</div>	<div><div></div>0%</div>	<div><div></div>0%</div>	<div><div></div>3%</div>	<div><div></div>28%</div>	M	M	H	H	H	Y	H	3	0.62
Bayside MLK, Jr. Academy - Nevada Campus (K-5)	Fall 2015	<div><div></div>22%</div>	<div><div></div>10%</div>	<div><div></div>35%</div>	<div><div></div>7%</div>	<div><div></div>5%</div>	<div><div></div>2%</div>	<div><div></div>0%</div>	<div><div></div>25%</div>	<div><div></div>0%</div>	<div><div></div>4%</div>	<div><div></div>66%</div>	H	M	L	M	L	P	L	0	3.1
Bayside MLK, Jr. Academy - Phillips Campus (6-8)	Fall 2015	<div><div></div>64%</div>	<div><div></div>63%</div>	<div><div></div>55%</div>	<div><div></div>37%</div>	<div><div></div>29%</div>	<div><div></div>8%</div>	<div><div></div>0%</div>	<div><div></div>4%</div>	<div><div></div>5%</div>	<div><div></div>9%</div>	<div><div></div>45%</div>	H	L	L	L	L	P	H	0	2.69
Bel Aire Elementary School (3-5)	Fall 2002	<div><div></div>57%</div>	<div><div></div>19%</div>	<div><div></div>56%</div>	<div><div></div>27%</div>	<div><div></div>20%</div>	<div><div></div>7%</div>	<div><div></div>0%</div>	<div><div></div>24%</div>	<div><div></div>1%</div>	<div><div></div>4%</div>	<div><div></div>45%</div>	H	H	H	H	M	Y	M	1	2.72
Brookside Elementary School (K-5)	Fall 2001	<div><div></div>37%</div>	<div><div></div>16%</div>	<div><div></div>58%</div>	<div><div></div>52%</div>	<div><div></div>39%</div>	<div><div></div>8%</div>	<div><div></div>6%</div>	<div><div></div>1%</div>	<div><div></div>0%</div>	<div><div></div>5%</div>	<div><div></div>41%</div>	M	M	H	M	H	N	H	1	0.98
Coleman Elementary School (K-5)	Spring 2008	<div><div></div>42%</div>	<div><div></div>12%</div>	<div><div></div>50%</div>	<div><div></div>42%</div>	<div><div></div>36%</div>	<div><div></div>5%</div>	<div><div></div>1%</div>	<div><div></div>3%</div>	<div><div></div>0%</div>	<div><div></div>5%</div>	<div><div></div>50%</div>	M	H	L	H	M	Y	M	0	1.54
Cove School (K-5)	Fall 2014	<div><div></div>59%</div>	<div><div></div>43%</div>	<div><div></div>49%</div>	<div><div></div>40%</div>	<div><div></div>25%</div>	<div><div></div>13%</div>	<div><div></div>2%</div>	<div><div></div>4%</div>	<div><div></div>0%</div>	<div><div></div>6%</div>	<div><div></div>52%</div>	H	H	L	H	H	Y	M	1	1.65
Del Mar Middle School (6-8)	Fall 2004	<div><div></div>58%</div>	<div><div></div>22%</div>	<div><div></div>67%</div>	<div><div></div>40%</div>	<div><div></div>17%</div>	<div><div></div>22%</div>	<div><div></div>2%</div>	<div><div></div>21%</div>	<div><div></div>1%</div>	<div><div></div>5%</div>	<div><div></div>34%</div>	M	M	M	M	M	Y	L	2	1.92
Edna Maguire Elementary School (K-5)	2004	<div><div></div>60%</div>	<div><div></div>23%</div>	<div><div></div>45%</div>	<div><div></div>38%</div>	<div><div></div>19%</div>	<div><div></div>18%</div>	<div><div></div>1%</div>	<div><div></div>0%</div>	<div><div></div>0%</div>	<div><div></div>7%</div>	<div><div></div>56%</div>	M	M	H	M	H	Y	M	1	1.67
Glenwood Elementary School (K-5)	2000	<div><div></div>46%</div>	<div><div></div>26%</div>	<div><div></div>38%</div>	<div><div></div>21%</div>	<div><div></div>13%</div>	<div><div></div>4%</div>	<div><div></div>5%</div>	<div><div></div>10%</div>	<div><div></div>0%</div>	<div><div></div>7%</div>	<div><div></div>62%</div>	L	M	L	M	M	Y	M	2	2.86
Hamilton Meadow Park (K-8)	Fall 2001	<div><div></div>45%</div>	<div><div></div>28%</div>	<div><div></div>39%</div>	<div><div></div>35%</div>	<div><div></div>26%</div>	<div><div></div>5%</div>	<div><div></div>4%</div>	<div><div></div>1%</div>	<div><div></div>1%</div>	<div><div></div>4%</div>	<div><div></div>60%</div>	N/A	N/A	N/A	N/A	M	N	L	1	1.51
Henry Hall Middle School (5-8)	Fall 2009	<div><div></div>54%</div>	<div><div></div>38%</div>	<div><div></div>72%</div>	<div><div></div>60%</div>	<div><div></div>16%</div>	<div><div></div>43%</div>	<div><div></div>2%</div>	<div><div></div>3%</div>	<div><div></div>4%</div>	<div><div></div>4%</div>	<div><div></div>29%</div>	M	H	M	M	H	P	H	2	1.92
Hidden Valley Elementary School (K-5)	Fall 2008	<div><div></div>60%</div>	<div><div></div>30%</div>	<div><div></div>57%</div>	<div><div></div>41%</div>	<div><div></div>17%</div>	<div><div></div>22%</div>	<div><div></div>2%</div>	<div><div></div>9%</div>	<div><div></div>0%</div>	<div><div></div>8%</div>	<div><div></div>43%</div>	H	H	H	H	M	Y	H	1	1.4
James B. Davidson Middle School (6-8)	Fall 2010	<div><div></div>63%</div>	<div><div></div>19%</div>	<div><div></div>62%</div>	<div><div></div>21%</div>	<div><div></div>16%</div>	<div><div></div>6%</div>	<div><div></div>0%</div>	<div><div></div>29%</div>	<div><div></div>6%</div>	<div><div></div>7%</div>	<div><div></div>38%</div>	L	L	L	M	H	Y	L	3	2.04
Lagunitas Elementary School (K-8)	Fall 2000	<div><div></div>40%</div>	<div><div></div>16%</div>	<div><div></div>41%</div>	<div><div></div>26%</div>	<div><div></div>9%</div>	<div><div></div>15%</div>	<div><div></div>2%</div>	<div><div></div>0%</div>	<div><div></div>4%</div>	<div><div></div>12%</div>	<div><div></div>59%</div>	L	L	H	N/A	M	N	L	0	1.77
Laurel Dell Elementary School (K-5)	2004	<div><div></div>45%</div>	<div><div></div>17%</div>	<div><div></div>44%</div>	<div><div></div>21%</div>	<div><div></div>19%</div>	<div><div></div>1%</div>	<div><div></div>2%</div>	<div><div></div>19%</div>	<div><div></div>1%</div>	<div><div></div>4%</div>	<div><div></div>56%</div>	H	H	H	H	M	Y	H	2	1.21
Loma Verde Elementary School (K-5)	2008	<div><div></div>40%</div>	<div><div></div>16%</div>	<div><div></div>36%</div>	<div><div></div>24%</div>	<div><div></div>19%</div>	<div><div></div>5%</div>	<div><div></div>1%</div>	<div><div></div>0%</div>	<div><div></div>0%</div>	<div><div></div>11%</div>	<div><div></div>64%</div>	H	H	L	H	M	N	M	1	1.39
Lu Sutton Elementary School (K-5)	2004	<div><div></div>34%</div>	<div><div></div>23%</div>	<div><div></div>26%</div>	<div><div></div>19%</div>	<div><div></div>14%</div>	<div><div></div>3%</div>	<div><div></div>2%</div>	<div><div></div>0%</div>	<div><div></div>1%</div>	<div><div></div>6%</div>	<div><div></div>74%</div>	M	M	M	M	M	N	M	1	1.03
Lucas Valley Elementary School (K-5)	Fall 2003	<div><div></div>51%</div>	<div><div></div>19%</div>	<div><div></div>41%</div>	<div><div></div>22%</div>	<div><div></div>17%</div>	<div><div></div>5%</div>	<div><div></div>0%</div>	<div><div></div>18%</div>	<div><div></div>0%</div>	<div><div></div>2%</div>	<div><div></div>59%</div>	H	H	H	H	M	Y	M	1	1.85
Lynwood Elementary School (K-5)	2004	<div><div></div>35%</div>	<div><div></div>25%</div>	<div><div></div>N/A</div>	<div><div></div>N/A</div>	<div><div></div>N/A</div>	<div><div></div>N/A</div>	<div><div></div>N/A</div>	<div><div></div>N/A</div>	<div><div></div>N/A</div>	<div><div></div>N/A</div>	<div><div></div>N/A</div>	L	M	H	M	M	N	H	2	1.54
Manor Elementary School (K-5)	Fall 2000	<div><div></div>39%</div>	<div><div></div>24%</div>	<div><div></div>50%</div>	<div><div></div>47%</div>	<div><div></div>18%</div>	<div><div></div>24%</div>	<div><div></div>5%</div>	<div><div></div>0%</div>	<div><div></div>0%</div>	<div><div></div>3%</div>	<div><div></div>51%</div>	H	H	H	H	H	N	M	2	1.22
Mary E. Silveira Elementary School (K-5)	2006	<div><div></div>55%</div>	<div><div></div>30%</div>	<div><div></div>49%</div>	<div><div></div>26%</div>	<div><div></div>20%</div>	<div><div></div>4%</div>	<div><div></div>2%</div>	<div><div></div>19%</div>	<div><div></div>0%</div>	<div><div></div>4%</div>	<div><div></div>51%</div>	H	M	H	M	M	Y	M	0	1.85
Mill Valley Middle School (6-8)	2003	<div><div></div>49%</div>	<div><div></div>29%</div>	<div><div></div>65%</div>	<div><div></div>60%</div>	<div><div></div>26%</div>	<div><div></div>32%</div>	<div><div></div>3%</div>	<div><div></div>0%</div>	<div><div></div>0%</div>	<div><div></div>6%</div>	<div><div></div>35%</div>	L	L	H	L	H	Y	L	1	2.29
Miller Creek Middle School (6-8)	2004	<div><div></div>69%</div>	<div><div></div>20%</div>	<div><div></div>67%</div>	<div><div></div>37%</div>	<div><div></div>20%</div>	<div><div></div>17%</div>	<div><div></div>0%</div>	<div><div></div>21%</div>	<div><div></div>0%</div>	<div><div></div>9%</div>	<div><div></div>33%</div>	M	H	H	H	M	Y	M	1	1.84
Neil Cummins Elementary School (K-4)	2001	<div><div></div>52%</div>	<div><div></div>25%</div>	<div><div></div>55%</div>	<div><div></div>50%</div>	<div><div></div>24%</div>	<div><div></div>23%</div>	<div><div></div>3%</div>	<div><div></div>0%</div>	<div><div></div>0%</div>	<div><div></div>5%</div>	<div><div></div>45%</div>	M	H	M	H	H	N	H	3	1.25
Novato Charter School (K-8)	Fall 2017	<div><div></div>22%</div>	<div><div></div>8%</div>	<div><div></div>N/A</div>	<div><div></div>N/A</div>	<div><div></div>N/A</div>	<div><div></div>N/A</div>	<div><div></div>N/A</div>	<div><div></div>N/A</div>	<div><div></div>N/A</div>	<div><div></div>N/A</div>	<div><div></div>N/A</div>	L	H	N/A	H					4.17
Old Mill School (K-5)	2003	<div><div></div>17%</div>	<div><div></div>16%</div>	<div><div></div>51%</div>	<div><div></div>45%</div>	<div><div></div>35%</div>	<div><div></div>8%</div>	<div><div></div>2%</div>	<div><div></div>0%</div>	<div><div></div>0%</div>	<div><div></div>6%</div>	<div><div></div>49%</div>	H	M	H	M	M	N	H	2	1.27
Olive Elementary School (K-5)	2004	<div><div></div>30%</div>	<div><div></div>9%</div>	<div><div></div>20%</div>	<div><div></div>23%</div>	<div><div></div>19%</div>	<div><div></div>4%</div>	<div><div></div>1%</div>	<div><div></div>5%</div>	<div><div></div>0%</div>	<div><div></div>12%</div>	<div><div></div>61%</div>	M	M	H	M	H	N	H	1	1.82
Park Elementary School (K-5)	2004	<div><div></div>44%</div>	<div><div></div>34%</div>	<div><div></div>56%</div>	<div><div></div>55%</div>	<div><div></div>45%</div>	<div><div></div>8%</div>	<div><div></div>2%</div>	<div><div></div>0%</div>	<div><div></div>0%</div>	<div><div></div>1%</div>	<div><div></div>44%</div>	H	M	H	M	M	N	H	1	1.15

Table 4: Evaluation Table 2022 continued

NOTES

<sup>1</sup> Ranking:  
L-Low, M-Medium, H-High

<sup>2</sup> Bussing:  
Y - Yellow School Bus,  
T - Public Transit,  
N - No bussing options

<sup>3</sup> Number of locally funded  
crossing guards

School Name	Baseline			2021/22 Trips		2021/2022 School Trips by Mode										Factors <sup>1</sup>								
	Semester	Green Trips	Active Green Trips	Green Trips	Active Green Trips	Walk	Bike	Other	School Bus	Public Transit	Carpool	Family Vehicle	Aministration	Team Leader	Education	Encouragement	Green Infrastructure	Busing <sup>2</sup>	Neighborhood Schools	Crossing Guards <sup>3</sup>	Average Student Distance from School (Mi)			
Pleasant Valley Elementary School (K-5)	Fall 2003	<div><div></div></div> 28%	<div><div></div></div> 14%	<div><div></div></div> 32%	<div><div></div></div> 25%	<div><div></div></div> 12%	<div><div></div></div> 12%	<div><div></div></div> 1%	<div><div></div></div> 0%	<div><div></div></div> 0%	<div><div></div></div> 6%	<div><div></div></div> 68%	M	H	H	H	M	N	M	2	1.19			
Rancho Elementary School (K-5)	2003	<div><div></div></div> 43%	<div><div></div></div> 12%	<div><div></div></div> 46%	<div><div></div></div> 39%	<div><div></div></div> 33%	<div><div></div></div> 5%	<div><div></div></div> 1%	<div><div></div></div> 0%	<div><div></div></div> 0%	<div><div></div></div> 7%	<div><div></div></div> 54%	M	M	H	M	M	N	M	4	1.32			
Redwood High School (9-12)	2009	<div><div></div></div> 47%	<div><div></div></div> 17%	<div><div></div></div> 47%	<div><div></div></div> 24%	<div><div></div></div> 12%	<div><div></div></div> 11%	<div><div></div></div> 1%	<div><div></div></div> 3%	<div><div></div></div> 4%	<div><div></div></div> 16%	<div><div></div></div> 54%	H	L	L	L	H	P	L	0	3.36			
Reed Elementary School (K-2)	2003	<div><div></div></div> 36%	<div><div></div></div> 8%	<div><div></div></div> 43%	<div><div></div></div> 10%	<div><div></div></div> 7%	<div><div></div></div> 3%	<div><div></div></div> 0%	<div><div></div></div> 28%	<div><div></div></div> 0%	<div><div></div></div> 6%	<div><div></div></div> 57%	L	H	L	H	M	Y	M	2	2.24			
Ross School (K-8)	Fall 2001	<div><div></div></div> 43%	<div><div></div></div> 36%	<div><div></div></div> 57%	<div><div></div></div> 50%	<div><div></div></div> 30%	<div><div></div></div> 15%	<div><div></div></div> 5%	<div><div></div></div> 3%	<div><div></div></div> 0%	<div><div></div></div> 4%	<div><div></div></div> 43%	M	H	H	H	M	N	M	4	N/A			
Ross Valley Charter (K-5)	Spring 2018	<div><div></div></div> 60%	<div><div></div></div> 40%	<div><div></div></div> 18%	<div><div></div></div> 13%	<div><div></div></div> 9%	<div><div></div></div> 4%	<div><div></div></div> 0%	<div><div></div></div> 3%	<div><div></div></div> 0%	<div><div></div></div> 3%	<div><div></div></div> 82%	M	M	M	M		N	L	1	0.81			
San Domenico School (K-12)	Spring 2012	<div><div></div></div> 70%	<div><div></div></div> 19%	<div><div></div></div> 75%	<div><div></div></div> 16%	<div><div></div></div> 9%	<div><div></div></div> 6%	<div><div></div></div> 1%	<div><div></div></div> 55%	<div><div></div></div> 0%	<div><div></div></div> 4%	<div><div></div></div> 26%	L	M	H	M	M	Y	L	0	N/A			
San Jose Middle School (6-8)	Fall 2011	<div><div></div></div> 58%	<div><div></div></div> 12%	<div><div></div></div> 43%	<div><div></div></div> 23%	<div><div></div></div> 17%	<div><div></div></div> 6%	<div><div></div></div> 0%	<div><div></div></div> 1%	<div><div></div></div> 6%	<div><div></div></div> 13%	<div><div></div></div> 58%	L	L	L	L	M	P	M	2	2.12			
San Marin High School (9-12)	Spring 2019	<div><div></div></div> 42%	<div><div></div></div> 21%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	M	P	L	1	2.91			
San Rafael High School (9-12)	2011	<div><div></div></div> 54%	<div><div></div></div> 18%	<div><div></div></div> 47%	<div><div></div></div> 19%	<div><div></div></div> 14%	<div><div></div></div> 3%	<div><div></div></div> 2%	<div><div></div></div> 2%	<div><div></div></div> 14%	<div><div></div></div> 13%	<div><div></div></div> 53%	N/A	N/A	N/A	N/A					1.86			
San Ramon Elementary School (K-5)	2006	<div><div></div></div> 41%	<div><div></div></div> 22%	<div><div></div></div> 39%	<div><div></div></div> 25%	<div><div></div></div> 14%	<div><div></div></div> 9%	<div><div></div></div> 2%	<div><div></div></div> 12%	<div><div></div></div> 0%	<div><div></div></div> 2%	<div><div></div></div> 62%	M	L	L	L	M	N	M	4	1.8			
Sinaloa Middle School (6-8)	Spring 2012	<div><div></div></div> 61%	<div><div></div></div> 34%	<div><div></div></div> 47%	<div><div></div></div> 34%	<div><div></div></div> 16%	<div><div></div></div> 16%	<div><div></div></div> 2%	<div><div></div></div> 0%	<div><div></div></div> 1%	<div><div></div></div> 13%	<div><div></div></div> 53%	H	L	H	L	M	P	M	3	2.03			
Strawberry Point School (K-5)	2006	<div><div></div></div> 24%	<div><div></div></div> 15%	<div><div></div></div> 28%	<div><div></div></div> 24%	<div><div></div></div> 20%	<div><div></div></div> 2%	<div><div></div></div> 1%	<div><div></div></div> 0%	<div><div></div></div> 0%	<div><div></div></div> 5%	<div><div></div></div> 72%	H	M	H	M	M	Y	M	2	1.62			
Sun Valley Elementary School (K-5)	2004	<div><div></div></div> 41%	<div><div></div></div> 15%	<div><div></div></div> 52%	<div><div></div></div> 27%	<div><div></div></div> 21%	<div><div></div></div> 5%	<div><div></div></div> 1%	<div><div></div></div> 21%	<div><div></div></div> 0%	<div><div></div></div> 4%	<div><div></div></div> 48%	H	H	H	H	M	Y	M	2	1.79			
Tamalpais High School (9-12)	2004	<div><div></div></div> 52%	<div><div></div></div> 19%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	M	M	N/A	L	H	P	L	0	2.51			
Tamalpais Valley Elementary School (K-5)	2000	<div><div></div></div> 17%	<div><div></div></div> 17%	<div><div></div></div> 53%	<div><div></div></div> 47%	<div><div></div></div> 38%	<div><div></div></div> 7%	<div><div></div></div> 3%	<div><div></div></div> 0%	<div><div></div></div> 0%	<div><div></div></div> 6%	<div><div></div></div> 47%	L	N/A	H	L	M	N	M	1	1.55			
Terra Linda High School (9-12)	Fall 2014	<div><div></div></div> 37%	<div><div></div></div> 12%	<div><div></div></div> 41%	<div><div></div></div> 18%	<div><div></div></div> 13%	<div><div></div></div> 4%	<div><div></div></div> 1%	<div><div></div></div> 1%	<div><div></div></div> 7%	<div><div></div></div> 15%	<div><div></div></div> 60%	L	L	N/A	N/A	M	P	L	0	3.21			
Vallecito Elementary School (K-5)	2000	<div><div></div></div> 56%	<div><div></div></div> 24%	<div><div></div></div> 43%	<div><div></div></div> 32%	<div><div></div></div> 26%	<div><div></div></div> 5%	<div><div></div></div> 2%	<div><div></div></div> 7%	<div><div></div></div> 0%	<div><div></div></div> 4%	<div><div></div></div> 58%	M	M	H	M	M	Y	L	3	0.99			
Venetia Valley Elementary School (K-8)	2002	<div><div></div></div> 46%	<div><div></div></div> 13%	<div><div></div></div> 56%	<div><div></div></div> 21%	<div><div></div></div> 20%	<div><div></div></div> 1%	<div><div></div></div> 0%	<div><div></div></div> 27%	<div><div></div></div> 2%	<div><div></div></div> 6%	<div><div></div></div> 44%	M	M	L	H	M	Y	H	2	2.55			
Wade Thomas Elementary School (K-5)	2002	<div><div></div></div> 47%	<div><div></div></div> 40%	<div><div></div></div> 55%	<div><div></div></div> 49%	<div><div></div></div> 33%	<div><div></div></div> 13%	<div><div></div></div> 4%	<div><div></div></div> 0%	<div><div></div></div> 0%	<div><div></div></div> 5%	<div><div></div></div> 46%	H	H	H	H	M	N	M	1	1.03			
West Marin Elementary School (2-8)	2009	<div><div></div></div> 54%	<div><div></div></div> 17%	<div><div></div></div> 48%	<div><div></div></div> 13%	<div><div></div></div> 13%	<div><div></div></div> 0%	<div><div></div></div> 0%	<div><div></div></div> 31%	<div><div></div></div> 0%	<div><div></div></div> 5%	<div><div></div></div> 51%	L	L	L	L	M	Y	L	0	7.57			
White Hill Middle School (6-8)	2006	<div><div></div></div> 67%	<div><div></div></div> 11%	<div><div></div></div> 75%	<div><div></div></div> 30%	<div><div></div></div> 8%	<div><div></div></div> 21%	<div><div></div></div> 1%	<div><div></div></div> 36%	<div><div></div></div> 5%	<div><div></div></div> 5%	<div><div></div></div> 25%	M	M	H	M	M	Y	L	1	2.76			

## CAREGIVER SURVEY

To better understand the reasons caregivers allow or do not allow their student to walk, bike, carpool, or ride the bus to school, a qualitative caregiver evaluation was conducted in May 2022. Seventeen questions aimed to learn the motivation behind the transportation choices caregivers were making for their child(ren). The survey was conducted in both English and Spanish for elementary and middle school caregivers. Only one high school caregiver survey was conducted; at the time of the survey, Safe Routes staff were not permitted onto high school campuses to conduct programming, so program measurements would have been inconclusive.

1,462 surveys from 26 elementary schools were collected, with 1,302 from English speaking caregivers at 26 schools and 160 from those who speak Spanish from 19 schools. 266 middle school survey responses were reported, with 220 in English and 48 in Spanish. 345 Redwood high school caregivers completed the survey. Of those, 56% were caregivers of 9th and 10th graders who typically do not yet have their driver's licenses, and 44% had 11th or 12th graders who possibly could drive.

The majority of the Spanish language responses were from San Rafael schools - Bahia Vista, Coleman, Laurel Dell, Venetia Valley, and Davidson - though it is important to note that the majority of schools surveyed (70%) had at least some caregivers who speak Spanish and preferred that version.

A sample of the caregiver survey can be found in Figure 17. Though results are reported in the evaluation comprehensively for the county, it should be noted that mobility choices may vary depending upon such factors as the unique terrain (e.g. hills) and infrastructure leading to schools. In other words, no two schools are exactly the same, though some generalizations from the surveys can be made.

Given the small sample size of middle school responses, only elementary and high school survey results will be discussed in the following sections.

**Safe Routes to Schools' Parent Survey 2022**

17%

Parents and Guardians -

Please take 10 minutes to answer 18 questions to tell us WHY you DO or DO NOT allow your child(ren) to walk, bike, carpool, or ride the bus to school.

Future Safe Routes to Schools' elementary, middle, and high schools programs depend on valuable input from constituents such as you.

Safe Routes to Schools is a program of the Transportation Authority of Marin (TAM) and is funded through Measure AA. Safe Routes conducts a parent survey once every three years.

Note: questions about carpooling and riding the bus are toward the end, following questions pertaining to walking (scootering) and biking.

Thank you!

**1. What elementary school Does your child attend**

- ☐ Bacich
- ☐ Bahia Vista
- ☐ Bel Aire
- ☐ Brookside
- ☐ Coleman

---

**Safe Routes to Schools' Parent Survey 2022**

50%

**7. When your student (family) walks or bikes, which of the following MOST influenced the decision to do so? (choose your top 5 responses).**

- ☐ Found other students/families to travel with
- ☐ Started walking/biking more during the pandemic and continue doing so to school.
- ☐ Are more aware of the environment and want to make "greener" choices
- ☐ Are more aware of health aspects of biking and walking
- ☐ Are more confident about student biking and walking to school safely
- ☐ Enjoy quality time together (children/parents)
- ☐ Want to participate in annual events such as International Walk to School Day, National Bike to School Day
- ☐ Want to participate in Walk and Roll Wednesdays
- ☐ Want to participate in contests (e.g. JEDI Challenge)
- ☐ Desire to relieve congestion and pollution around schools
- ☐ Family saves money
- ☐ Student is old enough to travel independently to/from school
- ☐ Live close to school
- ☐ We are able to Park and Walk a short distance to school (about a ½ mile)

Other (please specify)

Prev Next

Figure 17: Caregiver Survey Pages

## ELEMENTARY SCHOOL RESULTS



*The Caregiver survey confirmed that Walk and Roll Wednesday is a popular encouragement event among students.*



*Park and Walk offers an alternative for caregivers who drive their students to school.*

The evaluation first asked for students' grade and distance from school, as these factors are known to play a major role in a student's ability to travel to and from school. Roughly 55% of the elementary students surveyed were in kindergarten through second grade; typically, these students are not able or allowed to travel to or from school without adult supervision no matter the distance.

The survey showed that almost 40% of the elementary students live within a half mile walking distance to school; 24% live between one half and one mile away; and 34% live more than one mile away. 65% of caregivers perceive that living close to school is a primary influence for allowing their elementary student to walk or bike to school.

Half of elementary school caregivers drive their students to school every day, but only 35% live more than one mile away. 16% of caregivers drive every day but live within one half mile of school. In these cases, safety concerns play the biggest role in caregivers' decisions. Over half of caregivers cite speeding cars as a factor for driving their students to school, while 43% are concerned about their students crossing dangerous intersections. Convenience and scheduling also play a role. Almost one-third of caregivers drive their students because walking or rolling would take too much time. 30% drop their students at school while driving on their own commutes.

In an analysis of what most influenced caregivers to allow their student to walk or bike to school, quality time together, students' health, and the environment were leading motivators. Of the elementary school caregivers whose children bike at least once per week, 54% noted health as the primary reason, followed by environmental factors (50%) and quality time (44%). For the walkers, the motivators are similar with quality time (52%), health (45%) and the environment (38%) as primary influencers. Figure 18 shows how each factor influenced caregivers and students in elementary, middle, and high school

Of the primary concerns given to limit a student's ability to walk or bike to or from schools, caregivers of elementary students who took the survey reported "dangerous intersections" (55%) and speeding cars (58%). Respondents' opinions of these infrastructure barriers are seen in Figure 19. "Just don't trust the drivers," noted one caregiver. "Cars speed excessive[ly]...and do not stop when people are waiting to cross in the crosswalk." "We almost got hit. Lots of drivers don't stop or fully stop for pedestrians to cross; this is the reason why I drive [my kids]." Lack of continuous sidewalks and bike lanes were also noted deterrents at 32% and 30% of respondents, respectively. Not surprisingly, caregivers said bike/pedestrian pathways separate from traffic would be the most effective safety improvement to encourage walking and biking



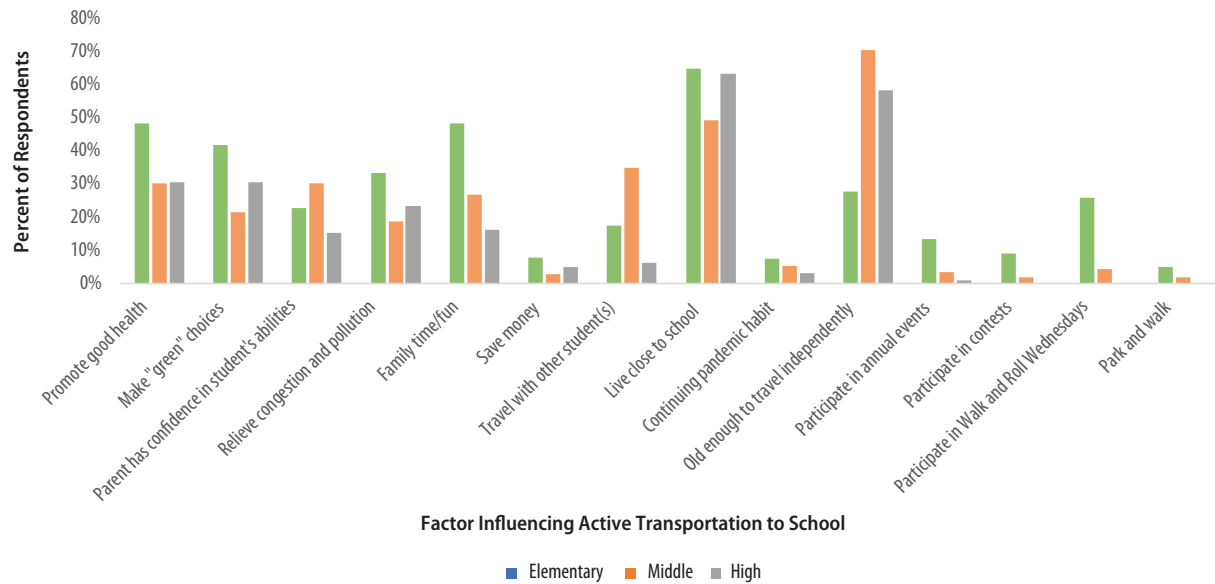


Figure 18. Factors influencing parents' decisions to allow active transportation to school at least one time per week

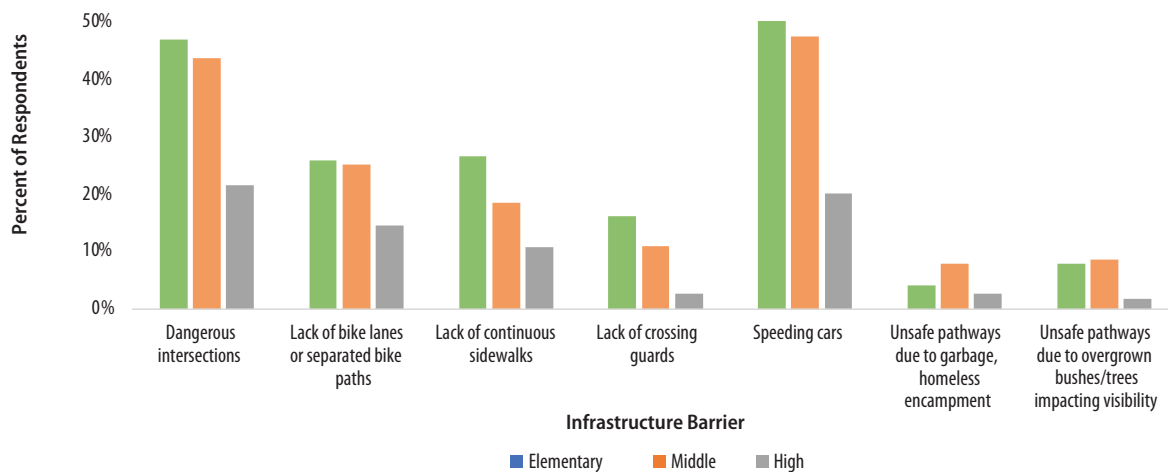


Figure 19. Infrastructure barriers to active transportation use

to school (56%), with more sidewalks, bike lanes, and improved intersections also scoring high in importance (35%, 42%, 43% of respondents). The caregiver community continues to value crossing guards as an efficient safety measure for encouraging more active travel to school (45%). When given an opportunity to report specific concerns along the student's route to school, 419 caregivers documented their concerns in depth. Safe Routes is now in the process of identifying those locations in the "issues lists" presented at Task Force meetings.

Despite all the caregiver reported issues and obstacles limiting students' ability to walk and roll regularly, an astounding 79% of respondents noted that their elementary student participated in at least one of Safe Routes to Schools encouragement events

throughout the year. Most popular of all the events is Walk and Roll Wednesday, with 66% of caregivers noting monthly participation compared to 56% who participate weekly. 28% of the families whose students bike at least once per week, and 24% whose students walk at least once per week, said they were influenced by wanting to participate in Walk and Roll Wednesday events. Another popular event, National Bike (and Walk) to School Day held in May, had 65% participation among respondents' children. Annual contests such as the JEDI Challenge had a lower influence on students walking and rolling to school (11%). This might be because the JEDI Challenge was a new contest, whereas Walk and Roll Wednesdays has been a well advertised, consistent event for 10 years and has significant name recognition.

## Summary of Elementary School Caregiver Feedback

### Top Reasons to Walk or Bike

- Family lives close to school (65%)
- Quality time together (48%)
- Walking and biking has health benefits (48%)
- Walking and biking helps the environment (42%)

### Barriers to Walking/Biking to School

- Speeding drivers along routes to schools (58%)
- Dangerous intersections (55%)
- Lack of continuous sidewalks/bike lanes (33%)
- Convenience - takes too long due to factors such as parents on their way to work (30%)

### Evidence of Program Effectiveness

- Students participated in at least one encouragement event (79%)
- Events such as Walk and Roll Wednesdays see monthly participation (65%)
- Crossing Guards assist students (45%)

## HIGH SCHOOL RESULTS

Of the 345 caregivers surveyed for Redwood High School, 55% reported that their student lives beyond two miles from school. Despite this distance, 57% of Redwood students walk, bike, or take the bus to school. The primary reason given for driving for those who live within one mile is due to “too much time/running late” (45%) in the morning and “too much to carry” (36%). Caregivers desired bike and pedestrian pathways separate from traffic (37%) and bike lanes (31%). Interestingly, the primary reason given for students who live beyond one mile from school and using active modes was the pandemic; students started walking and biking more during the COVID-19 pandemic and continue to do so. Since no other Safe Routes to School programs existed during the 2021/22 school year, this response is not surprising that this is the main reason given for the mode shift.



## Key Elements of a Successful Program

When it comes to showing tangible results, participating Safe Routes schools have achieved various levels of success. Those that have experienced the most dramatic results - whether through high increases in green trips or a large number of infrastructure projects - often have three key features in common:

- ▶ **A STRONG VISION.** Having a long-term vision in place allows schools to more effectively implement their goals as they relate to Education, Encouragement, Engineering, Enforcement, Evaluation, and Equity. Schools that have a clear vision for their future are also able to more successfully seek out grants to implement activities and improvements.
- ▶ **ACTIVE SCHOOL PARTICIPATION.** Based on the evaluation results, it is evident that those schools that experience the highest reduction in car trips are also those that are fully engaged in the six “Es.” Schools that do not participate in classroom education activities, or at least one of the all-school events, do not do as well as

those that do. Involving the whole school reinforces the lessons taught at specific grade levels and continues the teaching process. Lastly, a successful program cannot be achieved without a team of active school leaders and volunteers.

- ▶ **STRONG LOCAL SUPPORT.** An effective Safe Routes program requires a team approach that involves not only schools, but also support from city, town and county representatives and elected officials. Enforcement programs cannot be administered without the cooperation of local police departments, just as engineering projects cannot be implemented without the help of agency engineers.

## RECOMMENDATIONS

The following table contains recommendations to strengthen the Safe Routes program evaluation.

Program	Status	Recommendations
Annual Student Tallies and Parent Surveys	No surveys were collected during pandemic years (Spring 2020 - Fall 2021). The National Safe Routes to Schools Database was not available for data collection in 2021-2022; however, the database collection will resume in 2023.	Continue evaluating the program through the use of student tallies and parent surveys. Continue using the National Partnership Database for collecting student tallies and aim for increased survey response rates from all participating schools.
District Travel Plans	A template for the District Travel plans was developed in 2019 to provide comprehensive analysis on a district level.	Complete Travel Plans for each school district. Consider developing a safe school zone policy for cities. Accelerate suggested route map production in order to complete travel plans.
Dot Maps	Dot maps have been created for nearly all participating Safe Routes schools using anonymized student address data.	Use dot maps to determine what percentage of school students live within walking and/or biking distance of school, to help target programming. Continue working with schools to gain access to anonymized address data.









# Chapter 11: A Look to the Future

The Marin County Safe Routes to Schools program has consistently proven its effectiveness in reducing the number of children who are driven alone to school and in increasing the numbers of students walking, bicycling, taking the bus, or participating in a carpool.

The Safe Routes to Schools program is constantly evolving and developing new ideas in order to strengthen its relevance and ensure long-term impacts. The past three years have seen updated classroom offerings, new contests, new partnerships, the innovative use of technology, construction of new

engineering treatments, and new funding sources. These developments have been key in allowing Safe Routes to expand its reach while also strengthening its core elements.

A well-established program like Marin County's focuses on continual maintenance rather than expansion. The following future directions and recommendations are intended to improve the effectiveness of the existing program so that it can continue to be a leader for years to come.



*Students and parents participate in Safe Routes encouragement events.*

## RECOMMENDATIONS

The following tables contain a summary of recommendations to strengthen the Safe Routes program.

Program	Status	Recommendations
<b>EDUCATION</b>		
<b>Elementary &amp; Middle School Pedestrian &amp; Bicycle Safety Education</b>	The core curriculum is second, fourth, and sixth grade pedestrian and bicycle education classes. Prior to the COVID-19 pandemic, many schools requested second through fifth grade classes to provide continuity of instruction with annual education.	Continue with second, fourth, and sixth grade core curriculum and expand into all grades as active mobility increases at schools. Expand the number of pedestrian classes, provide Learn to Ride (bike) classes at select Bilingual Schools, and provide safety classes for Spanish speaking parents upon request.
<b>Elementary &amp; Middle School Education</b>	In 2019, Safe Routes received a generous donation to purchase a new fleet of elementary school bikes, replacing outdated bikes used in Safe Routes elementary rodeos. These bikes are primarily used in class by students who did not bring their own, perhaps because they cannot afford to own one.	Repair or replace bicycles and helmets on an as-needed basis to maintain a professional fleet. Seek grants and/or sponsors to replace 15 outdated middle school bikes that are now 12 years old. New bikes are more cost-effective than the time allotted to maintain the existing middle school fleet.
<b>High School Education</b>	Grants from MTC's Spare the Air Youth funded a new Share the Road curriculum, which was developed and piloted at San Marin High School in 2018. Due to the pandemic, Safe Routes was unable to teach these classes.	Continue to offer the Share the Road presentation to all public high schools. Expand by adding an on-bike education component in addition to the presentation.
<b>Middle &amp; High School Education</b>	Safe Routes included e-bike safety information into existing presentations.	Expand with dedicated e-bike safety classes to middle and high school students.
<b>All Grades</b>	Parents are not always aware that students are taking classes at their schools. Safe Routes discontinued giving students educational bookmarks and certificates upon completion of class during this evaluation period due to budget constraints.	Reinstitute giving out bookmarks, stickers, and/or certificates to students upon completion of class. Increase Safe Routes visibility through monthly education tips sent via schools' principals and newsletters. Increase Safe Routes visibility and education awareness through various advertising channels, including school newsletters.
<b>All Grades</b>	During the pandemic, Safe Routes developed a library of online video content available to schools.	Continue offering online content for schools to use including lesson plans for bringing active mobility and transportation alternatives into classrooms when Safe Routes classes are not actively happening at schools.



Program	Status	Recommendations
Third & Fifth Grade Rodeos	Safe Routes currently offers all grade classes to schools upon request. The rodeo curriculum for third and fifth grade currently is exactly the same as that taught in fourth grade.	Develop specific content for schools that request third and fifth grade rodeos, allowing for a skills progression and distinct age appropriate challenge for third, fourth, and fifth grades.
<b>ENCOURAGEMENT</b>		
Walk and Roll Wednesdays - Elementary Events	Since the pandemic, the number of participating elementary schools has returned to 35. Safe Routes participation levels are growing due to adding Park and Walk and rewarding carpooling and riding the bus to the Walk and Roll days. This was done to make the encouragement program more equitable.	Increase the number of incentives from 5,000 per event to 8,000 per event as participation, in monthly events has grown.
Park and Walk - Elementary & Middle Schools	Park and Walk has been embedded into all events and contests, giving all students an equitable opportunity to participate regardless of age, economic standing (e.g., ability to purchase bikes), or distance from school.	Continue promoting Safe Routes and Walk in all events and help schools identify Park and Walk locations.
Contests - Elementary & Middle Schools	Annual contests have been refreshed; the J.E.D.I. Challenge was added in spring 2022. Fall contests were discontinued due to the risk of fires.	Continue with one spring contest per year. Continue seeking business sponsorships for prizes to encourage active mobility such as bicycles.
Recognition Awards	Bike Hero, Buddy Up, and school assemblies provide student Safe Routes recognition opportunities at schools.	Continue with new, creative recognition awards to supplement the program.
High Schools - Teens Go Green	Safe Routes is working with student clubs (leadership, environmental, etc.) at five high schools to create on-campus and off-campus events such as Bridge the Bay.	Continue school events with student clubs. Use a mobile app such as Ride Amigos to make contests more age appropriate for upper grade students.
Middle Schools - Teens Go Green	Teens Go Green Coordinators currently work with students in all ten public middle schools to host major annual events: International Walk to School Day (October) and Bike to School Day (May).	Continue with two annual events per year at all schools and continue with specialized events at schools that have club support.

Program	Status	Recommendations
Focus Groups for New Encouragement Programs	In 2009 with a grant from the BAAQMD, Safe Routes conducted a focus group of parent leaders that resulted in development of the Green Ways to School program. This program generated the highest boost in green trips since the program's beginning. Input from volunteers on the ground was instrumental in making this program a success.	Conduct focus groups of past and present team leaders to develop new innovative encouragement programs.
<b>ENGINEERING</b>		
Identification of Short-Term Projects	Safe Routes engineers coordinate with Task Forces and municipal public works departments to identify issues and recommend short-term improvement measures to be implemented by local jurisdictions.	Continue to provide engineering and safety improvement support to public works departments. Work with Safe Routes Task Forces to identify short-term remedies. Continue to provide design services for low-cost projects.
Long-Term Infrastructure Projects	Municipalities have installed over 180 infrastructure projects to improve school travel safety including, but not limited to, sidewalk gap closures, shorter crosswalks, bicycle lanes, and use of new tools such as cycle tracks and protected intersections.	Focus infrastructure and safety improvements on high vehicular volume corridors, in areas with high levels of school enrollment, and in disadvantaged communities. Continue exploring new and improved tools for improving pedestrian and bicycle safety.
Suggested Routes to School Maps	Prepared Suggested Routes to School maps illustrate preferred walking and bicycling routes along with existing sidewalks, bikeways, crosswalks, crossing guards, and other features.	Continue to provide new route maps for schools. Accelerate route map production to complete travel plans. Update existing maps as necessary to account for changes in crossing guard locations and walking and bicycling facilities.
Task Forces	Safe Routes Task Forces pivoted to online meetings during the pandemic. This became very popular, increased participation, and made it easier for city and school staff to attend. Task Forces for West Marin and Ross were added.	Continue to offer Task Forces online. Reduce the number of meetings per year for smaller Task Forces or when the workload is reduced for that Task Force.
<b>ENGINEERING/EQUITY</b>		
Equity in Safe Routes Engineering Program	Bilingual parents rarely attend Task Force meetings; when they do, translation services are required.	Instead of getting bilingual parents to Task Force meetings, the task force facilitator should attend existing school meetings to increase outreach with Spanish speaking families to identify infrastructure issues and create suggested routes to school maps.



Program	Status	Recommendations
<b>EQUITY</b>		
<b>Bilingual Program - Elementary</b>	Bilingual coordinator support was increased from six to eight schools during the evaluation period. A Health and Human Services contract was renewed with additional grant funding to supplement Safe Routes incentives awarded to students who walk, roll, carpool, and ride the bus at eight schools that qualify for free and reduced lunch programs.	Expand the Bilingual Program to 10 Bilingual schools (adding West Marin and Hamilton). Continue partnership with the Marin County Health Department to obtain grant funding for Safe Routes contest supplies and incentives to run encouragement events at eight designated low income schools, including Bayside Martin Luther King Jr. Academy.
<b>Annual Events for K-12th Grades</b>	Safe Routes has continued with traditional annual events. Bike to School Day is now called Bike and Walk to School to make it accessible for those who cannot afford a bicycle.	Continue with an increased number of incentives for growing participation levels and an increased number of schools.
<b>Specialty Programs</b>	Safe Routes added an additional fall semester event: Ruby Bridges Day at Bayside Martin Luther King, Jr. Academy.	Expand this specialized Walk and Roll event to 35 schools each November.
<b>Safe Pathways Projects</b>	Potential projects are only eligible if included in an adopted Safe Routes Travel Plan. Safe Routes engineers have developed low-cost, short-term solutions as well as longer-range designs.	Continue to identify effective short- and long-term Safe Pathways projects, including popular lower-cost solutions that can be implemented within a short timeframe.  Develop longer-range projects that are competitive for grant funding.
<b>Focus Groups for New Encouragement Programs</b>	In 2009 with a grant from the BAAQMD, Safe Routes conducted a focus group of parent leaders that resulted in development of the Green Ways to School program. This program generated the highest boost in green trips since the program's beginning. Input from volunteers on the ground was instrumental in making this program a success.	Conduct focus groups of parent and community leaders in underserved communities to develop new innovative and culturally appropriate encouragement programs
<b>ENFORCEMENT &amp; SAFETY</b>		
<b>Enforcement</b>	Local law enforcement plays an important role to address traffic safety issues and remains an important partner in helping the school communities successfully execute many of the Safe Routes programs.	Continue incorporating newly defined best practices from national resources for Safe Routes to further engage Marin's communities of color in local programming and encourage further participation of law enforcement in the Safe Routes program.

Program	Status	Recommendations
Crossing Guard Program	Fifteen additional crossing guards were added at key intersections near schools in January 2019. Increases were made possible due to Measure AA funding.	Continue to support the Crossing Guard program by identifying potential locations for guard deployment, providing education to school children regarding crossing streets, and publicizing crossing guard locations on Suggested Routes to School maps. Maintain the number of crossing guard locations.
Street Smarts Marin	The Street Smarts Marin program is being refreshed with new banners, signs, and social media messaging. The updated campaign will roll out in Fall 2022 in all 11 jurisdictions and unincorporated Marin County.	Use lessons learned from the Fall 2022 rollout to continue advancing the Street Smarts program. Consider expanding future rollouts to include more school participation in the form of activities, contests, and giveaways. Additionally, consider using a mechanism for residents to report near misses for the purpose of including these locations in future campaigns. Consider purchasing social media advertising.
<b>FUNDING</b>		
Supplemental Program Funding	Measures AA and B provide most of the funding for the Safe Routes program. However, supplemental outside funding is helpful to achieve program objectives, not only for infrastructure implementation, but also for education and encouragement programming.	Leverage TAM's Measure AA and Measure B funding to secure potential outside supplemental funding to achieve Safe Routes program objectives.
Infrastructure Improvements Funding	From 2019-2022 Marin's Safe Routes program secured funding for the implementation of infrastructure projects including sidewalks, pathways, multi-use bridges, enhanced crosswalks, and improved intersections.	Continue to seek outside funding for implementation of capital infrastructure projects, e.g., through the Active Transportation Program, One Bay Area Grants, Highway Safety Improvement Program, etc.
Safe Pathways Project	Potential projects are only eligible if included in an adopted Safe Routes Travel Plan. Safe Routes engineers have developed low-cost, short-term solutions as well as longer-range designs.	Continue to identify effective short- and long-term Safe Pathways projects, including popular lower-cost solutions that can be implemented within a short timeframe. Develop longer-range projects that are competitive for grant funding.

Program	Status	Recommendations
<b>EVALUATION</b>		
<b>Annual Student Tallies and Parent Surveys</b>	No surveys were collected during pandemic years (Spring 2020 - Fall 2021). The National Safe Routes to Schools Database was not available for data collection in 2021-2022; however, the database collection will resume in 2023.	Continue evaluating the program through the use of student tallies and parent surveys. Continue using the National Partnership Database for collecting student tallies and aim for increased survey response rates from all participating schools.
<b>District Travel Plans</b>	A template for the District Travel plans was developed in 2019 to provide comprehensive analysis on a district level.	Complete Travel Plans for each school district. Consider developing a safe school zone policy for cities. Accelerate suggested route map production in order to complete travel plans.
<b>Dot Maps</b>	Dot maps have been created for nearly all participating Safe Routes schools using anonymized student address data.	Use dot maps to determine what percentage of school students live within walking and/or biking distance of school, to help target programming. Continue working with schools to gain access to anonymized address data.



*Safe Routes continues equipping students with the knowledge and desire to make healthy transportation choices.*





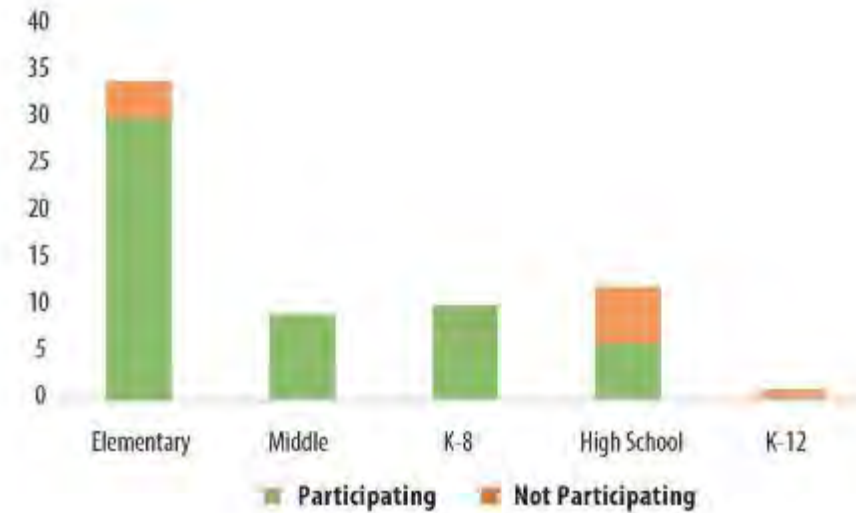
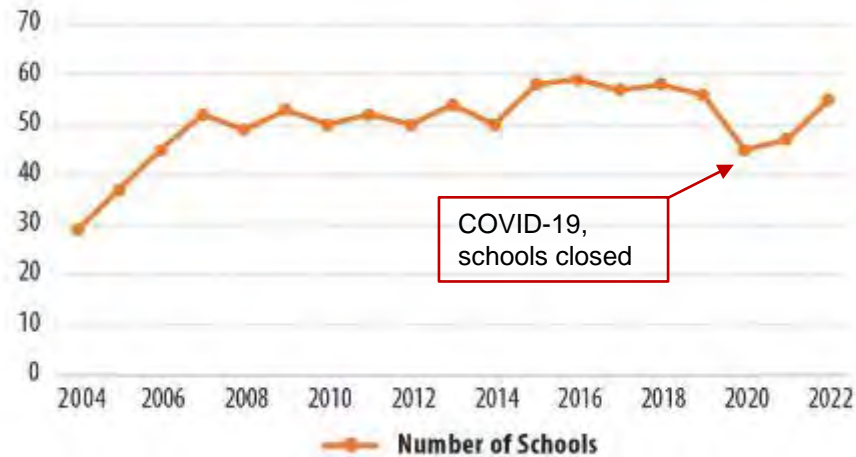


# Safe Routes to Schools Evaluation School Years 2019/20 – 2021/22

Transportation Authority of Marin  
Board of Commissioners

May 25, 2023

# Participating Schools

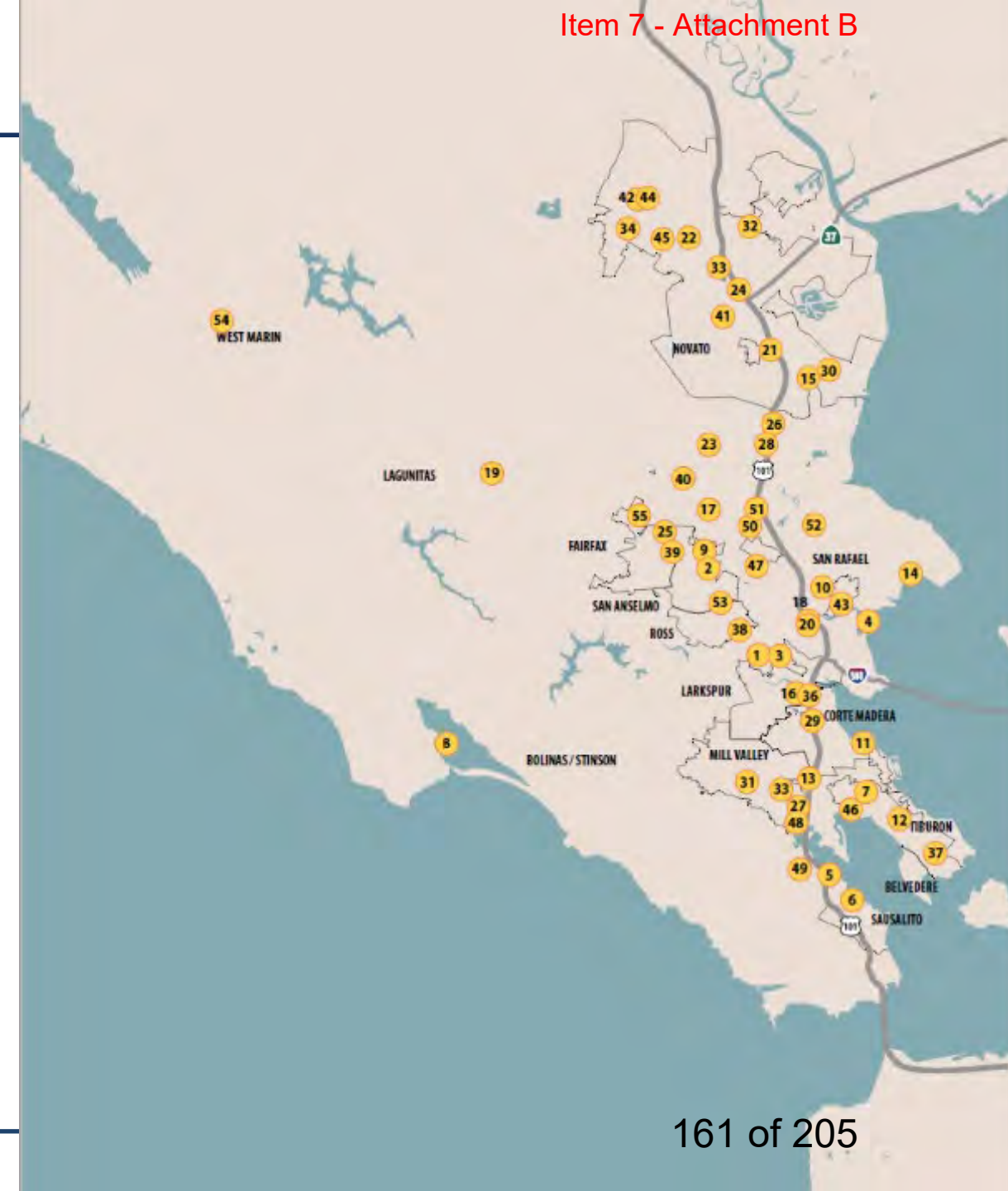


- 55 schools participated during the 2021/2022 school year
- Participation has stayed relatively stable, except for the pandemic
- 88% of public elementary schools, 100% of public middle schools, and 50% of high schools participated during 2021/2022
- 83% of public schools and 5% of private schools participated in the program

# Participating Schools

## Schools

1 A. E. Kent MS	19 Lagunitas ES	37 Reed ES
2 Archie Williams HS	20 Laurel Dell ES	38 Ross School
3 Bacich ES	21 Loma Verde ES	39 Ross Valley Charter
4 Bahia Vista ES	22 Lu Sutton ES	40 San Domenico
5 Bayside MLK ES / Nevada Campus	23 Lucas Valley ES	41 San Jose MS
6 Bayside MLK MS / Phillips Campus	24 Lynwood ES	42 San Marin HS
7 Bel Aire ES	25 Manor ES	43 San Rafael HS
8 Bolinas-Stinson School	26 Mary E. Silveira ES	44 San Ramon ES
9 Brookside ES	27 Mill Valley MS	45 Sinaloa MS
10 Coleman ES	28 Miller Creek MS	46 Strawberry Point
11 Cove School	29 Neil Cummins ES	47 Sun Valley ES
12 Del Mar MS	30 Novato Charter School	48 Tamalpais HS
13 Edna Maguire ES	31 Old Mill School	49 Tamalpais Valley ES
14 Glenwood ES	32 Olive ES	50 Terra Linda HS
15 Hamilton School	33 Park ES	51 Vallecito ES
16 Henry Hall MS	34 Pleasant Valley ES	52 Venetia Valley ES
17 Hidden Valley ES	35 Rancho ES	53 Wade Thomas ES
18 James B. Davidson MS	36 Redwood HS	54 West Marin ES
		55 White Hill MS





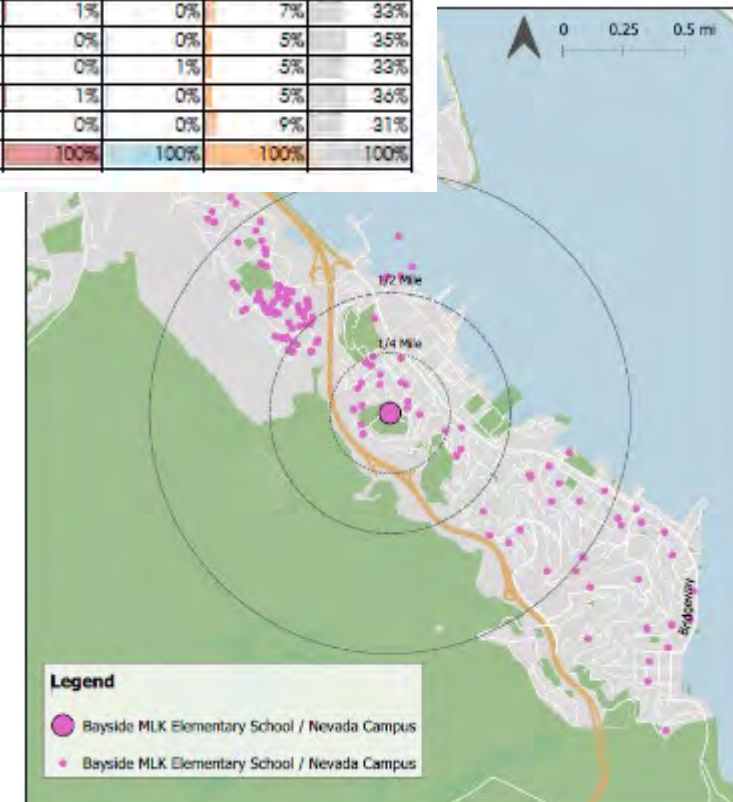
# A Data-Driven Program

- Student tallies conducted twice annually to gauge students' transportation modes
- Caregiver survey distributed at targeted schools to assess participation, attitudes, and program opportunities
- Dot maps using anonymized student address data help guide program priorities
- Evaluation of all participating schools assess “primary green trip factor” effects on travel modes

Example School Mode Data Over Time

School Year	School Trips by Mode						
	Walk	Bike	Other	School Bus	Public Transit	Carpool	Family Vehicle
2021/22	66%	2%	1%	0%	0%	3%	28%
2020/21	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2019/20	68%	1%	0%	0%	0%	2%	29%
2018/19	61%	1%	0%	0%	0%	8%	31%
2017/18	65%	0%	0%	0%	0%	8%	27%
2016 / 17	65%	1%	0%	0%	0%	6%	29%
2015 / 16	64%	3%	1%	0%	0%	6%	27%
2014 / 15	60%	0%	0%	0%	0%	6%	34%
2013 / 14	61%	0%	1%	0%	0%	7%	31%
2012 / 13	57%	2%	1%	1%	0%	7%	33%
2011 / 12	57%	2%	0%	0%	0%	5%	36%
2010 / 11	59%	1%	0%	0%	1%	5%	35%
2009 / 10	57%	1%	1%	1%	0%	5%	36%
2008 / 09	58%	3%	0%	0%	0%	9%	31%
Max	100%	100%	100%	100%	100%	100%	100%

Example Dot Map



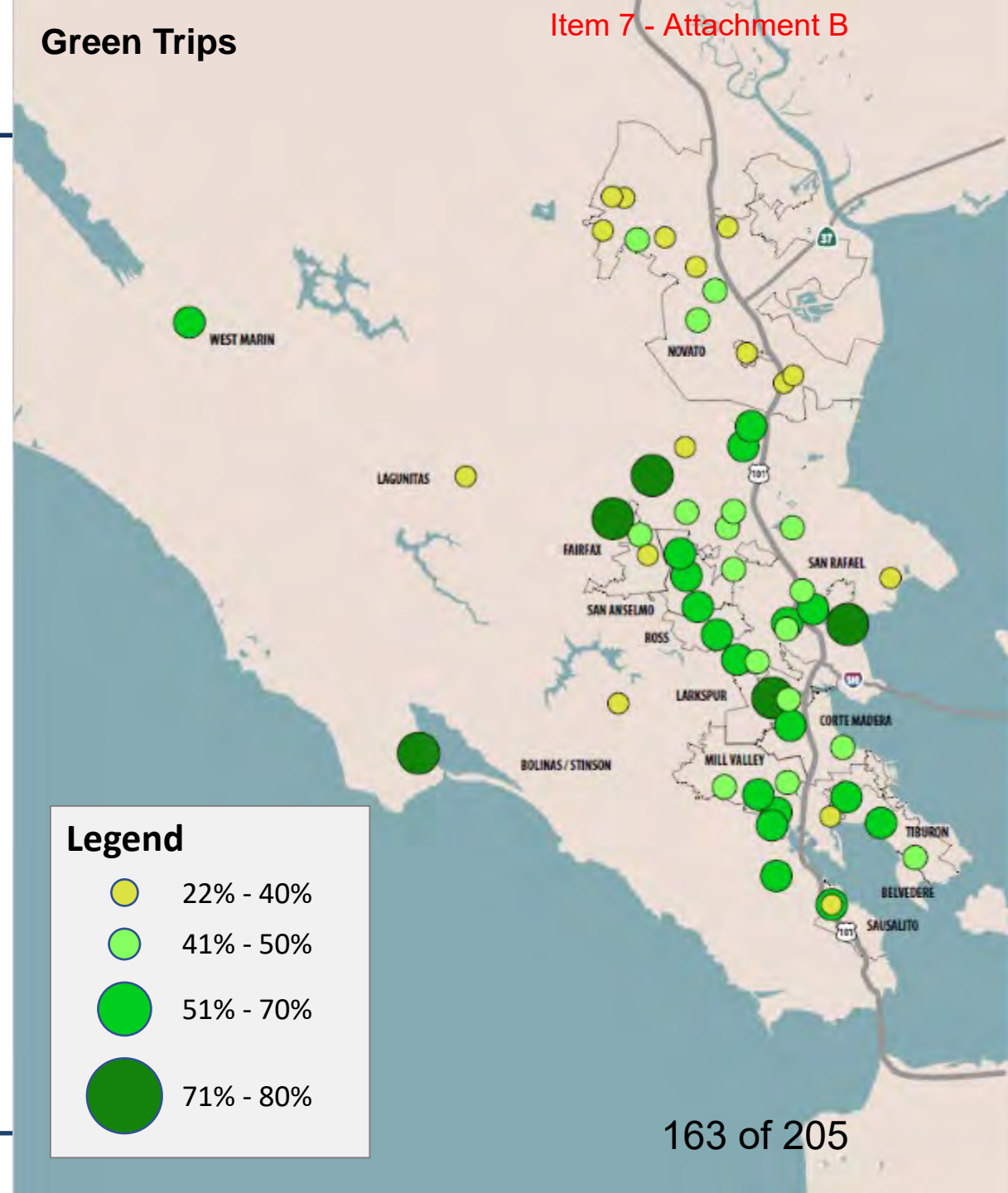


# Travel Mode Shift Summary

- During the 2021/2022 school year, 51% of trips were green trips
  - Of these, 32% used an active mode, up from 24% in 2019
- 24 out of the 55 participating schools (44%) have green trip commute rates of greater than 50%
- 8 schools (15% of participating schools) have green trip rates of higher than 65%

## Green Trips

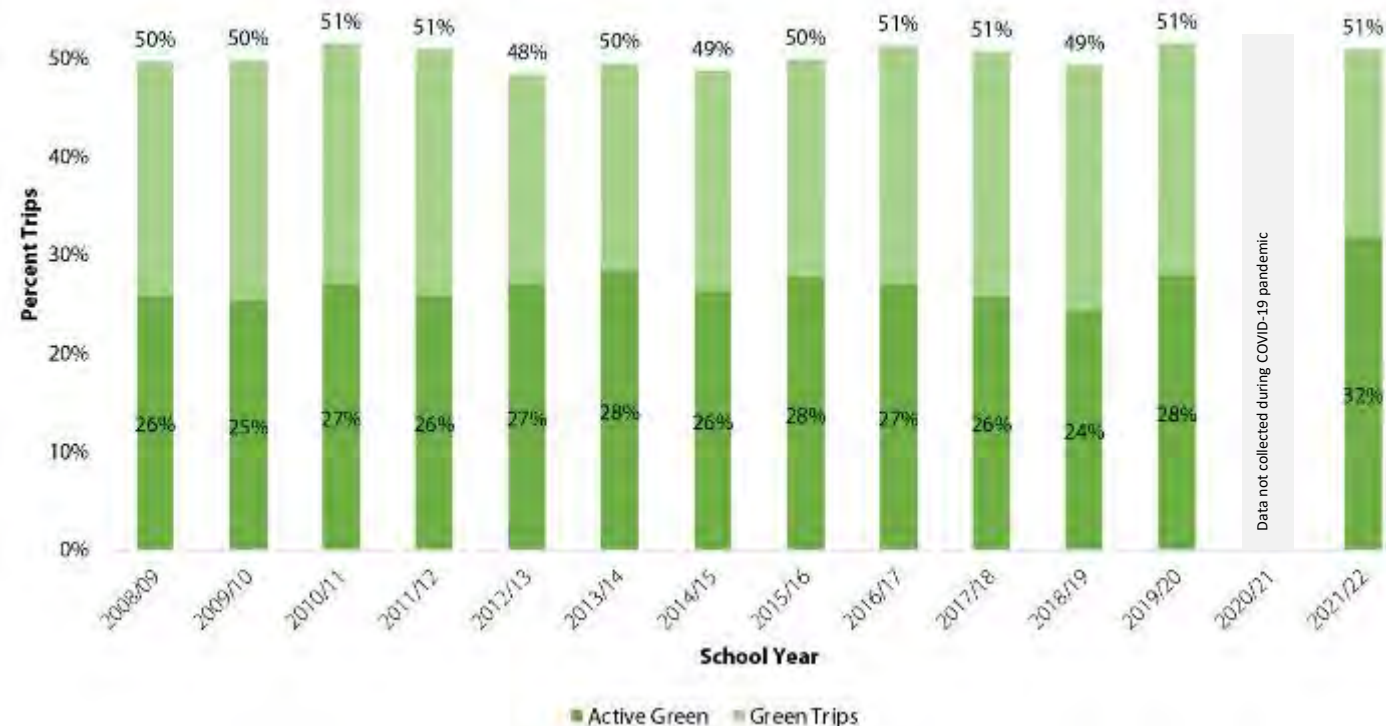
Item 7 - Attachment B



# Travel Mode Shift Summary

- Percentage of green trips has largely stayed the same despite large increase in participating schools over time
- Mode shifts due to the pandemic
  - Decrease in shared green modes (bus, transit, carpooling)
  - Increase in active modes that promote social distancing (walking, biking)

**Green & Active Green Trips Over Time**



# How Does Marin Compare to Other SR2S Counties?

Established SR2S Program	Active Green Trips	Total Green Trips
Marin	32%	51%
Sonoma	19%	29%
Alameda (includes urbanized areas)	29%	42%

# Factors for Success

- SR2S evaluates all participating schools to analyze the effect of “green trip factors” on transportation choices
- Schools with the highest rate of active trips generally have active leadership and participation plus supportive infrastructure

## GREEN TRIP FACTOR

### School Involvement

Administration

Team Leader

Education Programming

Encouragement Activities

### Geographic/Infrastructure-Based

Green Infrastructure

Busing

Neighborhood Schools

Crossing Guards

Student Distance from School



# Barriers to Active Transportation

- Barriers to walking and biking relate to infrastructure, parent perceptions, and other factors
- Caregiver surveys provide an insight into barriers

## Top Infrastructure Barriers

Speeding cars

Dangerous intersections

Lack of bike lanes or separated bike paths

Lack of continuous sidewalks

Lack of crossing guard

## Top Non-Infrastructure Barriers

Takes too much time

Parents drop off students on the way to work

Convenience – “easier to drive”

Weather

Younger siblings make walking and biking difficult

# Safe Routes & VMT

Daily VMT Reduction by District – 2021/2022 vs. 2015/2016



- Compared to the 2015/2016...
  - Reduction of 4,500 family trips
  - Reduction of over 9,400 daily vehicle miles traveled
- San Rafael: Reduction of almost 2,800 VMT per day
- Mill Valley: Reduction of almost 2,300 VMT per day

# COVID-19 Adaptation & Successes

- Switch to online classes and contests with materials offered in English and Spanish
- Successful prioritization of outreach to Spanish-speaking populations and underserved schools
- Effective COVID-specific materials developed
- Inclusion of technology helped parents, volunteers, and others participate
- Street adaptations encouraged families to walk and bike



# Education Programs & Classes

CLASS	GRADE
<b>Classroom Presentations</b>	
Stop Look Listen (Part I)	2
Pedestrian and Bike Safety	3
Traffic Safety Bike Education (Part I)	4
Drive Your Bike (Part I)	6
Share the Road	High
<b>Experiential, Hands-On Classes</b>	
Walk Around the Block (Part II)	2
Bike Rodeo (Part II)	4
Drive Your Bike (Part II)	6
On-road Bicycle Field Trips	Middle and High
Family Biking *	Parents and Elementary

CLASS	GRADE
<b>Assemblies</b>	
Pedal Power	Elementary
<b>Additional Presentations</b>	
Sustainable Transportation	Middle and High
How to Ride the Bus or SMART train	High
The True Cost of Transportation	High
<b>Other Activities</b>	
Poster Art	Elementary
No Idling Campaign	Middle
Route Mapping	Middle and High
Transit Race/Scavenger Hunt	High

\*Program available through MTC Spare the Air grant funding



# E-Bike Education

- Response to community concern
- E-bike safety messaging embedded into bike safety classes, rodeos, and presentations
- Mandatory e-bike safety class for e-bike riders at White Hill Elementary
- Parent education night for Mill Valley families through PTSA
- Development and distribution of an informational flyer about purchasing e-bikes

## E-Bikes are Electrifying the Future! What Parents Should Know...

E-bikes are rapidly increasing in popularity, especially with teens as they provide increased independence. E-bikes allow children to travel further and faster, allowing steep hills to be easily climbed. Heavy school books and sports equipment are no longer an issue to transport!



One less vehicle on the road benefits all.

**BUT, is your child experienced enough to manage the increased speeds and maneuverability of a heavy E-bike?**

Parents are advised to do their own research and assess their children's cycling capabilities before purchasing one. Below are some considerations to help parents make informed decisions.

1. Heavy E-bikes traveling at high speeds are harder to maneuver and take longer to stop. The average speed of a standard bicyclist is 12 mph. Type 1 & 2 ebikes can travel up to 20 mph (Type 3- 28 mph). This is a significant difference when considering the experience level of student E-bike riders.
2. E-bike riders (and all cyclists) must follow the same rules as vehicles when riding on roadways.  
(California Vehicle Code (CVC) §21230)

**Is your child experienced with the following?**

- Taking turns with vehicles at intersections after coming to a complete stop
- Riding predictably WITH the flow of traffic and does not weave in and out of vehicles
- Riding outside of the door zone of parked vehicles (at least 3 feet away)
- Using hand signals for turning right, left and stopping, and scans before merging onto roads and changing lanes
- Obeying posted speeds on pathways and giving pedestrians the right of way
- Knowing how to stop abruptly and dodge obstacles without swerving into vehicle lanes
- Committed to wearing a helmet and ensuring their passenger does as well (17 and under are required to do so by law)

**Riding confidently on roads and pathways takes practice**

Parents, or another experienced adult cyclist, are advised to ride with children to ensure they are following the rules of the road and can handle the bicycle in various road conditions. With E-bikes, this includes extra practice – riding responsibly and under control at all times, including switching between gears and speed settings.



# Encouragement Activities & Contests

PROGRAM	GRADE
<b>Events</b>	
International Walk to School Day	All grades
National Bike to School Day	All grades
Teens Go Green Days	Middle & High
Walk and Roll Wednesdays	Elementary
<b>Contests</b>	
JEDI Challenge*	Elementary/Middle
Pump It Up - Classroom Contest*	Elementary/Middle

PROGRAM	GRADE
<b>Other</b>	
Art and Poetry Contest *	Elementary/Middle
Bike Blender event	All Grades
Bike Hero Award	Elementary/Middle
Bridge the Bay *	High School
Buddy Up Contest *	Elementary/Middle
Cool with Traffic Assembly	Elementary
Park and Walk Campaigns	Elementary/Middle
Poster Art	Elementary
Transit Race	High School

\*New since 2019

# Engineering

- 8 infrastructure projects initiated during the evaluation period
- 19 suggested route to school maps prepared
- Success through collaborative work of Task Forces with local jurisdictions





# Equity

- 9 schools participate in bilingual program
- All written communications in English and Spanish; communications adapted for parents with high rates of illiteracy
- Cultural differences considered for Safe Routes messaging
- Bilingual coordinator builds trust in schools and ensures volunteer retention
- Campaigns to provide helmets for students who may not be able to afford them
- Partnership with Marin Health & Human Services to sustain and grow bilingual program





# Enforcement & Safety Programs

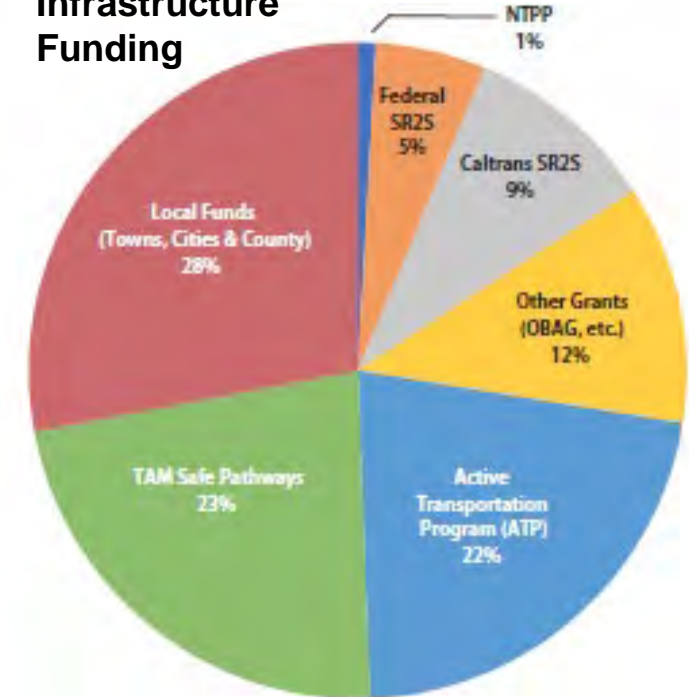
- Relationship-building between law enforcement and communities through SR2S
- Crossing guards were present at 101 locations during 2021-2022
- Some intersections improved to the point where they will no longer need crossing guards
- Street Smarts campaign refreshed using a data-driven approach, new messaging, and new designs



# Funding

- SR2S is funded by a variety of sources, mostly local: Measure A/AA, ATP, federal/state SR2S, etc.
- CPI has outpaced program funding
- Program budget increased in FY23 to \$1.15M and is proposed to be \$1.26M in FY24

## Infrastructure Funding



## Program Funding Over Time



# Recommendations Summary

- Continue to provide and expand education offerings, both in schools and online, to meet the demand as active mobility increases at schools.
- Continue promoting equity in all aspects of the SR2S program and expand the bilingual program. Increase participation in underserved schools by practicing cultural sensitivity and meeting parents where they are.
- Continue providing and promoting successful encouragement programs. Increase creative recognition awards and incentives to encourage active mobility.
- Incorporate national best-practices to improving pedestrian and bicycle safety.
- Continue to support engineering projects that make the networks safer for people on foot and on bikes.
- Use lessons learned from the Fall 2022 rollout to continue advancing the Street Smarts program.

# Executive Committee Feedback

The Funding, Programs & Legislation Executive Committee met on May 8 and had the following comments regarding the Program and the evaluation:

- Provide more detail in the next report regarding private school involvement in the Program.
- Future reports should better identify recent infrastructure improvements and how they are contributing to a safer path of travel for students. They also suggested more outreach after completion of projects, showcasing the safety benefits.
- The report and the Program should dedicate more space/resources to e-bike use, including safety, parking, and increased usage generally.
- Beyond the report, we need to look at growing the Program to more areas and more students/families. Staff should prepare an analysis of resources necessary to accomplish that.



# Questions?

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Thank you!

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**DATE:** May 25, 2023

**TO:** Transportation Authority of Marin Board of Commissioners

**FROM:** Anne Richman, Executive Director *Anne Richman*  
Derek McGill, Director of Planning

**SUBJECT:** Award Contract for Countywide Transportation Plan and Community Based Transportation Plan (Action), Agenda Item No. 8

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## RECOMMENDATION

Staff is recommending that the TAM Board authorizes the Executive Director (ED) to negotiate and execute a professional services contract with Fehr and Peers for the Countywide Transportation Plan (CTP) and Community Based Transportation Plan (CBTP) in an amount not to exceed \$525,000.

## BACKGROUND

At its April 28, 2022 meeting, the TAM Board directed staff to begin the development of a CTP as part of opting out of the historical Congestion Management Program (CMP). In August 2022, TAM notified the Metropolitan Transportation Commission (MTC) that the majority of cities representing the majority of the population of the County had completed resolutions supporting opting out of the CMP. At its December 15, 2022 Board meeting, the TAM Board discussed the scope of work for the CTP, including related planning efforts and the CTP guidance provided by MTC.

The TAM Strategic Vision Plan, accepted by the TAM Board in November 2017, along with the local Measure A/AA and Measure B Expenditure Plans, and TAM's submittal of projects to the Regional Transportation Plans/Sustainable Communities Strategy (RTPs/SCS), serve as primary elements of the County's long-range transportation planning framework. However, Marin County is the only county in the Bay Area that does not prepare a CTP. Going forward after opting out of the CMP, Marin will need to meet MTC's CTP guidelines in order to fulfill planning requirements.

## DISCUSSION/ANALYSIS

On March 21, TAM released a Request for Proposals (RFP) seeking qualified consultants to develop the CTP and develop a Countywide CBTP. TAM received two proposals by the April 21 proposal deadline, and an evaluation panel was formed to review and rank the proposals and conduct interviews. The selection panel included TAM's Director of Planning, Marin Transit's Director of Planning, an Assistant County Administrator, and the Sausalito Director of Public Works.

The firms were evaluated based on a number of criteria including qualifications and experience of the firms and staff, management of the work, fee information, and demonstrated ability to meet the requirements of the RFP.

Interviews were conducted in person on May 2, and the evaluation panel developed the following ranking:

1. Fehr and Peers
2. GHD, Inc

The evaluation panel recommendation was unanimous, and staff conducted reference checks and began work item discussions, including an agreement to conduct an optional outreach task proposed by Fehr and Peers, resulting in a contract not to exceed amount of \$525,000.

Due to the use of federal funds for this contract, a Disadvantage Business Enterprise (DBE) goal was set at 12%. Based on the proposal, the DBE participation for this contract is expected to be 29%. Fehr and Peers will be leading a team of subconsultants to complete this work:

- Civicknit
- Convey (DBE)
- KKCS (DBE)
- NWC Partners (DBE)

An optional task to develop a CBTP for Marin City is included in the contract scope but not authorized at this time. Due to existing and ongoing planning and project development activities in the Marin City community, further discussion is needed about proceeding with an update. Staff will seek Board approval for additional funding should a Marin City CBTP proceed.

## **FISCAL CONSIDERATION**

Funding for the CTP and CBTP is available through TAM's CMA planning agreement funds from MTC, including an augmentation of \$400,000 from OBAG 3 for the CTP and \$150,000 for the development of CBTPs. The contract not to exceed amount of \$525,000 is expected to be spent over the next two fiscal years. Funds are included in the FY2023-24 draft budget for these activities.

## **NEXT STEPS**

Upon Board approval, staff will execute a contract with Fehr and Peers and commence work. Various elements of the CTP are expected to be brought to the Board for consideration throughout the process.

## **ATTACHMENTS**

Attachment A – Staff Presentation





# Countywide Transportation Plan Contract Award

Transportation Authority of Marin  
Board of Commissioners

May 25, 2023

# Background

- Previous Board Discussions
  - April 2022 – Direction to Develop a CTP
  - December 2022 – Board Discussion on Scope for CTP

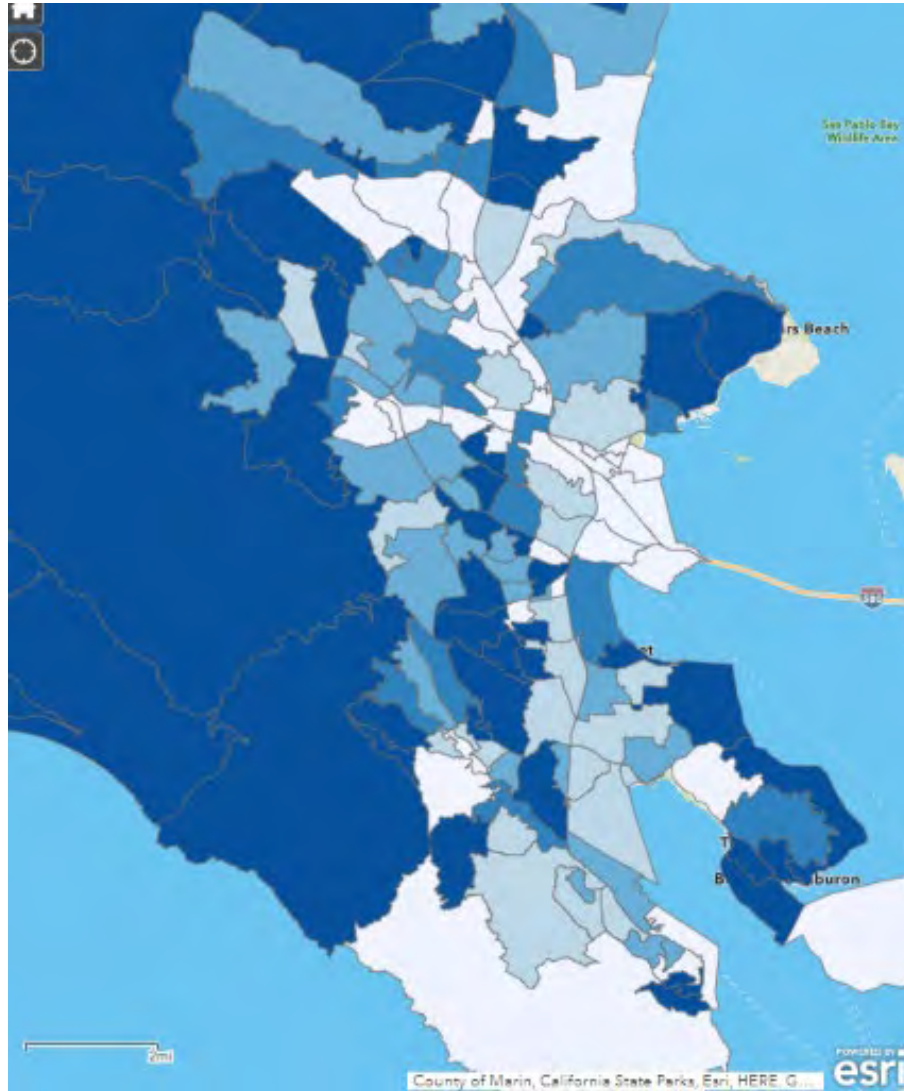
**Winter 2023**  
Release RFP

**Spring 2023**  
Form  
Committees/  
Working Groups  
Retain  
Contractor  
CTP Launch

**Summer 2023-2024**  
Goals & Vision  
System Concept Plan  
Call for Projects  
Co-benefit Analysis  
Implementation  
Planning  
Ongoing Engagement  
Efforts

**Fall 2024**  
Plan Adoption  
Next: Measure  
AA Expenditure  
Plan Review

# RFP Process



- RFP was released March 21st
  - Development of a Countywide Transportation Plan
  - Development of a Countywide Community Based Transportation Plan (CBTP)
  - Optional Task – Marin City CBTP
- Proposals due April 21st, received from:
  - Fehr and Peers
  - GHD, Inc
- Evaluation Panel Formed
  - Assistant County Administrator
  - Director of Planning at Marin Transit
  - Director of Public Works in Sausalito
  - TAM's Director of Planning
- Unanimous Ranking
  - Fehr and Peers ranked 1st



# Contract Award

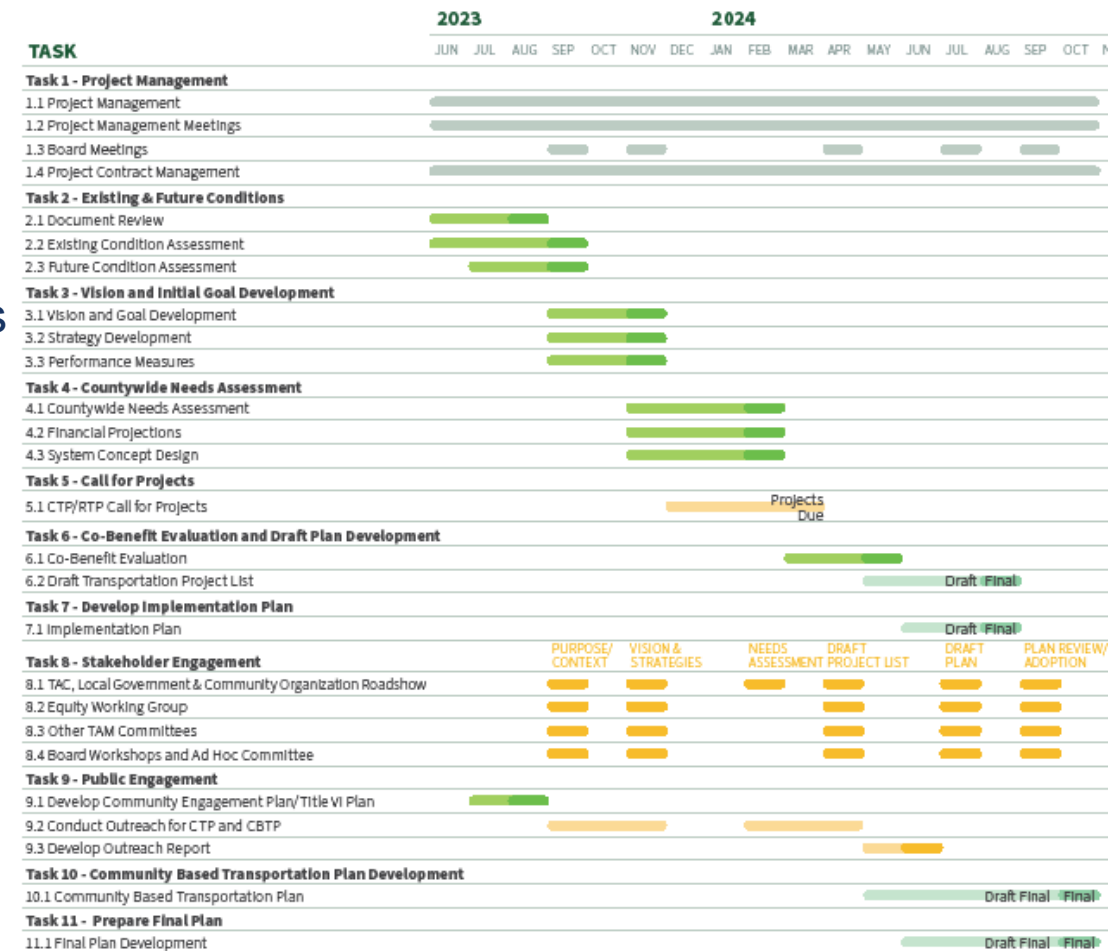
- Fehr and Peers Team
  - Civicknit
  - Convey (DBE)
  - KKCS (DBE)
  - NWC Partners (DBE)
- Reference Checks Completed
- Contract workplan discussion
  - Optional Task proposed by Fehr and Peers – Conduct Countywide Survey
  - Resulting NTE established at \$525,000
  - DBE Goal 12%, anticipated at 29%





# Approach to Work

- Project Management
- Existing and Future Conditions Analysis
  - TAM Model & Plan Review
- Vision and Initial Goal Development
  - Including potential plan strategies & performance metrics
- Countywide Needs Assessment
  - Systems Approach & Concept development
- Call for Projects
- Co-Benefit Analysis & Draft Plan Development
- Develop Implementation Plan
- Stakeholder Engagement Throughout
  - Development of Equity Working Group
- Public Engagement at Key Milestones



# Staff Recommendation

- Enter into contract with Fehr and Peers with a not to exceed amount of \$525,000
- Staff will kick off the CTP process in the coming weeks
- Stakeholder and Board engagement starting in September



# Questions?

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Thank you!

Derek McGill, Director of Planning

Transportation Authority of Marin

[dmcgill@tam.ca.gov](mailto:dmcgill@tam.ca.gov)

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**DATE:** May 25, 2023

**TO:** Transportation Authority of Marin Board of Commissioners

**FROM:** Anne Richman, Executive Director *Anne Richman*  
Derek McGill, Director of Planning

**SUBJECT:** Presentation on the Regional Transportation Planning Process and TAM Planning Overview (Discussion), Agenda Item No. 9

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## RECOMMENDATION

For discussion only.

## BACKGROUND

In 2004, TAM was founded as a sales tax authority, charged with carrying out the voter approved transportation expenditure plans. These plans now include Measure A/AA, the local transportation sales tax, and the Measure B Vehicle registration fee. TAM is also assigned the role of Congestion Management Agency (CMA) for the County, and in 2022 worked with local jurisdictions to complete an opt-out of the Congestion Management Program (CMP) process, requiring the development of a Countywide Transportation Plan (CTP). As the TAM Board embarks on the CTP process, staff would like to provide a high-level overview of the regional transportation planning process, and TAM's planning roles.

## DISCUSSION/ANALYSIS

Transportation Planning is defined by the Federal Transit Administration (FTA) as a "cooperative process designed to foster involvement by all users of the system, such as businesses, community groups, environmental organizations, the traveling public, freight operators, and the general public, through a proactive public participation process".

The basis of TAM's planning activities comes from several sources, including the voter-approved expenditure plans and the agreement that TAM has with MTC for County Transportation Agency Planning and Administration. In addition, TAM plays a role in regional, state and federal planning work conducted by partner agencies such as MTC, Caltrans, local jurisdictions, and special districts. These efforts require:

- Planning and program management activities required by the Measure A/AA and Measure B Expenditure Plans, including Marin Commutes, Alternative Fuels programs, Sea Level Rise, Innovation, Safe Routes to Schools, Crossing Guards and others.
- Close coordination in the development of regional plans, including development of regional transportation programs, outreach efforts, and funding programs, and working with regional partners to reflect Marin County's collective transportation needs in regional decisions.

- Development of CTPs and/or CMPs, Community Based Transportation Plans (CBTPs), travel demand forecasting and system monitoring efforts.
- Coordination on local transportation planning topics, including mobility, climate adaptation, safety, and local improvement programs. These plans may be developed by a diverse set of partner agencies, including the three transit operators, MCE, the Marin Wildfire Prevention Authority (MWPA) and National Parks Service, in addition to the community development, public works and sustainability efforts of local and county jurisdictions.

The attached presentation provides more information about the regional transportation planning process, and TAM's planning responsibilities as a county transportation agency and sales tax authority.

### **FISCAL IMPACTS**

Not applicable.

### **NEXT STEPS**

Not applicable.

### **ATTACHMENTS**

Attachment A – PowerPoint Presentation



# Regional Transportation Planning Overview

Transportation Authority of Marin  
Board of Commissioners

*Derek McGill, Director of Planning*

May 25, 2023



# What is Planning?

- “Transportation planning is a cooperative process designed to foster involvement by all users of the system, such as businesses, community groups, environmental organizations, the traveling public, freight operators, and the general public, through a proactive public participation process.” – *Federal Transit Administration*
- In Practice – Planning supports a wide variety of functions
  - Developing projects or programs
  - Project Assessments (land use or mobility)
  - Supporting funding requirements
  - Supporting policy or investment decisions
  - Building consensus





# Marin County Transportation Planning Timeline

- 1990s
  - Development of Congestion Management Programs (CMPs)
  - Tied to Prop 111 Funding (Gas Tax subventions for LSR)
  - County DPW serves as Congestion Management Agency
- 1993
  - Countywide Planning Agency Agreement: Traffic, housing, water, sewer, environmental protection
  - Supported CDA in development of Countywide Plan, DPW on CMP Development
- 2004
  - Measure A Sales Tax Passes, TAM created as Sales Tax Administration Authority
  - TAM Designated as Congestion Management Agency
- 2017
  - TAM's first countywide long-range plan (Strategic Vision Plan) adopted
- 2018
  - Measure AA Sales Tax Renewal passes, new plans/programs added
- 2022
  - CMP Opt-Out and CTP direction
  - TAM Maintains CMA designation



# Context: State Planning Efforts

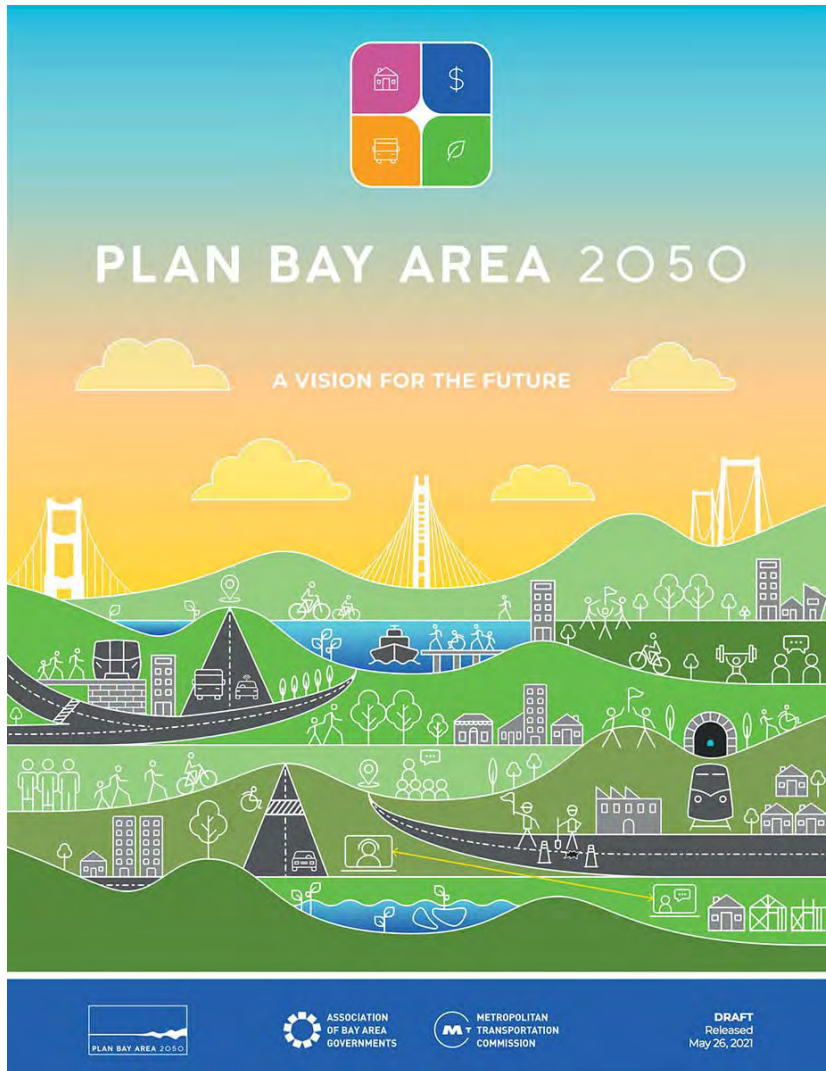
## Relevant State Agencies:

- Caltrans Headquarters (rail division + others)
- California Transportation Commission
- California Energy Commission
- California Air Resource Board
- California State Transportation Agency
- Office of Planning And Research
- Strategic Growth Council

- California Transportation Plan, CA Rail Plan, CA Freight Plans
  - Influential for state investment decisions, policy direction
  - Unconstrained plans typically
- State Implementation of VMT Policy – Significant changes to Project Delivery
- CalSTA's Climate Action Plan for Transportation Infrastructure (CAPTI)



# Context: Regional Plan Bay Area 2050 and 2050+

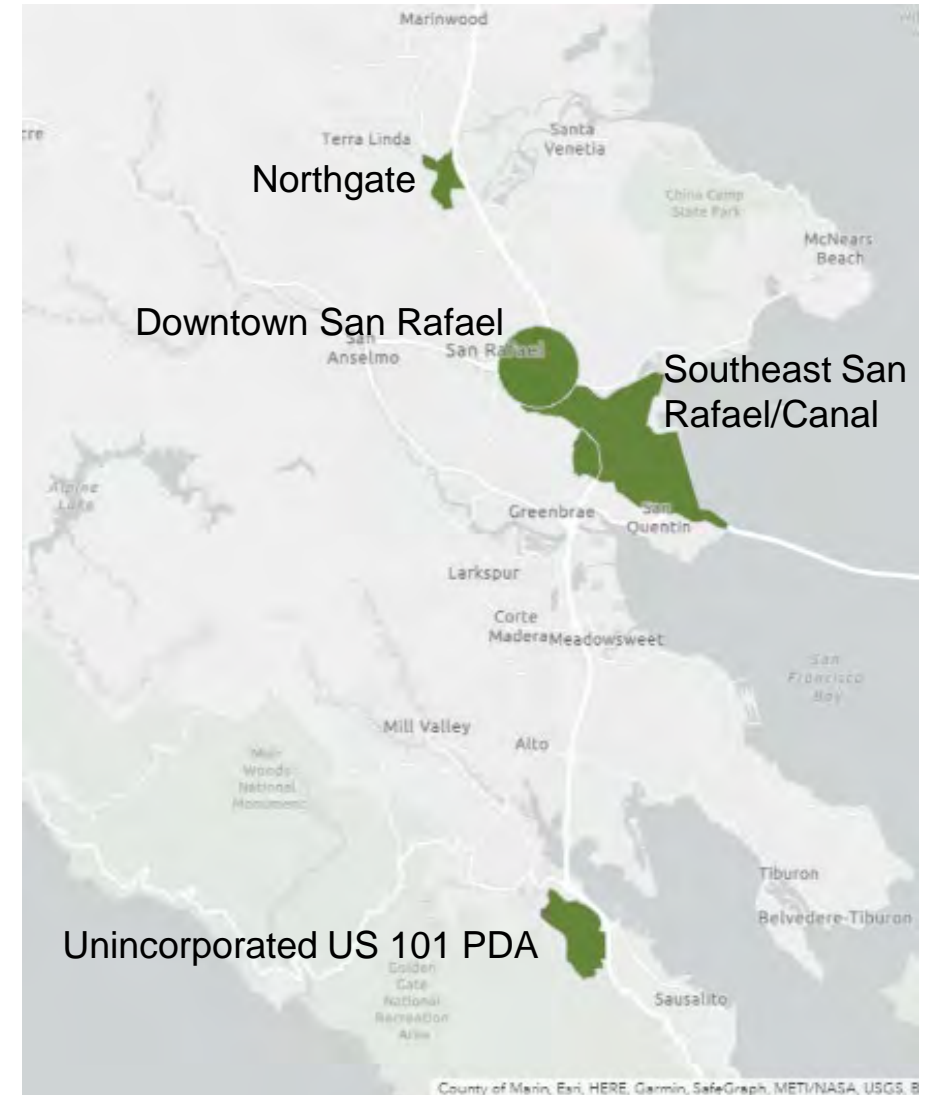


- Required by Federal Regulations & State Legislation (SB375)
- PBA 2050 identifies 35 strategies across transportation, housing, economy and environment to achieve a 19% GHG reduction target and regional goals
- Minor Update PBA 2050+ launching in July
  - Transit 2050+ will occur in parallel
- TAM is required to submit a list of capacity increasing or \$250M+ Transportation Projects for Marin County
  - Very few local projects meet this definition
  - MTC uses categories of projects to ensure smaller projects can access regional, state and federal funds



# Context: Plan Bay Area Growth Geographies

- Priority Development Areas (PDAs)
  - Areas planned around higher levels of transit service
  - Reduce reliance on automobiles for new development
- Relationship to funding
  - 50% of Marin County's OBAG funding is required to benefit PDAs
  - PDAs (and SCS implementation) are advantaged in almost all sources of competitive regional and state transportation funds
  - Over 66% of the last round of OBAG and ATP Projects benefited San Rafael's PDAs (\$12.7M out of \$19.4M)
- New PDA nominations due to MTC July 2023, Priority Sites due September 2023
- Complementary Priority Conservation Area designation
- New: Priority Production Areas and Priority Sites





# Context: Local Jurisdiction General Plans

- Required to contain a Circulation/Mobility Element
- General Plans usually consist of goals, policies, programs and planned mobility improvements
- Includes the existing and proposed roadways, transit routes, bike/ped network, goods movement and other transportation elements
- General Plans may use vehicle delay, however OPR suggests Vehicle Miles Traveled
- Local improvements have an impact on regional system (and vice versa)



# TAM Planning Responsibilities

- Regional Planning & Coordination
  - Required by MTC CTA Planning Agreement
- TAM Led Planning Efforts
  - Plans to Advance Measure A/AA & B Programs/Projects
  - Plans Required by CTA Planning Agreement (CTP/CMP, CBTPs)
  - Grant Funded Plans (Part Time Transit Lane)
- Program Management
  - Measure A/AA & B Programs
  - Grant Funded Programs (Bikeshare example)
- Local Planning & Coordination
  - Work with local partners

## Hot Topics in Planning:

- Equity
- Safety
- Mobility
- Climate Adaptation
- Land use and Transportation



# Regional Planning & Coordination

## • MTC/ABAG

- Support the development of regional policies, programs and plans
- Conduct Local Policy Compliance Monitoring
  - Housing Element Compliance
  - Complete Streets
  - RHNA progress reports
- Support regional funding policy + program development
  - OBAG
  - RM3
  - TFCA
  - State funding

## • Caltrans District 4

- SLR/Adaptation Plans
- Comprehensive Multimodal Corridor Plans (US 101 & SR-37)
- Caltrans D4 Transit Plan
- Caltrans D4 Bike Plan Update

### Current Planning Initiatives:

- MTC TOC Policy
- Next Gen Freeways
- Priority Conservation Area (PCA) Program Refresh
- Regional Active Transportation Plan
- Bay Trail Implementation Plan
- RSR Bridge Forward
- Transit 2050+



# TAM-Led Planning Activities

## Relevant Coordinating Agencies:

- MTC/ABAG
- Bay Area CTAs
- MCE
- BAAQMD
- Public Works
- Community development
- Sustainability staff
- Transit Operators
- MCEP

CMP/CTP

CBTPs

Travel Demand  
Forecasting

Active  
Transportation  
Planning

Corridor Planning

Data Collection  
System Monitoring  
VMT Transition  
Support

Equity Planning

Sea Level Rise

Interchange  
Studies



# TAM Program Management Activities

- TAM Measure Programs focus on ongoing operations and program implementation

## Relevant Coordinating Agencies:

- MTC
- Public Works
- Community development
- Sustainability staff
- Transit Operators
- MCE
- MCEP

MarinCommutes

Connect2transit

Emergency  
Ride Home

Vanpool  
Incentive

Bikeshare

Alternative  
Fuels Program

Safe Routes

Street Smarts

Crossing  
Guards

Innovation  
Program

Sea Level Rise

# Local Planning & Coordination

MWPA Evacuation  
Planning

Safety Planning

Bike/Ped Planning

Climate Adaptation  
Planning

Local Development  
Review

Transit Coordination  
• MCTD, GGBHTD,  
SMART

Southeast San  
Rafael & Northgate  
PDA Specific Plans

## Relevant Coordinating Agencies:

- MTC
- Public Works
- Community development
- Sustainability staff
- City Managers Offices
- Transit Operators
- MCEP
- MWPA
- Marin County Parks
- NPS

# Questions?

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Thank you!

Derek McGill, Director of Planning

Transportation Authority of Marin

[dmcgill@tam.ca.gov](mailto:dmcgill@tam.ca.gov)