



TRANSPORTATION AUTHORITY OF MARIN CITIZENS' OVERSIGHT COMMITTEE MEETING

JUNE 19, 2023
5:00 P.M.

**TAM CONFERENCE ROOM
900 FIFTH AVENUE, SUITE 100
SAN RAFAEL, CALIFORNIA**

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

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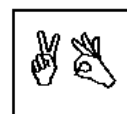
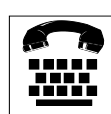
How to provide public comment (limited to 3 minutes or less):

Before the meeting: Email your comments to info@tam.ca.gov. Please email your comments no later than 1:00 P.M. Monday, June 19, 2023 to facilitate timely distribution to Committee members. Please include the agenda item number you are addressing and your name and address. Your comments will be forwarded to the Committee members and will be placed into the public record.

During the meeting: For members of the public participating in-person, the Committee Chair will recognize persons from the audience who wish to address the Committee during public open time or on a particular agenda item at the time that item is considered by the Committee.

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, and will be read (up to 3-minute limit per comment) when the specific agenda item is considered by the Committee and will become part of the public record.



Late agenda material can be inspected in TAM's office between the hours of 9:00 a.m. and 4:00 p.m.
The TAM Office is located at 900 Fifth Avenue, Suite, 100, San Rafael.

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

AGENDA

1. Call to Order (2 minutes)
2. 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 (public is welcome to address the Committee, but according to the Brown Act, the Committee may not deliberate or take action on items not on the agenda)
3. [Review and Approval of May 15, 2023 Meeting Minutes](#) (Action) (5 minutes)
4. TAM Staff Report (Discussion) (20 minutes)
5. [Review of Draft 2023 Measure A/AA Strategic Plan](#) (Discussion) (20 minutes)
6. [Review of Draft 2023 Measure B Strategic Plan](#) (Discussion) (20 minutes)
7. [Review the Amendments to the COC Bylaws](#) (Action) (10 minutes)
8. [Formation of the COC Membership Structure Review Subcommittee](#) (Action) (10 minutes)
9. [Review the 2023 Measure A/AA Transportation Sales Tax Compliance Audit Auditee Selection List](#) (Action) (10 minutes)
10. Committee Member Hot Items Report (Discussion) (10 minutes)
11. Discussion of Next Meeting Date and Recommended Items for the Agenda (5 minutes)



MEETING OF THE
TRANSPORTATION AUTHORITY OF MARIN
CITIZENS' OVERSIGHT COMMITTEE

May 15, 2023
5:00 PM

MEETING MINUTES

Members Present: Peter Pelham, Major Marin Employers (Chairperson)
Kevin Hagerty, League of Women Voters (Vice-Chairperson)
Debbie Alley, Southern Marin Planning Area
Paul Royce, Ross Valley Planning Area
Scott Tye, West Marin Planning Area
Kate Powers, Environmental Organizations
Allan Bortel, Marin County Paratransit Coordinating Council
Zack Macdonald School Districts
Kingston Cole, Taxpayer Groups

Members/Alternate Present as Public: James Schmidt, Kay Noguchi, Susannah Saunders

Staff Members Present: Anne Richman, Executive Director
Li Zhang, Deputy Executive Director/Chief Financial Officer
Dan Cherrier, Director of Project Delivery
David Chan, Director of Programming & Legislation
Derek McGill, Director of Planning
Emily Tong, Senior Accountant
Grace Zhuang, Accounting and Payroll Specialist
Jennifer Doucette, Executive Assistant/Clerk of the Board
Molly Graham, Public Outreach Coordinator

Chairperson Peter Pelham called the May 15, 2023 Citizens' Oversight Committee (COC) meeting to order at 5:01 p.m.

1. Introductions and Welcome

Chairperson Pelham asked Jennifer Doucette, Executive Assistant/Clerk of the Board, to conduct the roll call. Ms. Doucette did so and confirmed that a quorum was present. Ms. Doucette stated the meeting order rules and instructions for the public to provide comments.

Chairperson Pelham announced that Alternates Kay Noguchi and Susannah Saunders were attending the meeting remotely as members of the public.

2. Open Time for Public Expression

No public expression was received.

3. Review and Approval of April 17, 2023 Meeting Minutes (Action)

Member Kate Powers moved to approve the April 17, 2023 Meeting Minutes. Member Kingston Cole seconded the motion, and the Minutes were approved with Vice-Chairperson Kevin Hagerty and Members Cole and Scott Tye abstaining.

4. TAM Staff Report (Information)

Executive Director (ED) Anne Richman reported on TAM's participation in the Earth Day Marin celebration in Mill Valley on April 23 and the Rotary Day of Service on May 13 at the Civic Center, which was the second year of TAM's participation. ED Richman also reported that TAM would be participating in Bike to Work Day on May 18 with an energizer station near the Central Marin Ferry Connection path. She stated that some of the Marin County Supervisors were expected to participate in Bike to Work Day.

ED Richman reported that the California Transportation Foundation (CTF) has selected the North-South Greenway Gap Closure Project as one of the finalists for an award in the Active Transportation Project (ATP) Category. ED Richman stated that TAM submitted the project in partnership with the California Department of Transportation (Caltrans) and the City of Larkspur, and that the winners should be announced on June 7 at the CTF award ceremony.

ED Richman provided an update on the Highway 101 Interchange and Approaching Roadway Study, which included 12 interchanges. She stated that three interchanges at State Route (SR)131 Tiburon Boulevard/East Blithedale Avenue, Manuel T. Freitas Parkway/Civic Center Drive and Alameda del Pardo/Nave Drive were selected for advancement to the Caltrans' Project Initiation Process, and that an update would be provided to the TAM Bicycle & Pedestrian Advisory Committee at its meeting on May 16. ED Richman stated that information on the study could be found at <https://tam101study.com>.

ED Richman reported that TAM will be hosting a First Responder Electric Vehicle (EV) Webinar on June 27 with the Central Marin Police Authority (CMPA), which acquired a TESLA for use as a police vehicle. Discussions will include national and regional case studies and information will be provided to agencies that are interested in applying for funds from the EV rebate program. ED Richman provided an update on TAM's participation in a countywide EV Acceleration Strategy, formerly called the Readiness Strategy, which has been finalized for presentation to the local jurisdictions. Corte Madera Town Council and Larkspur City Council have received presentations; upcoming presentations will be made to the Sausalito Sustainability Commission; Tiburon Town Council; Mill Valley City Council, and the San Anselmo Town Council. The TAM Board will also review the EV Acceleration Strategy.

ED Richman also reported that SR37 will be closed from 3:00 a.m. on Saturday, May 20 through 11 a.m. on Sunday, May 21 to enable the Sonoma-Marin Area Rail Transit (SMART) to make railroad track repairs. ED Richman confirmed that information is available on the SMART and Caltrans websites and at various locations around the County.

ED Richman concluded her report with information on SMART's Starlighter Service, which provides evening services on Friday and Saturday nights, and the implementation of Marin Transit's service changes on June 11, which will better align current ridership demand and the services provided.

In response to Member Cole, ED Richman stated that TAM would not be participating in the Marin Wildfire Prevention Festival on May 20 at the Civic Center. Member Cole commented on a reduction in funding for EV in the revised FY2023-24 State Budget.

Member Allan Bortel discussed an enjoyable visit with members of the Marin County Commission on Aging to Railroad Square in Santa Rosa on SMART, which he said was inexpensive.

In response to Member Powers, ED Richman stated that a proposed roundabout is part of a Caltrans project on the east side of the Manuel T. Freitas Parkway/Civic Center Drive Interchange. She confirmed the design concept in TAM's Highway 101 Interchange and Approaching Roadway Study includes the whole interchange and takes the Caltrans' roundabout project into consideration.

Member Tye reported on the purchase of 400 EVs from General Motors by the New York Police Department (NYPD).

5. TAM Equity Statement and Action Plan (Discussion)

Director of Planning Derek McGill presented the staff report, which requests input from the COC on the Draft Equity Statement and Action Plan. He provided background information; an update on actions requested by the TAM Board at the October 27, 2022 meeting; and he explained the purpose of Community Based Transportation Plans (CBTP), which are to promote mobility and accessibility options to all users; that the City of Novato developed a CBTP in 2015; two CBTPs were developed for Marin City; and CBTPs were developed for the Canal Neighborhood in San Rafael in 2004, 2006 and 2022. Mr. McGill added that the TAM 2017 Strategic Vision Plan includes goals to maximize and improve mobility for all people.

Mr. McGill discussed the sources of information from the American Community Survey used by the Metropolitan Transportation Commission (MTC) to determine the underserved and low-income populations that meet the threshold to be designated as an Equity Priority Community (EPC). The factors include people of color, low-income populations, level of English proficiency; seniors 75 years and over; zero-vehicle households; single-parent families; people with disability and rent-burdened households.

In response to Member Zack Macdonald, Mr. McGill clarified the slide showing locations of low-income populations.

Mr. McGill discussed the EPCs in Marin County, including Marin City; the Canal Neighborhood; and Southeast San Rafael, and he noted that Los Ranchitos was designated an EPC through Plan Bay Area 2050 (PBA 2050) in 2021. He discussed other regional and state definitions of EPCs, including CARE Communities, which are defined by the Bay Area Air Quality Management District (BAAQMD) and includes Central San Rafael; SB 535 Disadvantaged Community Designations; and AB 1550 Climate Priority Populations, which includes a broad area of the Hwy 101 corridor in parts of Marin.

Mr. McGill discussed the development process of the Equity Statement and Action Plan, which was based on the TAM Board discussions in June 2020 and July 2021 and the review of local jurisdictions' Diversity, Equity and Inclusive Statements. He explained that TAM's role is to advance the needs of the equity populations, including communities of color, low income and marginalized populations, through the Action Plan, which is composed of four main areas: Ensure TAM's internal operations assess equity in all of its actions (two actions); engage all members of the community (two actions); review investments and plan for implementation to ensure they benefit Marin's most vulnerable populations (five actions); and commit to accountability (two actions).

Mr. McGill discussed the actions in the Action Plan, which include the need to review internal operations and develop standards for assessing equity, including training, contracts, hiring and other human resource policies and operational practices; review the agency's community representation to ensure the committees reflect the local communities; engage all members of the community to develop an engagement plan that reflects input from a diverse set of residents; and, finally, insure TAM is conducting community engagement through its projects and programs with specific attention to regionally defined EPCs and communities with similar demographics.

Mr. McGill also discussed the need to conduct an equity investment review. He stated that TAM has responded to the needs of the community through the Measure A and Measure B renewal/amendment

processes and has begun exploring options for updating the CBTPs and developing a Countywide Transportation Plan (CTP).

Mr. McGill stated that staff will report regularly to the TAM Board on progress that is made on the commitments in the plan and that TAM will review and revise the Equity Statement on a regular basis. Mr. McGill confirmed that feedback from members on the Equity Statement and Action Plan is requested, implementation and community engagement has started; and a presentation on the CTP and development of the CBTP will be made to the TAM Board at its May 25 meeting.

In response to Vice-Chairperson Hagerty, Mr. McGill stated that staff would need to develop a methodology to measure and track TAM's investments in Marin Transit's programs in the future, and he noted that low-income and minority populations account for 75% of ridership.

In response to Member Bortel, Mr. McGill stated that some programs do not have a requirement for funding recipients to help TAM to meet its goals. He confirmed that the Board has received a presentation on the Equity Statement and Action Plan, and that an Equity Working Group will be formed to provide guidance and direction with more public outreach.

Chairperson Pelham discussed the difficulty of establishing metrics that could measure improvements.

In response to Member Cole, Mr. McGill stated that TAM has a Disadvantaged Business Enterprise (DBE) goal requirement for all its contracts. He also noted that 55% of Measure A/AA Sales Tax is for public transit and 11% for the Safe Routes to School (SR2S) Program and Safe Pathway projects.

In response to Member Cole, Deputy Executive Director/CFO (DED/CFO) Li Zhang and Chairperson Pelham stated that members of the COC will be invited to join an Equity Working Group/subcommittee at the next COC meeting to look at options for adding additional COC memberships so the COC reflects the needs and voices of the disadvantaged communities in Marin.

Member Tye and Mr. McGill discussed local jurisdictions that submitted housing elements (which address housing equity) but were not approved by the State. Mr. McGill noted that the State requested modifications for the most part, and he emphasized the need to ensure TAM's planning processes and investments address the equity needs in the community and improve the transportation system.

In response to Member Debbie Alley, Mr. McGill discussed the methods and strategies that should be considered to accommodate targeted members of the community in an engagement plan. ED Richman stated that the development of an engagement plan is an early step towards developing a CTP.

In response to Member Macdonald, Mr. McGill stated that the TAM Board will be asked to award the contract for the CTP and CBTP at the May 25 meeting, which are expected to be completed by the end of 2024. The CTP will assist TAM in developing the metrics and measuring processes in all the goals defined in the plan. He confirmed the process would also determine the communities and populations in Marin that could be defined as EPCs and ensure their needs are considered when TAM make future transportation investments.

In response to Member Kate Powers, Mr. McGill stated that the Metropolitan Transportation Commission (MTC) provides federal funding for CTPs. He added that TAM partnered with Canal Alliance to deliver the Canal CBTP and provide outreach; and that the agency continues to engage with them through projects and programs such as the US 101/I-580 Multi-Modal and Local Access Improvement Project. Mr. McGill confirmed a CTP is required to receive MTC planning funds, and that the County is required to have either a CTP or a Congestion Management Plan (CMP). He noted that the TAM Board and local jurisdictions voted to opt out of the CMP and move forward with the development of a CTP; that the CTP must be consistent with MTC guidelines and align with regional and state planning goals, including land use and housing.

The Committee recessed for a dinner break and reconvened with all members present as indicated.

6. Review the Draft TAM FY2023-24 Annual Budget (Discussion)

Ms. Zhang presented the staff report which asked the COC to review the proposed Draft TAM FY2023-24 Annual Budget and provide input. Ms. Zhang discussed the development schedule for the Draft Budget and noted that the Draft Budget will be presented to the TAM Board for adoption at its June 22 meeting.

Ms. Zhang discussed the projected revenues of \$50 million and expenditures of \$60 million for FY2023-24. She stated that the proposed revenues exceed the proposed expenditures because funds accumulated in prior years will be spent on projects and programs planned in FY2023-24. Ms. Zhang added that Marin Transit is expected to request all of the FY2023-24 estimated revenue and some prior year carryover funds in the upcoming year to maintain current service levels because federal funding from the Covid relief bills has been spent. TAM is also expecting higher expenditures in connection with the US 101/I-580 Multi-Modal and Local Access Improvement Project and other major capital projects.

Ms. Zhang provided an overview of the budget, which would include work plans; special items for future COC discussion; economic and revenue uncertainty; an update on Regional Measure (RM) 3 litigation; the City and County Fee structure; the proposed Cost of Living Adjustment (COLA) for staff, and future funding opportunities.

Ms. Zhang discussed the work plan highlights. She noted that most of the projects are funded by Measure A/AA Sales Tax and the Measure B Vehicle Registration Fee (VRF), which provide over 80% of TAM's revenue. She discussed the continuing need to adapt to travel patterns and commute needs following the Pandemic; an upcoming agency-wide comprehensive classification study to review the salary and benefit structure offered to employees; agencywide information technology upgrades; continuation of conducting hybrid public meeting; and activities that also include the CTP and sea level rise; equity studies for TAM's projects and programs, and ongoing efforts to develop project pipelines and seek funding opportunities.

Ms. Zhang stated that the COC will review the Measure A/AA and Measure B Strategic Plans and Measure A/AA Compliance Audit list at the June meeting. In the next fiscal year, the COC will stay busy and be asked to review and provide input on the CTP; Measure AA Expenditure Plan (EP) amendment timeline and process; SR2S, Crossing Guard and Electric Vehicle (EV) Programs; Marin Transit report; and TAM's final Equity Statement and Action Plan, in addition to the financial and compliance audit reports.

Ms. Zhang discussed the economic outlook and sales tax revenue projections. She also confirmed that the State Supreme Court dismissed the Regional Measure (RM) 3 case in January 2023 after four-plus years, and that TAM is expecting to receive RM3 funds for the US 101/I-580 Multi-Modal and Local Access Improvement Project and the completion of the Marin Sonoma Narrows (MSN) Project soon.

Ms. Zhang provided an update on negotiations with the County of Marin and local jurisdictions on the Long-Term City/County Fee Structure and stated that some jurisdictions have indicated a wish to review the agreement every 5 years.

Ms. Zhang discussed the proposed COLA adjustment of 3.5% after surveying 13 Marin/Bay Area agencies and shared the results received from 9 jurisdictions. The Administrative, Projects & Planning Executive (AP&P) Committee reviewed the proposal and supported staff's recommendation.

Ms. Zhang discussed funding from One Bay Area Grant (OBAG) 3 and Active Transportation Program (ATP) funds, and a grant for the US 101 Part-Time Transit Lane Project. The grant was received from

MTC's Mobility Hubs Grant Program for transit access near SMART stations and the Ferry Terminals. ED Richman added that an application was submitted to California Department of Transportation (Caltrans) for a planning grant for vehicle miles travelled (VMT) toolkit to support jurisdictions in complying with environmental requirements; and an application was submitted for a grant from the federal Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Program to close the funding gap for the Bellam Boulevard (Blvd). Offramp Project.

Ms. Zhang noted that TAM is expecting state earmark funds in the next few months, including \$10 million for flood control projects in Southern Marin in the area of Marin City, and \$20 million for the Marin section of SR 37.

In response to Member Bortel, Ms. Zhang stated that the recent investment return TAM has is about 4.6%.

Ms. Zhang confirmed the AP&P Executive Committee reviewed the Draft Budget, which is also published on the TAM website for public inspection, and that staff will incorporate comments from the COC into the staff report for the TAM Board meeting on June 22, 2023. She also confirmed that the COC and TAM Board will review the Strategic Plan update at the June meetings and the Board is expected to take action at the July 27 meeting.

Member Macdonald suggested adding the proposed budget for FY2023-24 under the Historic Overview of TAM's Budget section. In response to Member Macdonald, Ms. Zhang stated that the project delivery schedule provides the framework for expenditures and that staff would liaise with the project sponsors on reimbursement schedules if there is insufficient cash to meet all reimbursement requests at one time.

In response to Chairperson Pelham, Ms. Zhang acknowledged the significant gap between the projected revenue and expenditure due to the usage of accumulated funds from prior years and she stated that the budgeted expenditures are usually higher than the actual expenditures due to project delivery and other reasons.

Member Powers expressed concern that the proposed funding level for electric vehicles (EV) and EV infrastructure is lower than the funding level for FY2022-23, and that no funds are being carried over. In response, Ms. Zhang stated that the proposed funding level is based on the needs of the program and projects that will be delivered in the upcoming year.

ED Richman stated that the Board established a funding level of \$350,000 for the EV programs under Category 3 as part of a multi-year Measure B Expenditure Plan commitment. She added there is no dedicated funding share for the various programs under Element 3, and funding budgeted for each program is based on needs and expected revenue to allow flexibility. Furthermore, she noted that there are now many federal, state and other funding sources available for EV needs than when the TAM Measure B Expenditure Plan was first passed. ED Richman also noted that MTC is expected to provide \$65 million for EV programs and projects in the Bay Area.

In response to Member Powers, ED Richman stated that the TAM Board awarded a contract for sea-level rise planning that will use sea-level rise funds from Measure AA.

Vice-Chairperson Hagerty and ED Richman discussed the potential usage of interest revenue that has accumulated on the RM3 funds.

In response to Member Bortel, Ms. Zhang confirmed that Marin Transit accumulated unused Measure AA sales tax funds during the Pandemic, which were not needed because MT received federal funding. She stated that MT will need to access the prior year carryover funds in the forthcoming year because the federal stimulus funds have ended.

Public/Alternate Susannah Saunders suggested increasing the outreach budget for EV programs and noted her opposition to reducing funding for the Commute Alternatives Program. She emphasized the need to encourage people to drive EVs and asked staff to clarify unspent funds in the EV programs. In response, Ms. Zhang stated that no funding cuts are being made for EV programs and that the funding levels are based on projected needs for the upcoming year. She noted that accumulated funds from prior years are not reserved for any specific program under the Amended Measure B Expenditure Plan. ED Richman added that the Commute Alternative Program is funded by both Measure AA and Measure B, and that while there is lower funding level under Measure B, there is funding proposed under Measure AA for FY2023-24.

Ms. Saunders discussed the need to provide funding for general public outreach to encourage people to purchase EVs. ED Richman stated that funds have been provided for public outreach through the EV programs, in addition to funding the contract for Reach Strategies to publicize rebates for public agencies to support installation of EV charging infrastructure and replacement of fleet vehicles with clean fuel vehicles. ED Richman noted that EV purchases in the Bay Area have grown significantly.

Member Tye discussed TAM's participation in Earth Day on April 22 and he noted that there were significantly more attendees than in previous years. He discussed the electric bicycles and EVs that were displayed, and Ms. Zhang noted that TAM participated in the Rotary Day of Service on May 13 at the Civic Center as well.

In response to Member Powers, Ms. Zhang confirmed that 55% of Measure AA funds are provided to Marin Transit. She noted that funding for the three sub-elements under Element 3 of Measure B is limited and confirmed that the Measure B Expenditure Plan allows staff the flexibility to use funds for all eligible sub-elements based on the program needs of the year.

7. Committee Member Hot Items Report (Discussion)

Member Tye asked when the ramp metering equipment that has been installed on the onramps on Northbound Highway 101 would be operational. ED Richman stated that Caltrans still needs to address the accommodation of buses that use the transit stops on the highway, along with other issues.

8. Discussion of Next Meeting Date and Recommended Items for the Agenda

The next meeting was scheduled for Monday, June 19, 2023. Items for review will include the formation of a working group for COC Equity Member recommendation with the option of developing a mentorship program for disadvantaged students; amendments to the bylaws; review of the compliance audit selection list; and the Draft Measure AA Strategic Plan and Measure B Strategic Plan.

The meeting was adjourned at 6:52 p.m.

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DATE: June 19, 2023

TO: Transportation Authority of Marin Citizens' Oversight Committee

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

SUBJECT: Review of Draft 2023 Measures A/AA Sales Tax Strategic Plan (Discussion),
Agenda Item No. 5

RECOMMENDATION

Discussion item only. The Citizens' Oversight Committee (COC) reviews the Draft 2023 Measure A/AA Sales Tax Strategic Plan and provides input. Any comments received from the COC will be considered for incorporation into the final Measure A/AA Strategic Plan which will be adopted by the TAM Board at its July 27 meeting.

BACKGROUND

Measure A, the original measure that dedicated local sales tax revenues to transportation needs over a twenty-year period from 2005 to 2025, was approved by 71.2% of Marin voters in November 2004. Measure A was a major source of transportation funding in Marin County for 14 years and was set to expire on March 31, 2025. As an effort to renew Measure A, Measure AA was approved by 76.7% of Marin voters in November 2018 (effective as of April 2019) and extended the transportation sales tax for another 30 years to 2049.

Both Measure A and Measure AA Expenditure Plans list projects and programs that are eligible for transportation sales tax funds and establish the percentage of funds that can be allocated to each strategy and category. The Expenditure Plans also direct TAM to prepare Strategic Plans to identify the timing and process of funding allocation for project and program implementation based on project readiness, ability to generate matching or leveraged funds, need for borrowing and other relevant criteria. The Measure A Strategic Plan has been in existence since 2005 and updated every other year. In June 2019, the TAM Board adopted the first Measure AA Strategic Plan.

The 2021 Measure A/AA Strategic Plan, adopted in June 2021, was developed to combine the Measure A and Measure AA Strategic Plans into a single document since Measure AA is an extension of Measure A and both measures are collecting the same transportation sales tax revenue stream over a consecutive period with the same project/program priorities.

The Strategic Plan is scheduled for update every other year with 2023 as the next scheduled update. Annual Strategic Plan updates must be approved by the TAM Board, following a noticed public hearing and a 30-day public comment period.

DISCUSSION/ANALYSIS

Purpose of a Strategic Plan

The Draft 2023 Measure A/AA Strategic Plan outlines how the revenues are distributed to projects and programs, as well as the oversight process. It establishes the timing of allocations and addresses funding priorities. It also reconciles the timing of expected revenues with the schedule for when those revenues are needed in order for sponsors to deliver projects and services. The Draft 2023 Strategic Plan provides the overall structure for the management of the revenues and guidance to sponsors on requesting, utilizing, and reporting on the spending of the funds allocated.

The Strategic Plan itself does not constitute a final funding commitment. Actual funding commitments to individual projects and programs are secured through allocation requests by eligible designated recipients and TAM Board approvals.

The Draft 2023 Strategic Plan contains the following sections:

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

The Draft 2023 Measure A/AA Strategic Plan is consistent with the 2021 Strategic Plan. The changes primarily include updating the language, revenue numbers, and project statuses to keep the document contemporary, but the policies, programming, and implementation guidelines from the 2021 Strategic Plan were retained with minor changes in the Draft 2023 Strategic Plan.

Below are the notable updates included in the Draft 2023 Measure A/AA Strategic Plan:

Measure A Commitments

All funding commitments of Measure A have been fulfilled except for the remaining funds of \$1.434 million in Strategy 1.4 (Transit Capital) as shown in Appendix 1 in Attachment A. The remaining funds were allocated to Marin Transit in June 2022 and Marin Transit is expected to request full reimbursement in late 2023. Once the funds are fully reimbursed to Marin Transit, all funding commitments, except Reserve funds, will have been fulfilled. Reporting on Measure A in future Strategic Plans will be kept to a minimum.

Measure AA Revenue Forecast

The 2021 Measure A/AA Strategic Plan expects a total of \$1.06 billion in projected revenue collection over the 30-year period. This figure was about 12% lower than the \$1.2 billion projected in the original 2019 Strategic Plan but still more than 21% higher than the \$872 million estimated in the Measure AA Expenditure Plan. The projected revenue collection from the 2021 Strategic Plan was prepared on a \$27.5 million (FY2019-20) base year with a 2.5% annual growth rate. However, Marin's sales tax collection has benefited significantly from work from home arrangement, housing market, and other close to home spending. The revenue projection for the 2023 Measure A/AA Strategic Plan was prepared on a \$35.68 million (FY2023-24) base year with a 2% annual growth rate, which yields a \$1.3 billion estimated total revenue collection even at a lower annual growth rate.

As a result, expected funds programmed to the four Categories (Appendices 2 and 3) in the Draft 2023 Measure A/AA Strategic Plan have significantly increased from the 2021 Strategic Plan. On the other hand, the many uncertainties both globally and nationally are casting a huge shadow on the economic future for all. 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, the potential sales tax revenue loss weighs on TAM's financial picture over the next few years. Over the long-term, the strong sales tax drivers, including per capita personal income and the relatively low Marin unemployment rate, Marin is expected to continue to support strong taxable sales growth.

Language to Allow Future COC Membership Change

The current 12-member COC membership structure was originally established in the 2004 Measure A Transportation Sales Tax Expenditure Plan. To ensure the COC membership structure can be reviewed and changed timely to reflect the evolving needs of various communities, especially those who are underserved, the TAM Board, during the Measure B Expenditure Plan review process, authorized adjustments to the COC membership structure when necessary. This direction is recognized in the Draft 2023 Measure A/AA Sales Tax Strategic Plan to ensure consistency on the same issue among the strategic plans. Descriptions of the COC can be found on Page 13 of the Strategic Plan (Attachment A).

FISCAL CONSIDERATION

There are no immediate fiscal impacts associated with the review of the Draft 2023 Measure A/AA Sales Tax Strategic Plan and the opening of a 30-day public comment period. After the Draft 2023 Measure A/AA Strategic Plan is adopted, Measure A and AA funds will be made available upon requests from eligible recipients.

NEXT STEPS

The TAM Board will review and release the Draft 2023 Measure A/AA Sales Tax Strategic Plan for public comment at its June 22, 2023 meeting. The 30-day comment period will close on July 22nd. Staff will respond to comments received and present a final draft for Board adoption at the July Board meeting, noting any significant updates made based on comments. The TAM Board will conduct a public hearing prior to the final adoption of the Draft 2023 Strategic Plan at its July meeting. Upon adoption, the 2023 Measure A/AA Strategic Plan will be posted on TAM's website and communicated to local agencies and stakeholders. Initial allocation requests of Measure A and AA funds from the 2023 Strategic Plan are scheduled to be presented to the TAM Board for adoption in July 2023.

ATTACHMENT

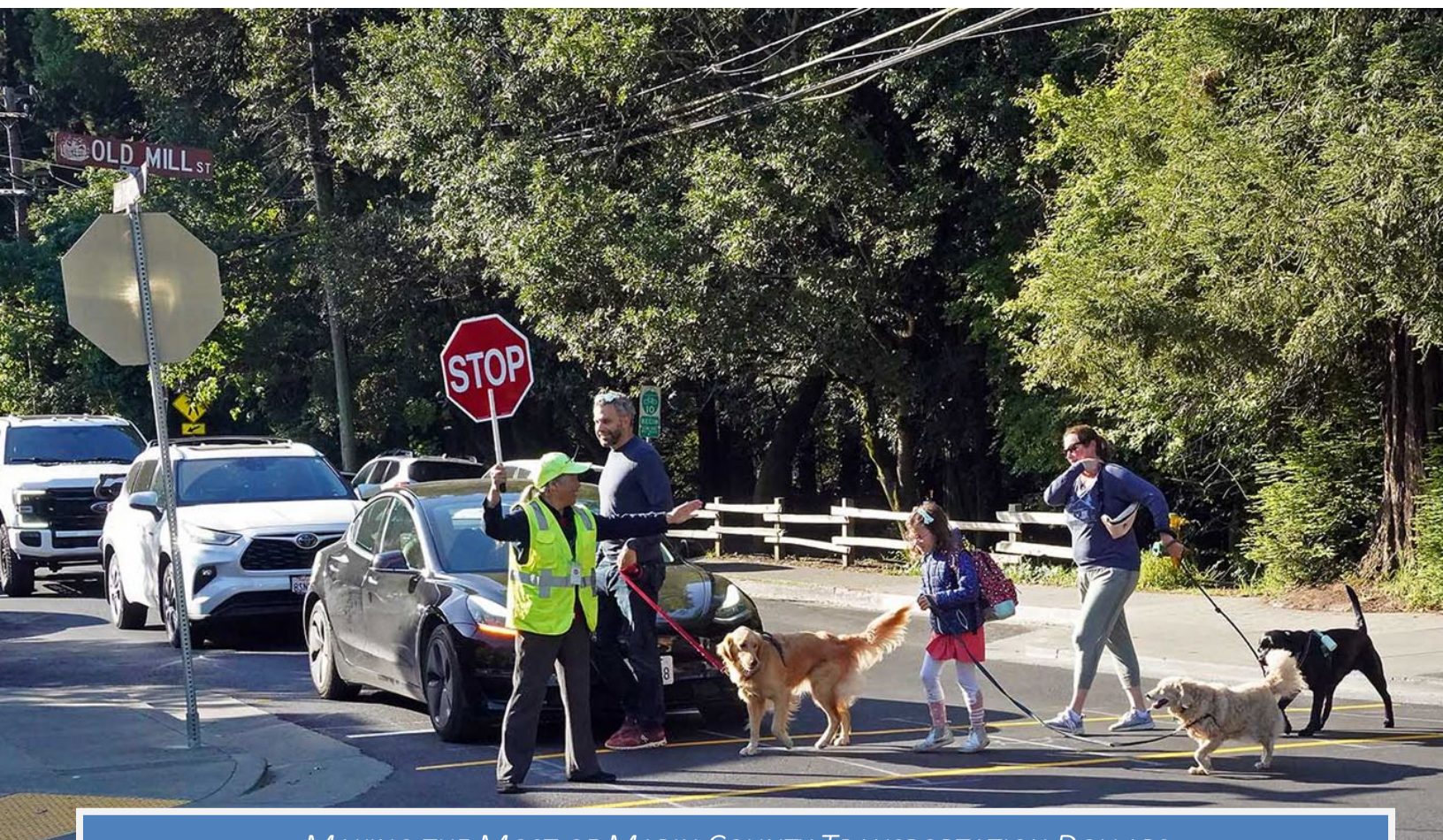
Attachment A – Draft 2023 Measure A/AA Sales Tax Strategic Plan
Attachment B – Staff Presentation

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2023 Measure A/AA Sales Tax Strategic Plan

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MAKING THE MOST OF MARIN COUNTY TRANSPORTATION DOLLARS

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(June 2023)

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Ross Valley Planning Area - Paul Roye/Susannah Saunders

Southern Marin Planning Area - Debbie Alley

West Marin Planning Area - Scott Tye

Bicyclist & Pedestrian Groups - Vince O'Brien

Environmental Organizations - Kate Powers/Nancy Okada

Marin County Paratransit Coordinating Council - Allan Bortel

School Districts - Zack Macdonald/Heather McPhail Sridharan

Taxpayer Group - Kingston Cole/James Schmidt

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

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1. EXECUTIVE SUMMARY

The goal of the Measure AA Expenditure Plan approved by Marin County voters in 2018 is to **“Reduce congestion and reduce greenhouse gas emissions, maintain and improve local transportation infrastructure, and provide high quality transportation options for people of all ages who live, work, and travel in Marin County.”** In implementing the Measures A and AA Expenditure Plans, Guiding Principles were adopted in the Measures A and AA Strategic Plans. Those previously adopted Guiding Principles are highlighted below, including two new Guiding Principles.

Guiding Principles of the Strategic Plans

The 2021 Strategic Plan was the first time that the Measure A (2004) and Measure AA (2018) ½-cent Transportation Sales Taxes were combined into one document that served as the programming/allocation document for all projects/programs receiving sales tax funding. The 2023 Strategic Plan follows the same format established by the 2021 Strategic Plan. Measure A is playing a less prominent role now that most of the Measure A funded projects and programs have been completed. The 2023 Strategic Plan serves as the guide, resource book, and manual for expenditure of the valuable local sales tax dollars that Marin voters entrusted with TAM and are developed under the following guiding principles.

a. Maximize Leveraging of Outside Fund Sources

The ability of local sales tax to serve as an incentive to match outside fund sources is a distinct advantage realized by the passage of the Transportation Sales Tax Measures. The ability to utilize these sources will provide TAM with the flexibility to respond to emerging transportation issues. The active pursuit of these opportunities, whereby sales tax within the framework of the Expenditure Plans can be utilized to bring additional funds to the County, will continue to be a primary focus of TAM.

b. Support Cost-Effective Project Delivery

Local dollars should be actively delivering those projects with the greatest local impact based on measurable performance criteria. Projects or programs that progress towards delivering a public improvement should receive priority funding. Funding commitments should be examined for projects or programs that are not progressing adequately toward delivery, and remedies to promote progress should be actively supported by TAM. All strategies should progress towards measurable improvements.

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

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

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

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

throughout the County, particularly with unencumbered discretionary funds.

e. Promote High Environmental and Conservation Awareness

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

f. Promote Equity

TAM Board discussions in recent years have directed staff to focus on equity in all TAM activities. The 2021 Strategic Plan incorporated the 2017 Vision Plan direction to focus on “providing transportation that is accessible, affordable, and convenient for all residents and workers in Marin County.” TAM’s Equity Statement and Action Plan are also under review and development. Upon completion, policies developed from these documents will likely be incorporated in the next strategic plan update in 2025.

g. Support Community Safety in Wildfire Evacuation Planning

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

Overview of the 2023 Strategic Plan

Following the precedent established by the 2021 Strategic Plan, the 2023 Strategic Plan is also a 5-year planning and programming document that also includes important policies. It provides a snapshot of commitment of funds to specific projects and programs for a five-year period. The revenue projections and funding commitments will be updated annually while the Strategic Plan document will be updated every other year. This Executive Summary provides an overview of the entire document.

Section 1-Executive Summary: highlights all the guiding principles for the development of the Strategic Plan and the framework of the 2023 Strategic Plan.

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

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

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

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

2. BACKGROUND

About TAM

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

TAM was created in 2004 by the Marin County Board of Supervisors to develop and administer the Expenditure Plan for the first Marin County Transportation Sales Tax, known as Measure A. TAM now administers Measure A, Measure AA, and Measure B, the \$10 Vehicle Registration Fee passed in 2010.

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

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

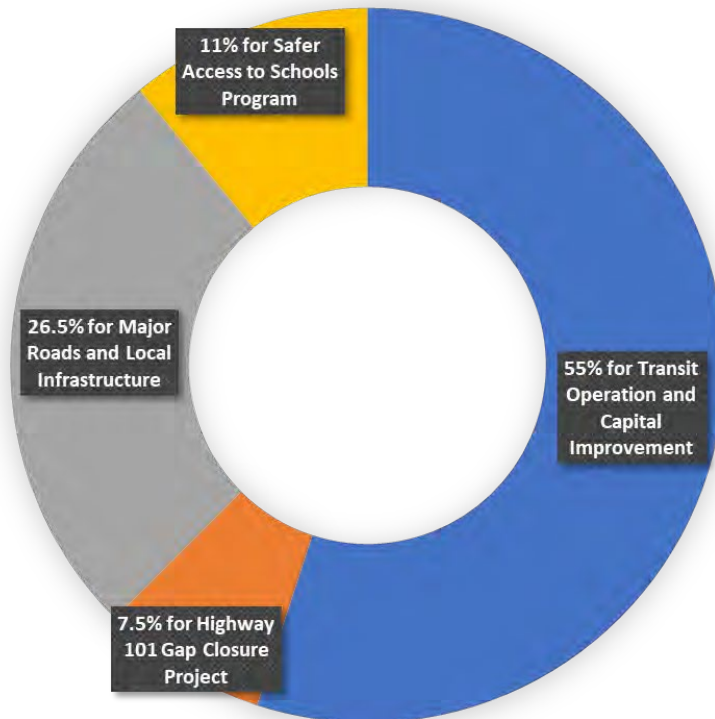
In addition to administering these voter-approved funding sources, TAM serves as the designated Congestion Management Agency (CMA) for the County, providing countywide planning and programming for transportation related needs. As the CMA, TAM is responsible for coordinating funding for many of the transportation projects and programs in the County. With these responsibilities, TAM plays a leading role in the planning, financing and implementation of transportation projects and programs in the County.

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

The Measure A Expenditure Plan

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

CHART 1: MEASURE A FUNDING BY STRATEGY



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

As of 2023, commitments to most of the strategies from the Measure A Expenditure Plan have been fulfilled. The residual commitments for a few projects under the Major Road Strategy of Measure A have been assigned to the Measure AA Expenditure Plan as an off-the-top funding set-aside for the first 14 years of the 30-year extension. Another residual commitment of Measure A is the periodic release of Measure A Reserve funds that were collected in the early years. These Measure A Reserve funds are being released annually in proportion to the amount of Measure AA Reserve funds collected annually. After the release of Measure A Reserve funds in FY 25/26, all such funds would have been exhausted.

Accomplishments of Measure A

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

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

Highways

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

Local Transit

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

Local Streets

- Completed major road improvements including 4th Street in San Rafael, Miller Avenue and East Blithedale Avenue in Mill Valley, Sir Francis Drake Boulevard through Samuel P. Taylor Park in West Marin, Sir Francis Drake Boulevard between Highway 101 and Ross town limit in the Ross Valley, and Segments 2 and 3 of Novato Boulevard in Novato.
- Paved and reconstructed hundreds of miles of local streets and roads, representing over \$60 million in investment.

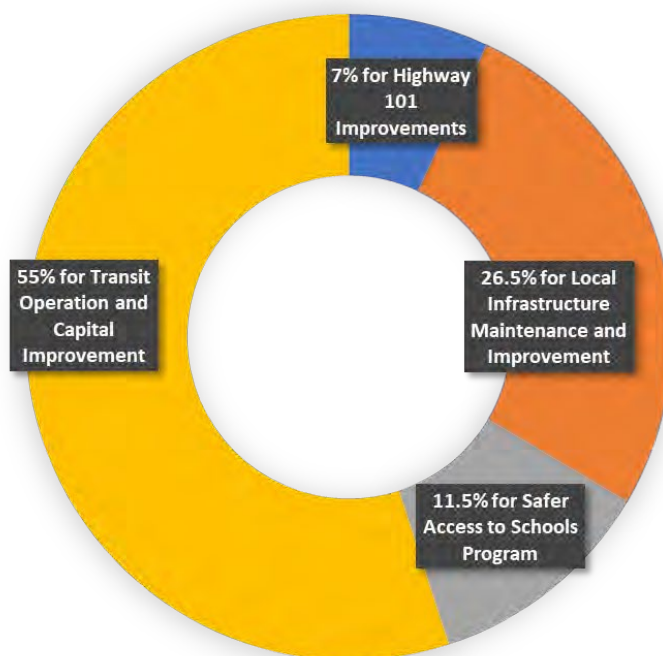
Safe Routes to Schools

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

The Measure AA Expenditure Plan

On November 6, 2018, after unanimous approval by the 11 Cities and Towns and the County of Marin, 76.7% of Marin voters approved the renewal and 30-year extension of the 1/2-cent transportation sales tax and Measure AA Expenditure Plan. The Measure AA Expenditure Plan, like the Measure A Expenditure Plan that came before, reconfirmed the core transportation needs in the County, including local street and road maintenance, Safe Routes to Schools programs, high quality transit service and highway and interchange improvements. The Measure AA Expenditure Plan also emphasizes the importance of addressing sea level rise, exploring innovative solutions for transportation problems,

CHART 2: MEASURE AA FUNDING BY CATEGORY



and focusing on multi-modal and more equitable travel options.

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

Accountability

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

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

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

The Citizens' Oversight Committee (COC), originally created in 2004 as part of the requirement of the Measure A Expenditure Plan, will continue to play a critical role as the citizens watchdog to monitor and report the expenditure of the sales tax in accordance with both the Measure A and Measure AA Expenditure Plans. The COC is designed to reflect the diversity of the county. It consists of 12 members (current memberlist is presented in Appendix 1) and each organization represented on the COC nominates its representative, with final appointment by the TAM Board. As noted above on Page 8, Section f, TAM is undergoing efforts to develop Equity Statement and Action Plan. The COC will be asked to provide input and recommendations to the TAM Board regarding the current COC membership structure, with the potential to add one or more new seats to address the needs and voices of the Equity Priority Communities in Marin.

3. POLICIES GUIDING THE PLAN

TAM has incorporated the following policies to guide the continuing implementation of the 2023 Strategic Plan, ensuring prudent stewardship of the funds. Policies incorporated into this document will guide the financial decisions of TAM in managing Measure A and Measure AA funds.

3.1 Separation of Categories & Subcategories Policy

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

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

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

The actual requirement for funds in a specific project or program could be higher or lower than expected due to changes in funding outside of this transportation sales tax, or due to changes in project or program costs or feasibility. Funds are limited to what is available in this expenditure plan in the event project or program costs are higher. Should the need for funds for any project or program within one of the four major categories be less than the amount to be allocated by the sales tax, or should any project or program become infeasible for any reason, funds will first be reprogrammed to other projects or programs in the same major category with approval from the TAM Board at a noticed public hearing. Should the need for funds in the entire major category be less than the amount to be allocated by the transportation sales tax, TAM’s Board may amend the Expenditure Plan to reallocate funds to any of the other major categories following its procedures for an amendment.

Borrowing between categories or subcategories is allowed to the extent it lessens debt financing and allows projects and programs to move forward based on their readiness. In the annual Strategic Plan updates, and the annual updates to the Revenue and Expenditure element, revenues, and expenditures within each category and

subcategories will be reported and options for reconciling any share imbalance will be discussed. At the sunset of Measure AA, each of the categories will have received their respective percentage shares per the Expenditure Plan.

3.2 Reserve Policy

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

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

- I. Start to build the Measure AA reserve with 5% set aside for the first 5 years off-the-top of the total revenue collection, estimated at \$8.8 million based on current revenue estimates;
- II. Do not release the Measure A reserve all at once, but release it at the same rate that the Measure AA reserve is collected to maintain the current \$5.38 million reserve level as the minimum level at all times;
- III. Category or subcategory that uses the Measure AA reserve fund will be responsible for replenishing the used funds over an established period of time.

3.3 Bond Financing Policy

In accordance with both Measure A and the Measure AA Expenditure Plans, TAM has the authority to bond and use other financing mechanisms for the purposes of expediting the delivery of transportation projects and programs pursuant to the Strategic Plan. If needed, bond financing may be utilized to accelerate projects and address cash flow needs. In addition, short-term financial or intergovernmental loans may be utilized to address shorter term cash flow needs.

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

Under the Measure AA Expenditure Plan, any project funded by borrowing or financing may not be amended unless or until the financing obligation has been met; any such amendment will be subordinate to any sales tax lien against any bond issuance.

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

Objectives of TAM's debt financing policy are to:

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

3.4 Leveraging and Funding Swap Policy

The Expenditure Plan envisioned the role of other fund sources to help meet Marin's transportation needs. It recognized that the sales tax funding opened new opportunities to compete for state and federal grants that require a local match. Matching or leveraging of outside funding sources is strongly encouraged. Any additional transportation sales tax revenues made available through their replacement by matching funds will be spent based on the principles outlined above. Funds shall remain in the major category unless all needs in the category are met, whereupon TAM can program funds to another category following the amendment procedures.

Leveraging funds through a "fund swap," i.e., exchanging sales tax funds for an equivalent or greater amount of state or federal dollars, is one mechanism that TAM will utilize in the delivery of the sales tax projects and programs. In its role as the CMA for Marin, TAM is responsible for programming certain state and federal transportation funds that come to the county and can identify opportunities where such an exchange would be appropriate. Specifically, TAM looks for fund swap opportunities that meet one or more of the following criteria:

- The fund swap will reduce overall costs of projects/programs
- The fund swap will accelerate delivery of projects/programs
- The fund swap will accelerate or reduce delivery cost of projects/programs that would otherwise have been funded with federal funds.

3.5 Audit Policy

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

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

3.6 Expenditure Plan Amendment

The Expenditure Plan must be reviewed every six years following passage to ensure that it responds to a rapidly evolving transportation landscape, incorporates innovations, and reflects current priorities. The TAM Board may also consider an amendment, adhering to the process below, at the point of the six-year review or at any time deemed necessary during the life of the Expenditure Plan.

The TAM Board cannot increase the sales tax through an amendment process; any increase in the level of tax must be approved by voters. The TAM Board cannot amend the plan to include prohibited categories including funds to extend or operate SMART, to support parks and open space, or to fund the planning, construction, or renovation of housing. The TAM Board Amendments must continue to fulfill obligations for long-term contracts, bonding, and financing; any such amendments will be subordinate to any sales tax lien against any bond issuance.

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

Amending the Expenditure Plan will require a majority vote of 50% or more of the cities or towns representing 50% or more of the incorporated population, as well as a majority vote of the Board of Supervisors.

The Measure AA Expenditure Plan Amendment process is anticipated to commence in 2024.

3.7 Investment of Cash Balance and Interest Fund Policy

TAM currently invests most of the cash balance of the sales tax funds with the Investment Trust of California (CalTRUST), a Joint Powers Authority created by public agencies in 2005 to provide a convenient method for public agencies to pool their assets for investment purposes. Interest revenue from both the Measure A and Measure AA cash balances can only be spent for the transportation purposes authorized by the Measure A and the Measure AA Expenditure Plans. All use of sales tax interest revenue shall be solely determined by the TAM Board.

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

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

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

3.8 New Agency Policy

New incorporated cities/towns or new bus transit agencies that come into existence in Marin County during the life of the Expenditure Plan may be considered as eligible recipients of funds through an amendment to the Expenditure Plan, meeting amendment guidelines and policies outlined in this Strategic Plan.

3.9 Funding Restriction Policy

Measure A and AA funds may not be used for any transportation projects or programs other than those specified in the respective Expenditure Plan. Any transportation project or program not so specified will require an amendment to the Expenditure Plan. Revenue generated by this sales tax will not be used to extend or operate SMART, support parks and open space, or to fund the planning, construction, or renovation of housing. The TAM Board cannot amend the plan to include these prohibited categories.

3.10 Cash Flow and Use of Sales Tax Fund Policy

In an effort to assist TAM in maintaining a positive cash flow and avoid the need to borrow funds, TAM reserves the right impose a reimbursement schedule for projects with large amount of funds allocated with Transportation Sales Tax funds. The rate of reimbursement for the schedule will be determined by TAM at the time of allocation and will be incorporated in the funding agreement. A reimbursement schedule will not typically extend more than three fiscal years, or 6-month after the project is completed. A reimbursement schedule may be accelerated if TAM has sufficient cash to meet the project's cash demand, but acceleration will be determined on a case-by-case basis at the sole discretion of TAM.

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

3.11 Advancement of Fund Policy

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

Most of the Measure AA funds are distributed annually over the 30-year life of the measure. This is true with all of the categories except Category 1, of which several of the highway improvement projects are expected to need funds over a shorter period of time.

The two major projects (Marin Sonoma Narrows and US 101/I-580 Multi-Modal and Local Access Improvement Project) approved by the public and the planning for interchange improvements under Category 1 will likely require an advancement of funds from the sales tax stream. Major Road Projects and Richmond-San Rafael Bridge Approaches may also require advancement of funds. These projects are discussed below in the Section entitled, Programming/Allocation to Projects/Programs.

In addition, project sponsors, particularly local jurisdictions using the Local Streets and Roads funds under the Measure, sometimes need more than their annualized shares to complete priority projects. TAM will continue to advance funds depending on overall funding availability. TAM may choose to assign interest costs to the advancing of funds.

3.12 Staffing and Administration Policy

TAM will hire the staff and professional assistance required to administer the proceeds of this tax and carry out the mission outlined in the Sales Tax Renewal Expenditure Plan. The total cost for administration and program management will not exceed 5% of the revenues generated by the transportation sales tax with administration staff cost capped at 1%. Other administrative and operational costs are included in the 5% allowance. This is consistent with the prior sales tax plan.

3.13 Strategic Plan Amendment Policy

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

Annual adjustments to the Strategic Plan will occur, and at a minimum will include adjustments to the Revenue and Expenditure element of the Strategic Plan. These are envisioned to occur at the change of the Fiscal Year in June/July.

For any other adjustments in the revenue and expenditure element that occur prior to the annual update, and which result in a reduced use of sales tax, the change will be noted in the allocation action of the Board, but an amendment to the Strategic Plan's revenue and expenditure element will not be necessary.

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

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

The Strategic Plan must be approved by the TAM Board, following a noticed public hearing on the draft Annual Strategic Plan and a 30-day public comment period. An amendment to the Strategic Plan will be implemented as part of a regularly scheduled Board meeting. Noticing of the amendment will occur as part of the current process for noticing Board meetings.

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

4. REVENUE FORECAST

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

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

Historical Sales Tax Data

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

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

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

Fiscal Year	Sales Tax Revenue	Growth Rate
FY2006	\$ 20.06	
FY2007	\$ 23.07	14.98%
FY2008	\$ 22.43	-2.78%
FY2009	\$ 19.32	-13.86%
FY2010	\$ 18.98	-1.74%
FY2011	\$ 20.26	6.72%
FY2012	\$ 21.27	4.96%
FY2013	\$ 23.62	11.07%
FY2014	\$ 24.09	1.98%
FY2015	\$ 25.27	4.90%
FY2016	\$ 25.70	1.73%
FY2017	\$ 25.76	0.21%
FY2018	\$ 27.51	6.80%
FY2019	\$ 28.99	5.40%
FY2020	\$ 27.33	-5.74%
FY2021	\$ 30.83	12.82%
FY2022	\$ 34.75	12.72%
Average Growth Over the 17-Year Period		3.76%

2023 Revenue Forecast

As reported to the Board over the last few months, even though based on the current cash disbursements, staff is confident that TAM's Measure A/AA revenue collection will make another new high record at \$35.5 million for FY2022-23, 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, the potential sales tax revenue loss weighs on TAM's financial picture over the next few years. However, over the long-term, the strong sales tax drivers, including per capita personal income and the relatively low unemployment rate Marin has, will continue to support the strong taxable sales growth in Marin. The sales tax revenue forecast presented in the 2023 Strategic Plan is based on the FY2023-24 sales tax revenue level adopted by the TAM Board in March 2023. Growth is expected to continue over the course of the forecast period. However, the forecast considers the potential economic recession and is based on a conservative estimate of 2% annual growth for the years after FY2023-24.

Table 2 shows the total revenue projected by category comparing to the 2021 Measure A/AA Strategic Plan and the Measure AA Expenditure Plan over the 30-year period.

TABLE 2: 2023 AND PRIOR STRATEGIC PLAN SALES TAX REVENUE PROJECTIONS

(Numbers in Million)

Fiscal Year	Sales Tax Revenue	Growth Rate
FY2006	\$ 20.06	
FY2007	\$ 23.07	14.98%
FY2008	\$ 22.43	-2.78%
FY2009	\$ 19.32	-13.86%
FY2010	\$ 18.98	-1.74%
FY2011	\$ 20.26	6.72%
FY2012	\$ 21.27	4.96%
FY2013	\$ 23.62	11.07%
FY2014	\$ 24.09	1.98%
FY2015	\$ 25.27	4.90%
FY2016	\$ 25.70	1.73%
FY2017	\$ 25.76	0.21%
FY2018	\$ 27.51	6.80%
FY2019	\$ 28.99	5.40%
FY2020	\$ 27.33	-5.74%
FY2021	\$ 30.83	12.82%
FY2022	\$ 34.75	12.72%
Average Growth Over the 17-Year Period		3.76%

5. PROGRAMMING/ALLOCATION TO PROJECTS/PROGRAMS

Measure A Projects/Programs

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

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

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

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

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

Strategy 1: Local Bus Transit

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

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

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

As of the date of this Strategic Plan, all funds from Measure A Strategy 1 due to Marin Transit have been allocated and reimbursed to Marin Transit, including carried over funds that were unused from previous allocations. The remaining carried over funds from Strategy 1.4 (Transit Capital) for Marin Transit were allocated in FY 22/23 and all funds are expected to be reimbursed at the conclusion of FY 22/23.

In 2021, the only remaining funds in Strategy 1.1 (Local Bus Transit Services) were funds due to Marin County and San Rafael. In June 2018, TAM adopted projects for the Fifth Cycle Lifeline Transportation Program (LTP) that included \$68,000 to Marin County for Drake Avenue/Cole Drive Pedestrian Improvements and \$248,000 to SanRafael for the Canal Neighborhood Uncontrolled Crosswalk Improvement Project. The funds programmed to Marin County and San Rafael projects were State Transit Assistance (STA) funds that are intended for transit operations and Marin County and San Rafael were ineligible direct recipients of STA funds. Marin Transit was an eligible recipient of STA funds and agreed to exchange Strategy 1.1 Measure A funds for the same amount of STA funds in FY 19/20. Under the fund exchange, Marin Transit received \$316,000 in STA funds directly from the Metropolitan Transportation Commission (MTC) and Marin County and San Rafael received \$68,000 and \$248,000, respectively, in Strategy 1.1 Measure A funds from TAM.

Since the 2021 Strategic Plan was adopted, both Marin County and San Rafael have been fully reimbursed for the abovementioned funding exchange to fulfill all funding obligations for Strategy 1.

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

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

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

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

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

Strategy 3: Local Transportation Infrastructure

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

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

3.1 Major Road Projects

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

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

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

3.2 Local Infrastructure Projects

The Measure A Expenditure Plan recognized that each jurisdiction has unique needs and that local priorities are best identified at the local level. Because of this, Local Infrastructure funds were distributed on a programmatic basis. Funds were allocated to local agencies based on a formula weighted 50% by the population of the local

agency's jurisdiction and 50% by the number of lane miles within the limits of that agency's jurisdiction. This formula was updated on a biennial basis to address changes in population and lanes mile figures. Eligible projects include street and road projects, local transit projects, and bicycle and pedestrian projects.

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

Strategy 4: School Related Congestion and Safer Access to Schools

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

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

4.1 Safe Routes to School Program

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

4.2 Crossing Guard Program

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

4.3 Safe Pathway Program

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

Reserve Funds

The Measure A Expenditure Plan allowed TAM to set aside a reserve fund of up to 10% of the annual receipts from the tax for contingencies, to ensure that the projects included in this plan are implemented on schedule. The purpose of establishing a reserve is to not only ensure that projects are implemented on time, but to allow for fluctuations in annual sales tax receipts that might negatively impact ongoing operating programs. In 2006, TAM established a policy in the Measure A Strategic Plan to set aside 5% annual reserve for the first five years of revenue collection.

TAM collected \$5.38 million in reserve funds in the first five years of the Measure A Program. In June 2019, the TAM Board adopted a policy to release Measure A reserve funds at a rate that does not exceed the amount collected for Measure AA reserve funds, to maintain a minimum \$5.38 million reserve level.

As allowed by the adopted policy, Measure A Reserve Funds in the amount equal to the estimated \$1.43 million in Measure AA reserve collected from FY 2019-20 and \$320,000 collected in the last quarter of FY 2018-19, a total of \$1.75 million in Measure A reserve funds, was made available for allocations in FY 2019-20. No Measure AA reserve funds were collected in FY 2020-21 because of the pandemic so that more funds were made available to the recipients. In FY 2021-22 and FY 2022-23, \$1.7 million and \$1.78 million were collected, respectively, from Measure AA for reserve, and the same amounts of Measure A Reserve funds were released.

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

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

Measure AA Projects/Programs

The Measure AA Expenditure Plan Renewal was based on the expectation that the ½-cent sales tax would generate approximately \$827 million over 30 years, net of expenses for administration and program management, debt service and bond issuance costs. The current projected revenues generated by Measure AA have risen to \$1.3 billion compared to \$1.06 billion projected in the 2021 Strategic Plan. With allowable deductions for administration and program/project management, approximately \$1.18 billion for programming.

As outlined in the Measure AA Expenditure Plan, the current projected revenues generated by Measure AA are programmed to four Categories and their associated Sub-Categories. The Categories and Sub-Categories are as follows, with a brief summary of what the Strategic Plan includes for each:

IMPLEMENTATION CATEGORY	Share	Current 30-year Amount (in millions)
Category 1 Reduce Congestion on Hwy 101 & Adjacent Roadways	7.0%	\$78.0
1.1 Provide matching funds for the MSN Project	1.5%	\$16.7
1.2 Provide matching funds for Hwy 101/I-580 Direct Connector	2.0%	\$22.3
1.3 Improve Hwy 101 local interchanges and freeway access routes	3.0%	\$33.4
1.4 Implement commute alternatives and trip reduction strategies	0.5%	\$5.6
Category 2 Maintain, Improve, and Manage Marin's Local Transportation Infrastructure	26.5%	\$314.5
2.1 Maintain and manage local roads	22.0%	\$261.1
2.2 Provide safe pathways for safe walking and biking access to schools	3.0%	\$35.6
2.3 Develop projects to address transportation impacts from sea level rise	1.0%	\$11.9
2.4 Support operational improvements through innovative technology	0.5%	\$5.9
Category 3 Reduce School-Related Congestion and Provide Safer Access to Schools	11.5%	\$130.8
3.1 Maintain the Safe Routes to Schools Program	3.5%	\$39.8
3.2 Expand the Crossing Guard Program	7.0%	\$79.6
3.3 Provide capital funding for small school safety related projects	1.0%	\$11.4
Category 4 Maintain and Expand Local Transit Services	55.0%	\$657.0
4.1 Maintain and improve existing transit service	33.0%	\$394.2
4.2 Maintain and expand rural and recreational bus services	3.0%	\$35.8
4.3 Maintain and expand transit services for those with special needs	9.5%	\$113.5
4.4 Provide transit services to schools	5.0%	\$59.7
4.5 Invest in bus transit facilities	4.0%	\$47.8
4.6 Expand access to ferries and regional transit, managed by Golden Gate Transit	0.5%	\$6.0
TOTAL	100%	\$1,180.3 *

* Total for the four categories after deducting the allowable 1% for administration and 4% for project/program management.

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

Category 1: Reduce Congestion on Hwy 101 & Adjacent Roadways

Category 1 of the Expenditure Plan is to “reduce congestion and reduce greenhouse gas emissions, maintain and improve local transportation infrastructure, and provide high quality transportation options for people of all ages who live, work, and travel in Marin County.” The four subcategories are described below.

1.1 Provide Matching Funds for the MSN Project

The US101 Marin-Sonoma Narrows entered its final phase of HOV lane construction in the summer of 2022. A total of \$12.4 million in Measure AA funds, representing 1.5% of the overall sales tax measure, will be used to augment other funds to complete the MSN Project. The distribution of Measure AA funds is shown in the below table.

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

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

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

The completion of the Narrows HOV Lane and multi-use path system in Marin will be matched by the completion of the HOV Lane and path system in Sonoma County. The final Sonoma project stretches from East Washington to Petaluma Boulevard North in the City of Petaluma and began construction in the Fall of 2019 with completion in 2023.

1.2 Provide Matching Funds for 101-580 Multi-Modal and Local Access Improvement Project

Traffic congestion continues to increase for vehicles headed towards eastern San Rafael including the disadvantaged Canal neighborhood. This Project will separate regional traffic from local traffic allowing for greater access for local traffic utilizing Bellam Boulevard and Sir Francis Drake Boulevard. The Sir Francis Drake corridor through Larkspur Landing can then be utilized primarily for access to the SMART station and the Golden Gate Ferry, along with supporting local commercial, business, and residential access.

The Project has been underway since the Summer of 2019 and an initial outreach process concluded in reducing the number of build alternatives to four. The outreach effort included a Stakeholder Working Group consisting of over 20 representatives from the surrounding area. The environmental process is set to begin in late 2023.

1.3 Improve Hwy 101 Local Interchanges and Freeway Access Routes

The Measure AA Expenditure Plan directs 3% of revenues towards a program to study potential improvements to Highway 101 interchanges and approaching local roadways. The studies will investigate enhancements for all users including vehicles, bicycles, pedestrians, and transit users. The funds are intended to be used as “seed money” to leverage possible federal, state, regional or local grant sources. Studies at the twelve interchanges listed below were initiated in FY 20/21 and completed in FY22/23.

- Alexander Avenue / Vista Point
- Donahue Street / N. Bridge Road/ Bridgeway
- SR131Tiburon Blvd. / East Blithedale Avenue
- Tamalpais Drive / Paradise Drive
- Sir Francis Drake Boulevard / Fifer. / Industrial Way
- 2nd Street / Heatherton Street
- North San Pedro Road / Merrydale Road
- Manuel T. Freitas Parkway /Civic Center Drive
- Lucas Valley Road/Smith Ranch Road
- Alameda Del Prado/Nave Drive
- Ignacio Boulevard / Bel Marin Keys / Nave Drive
- San Marin Drive/Atherton Avenue

An implementation plan was prepared that evaluated study results from each interchange against a set of priorities and goals. The plan recommended three interchanges be advanced for further study. They are as follows:

- SR131Tiburon Blvd. / East Blithedale Avenue
- Manuel T. Freitas Parkway /Civic Center Drive
- Alameda del Prado/Nave Drive

Work is underway for the next phase of project development and is expected to be complete in the fall of 2024. The consultant contract for the twelve interchange studies and three Project Initiation Documents (PID) is \$4.4 million.

1.4 Implement Commute Alternatives and Trip Reduction Strategies

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

Commute alternatives and trip reduction strategies encourage residents, employees, and visitors to use more environmentally friendly and efficient modes, with an emphasis on transit, bicycle riding, walking, and shared rides. Supporting first and last mile connections to transit through innovative approaches can also support congestion reduction and remove the need for vehicle ownership. Existing successful programs can be sustained with these funds, such as TAM’s Marin Commutes Program, Vanpool Incentive Program, and Emergency Ride Home Program, along with new strategies building on the implementation of innovative programs.

As a primary method of promoting a variety of high-quality transportation options and alternatives to single occupant vehicle trips, TAM launched the Marin Commutes Program in 2019 as a comprehensive public engagement strategy emphasizing the benefits of alternative transportation options and building awareness of the incentives and tools available to Marin commuters. Many of the commute alternatives and trip reduction strategies under this category of Measure AA will be delivered through the Marin Commutes Program. (TAM funds transit programs under category 4 and public transit operations, maintenance or capital expenses are ineligible expenses.) Commute Alternatives and Trip Reduction strategies often include local employer and employee outreach, education, rewards, and incentives. TAM will administer the Commute Alternatives program as part of its existing Commute Alternatives program, while offering assistance to partners and local jurisdictions to help support reductions in vehicle miles traveled (VMT) and equitable programs to support residents and the workforce to utilize encouraging transportation alternatives.

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

Category 2 of the Expenditure Plan is to “maintain, improve, and manage Marin’s local transportation infrastructure, including roads, bikeways, sidewalks, and pathways to create a well-maintained and resilient transportation system.” The four subcategories are described below.

2.1 Maintain and Manage Local Roads

Subcategory 2.1 funds the maintenance of and improvements to local roads, which are the largest single public investment in the county. Funded projects must consider the needs of all roadway users. Local jurisdictions, as project sponsors, will be encouraged to coordinate with adjacent jurisdictions to maximize economic efficiency and minimize construction impacts.

The goal is to develop a comprehensive plan for improving critical roadways at the time an investment is made. Where feasible, locally defined bicycle and pedestrian projects will be implemented in conjunction with other roadway improvements. Funds utilized are eligible to be spent on the following:

- Paving, reconstruction, and repair to roadways, including drainage, lighting, landscaping, and other roadways system components.
- Sidewalks, bikeways, and multi-use pathways.
- Safe pathways to transit and bus stop improvements.
- System enhancements to accommodate new technologies such as signal coordination and real time information.
- Facilities to support alternative fuel vehicles, including electric vehicles and autonomous vehicles.
- Municipal fleet conversions to alternative fuel vehicles.
- School bus service in local corridors as a mechanism to relieve congestion.

The Expenditure Plan recognized that each jurisdiction has unique needs and that local priorities are best identified at the local level. Because of this, Local Road funds are distributed on a programmatic basis. Funds are allocated to local agencies based on a formula weighted 50% by the population of the local agency’s jurisdiction and 50% by the number of lane miles within the limits of that agency’s jurisdiction. This formula is updated on a biennial basis to address changes in population and lane mile figures. The distribution shares will use the most current population data from the California Department of Finance and lane miles from MTC. The distribution shares shown in the Five-Year Programming table have been updated in 2023. Since inception of the Measure AA Program, annual allocations of approximately \$6 million in Category 2.1 funds have been distributed to local agencies.

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

Category 2.2 funds school-related projects known as Safe Pathways to Schools. Safe Pathways is the capital improvement element of the Safe Routes to Schools program. Where the Safe Routes program identifies circulation improvements needed for safe access to schools, the Safe Pathways program provides funding for the engineering, environmental clearance, and construction of pathway and sidewalk improvements in all Marin County communities, including safety improvements at street crossings. As defined in the Expenditure Plan, typical projects might include the construction of pathways, sidewalk improvements, circulation improvements, or traffic safety devices.

Category 2.2 can be used to fund Safe Pathway projects or as matching funds from other sources and may be used in combination with road funds to accelerate pathway improvements in school areas. Safe Pathways funds shall be available to local jurisdictions and will be distributed on a competitive basis to jurisdictions following a Call for Projects managed by TAM.

Category 2.2 is intended to fund larger projects. The allocation of funds under Category 2.2 is recommended to be capped up to \$400,000 to assure equitable distribution of available funds but this amount can be adjusted depending on the amount of funds available and the bidding environment. A Call for Projects will be conducted approximately once every three to four years when the accumulation of funds has reached a sufficient level to fund more than seven projects. Smaller safe pathway projects discussed under Category 3.3 are generally included in a Call for Projects with Category 2.2.

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

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

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

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

In October 2019, the TAM Board approved funds from Categories 2.2 and 3.3 for 13 large projects and 14 small projects in the amounts of \$4.6 million and \$900,000, respectively. The funds estimated to be collected from FY 2018-19 to FY 2022-23 were used to fund the programmed projects.

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

demand. To date, actual reimbursement demands have not exceeded the amounts in the reimbursement schedule, preserving a positive cashflow for Categories 2.2 and 3.3.

The next Call for Projects with Categories 2.2 and 3.3 funds is anticipated to commence in 2024.

2.3 Develop Projects to Address Transportation Impacts from Sea Level Rise

The realities of rising sea levels, higher tides, and flooding are Bay Area issues that are particularly challenging in Marin and will have a severe effect on the future of infrastructure facilities. Marin has been served well by the efforts to define the impacts of climate change through its evaluations of vulnerabilities - the 2015 BayWAVE and C-SMART reporting efforts, addressing both Marin's bayside and ocean coast impacts and opportunities for solutions. Caltrans has evaluated its major facilities and their vulnerability and released their report in Spring 2018 – Caltrans District 4. Climate Change Vulnerability Assessments, followed by a Priorities report in 2021.

The funds in this category are reserved for the planning of infrastructure improvements to address sea-level rise, or as matches to grants sought for that purpose, as spelled out in the adopted Measure AA Expenditure Plan. The funds are small and no doubt insufficient for design or construction of these solutions but can be used to plan for improvements and serve as matching funds to grants from other sources.

TAM staff have been working closely with local agencies to consider future needs and opportunities and presented a framework for discussion to the TAM Board in November 2020 and the proposed scope for developing a countywide Sea Level Rise Adaptation Plan in October 2022. Based on these discussions, TAM staff have conducted a procurement for consultant support to conduct a review of existing plans and studies at identified transportation locations vulnerable to sea level rise and begin conceptual design efforts at vulnerable locations in Marin County both on major transportation facilities and adjacent to these facilities. A contractor was retained during FY 2022-23 for an amount not to exceed \$550,000 anticipated over the next two fiscal years.

2.4 Support Operational Improvements through Innovative Technology

Over the last several years, the transportation industry has seen rapid changes in mobility from the use of smartphone applications, and new advancements in the technology sector and electric vehicle sector. It is impossible for transportation agencies to fully anticipate changes in the era of digital transformation that will occur over the next few years, further compounded by the Covid-19 pandemic, where a rapid shift in travel behavior occurred. TAM responded quickly by providing grant funds to support redesign of our local road networks and encourage the use of active transportation. A call for projects was conducted to local public works departments, and the TAM board programmed funds to support these projects using funds collected over FY 2019-20 and FY 2020-21.

As these funds continue to be replenished staff will look toward conducting a new call for projects, to potentially include planning activities to guide the implementation of emerging technology or achieve key policy objectives in alignment with the expenditure plan. This call for projects is expected in FY 2023-24 and will likely include multiple years of funds for local jurisdictions to apply for.

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

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

3.1 Maintain the Safe Routes to Schools Program

Safe Routes to Schools (SR2S) is a proven program designed to reduce local congestion around schools while instilling healthy and sustainable habits in our young people. The program includes several components including classroom education, special events, and incentives for choosing alternative modes to schools, as well as technical assistance to identify and remove the barriers to walking, biking, carpooling, or taking transit to school. The program, which is currently managed by TAM, has proven its ability to increase alternative mode use to schools, with over 60 participating schools, and an average of over 30% active greentrips – walking, biking, and taking transit – to and from participating schools.

The Measure AA Program continues the efforts established by the Measure A Program to be the primary source of funds for the SR2S Program and has allowed it to operate at consistent funding levels since 2004. The latest evaluation report was completed in 2023 and indicated continuing congestion relief around schools.

3.2 Expand the Crossing Guard Program

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

The counts associated with new guard deployment locations have concluded in 2023. A new recertification list will be in place for the 2023/24 school year.

3.3 Provide Capital Funding for Small School Safety Related Projects

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

Small-scale safety improvement devices that may not compete well for larger grant programs such as signal upgrades, rectangular rapid flashing beacons, and other flexible technology improvements would be included in this program. Small Safe Pathways funds will be available to local jurisdictions and will be distributed on a competitive basis following a Call for Projects managed by TAM. As noted above, the next Call for Projects with Categories 2.2 and 3.3 funds is anticipated to commence in 2024.

Category 4: Maintain and Expand Local Transit Services

Category 4 of the Expenditure Plan is to “maintain and expand efficient and effective local transit services in Marin County, including services to schools and specialized service for seniors and persons with disabilities, to reduce congestion and meet community needs.”

The goal of the Expenditure Plan is to support diverse, efficient, and sustainable transportation options that promote mobility and maintain the quality of life for residents of Marin County. This category contains a variety of transit programs that work together with the other Expenditure Plan strategies to develop sustainable and responsive alternatives to driving for a variety of trip purposes in Marin.

It provides Marin with an efficient transit system that reduces greenhouse gas emissions and meets the needs of those who travel between and within the county's many communities. Transit services were affected worldwide by the pandemic, and Marin was no exception. However, the local agencies adapted quickly and continue to make adjustments in order to manage their budgets and meet the needs of riders while meeting public health mandates. TAM will continue to monitor the changes to transit brought by the last two years.

4.1 Maintain and Improve Existing Transit Service

Category 4.1 allows Marin Transit to plan long term and contract Marin's local transit service. Funding will ensure that service levels are maintained and increased in the long term, with focus on the leveraging of other funds. This category will provide funding to maintain and improve intercommunity bus transit service and service along major bus transit corridors throughout Marin County. Marin Transit operates a number of bus transit corridors that have frequent service and boast high ridership numbers at peak hours. These include:

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

While frequent service is critical along major corridors, there are transit markets and communities within Marin County that may be better served with low-cost services such as smaller transit vehicles or on-demand services, such as the West Marin Stagecoach.

Category 4.1 will also fund programs that provide discounts to low-income riders to support mobility and access to jobs and basic services for those with no alternatives. Approximately \$9 million is collected annually and made available to Marin Transit upon annual request.

4.2 Maintain and Expand Rural and Recreational Bus Services

Category 4.2 funds Marin's rural and recreational bus services that reduce congestion and improve mobility for Marin County residents and visitors. These are primarily the West Marin Stagecoach, Muir Woods Shuttle, and Tomales-Dillon Beach Dial-A-Ride that serve the rural and recreational areas of Marin County. Approximately \$900,000 is collected annually.

4.3 Maintain and Expand Transit Services for Those with Special Needs

Category 4.3 funds transit services for those with special needs who are not able to use fixed-route services. Included in special needs are traditional paratransit for seniors and disabled persons, travel training, subsidized taxi services, and volunteer driver programs. Marin Transit contracts with vendors to provide specialized services for older adults and persons with disabilities. These services are essential to keep Marin's residents mobile and independent as they get older.

Services for seniors and persons with disabilities are planned with the support of the Marin Mobility Consortium, which advises Marin Transit on the needs of these communities and receives public input from all areas of the county. With support of the 2004 sales tax, there have been many successful programs, including new shuttle services and scheduled group trips. Measure AA funding will allow these innovations to continue and expand to serve Marin's aging population. Approximately \$2.8 million is collected annually.

4.4 Provide Transit Services to Schools

Safe Routes to Schools programs benefit students and families in close proximity to Marin schools by educating and encouraging walking and biking. Public transit and yellow school bus services provide service for many students with longer trips to school. Category 4.4 dedicates funds to maintain yellow bus services in partnership with local schools and parent organizations. Category 4.4 also funds enhanced school-oriented bus services, also integral to this category.

The school service category also provides ongoing assistance for our youth and the lowest income families who are unable to afford current transit fares. The youth discount program funded from this category works in tandem with other school enhancements to develop early and life-long transit riding habits. Approximately \$1.5 million is collected annually.

4.5 Invest in Bus Transit Facilities

Category 4.5 funds investment in vehicles and facilities. This will include funding for a green transit fleet, new bus transit hubs for efficient and safe transferring between routes, constructing a local bus maintenance facility, and new amenities at bus stops including real-time transit information.

Transitioning to a fleet of green transit vehicles (such as electric buses) will help the county reduce its carbon footprint and save costs in the long term. Many Marin Transit routes are well suited to electric bus operations, with transit centers at one or both termini, and varied topography (regenerative braking and downhill power generation helps with battery charging).

Category 4.5 is intended to provide Marin County with an efficient transit system that fully meets the needs of those who need or wish to travel both between and within communities via bus or shuttle transit. Increasing support for mobility alternatives will provide options for those who either cannot or choose not to drive for all of their trips.

Approximately \$1.2 million is collected annually. Unlike operational services like Categories 4.1 to 4.3 that need annual funding, allocations for Category 4.5 are based on Marin Transit's capital needs that may vary from year to year.

4.6 Expand Access to Ferries and Regional Transit, Managed by Golden Gate Transit

Marin County residents and workers now have expanded regional transportation options to improve regional mobility, particularly during commute hours. Local residents and workers often require first and last mile connections to make these regional options accessible, including access to the ferry and express bus services.

Category 4.6 helps to expand and maintain connecting ferry shuttle services, remote parking locations adjacent to transit hubs, and other last mile solutions that provide regional access for Marin's residents and commuters.

Category 4.6 provides dedicated funding to improve access to regional bus and ferry service provided by the Golden Gate Bridge, Highway, and Transportation District. These funds support Golden Gate Transit in their regional transit efforts and are contingent on Golden Gate maintaining their bridge toll revenue that currently funds these regional services and meeting their performance and operations subsidy goals. Approximately \$150,000 is collected annually.

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

In addition to funding the four categories noted above, the Measure AA Expenditure Plan also directed TAM to set aside \$2.35 million annually to fund commitments from the Measure A Program to several major road projects and to the Richmond-San Rafael Bridge approaches (on East Sir Francis Drake and Bellam Boulevards), until the \$32.90 million remaining funding commitment is fully fulfilled.

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

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

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

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

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

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

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

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

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

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

Implementation Guidelines

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

A. Claimant Policies

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

1. Eligibility for Funding

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

2. Application Process

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

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

3. Allocation and Disbursement of Funds

- All allocations of Measure AA funds by TAM will be reviewed for the following:
 - a. Consistency with the Strategic Plan [Program of Projects]
 - b. Completeness of the application via the Allocation Request Form and consistency with Strategic Plan requirements.
- All allocations of Measure AA funds will be governed by a funding agreement between TAM and the sponsoring agency. The TAM Board will approve such allocations. TAM's Executive Director will have the authority to execute funding agreements.
- Programmatic funding will be approved annually, and project specific funding will be approved based on project readiness. For multi-year projects, funding allocations and funding agreements may be for the term of project phases (i.e., environmental, design, construction).
- All agreements will document the following (See Appendix 3b):
 - a. Scope of Work
 - b. Project Schedule
 - c. Funding Plan
 - d. Adherence to Performance Measures (if applicable)
 - e. Reporting requirements
 - f. Acceptance of TAM's Claimant Policies
- Funding agreements shall be executed by resolution of the sponsor's governing board.
- Prior to the disbursement of funds, a project must have:
 - a. an approved allocation resolution from the TAM Board
 - b. an executed funding agreement between the sponsoring agency and TAM.
- The standard method of payment will be through reimbursement, with the exceptions of Category 4.1, 4.2, 4.3, and 4.4, which can be distributed one month before costs have been incurred, and Category 2.1 (Local Roads), which are distributed on a formula basis. Project advances will require approval from the TAM Board.
- Funds may be accumulated by TAM over a period of time to pay for larger and long-term projects. All interest income generated by these proceeds will be used for the transportation purposes described in the Expenditure Plan and Strategic Plan as approved by the TAM Boards.
- Timely use of funds requirement will be specified in each agreement.
- Project reimbursement requests must be accompanied by evidence of payment. Reimbursement requests shall be submitted no more frequently than monthly.
- Measure AA funds will not substitute for another fund source that has been programmed or

allocated previously to the project or program without prior approval of TAM.

- Other fund sources committed to the project or program will be used in conjunction with Measure AA funds. To the maximum extent practicable, other fund sources will be spent down prior to Measure AA funds. Otherwise, Measure AA funds will be drawn down at a rate proportional to the Measure AA share of the total funds programmed to that project phase or program.
- After a multi-year allocation of funds has been made to a project phase, the release of funds in any subsequent fiscal year will be subject to the submittal and acceptance by TAM's Executive Director of a complete Progress Report meeting the requirements for progress reports as adopted by the TAM Board.
- Measure AA funds will be allocated to phases of a project or to a program based on demonstrated readiness to begin the work and ability to complete the project phase.
- Measure AA allocations for right-of-way and construction will be contingent on a completed environment document.

4. Monitoring and Reporting Requirements

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

5. Eligible and Ineligible Costs

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

6. Other

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

Appendix

Appendix 1 - Measure A Five-Year Programming

Appendix 2 - Measure AA Five-Year Programming

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

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

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

Appendix 6 - Comments and Responses on Strategic Plan (if any)

Appendix 1 - Measure A Five-Year Programming

		Numbers in '000's							
Measure A 1/2 Cent Sales Tax Programming		PRIOR	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	FY27/28	TOTAL
Strategy 1 - Transit									
Strategy 1.1	Local Bus Transit Service	110,995	-	-	-	-	-	-	110,995
Strategy 1.2	Rural Bus Transit Service	8,795	-	-	-	-	-	-	8,795
Strategy 1.3	Special Needs Transit Services	27,022	-	-	-	-	-	-	27,022
Strategy 1.4	Bus Transit Facilities	17,154	1,434	-	-	-	-	-	18,588
	Total	163,966	1,434	-	-	-	-	-	165,400
Strategy 3 - Local Transportation Infrastructure									
Strategy 3.1	Major Roads								
	<i>Active Projects</i>								
	County of Marin - Ross Valley Sir Francis Drake Blvd	14,420	-	-	-	-	-	-	14,420
	Mill Valley - E. Blithedale	250	-	-	-	-	-	-	250
	San Rafael - Third Street	300	-	-	-	-	-	-	300
	Novato - Novato Blvd - Segment 1	401	-	-	-	-	-	-	401
	<i>Completed Projects</i>	24,101	-	-	-	-	-	-	24,101
Strategy 3.2	Local Streets and Roads	38,011	-	-	-	-	-	-	38,011
	Total	77,483	-	-	-	-	-	-	77,483
Strategy 4 - Safer Access to Schools									
Strategy 4.1	Safe Routes to Schools	9,185	-	-	-	-	-	-	9,185
Strategy 4.2	Crossing Guards	11,576	-	-	-	-	-	-	11,576
Strategy 4.3	Safe Pathways								
	<i>Active Projects</i>								
	Corte Madera-Co. Day & Montessori, La Perouse	244	-	-	-	-	-	-	244
	Mill Valley Camino Alto Bike Ped	350	-	-	-	-	-	-	350
	Larkspur-Doherty Dr Bike Ped	350	-	-	-	-	-	-	350
	San Anselmo - Brookside Elementary	350	-	-	-	-	-	-	350
	<i>Completed Projects</i>	6,159	-	-	-	-	-	-	6,159
	Total	28,214	-	-	-	-	-	-	28,214

Appendix 2 - Measure AA Five-Year Programming

Measure AA 1/2 Cent Sales Tax Programming	Numbers in '000's							
	PRIOR	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	FY27/28	TOTAL
Major Road Set-Aside								
<i>Active Projects</i>								
Mill Valley - E. Blithedale	2,106	-	-	-	-	-	-	2,106
San Rafael - Third Street	4,408	5,795	2,318	-	-	-	-	12,521
Novato - Novato Blvd - Segment 1	946	250	-	5,320	5,071	-	-	11,587
Richmond San Rafael Bridge Approaches	2,682	1,118	-	-	-	-	-	3,800
Total	10,142	7,163	2,318	5,320	5,071	-	-	30,014
Category 1 - Reduce Congestion								
Category 1.1 Completion of Marin-Sonoma Narrows	12,333	-	-	-	-	-	-	12,333
Category 1.2 Match for Completion of 101/580 Direct Connector	944	5,300	4,000	4,000	1,800	-	-	16,044
Category 1.3 Enhance Interchanges	1,267	601	616	631	692	-	-	3,807
Category 1.4 Transportation Demand Management	201	100	102	105	115	-	-	623
Total	14,745	6,001	4,718	4,736	2,607	-	-	32,807
Category 2 - Local Transportation Infrastructure								
Category 2.1 Local Roads	17,953	6,626	6,444	6,585	7,137	7,293	7,451	59,489
Category 2.2 Large Safe Pathway Capital Projects	3,900	-	-	898	973	994	1,016	7,781
Category 2.3 Sea Level Rise	826	291	293	299	324	331	339	2,703
Category 2.4 Innovative Technology	413	146	146	150	162	166	169	1,352
Total	23,092	7,063	6,883	7,932	8,596	8,784	8,975	71,325
Category 3 - Safer Access to Schools								
Category 3.1 Safe Routes to Schools	1,429	1,090	1,200	1,170	1,300	1,360	1,430	8,979
Category 3.2 Crossing Guards	3,546	1,930	1,850	1,980	2,330	2,040	2,200	15,876
Category 3.3 Small Safe Pathway Capital Projects	900	-	-	282	307	314	322	2,125
Total	5,875	3,020	3,050	3,432	3,912	3,714	3,952	24,955
Category 4 - Transit								
Category 4.1 Local Bus Transit Service	27,319	9,708	13,000	9,973	10,802	11,035	11,272	93,109
Category 4.2 Rural Bus Transit Service	2,484	883	927	907	982	1,003	1,025	8,211
Category 4.3 Special Needs Transit Service	7,864	2,795	2,935	2,871	3,110	3,177	3,245	25,997
Category 4.4 School Transit Service	4,139	1,471	1,700	1,511	1,636	1,671	1,707	13,835
Category 4.5 Bus Transit Facilities	3,311	1,177	1,236	1,208	1,309	1,338	1,366	10,945
Category 4.6 Expand Access to Transit	414	-	-	416	164	167	171	1,362
Total	45,531	16,181	19,798	16,621	18,003	18,391	18,786	153,459

1 - Prior includes funds allocated through FY 21/22.

2 - Total includes Prior Allocation, Current Allocation (FY 22/23), & 5-Years of Programmed Funds.

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

Measure AA 1/2 Cent Sales Tax Programming		PRIOR ¹	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	FY27/28	TOTAL ²
Category 2 - Local Transportation Infrastructure	POP/Mile³								
Category 2.1 Local Roads									
Belvedere	0.97%	175,673	64,439	62,665	64,039	69,411	70,920	72,459	579,607
Corte Madera	3.69%	651,809	244,214	237,492	242,700	263,061	268,779	274,613	2,182,668
Fairfax	2.77%	494,702	183,563	178,510	182,424	197,728	202,027	206,411	1,645,366
Larkspur	4.08%	711,024	270,402	262,959	268,725	291,270	297,602	304,060	2,406,042
Mill Valley	5.51%	1,014,059	365,037	354,989	362,773	393,207	401,755	410,474	3,302,295
Novato	17.93%	3,242,947	1,188,310	1,155,602	1,180,940	1,280,014	1,307,841	1,336,224	10,691,878
Ross	0.98%	186,141	65,034	63,244	64,631	70,053	71,576	73,129	593,809
San Anselmo	4.44%	795,627	294,018	285,925	292,195	316,708	323,593	330,616	2,638,683
San Rafael	19.82%	3,508,861	1,313,510	1,277,356	1,305,364	1,414,876	1,445,635	1,477,008	11,742,609
Sausalito	2.74%	498,286	181,839	176,834	180,711	195,872	200,130	204,473	1,638,144
Tiburon	3.38%	622,650	223,968	217,803	222,579	241,252	246,496	251,846	2,026,594
County	33.68%	6,051,713	2,231,921	2,170,487	2,218,079	2,404,162	2,456,427	2,509,738	20,042,527
Total	100.00%	17,953,492	6,626,254	6,443,866	6,585,159	7,137,614	7,292,782	7,451,053	59,490,221
<p>1 - Collection of Measure AA commenced April 1, 2019. Prior includes funds allocated through FY 21/22.</p> <p>2 - Total includes Prior Allocation, Current Allocation (FY 22/23), and 5-Years of Programmed Funds.</p> <p>3 - The Population/Lane Miles Percentage was updated in 2023 with the latest available population data from the Department of Finance and lane miles data from MTC.</p>									

Appendix 4 - Measure A Expenditure Plan

The Measure A Expenditure Plan is available for download at:

<http://tamwebsite900.wenginepowered.com/wp-content/uploads/doc-reports/measure-a/279.pdf>

Appendix 5 - Measure AA Expenditure Plan

The Measure AA Expenditure Plan is available for download at:

http://tamwebsite900.wenginepowered.com/wp-content/uploads/2018/07/TAM_2018FinalExpenditurePlan_062918.pdf

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DATE: June 19, 2023

TO: Transportation Authority of Marin Citizens' Oversight Committee

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

SUBJECT: Review of Draft 2023 Measure B Strategic Plan (Discussion), Agenda Item No. 6

RECOMMENDATION

Discussion item only. The Citizens' Oversight Committee (COC) reviews the Draft 2023 Measure B Strategic Plan and provides input. Any comments received from the COC will be considered for incorporation into the final Measure B Strategic Plan which will be adopted by the TAM Board at its July 27 meeting.

BACKGROUND

The Marin County Vehicle Registration Fee (VRF), approved by voters as Measure B in November 2010, dedicates an estimated \$2.3 million annually in VRF revenues to transportation projects and programs in Marin. The original Measure B Expenditure Plan directed staff to develop a Measure B Strategic Plan, which was adopted in July 2011.

The Measure B Expenditure Plan underwent a review process in 2022. The review process commenced through the TAM Citizens' Oversight Committee (COC) meetings, along with engagement of various stakeholders to provide input and recommendations for suggested revisions. The review process concluded when the TAM Board adopted the Amended Measure B Expenditure Plan in February 2023. One of the first instructions from the Amended Measure B Expenditure Plan was for staff to develop a revised Measure B Strategic Plan for adoption. The Measure B Strategic Plan will be updated every other year as needed.

DISCUSSION/ANALYSIS

Purpose of a Strategic Plan

The 2023 Measure B Strategic Plan outlines how the VRF revenues are distributed to projects and programs, as well as the oversight process. It establishes the timing of allocations and addresses funding priorities. It also reconciles the timing of expected revenues with the schedule for when those revenues are needed in order for sponsors to deliver projects and services. The Strategic Plan provides the overall structure for the management of the revenues and guidance to sponsors on requesting, utilizing, and reporting on the spending of the funds allocated.

This Strategic Plan itself does not constitute a final funding commitment. Actual funding commitments to individual projects and programs are secured through allocation requests by eligible designated recipients and TAM Board approvals.

The Measure B Strategic Plan

The Measure B Strategic Plan provides the history of Measure B funds, discusses the roles of organizations that oversee the Measure B Program, and provides parameters in how the Measure B Program is managed. The most critical role of the Measure B Strategic Plan is the discussion of the three Elements that are eligible for funding and how much funding each Element receives in the next 10 years. Lastly, the Measure B Strategic Plan provides implementation guidance for eligible sponsors responsible for implementing the projects and programs.

Notable Changes from the Original Measure B Strategic Plan

The adopted 2023 Amended Measure B Expenditure Plan includes modest changes from the 2010 Measure B Expenditure Plan, which only impacts on the project eligibility and allocation process for Element 1. No changes in funding amount or eligibility were proposed for Elements 2 and 3. The changes under Element 1, along with other adopted revisions are shown below:

- Element 1.1 funding focus
- Element 1.2 use of carryover funds
- COC – flexibilities were included to allow for changes to the membership
- Performance metrics for each element and sub-element

Element 1.1 Summary of Changes

The current 35% funding share would be maintained through a formula-based program, which would provide funds using the existing distribution formula (50% population and 50% lane miles) to the cities, towns, and County of Marin, with the requirement that all funds would be used for specific bike/pedestrian and safety improvement projects that benefit bicycle and pedestrian travel rather than general local street and road projects. TAM would allocate funds based on an estimated five years of revenue collection at the beginning of the five-year period. A reimbursement schedule will be developed based on project readiness. Descriptions of Element 1.1 can be found on Pages 14 and 15 of the Strategic Plan (Attachment A)

Element 1.2 Summary of Changes

The current 5% funding share would be maintained, however, the TAM Board now has the discretion to redirect carryovers (currently exceeding \$300,000) at the sunset of the expired expenditure plan, June 30, 2023, to any countywide pathway planning, maintenance, or construction needs. To ensure future pathway maintenance funds are timely and effectively used, a provision was also added to allow the TAM Board the discretion to redirect future carryovers to any countywide pathway planning, maintenance or construction needs whenever the carryover exceeds \$250,000 under the Amended Measure B Expenditure Plan. Descriptions of Element 1.2 can be found on Pages 14 and 15 of the Strategic Plan (Attachment A).

Language to Allow Future COC Membership Change

The current 12-member COC membership structure was originally established in the 2004 Measure A Transportation Sales Tax Expenditure Plan. To make sure the COC membership structure can be reviewed and changed timely to reflect the evolving needs of various communities, especially those who are underserved, language in the Measure B Expenditure Plan was amended to allow the Board the authority to review and adjust the COC membership structure when necessary. Descriptions of the COC can be found on Page 7 of the Strategic Plan (Attachment A).

Performance Metrics

The Amended Measure B Expenditure Plan directs staff to include performance metrics in the development of the 2023 Measure B Strategic Plan. Each element and sub-element identified in the Measure B Expenditure Plan include specific performance metrics to gauge how well they meet the goals of Measure B. Descriptions of proposed performance metrics can be found on Page 20 of the Strategic Plan (Attachment A) and in Attachment 2 of the Strategic Plan. Note that these proposed metrics were reviewed by the COC in April 2023, as well as by the potential project sponsors, and feedback has been incorporated.

FISCAL CONSIDERATION

There are no immediate fiscal impacts associated with the review of the Draft 2023 Measure B Strategic Plan and the opening of a 30-day public comment period. After the Draft 2023 Measure B Strategic Plan is adopted, Measure B funds will be made available upon requests from eligible recipients.

NEXT STEPS

The TAM Board will review and release the Draft 2023 Measure B Strategic Plan for public comment at its June 22, 2023 meeting. The 30-day comment period will end on July 22nd. Staff will respond to comments received and present a final draft for Board adoption at the July Board meeting, noting any significant updates made based on comments. The TAM Board will conduct a public hearing prior to the final adoption of the Strategic Plan at its July Meeting. Upon adoption, the 2023 Measure B Strategic Plan will be posted on TAM's website and communicated to local agencies and stakeholders. Initial allocation requests of Measure B funds from the 2023 Measure B Strategic Plan are scheduled to be presented to the TAM Board for adoption in July 2023.

ATTACHMENT

Attachment A – Draft 2023 Measure B Strategic Plan
Attachment B – Staff Presentation

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Item 6 - Attachment A



DRAFT 2023 MEASURE B VEHICLE REGISTRATION FEE (VRF) STRATEGIC PLAN

Originally Adopted July 28, 2011
Revised July 27, 2023 (*pending*)



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Executive Summary

The Marin County Vehicle Registration Fee (VRF) Expenditure Plan, approved by voters as Measure B in November 2010, dedicates an estimated \$2.3 million annually in VRF revenues to the transportation project and program needs in Marin. The VRF was approved at a time when formerly reliable state and federal sources of transportation funding were sorely lacking and Marin residents expressed a strong desire to reduce traffic congestion and vehicle-related pollution. A number of transportation improvements in Marin would not be implemented if the VRF revenues were not available.

Revenue collection of VRF funds started on April 1, 2011. Measure B was approved with no sunset date; however, it included the provision that the Measure B Expenditure Plan will be reviewed at least every ten years, and any amendments would need to be approved by the TAM Board. The first Measure B Expenditure Plan review was originally scheduled for adoption no later than April 1, 2021. Due to the COVID-19 pandemic, in November 2020, the TAM Board extended the time and directed staff to commence a public hearing no later than January 2023 with adoption of the amended plan by March 2023.

In March 2022, the Measure B Expenditure Plan Review process commenced through the TAM Citizens' Oversight Committee (COC) meetings, along with engagement of various other groups including the Marin Public Works Association (MPWA), Marin Managers Association (MMA), and Ad-Hoc Committees, such as the Commute Alternatives & Reduction of Trips (CART), Alternative Fuel & Electric Vehicle (AFEV), and Safe Routes to Schools (SRTS) Committees for input and recommendations for suggested revisions.

On October 24, 2022, the COC deliberated and voted unanimously to support the recommended amendments to the Measure B Expenditure Plan. On December 15, 2023, the TAM Board opened a public comment period on the Amended Measure B Expenditure Plan. After the public comment period closed, the TAM Board adopted the Amended Measure B Expenditure Plan on February 23, 2023. Concurrently, the TAM Board directed staff to develop a revised Measure B Strategic Plan (hereinafter referred as "2023 Measure B Strategic Plan") to capture the instructions from the Amended Measure B Expenditure Plan and manage the revenues and expenditures effectively and efficiently.

The Measure B Expenditure Plan and the subsequent Amended Measure B Expenditure Plan lists projects and programs that are eligible for VRF funds and establishes the maximum percentage of funds that can be allocated to each element. It did not establish exactly when allocations will be made. TAM developed this revised 2023 Measure B Strategic Plan to establish the timing of allocations and address funding priorities among the projects. The 2023 Measure B Strategic Plan reconciles the timing of expected revenues with the schedule for when those revenues are needed in order for sponsors to deliver projects and services. It provides the best available understanding of when revenue will be available and how that revenue will be spent. The resulting assignment of dollars to programs and projects is a commitment to sponsors that the funds will be available. The 2023 Measure B Strategic Plan itself does not constitute the final granting of funding. Commitments to individual projects and programs are secured through actual allocation actions by the TAM Board.

The Amended Measure B Expenditure Plan did not fundamentally change the original Measure B Expenditure Plan funding elements or percentages. However, messages from the review process were clear that there is a need to leverage funding for non-motorized transportation needs and support of complete streets elements of projects with modest changes is reflected under Element 1. No changes were instituted for Elements 2 or 3.

The 2023 Measure B Strategic Plan is expected to be updated every other year as needed. Any updates are intended to present to the communities and the Authority's stakeholders at large a clear sense of the agency's strategy in managing its resources responsibly and cost effectively. In short, the 2023 Measure B Strategic Plan provides the overall roadmap for the programming of VRF funds consistent with project/program sponsors' expectations. The Revenues and Programming Summary Sheet of the 2023 Measure B Strategic Plan will be updated annually to indicate the funds available for the years ahead and, to accommodate project delivery.

As outlined in the Amended Measure B Expenditure Plan, the revenues generated by VRF are programmed to the following three Elements:

Element 1: Maintain Local Streets and Pathways

- 1.1. Bicycle, Pedestrian, and Safety Improvements on Local Network
- 1.2. Maintain Class I Bike/Ped Pathways

Element 2: Improve Transit for Seniors and Persons with Disabilities

- 2.1. Paratransit Plus
- 2.2. Volunteer Driver Program Support
- 2.3. Low Income Rider Scholarships
- 2.4. Gap-Grant Program
- 2.5. Mobility Management Staffing

Element 3: Reduce Congestion and Pollution

- 3.1. School Safety and Congestion Reduction
- 3.2. Local Marin County Commute Alternatives
- 3.3. Alternative Fuels Infrastructure and Promotion

As mentioned above, the Amended Measure B Expenditure Plan revised Element 1 but made no changes to Elements 2 and 3. The primary change to Element 1 involves converting Element 1.1 from funding local street and road projects to bicycle, pedestrian, and safety improvement projects. Other changes are discussed below.

A number of policies are outlined in the 2023 Measure B Strategic Plan to make clear the actions, intentions, and expectations of TAM. The policy elements discussed in this document include: the Separation of Elements, Reserves, Debt, Investments, Fund Swaps, Strategic Plan Amendments, California Environmental Quality Act (CEQA), and Annual Reporting. These policies are part of the structure and guidelines for prudent administration of the Measure B program.

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

The 2023 Measure B Strategic Plan programming roadmap will serve as the starting line for VRF usage. TAM will assess progress and eligibility, assuring that sponsor reporting requirements are met. The incremental allocation of funds along with regular monitoring done by TAM staff will provide additional assurance that the goals of the Amended Measure B Expenditure Plan (hereinafter referred as "Expenditure Plan"), the strong message from voters, are being met.

I. Introduction

The Expenditure Plan for the \$10 VRF increase, originally approved by voters as Measure B in November 2010, dedicates an estimated \$2.3 million annually in VRF revenues to transportation needs in Marin County. The Expenditure Plan was adopted in February 2023.

The Strategic Plan implements the primary goal of Measure B, as set forth in the Expenditure Plan:

Support transportation investments in a way that sustains Marin County’s transportation network and reduces traffic congestion and vehicle-related pollution.

The Expenditure Plan lists transportation projects and programs that are eligible for VRF funds and establishes the maximum percentage of VRF funds that can be allocated to each element but provides minimal guidance on the timing of allocation of the VRF revenue to each Element. TAM has developed the 2023 Measure B Strategic Plan to establish the timing of allocation amounts, addressing funding priorities among the projects. The 2023 Measure B Strategic Plan reconciles the timing of expected revenues with the schedule for when those revenues are needed in order for sponsors to deliver projects and services. It takes into consideration the schedule of availability of federal, state, Measure A/AA, and other funds beyond Measure B and an assessment of the reasonableness of project and program schedules.

The 2023 Measure Strategic Plan makes provisions for project management administration consistent with the Expenditure Plan and provides the overall structure for the management of the VRF revenues. Finally, guidance is provided to sponsors on requesting, utilizing, and reporting on the results of the VRF funds allocated.

The 2023 Measure B Strategic Plan roadmap will serve as the starting line for VRF usage. Each time a sponsor requests the next phase of funding for a project or program, TAM will assess progress and eligibility, assuring that sponsor reporting requirements are met.

A. The Transportation Authority of Marin

TAM was created in 2004 by the Marin County Board of Supervisors to administer the Measure A (Transportation Sales Tax) Expenditure Plan, subsequently extended as Measure AA. With the passage of Measure B, TAM now manages the implementation of the transportation programs financed by both Measure A/AA and Measure B. TAM also serves as the designated Congestion Management Agency (CMA) for the County, providing countywide planning and programming for transportation related needs. TAM plays a leading role in the planning, financing and implementation of transportation projects and programs in the County.

The TAM sixteen member governing board comprises representatives from each of the cities and towns in Marin County, and all five members of the County Board of Supervisors. A twelve member Citizens’ Oversight Committee, made up of five representatives from the five planning areas and seven representatives from diverse interest groups in the County, will report directly to the public on expenditures related to the Measure A/AA and Measure B Expenditure Plans.

B. The Citizens’ Oversight Committee (COC)

The existing Citizens’ Oversight Committee (COC), created by the TAM Board with the assistance of the League of Women Voters to provide oversight for the half-cent transportation sales tax (Measures

A/AA), provides oversight of the VRF as well. The COC reports directly to the public and will be responsible for reviewing all revenues and expenditures related to the VRF. The responsibilities of the COC are:

- The COC must hold public meetings to inform Marin County residents how funds collected from the Fee are being spent. The Meetings will be open to the public and must be held in compliance with the Brown Act, California’s open meeting law. Information announcing the meetings must be well publicized and posted in advance.
- The COC must publish information on the use of the Fee in an annual report. This report can be included as part of the annual report currently published by the COC related to the half-cent transportation sales tax. Copies of these documents must be made widely available to the public at large.

Members of the COC will be private citizens who are neither elected officials of any government nor public employees from any agency that either oversees or benefits from the proceeds of the VRF. Membership will be restricted to individuals who live in Marin County. Membership is restricted to individuals without personal economic interest in any of TAM’s projects.

The Expenditure Plan allows the TAM Board to review and adjust the COC membership structure when necessary. More specifically, TAM’s Equity Statement and Action Plan are under review and development. As part of this process, the COC will be asked to provide input and make recommendations to the TAM Board regarding changes to the current COC membership structure to address the needs and voices of Equity Priority Communities (EPC) in Marin.

Current COC membership can be found at <https://www.tam.ca.gov/board-committees/citizenss-oversight-committee/>.

C. Overview of the Elements

The goal of the Expenditure Plan is to support transportation investments in a way that sustains the County’s transportation network and reduces traffic congestion and vehicle-related pollution. The VRF is a key part of an overall goal to develop a balanced, well-conceived program that improves transportation of all types. In accomplishing this goal, the Expenditure Plan provides funds to three distinct Elements as described below:

1. Element 1: Enhance Bicycle, Pedestrian, and Safety Improvements on Local Network

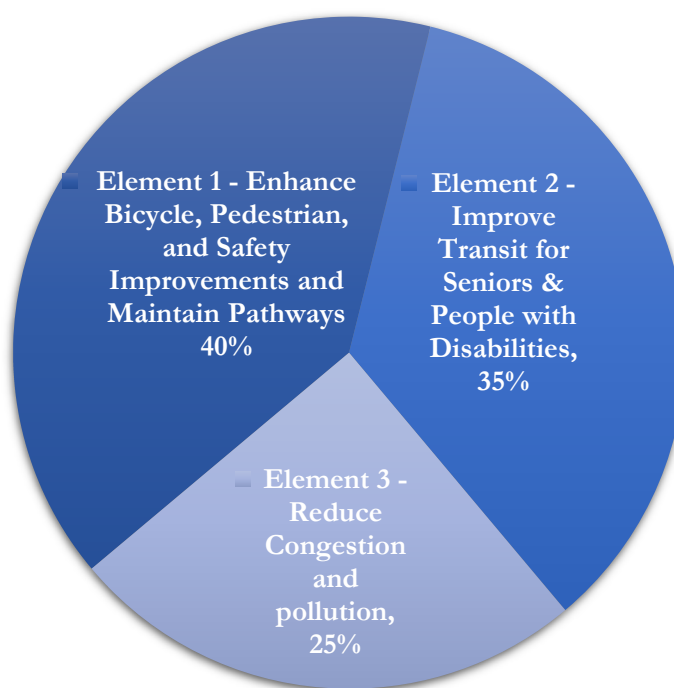
Forty percent (40%) of the VRF will be used for bicycle, pedestrian, and safety improvements on Marin County’s transportation network, thereby improving multimodal performance and safety, of which 35% will be used for capital projects that enhance bicycle, pedestrian, and safety improvements and 5% will be used to maintain Class I bike/ped pathways constructed after January 1, 2008.

2. Element 2: Improve Transit for Seniors and Persons with Disabilities

Thirty-five percent (35%) of the VRF will be distributed to Marin Transit for use on Mobility Management programs and enhancements to the specialized transportation system for people with disabilities to include older adults regardless of disability status.

3. Element 3: Reduce Congestion and Pollution

Twenty-five percent (25%) of the VRF will be dedicated to fund projects/programs that can reduce congestion and pollution in Marin, including School Safety and Congestion Reduction; Local Marin County Commute Alternatives; and Alternative Fuels Infrastructure and Promotion.



D. Strategic Plan Purpose & Guiding Principles

This 2023 Measure B Strategic Plan serves as the programming document for the programs and projects that are contained in the three elements defined in the Expenditure Plan. In the development of the Expenditure Plan, a number of goals emerged on how the VRF funds should be spent. The 2023 Measure B Strategic Plan codifies these goals as guiding principles. These principles guide the 2023 Measure B Strategic Plan policies and the specific programming recommendations, including Strategic Plan updates:

1. Reduce greenhouse gases and vehicle miles traveled, while supporting healthy living
2. Satisfy SB 83's requirement that the fee have a relationship to, or benefit, the rate payer
3. Select projects that are part of an approved plan and have a strong history of community input

4. Improve mobility options and reduce congestion
5. Benefit local residents
6. Enable TAM and other agencies to leverage transportation funds coming from state and federal sources
7. Be cost effective
8. Ensure that benefits are easily measurable and quantifiable

II. Policy Elements

The 2023 Measure B Strategic Plan sets policy and provides guidance for the administration of the Measure B program, ensuring prudent stewardship of the funds. Policies considered by the TAM Board and incorporated into this document not only guide the funding decisions TAM expects to make but also will determine how VRF revenues are allocated to specific projects and programs.

A. Separation of Elements & Sub-elements Policy

The 2023 Measure Strategic Plan captures the intent of the Expenditure Plan in assigning funding commitments to the three key elements. The Expenditure Plan is organized around three elements designed to protect the environment and quality of life enjoyed in Marin County. Each element is supported by specific but flexible programs that have been designed to “provide a high degree of accountability to the voters.” In the Strategic Plan, a percentage share of Measure B revenues is programmed to each element or sub-element within the three elements. As vehicle registration fee revenues increase or decrease, the dollar amounts programmed to each element and sub-element may fluctuate accordingly, but the overall percentage will be maintained.

For purposes of developing the Revenue and Programming section of the Strategic Plan, financial assumptions concerning how Measure B revenues would be programmed, interest earned, and funds borrowed between elements were developed. These assumptions have guided the development of the fund tracking and monitoring systems, which determine the level of VRF revenues will be expended for each element and sub-element over time. In general, for tracking purposes, each element or sub-element is considered as a discreet and separate “fund” that is eligible for its percentage share of revenues annually. Revenue may be allocated for eligible projects and programs within the element or sub-element annually or they may be accumulated and allocated at a later time.

Interest earnings on Measure B fund balance will be allocated to any Measure B eligible projects and programs as determined by the TAM Board.

Over the life of the plan, all direct Measure B revenues will be programmed according to the percentage distributions identified in the Expenditure Plan.

Specific policies related to programming VRF revenue to elements and sub-elements are discussed in the Revenue and Programming section of the Strategic Plan.

B. Debt Policy

The Expenditure Plan acknowledges and allows for debt to be issued for expediting the delivery of transportation projects. If issued, the principal and interest cost of the bonds, along with any issuance costs, will be paid using the proceeds of the VRF. The costs associated with bonding will be borne only by those elements utilizing the bond proceeds. The costs and risks associated with bonding will be presented in TAM’s Annual Budget and will be subject to public comment before approving a bond sale.

The debt policy that the TAM Board adopted in July 2007 with periodic reviews provides a framework for issuing debt, addressing restrictions on the amount and type of debt to be issued, the issuance process, and the management of the debt portfolio.

C. Investment Policy

The TAM Administrative Code Article VI, Section 106.8 states that “all funds of the Authority will be invested in the manner and upon the conditions set forth in Government Code 53601, and the receipt, transfer or disbursement of such funds during the term of the Agreement shall be accounted for in accordance with generally accepted accounting principles applicable to governmental entities.”

TAM currently invests most of the cash balance of the VRF funds with Investment Trust of California (CalTRUST), a Joint Powers Authority created by public agencies in 2005 to provide a convenient method for public agencies to pool their assets for investment purposes.

The Investment Policy that TAM adopted in April 2007 and has been reviewed annually since then provides detail guidelines in term of how TAM’s investment should be handled.

D. Fund Swap Policy

The Expenditure Plan envisioned the role of other fund sources to help meet Marin’s transportation needs. It recognized that the VRF revenue opens up new opportunities to compete for state and federal grants that require a local match. Leveraging funds through a “fund swap,” i.e., exchanging Measure B funds for an equivalent or greater amount of state or federal dollars is one mechanism that TAM may utilize in the delivery of the Measure B projects/programs. In its role as the CMA for Marin, TAM has the responsibility for programming certain state and federal transportation funds that come to the County. TAM is therefore well-situated to identify opportunities where such an exchange would be appropriate. Note that VRF funds are not meant to replace other funds that are available to TAM or its member agencies.

E. Compliance Audit Policy

TAM reserves the right at any time to conduct or require a financial or performance audit of the recipient’s compliance with the required usage of Measure B revenue. TAM will give advance notice of the requirement. The recipient shall permit TAM, or any of its duly authorized representatives, to inspect all work, materials, payrolls, and other data and records with regard to the project(s), and to audit the books, records, and accounts of the recipient and its contractors with regard to those project(s).

F. Strategic Plan Amendment Policy

The 2023 Measure B Strategic Plan is the programming document that directs the use of the vehicle registration fee revenue over the next 10 years. The fee will be continuously collected. The Strategic Plan provides the intent of the Board and resultant assurance to sponsors. While the programming is a statement of intent, the Board must approve individual allocations before the VRF funds can be used.

It is envisioned that the Measure B Strategic Plan will be updated every other year as needed. Updates are envisioned to occur at the change of the Fiscal Year in June/July. For any other adjustments in the revenue and expenditure element that occur prior to an update, and which result in an increased or a reduced use of vehicle registration fee, the change will be noted in the allocation action of the Board, but an amendment to the Strategic Plan’s revenue and expenditure element will not be required. Note that the Board will have the authority to program funds from prior year(s) that were not allocated

and/or un-programmed carryover funds without formally amending the Strategic Plan. All VRF fund allocation actions will continue to be done at regularly scheduled and noticed TAM board meetings, allowing public comment and input.

G. California Environmental Quality Act (CEQA) Compliance Policy

Environmental review of the Expenditure Plan is not required under the rationale stated in Sustainable Transportation Advocates of Santa Barbara v. Santa Barbara County Association of Governments (2009) 179 Cal.App.4th 113. If a project to be funded by one of the Programs listed in this Expenditure Plan requires an analysis under CEQA, an independent project level CEQA analysis will be completed prior to implementation of the project. No fund allocations for implementing the improvement will be made until the requisite analysis has been completed.

H. Annual Reporting Policy

TAM staff, along with the COC will prepare an Annual Report which will be made available to the public and will summarize revenues collected and distributed each year. Before adopting the Annual Report, comments from the public will be invited at a publicly noticed regular meeting of the TAM Board.

I. Local Business Emphasis

Effort shall be made to enable the expenditure of the VRF revenue on local business enterprises and with an emphasis on local employees. This will help assure the vitality of Marin's businesses community.

III. Revenues & Programming

The 2023 Measure B Strategic Plan provides a 10-year outlook for how the VRF revenue will be spent. The 2023 Measure B Strategic Plan will present to the communities and TAM's stakeholders at large a clear sense of the agency's commitment in managing its vehicle registration fee revenues and programming responsibly and cost effectively. The Revenue and Programming Section of the Plan is crucial to that goal. It provides the best available understanding of when revenue will be available and how that revenue will be programmed. The resulting assignment of dollars to projects/programs does not constitute a final funding commitment. Commitments are secured through actual allocations actions by the TAM Board to individual projects/programs.

A. Vehicle Registration Fee Revenue Estimate Assumptions

A \$10 annual fee on each vehicle registered in the County would generate approximately \$2.3 million annually. Actual available revenues would be reduced by the amount withheld by the State for collecting and distributing the funds, and 5 percent off the top allowed for TAM's administrative and program management costs.

It is anticipated that VRF revenues will not fluctuate as much as sales tax revenue. VRF revenue estimates will be updated annually as part of the Revenue and Programming update process.

B. Revenue & Programming Plan by Element/Sub-element

The Expenditure Plan dedicated funding to each element and sub-element by percentage share. The three elements and associated sub-elements are progressing at slightly different paces, given the nature of the project or program.

Detailed annual programming activities for each element and sub-element are shown in Attachment 1 of the Plan: Measure B Vehicle Registration Fee Revenue and Programming Summary Sheet. Attachment 1 shows the first 12 years of actual revenue collection and expenditures from the original Measure B Strategic Plan and the next 10 years of projected revenue collection and programming from the 2023 Measure B Strategic Plan. The original Measure B Strategic Plan included 12 years because of the TAM Board authorized delay in the review process because of the pandemic that added two years to the original ten years of the plan.

Methodology and assumptions for how funds are programmed for each element and sub-element are described in Section III. D Programming Methodology and Assumptions. Note that many of the elements include agency support costs related to managing the direct delivery of the element. For purposes of establishing VRF revenue availability targets for each element/sub-element, direct project management costs were included as a cost to each strategy.

C. Fund Leveraging

As discussed previously in this document, as well as in the Expenditure Plan, one of the important principles that guides the implementation of Measure B is the commitment to leverage VRF revenues to attract other regional, state, and federal funds to support the transportation needs in Marin County. While the timing and availability of such funds is not always easy to predict, TAM has a proven successful record at capturing federal, state, and regional funds. the VRF revenues. TAM will

continue to identify potential funding sources that can likely be captured by leveraging the VRF revenues and seek and secure additional funding from regional, state, and federal sources on an ongoing basis.

D. Programming Methodology & Assumptions

1. Element 1: Bicycle, Pedestrian, and Safety Improvements on Local Network and Pathways

Element 1		
a) Enhance and maintain Bicycle, Pedestrian, and Safety Improvements on Local Network		
b) Maintain Class I Bicycle/Pedestrian Pathways		
	%	<i>Est. 10 year revenue</i>
What can Element 1 funds be used for?		
<ul style="list-style-type: none"> Safety improvements on all modes that benefit bicycle and pedestrian travel Bicycle, pedestrian, and accessibility enhancements, including bicycle and pedestrian access improvements to transit Intersection control, pavement, and drainage improvements for bicyclists and pedestrians Emergency repairs on damaged sidewalks and pathways Maintenance and improvement of Class I (exclusively) bicycle and pedestrian pathways, including new facilities 	40%	\$8.24 M
How will the funds be spent?		
<ul style="list-style-type: none"> TAM will distribute 35% of available funds to the Cities, Towns and County of Marin based on a formula which combines population (50%) and lane miles (50%), to support bicycle, pedestrian, and safety infrastructure projects. Funding priorities will be determined based on project selection criteria set by TAM and supported by Marin Public Works Association (MPWA). Only the Cities, Towns, and County of Marin are eligible recipients of funds from Element 1. Estimated funds collected over a five-year period will be allocated to eligible projects. 	35%	\$7.21 M
<ul style="list-style-type: none"> Funding for Class I pathway maintenance will be distributed by TAM annually to the agencies and jurisdictions who own, operate, or maintain eligible Class I pathways in Marin County. The distribution of funds will be based on a publicly available published inventory, adopted by TAM, of pathways constructed after January 1, 2008. Newly constructed Class I facilities throughout Marin County may be added to the list of eligible pathways. 	5%	\$1.03 M

<ul style="list-style-type: none"> • The TAM Board has the discretion to redirect carryovers to any countywide pathway planning, maintenance, or construction needs. • To ensure future pathway maintenance funds are timely and effectively used, the TAM Board has the discretion to redirect carryovers to any countywide pathway planning, maintenance or construction needs whenever the carryover exceeds \$250,000 under the amended Expenditure Plan. • Class I maintenance funds will be made available only to municipalities that have adopted a Complete Streets policy.¹ 		
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1.1 Bicycle, Pedestrian, and Safety Improvements on Local Network

This amended expenditure plan element would allocate 35 percent of the funds available through the VRF to the local jurisdictions in Marin, for the purposes of improving bicycle, pedestrian, and safety conditions on local and residential streets and pathways. Only the Cities, Towns, and County of Marin are eligible recipients of funds from Element 1. Proposed projects must be either in an approved Capital Improvement Program (CIP) or approved by agency's Council or Board for submittal.

Eligible local agencies submit eligible bicycle, pedestrian, and safety improvement projects to TAM for allocations based on five years of estimated fund collection. The TAM Board will approve projects and allocate funds at the start of the five-year period. Timing of the availability of funds in the five-year period will be determined by TAM based on project readiness and cash availability.

1.2 Class I Bicycle/Pedestrian Pathways

Funds will be made available annually to local agencies and jurisdictions in Marin County exclusively for the maintenance of Class I bicycle and pedestrian pathways. The distribution of funds will be based on a publicly available, published inventory, adopted by TAM, of pathways opened for public use after January 1, 2008. This inventory will be updated whenever a new pathway is opened for public use to account for newly constructed Class I facilities throughout Marin County. In no case will funds allocated to an agency or jurisdiction exceed their actual expenses for Class I pathway maintenance. This update shall not constitute an amendment to the plan.

Measure B funds will be applied first to the total costs of the maintenance of the pathways. The remaining costs will be subject to TAM's Measure A Pathway Maintenance Policy, should the pathway be eligible for Measure A interest funds. That policy requires a 50% contribution from local agencies as a condition for the Measure A interest funds.

Finally, this funding will be made available only to municipalities that have adopted a local Complete Streets policy either by a directive of the Public Works Department, Council Resolution, within the Bicycle and Pedestrian Master Plan, or within the Transportation Element of the General Plan.¹

¹ AB 1358 (Leno), the "Complete Streets Act of 2008," requires that all municipalities incorporate Complete Streets provisions in the Transportation Element of their General Plans beginning in 2011.

The Expenditure Plan further provides the TAM Board with the discretion to redirect carryovers to any countywide pathway planning, maintenance, or construction needs. To ensure future pathway maintenance funds are timely and effectively used, the TAM Board has the discretion to redirect carryovers to any countywide pathway planning, maintenance or construction needs whenever the carryover balance exceeds \$250,000 under the Expenditure Plan.

2. Element 2: Improve Transit for Seniors and Persons with Disabilities

Element 2		
Improve Transit for Seniors and Persons with Disabilities		
	%	Est. 10 year revenue
What can Element 2 funds be used for?		
<ul style="list-style-type: none"> Implementing a Mobility Management Program that identifies and implements mobility options for Seniors and Persons with Disabilities Support and Enhance paratransit (e.g. Whistlestop Wheels) and other local services focused on this population Create a “Paratransit Plus” program to serve older seniors who may not qualify for service under the Americans With Disabilities Act Implement other innovative programs to provide mobility to seniors as an alternative to driving 	35%	\$7.21 M
How will the funds be spent?		
TAM will distribute these funds to Marin Transit. Marin Transit will report on the usage and effectiveness of these funds with an annual report presented to the TAM board in a publicly noticed meeting.		

Below is a list of the projects and programs submitted by Marin Transit which are eligible for the fund allocated to Element 2:

- “Paratransit Plus” Subsidized Program for Older Seniors

Initial Program Focus: Individuals 80 years and older to provide a new mobility option for those who may no longer be safe drivers, have difficulty accessing transit, and may not qualify for ADA paratransit.

Secondary Program Focus: ADA Eligible riders of any age as a supplement or alternative to ADA paratransit. This component would be added at a later date subject to an evaluation of the Initial Program from operational and funding/budget perspectives. Since this component is designed to stabilize or reduce demand on the ADA paratransit service, supplemental funding could be added from the paratransit operations budget if warranted.

2. Volunteer Driver Programs Support
Program Focus: Ongoing funding of volunteer driver programs for frail home-bound seniors that will soon be implemented with a one-year New Freedom grant funding.
3. Low Income Rider Scholarships
Program Focus: To serve as “seed money” to fund rides for low-income seniors and persons with disabilities through the Marin Access Mobility Management Center’s Ride Credit Bank and to help attract donated funds for this purpose.
4. “Gap-Grant” Program
Program Focus: Provide a small source of competitive funding for local agencies to expand or implement new transportation services that meet the requirements of Measure B.
5. Mobility Management Staffing- limited to \$100,000 annually
Program Focus: Provide sufficient program staff to design, implement, and manage Marin Transit’s mobility management efforts including:
 - Oversight of the Marin Access Mobility Management Center;
 - Leadership and support of the Marin Mobility Consortium and its various subcommittees;
 - Operation of the agency’s travel training programs;
 - Technical assistance in the areas of transportation operations, and coordination of transportation of resources to Marin’s community transportation providers;
 - On-going outreach on transportation resources and issues to Marin residents and stakeholder agencies; and
 - Represent Marin Transit and Marin Access at various meetings.

3. Element 3: Reduce Congestion and Pollution

Element 3		
Reduce Congestion and Pollution		
	%	Est. 10 year revenue
What can Element 3 funds be used for?		
<p>Eligible activities are limited to 3 core strategies and programs:</p> <ul style="list-style-type: none"> • School Safety and Congestion Reduction: <ul style="list-style-type: none"> ○ Maintain and expand the School Crossing Guard program ○ Provide matching funds for Safe Routes to Schools programs ○ Enhance/expand programs designed to reduce congestion and improve safety around schools including Street Smarts and School Pool programs 	25%	\$5.15 M

<ul style="list-style-type: none"> Local Marin County Commute Alternatives: Enhance/expand existing alternative programs in Marin County designed to reduce single occupancy commuting, including: <ul style="list-style-type: none"> Carpool and vanpool information and incentive programs, Emergency Ride Home, and Transit information and promotion Transportation Demand Management programs Support efforts to bring trip reduction programs to Marin County Alternative Fuel Infrastructure and Promotion: Support the development of alternative fuel infrastructure (such as electric vehicle fueling stations) and education programs; support alternative fuel vehicle programs. <ul style="list-style-type: none"> Install alternative fuel infrastructure such as electric vehicle fueling stations Provide matching funds to leverage grant opportunities to projects and programs Develop strategies and support projects and program 		
How will the funds be spent?		
<p>TAM will be responsible for distributing school safety funds to sustain or grow existing programs.</p> <p>TAM will administer the Commute Alternatives program as part of its existing commuter program. All transit programs will be coordinated through Marin Transit and/or Golden Gate Transit</p> <p>TAM will assign funds for alternative fuel programs, as a match to other fund sources or through competitive grant programs. TAM will manage an alternative fuel education program in collaboration with stakeholders.</p> <p>To maintain funding flexibility based on needs, availability of other funds, and readiness, fixed percentages will not be assigned to the three sub-elements. The distribution of funds among the three eligible expenditures for this element will be determined every two years based on grant opportunities and funding needs at the discretion of the TAM Board.</p> <p>Unspent carry-over funds from all sub-elements of Element 3 are returned to Element 3 pool of available revenues for future programming at the discretion of the TAM Board.</p> <p>The goal is to be flexible and maximize the value of these funds by targeting matching grant opportunities, pilot programs and other timely revenue opportunities.</p>		

3.1 School Safety and Congestion Reduction

Crossing Guards

VRF funds will be used to supplement the successful Measure AA transportation sales tax Crossing Guard Program utilizing the same contracts and agreements. In accordance with the Transportation Sales Tax Expenditure Plan, the crossing guards are provided by a professional company that specializes in crossing guard programs in order to “eliminate liability concerns and to ensure that well trained crossing guards with back-ups are available for every critical

intersection.” The use of the VRF funds will allow supplemental guards to be funded that would not otherwise be funded.

Crossing guard program locations will undergo a re-certification process on an approximately four-year cycle. The process will be conducted with the Public Works Directors determining priority of crossing guard locations based on updated traffic and school pedestrian data. The same process will be followed and be coincidental for crossing guards funded under the VRF. Recommended programming in the Strategic Plan will coincide with the funding levels available each year for this sub-element.

3.2 Local Marin County Commute Alternatives

The Expenditure Plan calls for the enhancement or expansion of existing alternative transportation programs, also known as Transportation Demand Management (TDM), to reduce single occupancy commuting. TDM includes strategies to modify travel behavior in order to reduce vehicle trips and emissions, and mitigate traffic congestion. TDM strategies often include local employer and employee outreach, education, rewards, and incentives. TDM programs are considered to be among the most cost effective ways to reduce trips and congestion, and have proven to be successful for many years throughout the San Francisco Bay Area. Funds from Element 3.1 may fund the following programs:

- Emergency Ride Home (ERH) Program - An ERH program offers free or subsidized rides to commuters who use alternative commute modes to accommodate their occasional, unexpected trip, such as a family medical emergency or unexpected need to work late, eliminating the concern about being stranded at work without an automobile.

With earlier support from the Bay Area Air Quality Management District's (BAAQMD's) Transportation Fund for Clean Air, TAM has developed an ERH Program website to minimize the staffing needs for this program. Program policies and procedures are in place. Measure B support will be used to launch this effort and aggressively promote it to Marin employers and employees as well as manage the ongoing implementation. Marketing and outreach will be coordinated with other existing programs. Other grant funds will be pursued to minimize the amount of Measure B funding for this effort.

- Ridesharing Promotion - Measure B funds will support the continued implementation of an enhanced TDM/traffic congestion mitigation effort called **"MarinCommutes"**. This initiative may include, but not be limited to the following:
 - Carpool promotions,
 - Vanpool incentives and additional marketing,
 - Transit promotions to encourage transit use,
 - MarinCommutes outreach, engagement, and program development,
 - Employer TDM outreach/support in Marin, and
 - Potential Pilot programs such as first last mile, shared mobility services or other emerging tools to reduce Single occupancy vehicle use.

3.3 Alternative Fuels Infrastructure and Promotion

Implementing strategies to reduce greenhouse gases and other motor vehicle emissions is a requirement in California and funding sources are emerging to support this effort. Often a limited amount of local matching funds can be leveraged to obtain sizable levels of other federal, state, or regional funding for projects and programs that address greenhouse gas emission reduction. The VRF funds assigned for alternative fuel vehicles are an important source of funds that can leverage significant outside funding.

Examples of projects and programs eligible for this fund element include development and implementation of alternative fuel infrastructure such as electric vehicle (EV) charging stations, supporting the conversion of municipal fleets to zero emission vehicles, and promoting consumer awareness of programs that support equitable access to EVs and EV infrastructure.

TAM is participating and monitoring related activities within the region. For example, lead agencies in the region—the Metropolitan Transportation Commission (MTC), the Association of Bay Area Governments (ABAG), MCE, and the BAAQMD all have Transportation Electrification efforts underway that are closely coordinated in TAM's programs.

TAM roles in support of alternative fueled vehicles are focused on the following:

- Accelerate EV connector installations on public property in Marin County
- Accelerate EV fleet investments in public agency fleets
- Improve consumer awareness of programs that support and enhance equitable access to EVs and EV Infrastructure

Individual activities will be brought back to the TAM Board for information and/or approval.

E. Performance Metrics

The Amended Measure B Expenditure Plan directs staff to include performance metrics in the development of the Measure B Strategic Plan. Each element and sub-element identified in the Measure B Expenditure Plan include specific performance metric to gauge how well they meet the goals of Measure B. Staff tried to strike a balance between collecting useful information and not making the process overly administrative or burdensome. On April 17, 2023, the COC reviewed and concurred with the performance metrics for each element and sub-element as shown in Attachment 2.

IV. Implementation Guidelines

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

A. Claimant Policies

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

1. Eligibility for Funding

- Project types and sponsors are to be as identified in the Marin County VRF Expenditure Plan.
- The addition of new project types and/or sponsors can only be accomplished through an Expenditure Plan amendment.
- Projects are to be consistent, as applicable, with regional and state plans, such as Marin County's Countywide Transportation Plan, and the Metropolitan Transportation Commission's (MTC's) Regional Transportation Plan.

2. Application Process

- There are two paths for the allocation of funds:
 1. Programmatic funding, such as Element 2, Improve Transit for Seniors and Persons with Disabilities
 2. Project specific funding, such as Element 1.1, Enhance Bicycle, Pedestrian, and Safety Improvements.
- For Bicycle, Safety, and Safety Improvement projects, sponsors need to submit an allocation request form that specifies projects anticipated for implementation. The proposed projects should come from sponsors' Capital Improvement Programs (CIP) or equivalent.
- For Class I Bike/Ped Pathway projects, sponsors need to submit allocation request forms for pathways on the TAM adopted eligibility list, which will be adopted by the TAM Board as a separate action. The amount available for each eligible sponsor will be determined by the TAM adopted eligibility list.

3. Allocation and Disbursement of Funds

- All allocations of Measure B funds by TAM will be reviewed for the following:
 1. Consistency with the Strategic Plan
 2. Completeness of the application via the Allocation Request Form and consistency with Strategic Plan requirements.

- All allocations of Measure B funds will be governed by a funding agreement between TAM and the sponsoring agency. The TAM Board will approve such allocations. TAM's Executive Director will have the authority to execute funding agreements.
- Programmatic funding for Element 1.1 will be approved every five years and a reimbursement schedule will be developed based on project readiness.
- All agreements will document the following:
 1. Scope of Work
 2. Project Schedule
 3. Funding Plan
 4. Adherence to Performance Measures (if applicable)
 5. Reporting requirements
 6. Acceptance of TAM's Claimant Policies
- Funding agreements shall be executed by resolution of the sponsor's governing board.
- Prior to the disbursement of funds, a project must have:
 1. an approved allocation resolution from the TAM Board
 2. an executed funding agreement between the sponsoring agency and TAM.
- The standard method of payment will be through reimbursement for all Elements.
- After the first year of eligibility for Class I Bike/Ped Pathway projects, funds will be distributed to each sponsor annually based on a formula that provides a percentage of the available funds as shown below. In no case will funds be distributed to a sponsor that exceeds the actual demonstrated costs. If a sponsor's actual costs are less than the eligible funds based on the distribution formula than the excess funds will be accumulated for allocation to countywide pathway planning, maintenance or construction needs at the discretion of the TAM Board. It is the intent to distribute all element 1.2 funds each fiscal year if the need can be demonstrated by a sponsor(s). Sponsors will be required to certify annual expenditures in the Annual Report for future audit purposes. The distribution formula is: $V=W * (Y/Z)$.

V= Funds distributed to a jurisdiction (\$)

W=Total Measure B funds assigned to Element 1.2 (\$)

Y= Length of jurisdictions pathway (miles)

Z= Summation of all Countywide Pathways (miles)

- Project advances will require approval from the TAM Board.
- Timely use of funds requirement will be specified in each agreement.
- Project reimbursement requests must be accompanied by evidence of payment. Reimbursement requests shall be submitted no more frequently than on a monthly basis.
- Measure B funds will not substitute for another fund source that has been programmed or allocated previously to the project or program without prior approval of TAM.
- Other fund sources committed to the project or program will be used in conjunction with Measure B funds. To the maximum extent practicable, other fund sources will be spent down prior to Measure B funds. Otherwise, Measure B funds will be drawn down at a rate proportional to the Measure B share of the total funds programmed to that project phase or program.
- After a multi-year allocation of funds has been made to a project phase, the release of funds in any subsequent fiscal year will be subject to the submittal and acceptance by TAM's Executive Director of a complete Progress Report meeting the requirements for progress reports as adopted by the TAM Board.

4. Monitoring and Reporting Requirements

- Recipients of Measure B funds will be required to submit Annual or Closeout reports and reports on performance metrics per the provisions of the funding agreement.
- Audit requirements will be specified in the agreement.

5. Eligible and Ineligible Costs

- Funds are to be expended in accordance with the applicable provisions of the Expenditure Plan and the Government Code Section 65089.20 et seq.
- Eligible phases of capital project expenditures are as follows:
 1. Planning / Conceptual Engineering
 2. Preliminary Engineering / Environmental Studies
 3. Design Engineering (PS&E)
 4. Right of Way Support / Acquisition
 5. Construction
- Eligible costs of programs include direct costs for implementation of the program as well as material expenses.
- Eligible project sponsor costs include the following:
 1. Direct staff time (salary and benefits)
 2. Consultants selected through a competitive selection process
 3. Right of way acquisition costs
 4. Competitively bid construction contracts
 5. Equipment and materials expenses
- Indirect costs (as defined by OMB Circular A-87) will not be considered an eligible expense.
- Retroactive expenses are ineligible. No expenses will be reimbursed that are incurred prior to Board approval of the Measure B allocation for a particular project or program. TAM will not reimburse expenses incurred prior to fully executing a funding Agreement.

6. Other

- Project sponsor will provide signage at construction sites for projects funded partially or wholly by Measure B revenue so that the Marin County taxpayers are informed as to how funds are being used.
- Project cancellation will require repayment of all unexpended funds and funds determined by audit not to have been expended as provided for in the funding agreement.
- Recipient agencies shall not retain more than one year of unspent funds. All interest accumulated by recipient agencies for funds retained beyond one year shall be retained by TAM for dedication to carrying out the programs and projects described in this Expenditure Plan.

V. Conclusion

The Measure B Strategic Plan is a comprehensive document guiding the allocation of VRF revenue over the next 10 years. With comprehensive policies and procedures corresponding to principles outlined in the Expenditure Plan approved by voters, this guiding document will provide the necessary assurance to project and program sponsors, as well as the voters in Marin, that TAM is managing its VRF revenue well.

List of Attachments

1. Revenue and Programming Summary Sheet
2. Performance Metrics

List of Appendices

- A. Senate Bill (SB) 83
<https://tamwebsite900.wpenginepowered.com/wp-content/uploads/doc-reports/measure-b/4261.pdf>
- B. Marin County Summary of VRF Findings of Benefit
<https://tamwebsite900.wpenginepowered.com/wp-content/uploads/doc-reports/measure-b/4259.pdf>
- C. Amended Measure B Expenditure Plan
https://tamwebsite900.wpenginepowered.com/wp-content/uploads/2023/03/Amended-Measure-B-Expenditure-Plan_FINAL_web.pdf
- D. Vehicle Registration Fee Ballot Language
<https://tamwebsite900.wpenginepowered.com/wp-content/uploads/doc-reports/measure-b/4257.pdf>

Measure B Vehicle Registration Fee Revenue and Programming Summary Sheet (1st 12-Year)														
			1	2	3	4	5	6	7	8	9	10	11	12
	Share	TOTAL	FY2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23
Gross Revenue		\$ 51,004,911	\$ 2,621,237	\$ 2,280,255	\$ 2,347,339	\$ 2,333,642	\$ 2,376,492	\$ 2,399,640	\$ 2,386,486	\$ 2,417,118	\$ 2,327,292	\$ 2,404,319	\$ 2,311,091	\$ 2,300,000
Less One-Time Election Cost			\$ 159,928											
Less 5% TAM Administration Fee		\$ 2,542,249	\$ 123,065	\$ 114,013	\$ 117,367	\$ 116,682	\$ 118,825	\$ 119,982	\$ 119,324	\$ 120,856	\$ 116,365	\$ 120,216	\$ 115,555	\$ 115,000
Net Revenue for Elements		\$ 48,302,734	\$ 2,338,243	\$ 2,166,242	\$ 2,229,972	\$ 2,216,960	\$ 2,257,667	\$ 2,279,658	\$ 2,267,162	\$ 2,296,262	\$ 2,210,927	\$ 2,284,103	\$ 2,195,536	\$ 2,185,000
Element 1 Revenue & Programming														
Element 1.1 Local Streets Revenue	35%	\$ 16,905,957	\$ 818,385	\$ 758,185	\$ 780,490	\$ 775,936	\$ 790,184	\$ 797,880	\$ 793,507	\$ 803,692	\$ 773,825	\$ 799,436	\$ 768,438	\$ 764,750
Element 1.1 Local Streets Revenue + Carryover				\$ 1,576,570	\$ 2,357,060	\$ 891,123	\$ 1,681,307	\$ 2,479,187	\$ 765,464	\$ 1,569,155	\$ 2,342,980	\$ 727,595	\$ 1,496,033	\$ 2,260,783
Element 1.1 Local Streets Actual/Programming			\$ -	\$ -	\$ 2,241,873			\$ 2,507,230			\$ 2,414,821			\$ 2,257,095
Element 1.1 Carryover			\$ 818,385	\$ 1,576,570	\$ 115,187	\$ 891,123	\$ 1,681,307	\$ (28,043)	\$ 765,464	\$ 1,569,155	\$ (71,841)	\$ 727,595	\$ 1,496,033	\$ 3,688
Element 1.2 Bike/Ped Pathways Revenue	5%	\$ 2,415,137	\$ 116,912	\$ 108,312	\$ 111,499	\$ 110,848	\$ 112,883	\$ 113,983	\$ 113,358	\$ 114,813	\$ 110,546	\$ 114,205	\$ 109,777	\$ 109,250
Element 1.2 Bike/Ped Pathways Revenue + Carryover				\$ 225,224	\$ 336,723	\$ 447,571	\$ 220,540	\$ 115,414	\$ 166,481	\$ 209,245	\$ 382,080	\$ 421,351	\$ 472,726	\$ 524,580
Element 1.2 Bike/Ped Pathways Actual/Programming			\$ -	\$ -	\$ -	\$ 339,914	\$ 219,109	\$ 62,291	\$ 72,050	\$ (62,289)	\$ 74,934	\$ 58,402	\$ 57,396	\$ 109,250
Element 1.2 Carryover			\$ 116,912	\$ 225,224	\$ 336,723	\$ 107,657	\$ 1,431	\$ 53,123	\$ 94,432	\$ 271,534	\$ 307,146	\$ 362,949	\$ 415,330	\$ 415,330
Element 2 Revenue & Programming														
Element 2 Transit for Senior and Disabled Revenue	35%	\$ 16,905,957	\$ 818,385	\$ 758,185	\$ 780,490	\$ 775,936	\$ 790,184	\$ 797,880	\$ 793,507	\$ 803,692	\$ 773,825	\$ 799,436	\$ 768,438	\$ 764,750
Element 2 Transit for Senior and Disabled Revenue + Carryover				\$ 1,299,893	\$ 1,546,358	\$ 1,650,986	\$ 1,577,553	\$ 1,645,099	\$ 1,811,408	\$ 1,658,084	\$ 1,440,495	\$ 1,283,230	\$ 1,140,989	\$ 1,097,385
Element 2 Transit for Senior and Disabled Actual/Programming		\$ 16,902,322	\$ 276,677	\$ 534,025	\$ 671,308	\$ 863,617	\$ 730,335	\$ 627,197	\$ 957,016	\$ 991,414	\$ 956,701	\$ 910,679	\$ 808,354	\$ 950,000
Element 2 Carryover			\$ 541,708	\$ 765,868	\$ 875,050	\$ 787,369	\$ 847,218	\$ 1,017,902	\$ 854,392	\$ 666,670	\$ 483,794	\$ 372,551	\$ 332,635	\$ 147,385
Element 3 Revenue & Programming	25%	\$ 12,075,684	\$ 584,561	\$ 541,561	\$ 557,493	\$ 554,240	\$ 564,417	\$ 569,915	\$ 566,790	\$ 574,066	\$ 552,732	\$ 571,026	\$ 548,884	\$ 546,250
Element 3.1 School Safety and Congestion Programmed - Crossing Guard		\$ 3,712,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 246,000	\$ 246,000	\$ 320,000	\$ 150,000	\$ 175,000	\$ 175,000	\$ 150,000
Element 3.1 School Safety and Congestion Actual/Anticipated Expenditure - Crossing Guard		\$ 3,726,353	\$ 134,375	\$ 139,437	\$ 164,874	\$ 157,882	\$ 167,784	\$ 246,000	\$ 246,000	\$ 320,000	\$ 150,000	\$ 175,000	\$ 175,000	\$ 150,000
Element 3.1 Carryover to Element 3		\$ (14,353)	\$ 15,625	\$ 10,563	\$ (14,874)	\$ (7,882)	\$ (17,784)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Element 3.1 School Safety and Congestion Programmed - Street Smart		\$ 500,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ 25,000
Element 3.1 School Safety and Congestion Actual/Anticipated Expenditure - Street Smart		\$ 483,004		\$ 9,665	\$ 11,853	\$ 40,914	\$ 28,026	\$ 27,220	\$ 40,326	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ 25,000
Element 3.1 Carryover to Element 3		\$ 16,996	\$ 25,000	\$ 15,335	\$ 13,147	\$ (15,914)	\$ (3,026)	\$ (2,220)	\$ (15,326)	\$ -	\$ -	\$ -	\$ -	\$ -
Element 3.2 Commute Alternatives Programmed		\$ 5,246,000	\$ 180,000	\$ 130,000	\$ 385,000	\$ 160,000	\$ 267,000	\$ 130,000	\$ 270,000	\$ 358,000	\$ 345,000	\$ 413,000	\$ 320,000	\$ 413,000
Element 3.2 Commute Alternatives Actual/Anticipated Expenditure		\$ 4,295,150	\$ 61,238	\$ 152,698	\$ 164,073	\$ 105,288	\$ 121,578	\$ 115,212	\$ 193,073	\$ 304,046	\$ 274,124	\$ 259,681	\$ 319,137	\$ 350,000
Element 3.2 Carryover to Element 3		\$ 886,987	\$ 118,762	\$ (22,698)	\$ 220,927	\$ 54,712	\$ 145,422	\$ 14,788	\$ 76,927	\$ 53,954	\$ 70,876	\$ 153,319	\$ 863	\$ 63,000
Element 3.3 Alternative Fuel Promotion Programmed		\$ 5,173,422	\$ 90,000	\$ 125,000	\$ 255,000	\$ 250,000	\$ 240,000	\$ 240,000	\$ 240,000	\$ 435,000	\$ 345,000	\$ 488,422	\$ 345,000	\$ 345,000
Element 3.3 Alternative Fuel Promotion Actual/Anticipated Expenditure		\$ 3,291,855		\$ 5,740	\$ 37,847	\$ 63,728	\$ 27,500	\$ 56,353	\$ 61,390	\$ 222,460	\$ 212,300	\$ 317,869	\$ 166,668	\$ 345,000
Element 3.3 Carryover to Element 3		\$ 1,881,567	\$ 90,000	\$ 119,260	\$ 217,153	\$ 186,272	\$ 212,500	\$ 183,647	\$ 178,610	\$ 212,540	\$ 132,700	\$ 170,553	\$ 178,332	\$ -

Measure B Vehicle Registration Fee Revenue and Programming Summary Sheet (2nd 10-Year)												
		13	14	15	16	17	18	19	20	21	22	
	Share	FY2023-24	FY2024-25	FY2025-26	FY2026-27	FY2027-28	FY2028-29	FY2029-30	FY2030-31	FY2031-32	FY2032-33	3rd 10 Yr Total
Gross Revenue		\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 22,500,000
Less One-Time Election Cost												
Less 5% TAM Administration Fee		\$ 112,500	\$ 112,500	\$ 112,500	\$ 112,500	\$ 112,500	\$ 112,500	\$ 112,500	\$ 112,500	\$ 112,500	\$ 112,500	\$ 1,125,000
Net Revenue for Elements		\$ 2,137,500	\$ 2,137,500	\$ 2,137,500	\$ 2,137,500	\$ 2,137,500	\$ 2,137,500	\$ 2,137,500	\$ 2,137,500	\$ 2,137,500	\$ 2,137,500	\$ 21,375,000
Element 1 Revenue & Programming												
Element 1.1 Enhanced Bicycle & Pedestrian Saftey Improvements on Local Network	35%	\$ 748,125	\$ 748,125	\$ 748,125	\$ 748,125	\$ 748,125	\$ 748,125	\$ 748,125	\$ 748,125	\$ 748,125	\$ 748,125	\$ 7,481,250
Element 1.1 Enhanced Bicycle & Pedestrian Saftey Improvements on Local Network + Carryover		\$ 751,813	\$ (2,244,375)	\$ (1,496,250)	\$ (748,125)	\$ (0)	\$ 748,125	\$ (2,244,375)	\$ (1,496,250)	\$ (748,125)	\$ (0)	
Element 1.1 Enhanced Bicycle & Pedestrian Saftey Improvements on Local Network Programming		\$ 3,744,313					\$ 3,740,625					
Element 1.1 Carryover		\$ (2,992,500)	\$ (2,244,375)	\$ (1,496,250)	\$ (748,125)	\$ (0)	\$ (2,992,500)	\$ (2,244,375)	\$ (1,496,250)	\$ (748,125)	\$ (0)	
Element 1.2 Bike/Ped Pathways Revenue	5%	\$ 106,875	\$ 106,875	\$ 106,875	\$ 106,875	\$ 106,875	\$ 106,875	\$ 106,875	\$ 106,875	\$ 106,875	\$ 106,875	\$ 1,068,750
Element 1.2 Bike/Ped Pathways Revenue + Carryover		\$ 522,205	\$ 522,205	\$ 522,205	\$ 522,205	\$ 522,205	\$ 522,205	\$ 522,205	\$ 522,205	\$ 522,205	\$ 522,205	
Element 1.2 Bike/Ped Pathways Programming		\$ 106,875	\$ 106,875	\$ 106,875	\$ 106,875	\$ 106,875	\$ 106,875	\$ 106,875	\$ 106,875	\$ 106,875	\$ 106,875	
Element 1.2 Carryover		\$ 415,330	\$ 415,330	\$ 415,330	\$ 415,330	\$ 415,330	\$ 415,330	\$ 415,330	\$ 415,330	\$ 415,330	\$ 415,330	
Element 2 Revenue & Programming												
Element 2 Transit for Senior and Disabled Revenue	35%	\$ 748,125	\$ 748,125	\$ 748,125	\$ 748,125	\$ 748,125	\$ 748,125	\$ 748,125	\$ 748,125	\$ 748,125	\$ 748,125	\$ 8,246,000
Element 2 Transit for Senior and Disabled Revenue + Carryover		\$ 895,510	\$ 893,635	\$ 891,760	\$ 879,885	\$ 868,010	\$ 856,135	\$ 844,260	\$ 822,385	\$ 800,510	\$ 778,635	
Element 2 Transit for Senior and Disabled Programming		\$ 750,000	\$ 750,000	\$ 760,000	\$ 760,000	\$ 760,000	\$ 760,000	\$ 770,000	\$ 770,000	\$ 770,000	\$ 775,000	
Element 2 Carryover		\$ 145,510	\$ 143,635	\$ 131,760	\$ 119,885	\$ 108,010	\$ 96,135	\$ 74,260	\$ 52,385	\$ 30,510	\$ 3,635	
Element 3 Revenue & Programming	25%	\$ 534,375	\$ 534,375	\$ 534,375	\$ 534,375	\$ 534,375	\$ 534,375	\$ 534,375	\$ 534,375	\$ 534,375	\$ 534,375	\$ 5,343,750
Element 3.1 School Safety and Congestion Programmed - Crossing Guard		\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 1,500,000
Element 3.1 School Safety and Congestion Anticipated Expenditure - Crossing Guard		\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 1,500,000
Element 3.1 Carryover to Element 3		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Element 3.1 School Safety and Congestion Programmed - Street Smart		\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 250,000
Element 3.1 School Safety and Congestion Anticipated Expenditure - Street Smart		\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 250,000
Element 3.1 Carryover to Element 3		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Element 3.2 Commute Alternatives Programmed		\$ 300,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 1,875,000
Element 3.2 Commute Alternatives Anticipated Expenditure		\$ 300,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 1,875,000
Element 3.2 Carryover to Element 3		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Element 3.3 Alternative Fuel Promotion Programmed		\$ 200,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 1,775,000
Element 3.3 Alternative Fuel Promotion Anticipated Expenditure		\$ 200,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 1,775,000
Element 3.3 Carryover to Element 3		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Item 6 - Attachment A2

Measure B Performance Metrics

Element 1.1 – Enhance Bicycle, Pedestrian, and Safety Improvements on Local Network

For each project, sponsor shall describe (as appropriate for the project):

- Sidewalks in linear feet
- Accessibility improvements – describe improvements and number of improvements
- Multiuse paths (Class I) in linear feet
- Class IV Bikeways in linear feet
- Striping/Stencil Class II and Class III bicycle facilities, number of stencil and linear feet of path
- Median modifications to accommodate new pedestrian and bicycle facilities – describe improvements and number of improvements
- Landscape Enhancements – describe improvements and number of improvements
- Bike/Ped Signage in number of signs
- Pedestrian Lighting in number of lights
- Curb ramps in number of new ramps
- Signals Heads with advance leading pedestrian interval and/or audio notification capability – number of signal improved
- Pedestrian activated warning signals – number of signed improved
- Rectangular Rapid Flashing Beacon (RRFB), or equivalent – number of RRFB installed
- Sidewalk amenities, benches, trash cans – describe improvements and number of improvements
- Safety improvements – describe improvements, how they benefit bicyclist and/or pedestrians, and number of improvements

Reporting Interval: at completion of each project

Element 1.2 – Maintain Class I Bicycle/Pedestrian Pathways

For each project/allocation, sponsor shall describe/confirm (as appropriate for each project):

- Path is clean and free of debris
- Landscaping is healthy and trimmed
- Path is free of potholes
- Graffiti is removed timely
- Lighting is operational
- Trash cans are emptied
- Path is in a state of good repair
- Frequency of maintenance

Reporting Interval: annually

Item 6 - Attachment A2

Element 2 – Improve Transit for Seniors and Persons with Disabilities

Fund recipients shall report on the following:

Performance Measure	Metric
Implement Mobility Management Program	Number of customers contacted
Operate Travel Training Program	Number of riders trained
Support and Enhance Paratransit	
Paratransit Service	Number of trips provided
Travel Navigators	Number of customers contacted
Create a “Paratransit Plus” program to serve seniors who may not qualify for service under that Americans With Disabilities Act	Rides Provided (limited by funding percentage of program, such as Catch A Ride, Transit Connect)
Implement other innovative programs to provide mobility to seniors as an alternative to driving	
Gap Grants	Describe purpose of grants and amounts given
Volunteer Driver	Volunteer driver trips
Ambassador Program (Fare Assistance Program)	Low Income Scholarships (amount and trips)

Reporting Interval: annually

Item 6 - Attachment A2

Element 3.1 – Maintain Crossing Guards and Street Smart Related Programs

Conduct survey to determine:

1. The level of awareness of the Measure AA/Measure B Crossing Guard Program;
2. Whether or not the presence of crossing guards influences travel choices for students that walk or ride a bicycle to and from school on most school days; and
3. Whether or not the communities served by the Crossing Guard Program consider the expenditure of Measure AA/Measure B funds a good investment.

Reporting Interval: every four years, next survey is scheduled for FY2023-24

Element 3.2 – Enhance/Expand Commute Alternative Programs

Performance Measure	Metric
Awareness of Commute Alternatives	Website traffic Meetings/presentations/events Emergency Ride Home (ERH) website engagement
Participation in Commute Alternatives	Registered users Newsletter/mailling list subscribers Partners and employer contacts registered Vanpool utilization
Impact of Commute Alternatives	Single-occupancy Vehicle (SOV) trips reduced SOV miles avoided CO2 emissions savings
Funding and Partnerships	Leveraged funding/formed partnerships

Reporting Interval: annually

Element 3.3 – Support Alternative Fuels Infrastructure and Promotion

Performance Measure	Metric
Encourage Electric Vehicle (EV) Adoption	New sales data for EVs
EV Charger Deployment	TAM EV charging rebates submitted and reimbursed
EV Charge Deployment	Countywide publicly accessible EV supply equipment (EVSE) deployments (level 2 and 3)
Public Agency EV Fleet Deployment	EV Fleet Rebates submitted and reimbursed
Increase Awareness of Programs	Number of agencies/departments served by rebates
Leverage of Funds	Total amount of other funding sources attracted

Reporting Interval: annually

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Items 5 & 6 - Attachment B

Measures A/AA & B Strategic Plans

Transportation Authority of Marin

Citizens' Oversight Committee

June 19, 2023

Background

Measure A/AA

- Measure A was approved by 71.2% of Marin voters in November 2004
- Measure A was set to expire on March 31, 2025
- Measure AA was approved by 76.7% of Marin voters in November 2018 to extend Measure A for another 30 years to 2049
- The Expenditure Plans of both Measure A and Measure AA directed TAM to prepare Strategic Plans

Measure B

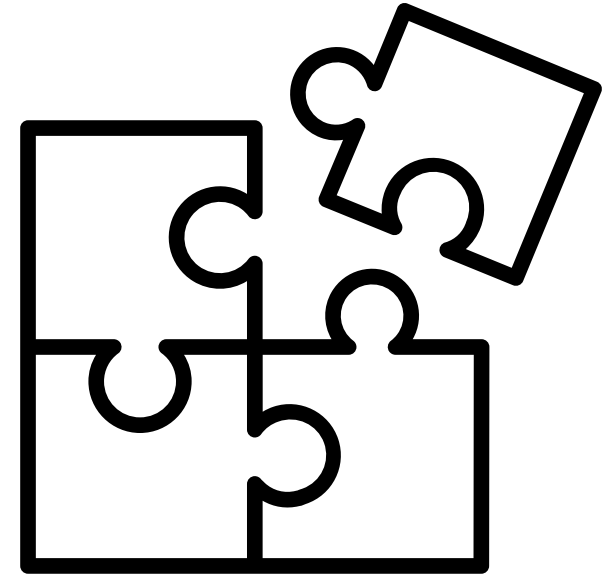
- The Marin County Vehicle Registration Fee (VRF) was approved by voters as Measure B in November 2010
- The Measure B Expenditure Plan underwent a review process in 2022
- The review process concluded when the TAM Board adopted the Amended Measure B Expenditure Plan in February 2023
- The Amended Measure B Expenditure Plan also called for the development of a Measure B Strategic Plan

Purposes of a Strategic Plan

- Outlines how revenues are distributed to projects and programs, as well as the oversight process
- Establishes the timing of allocations and addresses funding priorities
- Reconciles the timing of expected revenues with the schedule for when those revenues are needed to deliver projects and services
- Provides the overall structure for the management of the revenues, and guidance to sponsors on requesting, utilizing, and reporting on the spending of the funds allocated
- A Strategic Plan itself does not constitute a final funding commitment
- Actual funding commitments to individual projects and programs are secured through allocation requests by designated recipients and TAM Board approvals

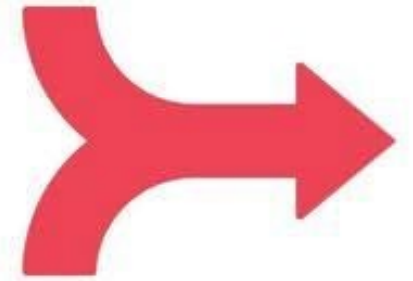
Strategic Plan Updates

- The Measure A/AA Strategic Plan is updated every other year
- The Measure B Strategic Plan is also updated every other year, but only if needed
- Revenue and Allocation/Expenditure Tables of Strategic Plans are being updated annually
- Updates to either Strategic Plan must be approved by the TAM Board, following a noticed public hearing and a 30-day public comment period



Combined Measures A/AA Strategic Plan

- The Measure A Strategic Plan has been in existence since 2005 and updated every other year
- The first Measure AA Strategic Plan was adopted by the TAM Board in June 2019
- The 2021 Measure A/AA Strategic Plan was developed to combine the Measure A and Measure AA Strategic Plans into a single document since:
 - Measure AA is an extension of Measure A
 - Both measures are collecting the same transportation sales tax revenue stream over a consecutive period with largely the same project/program priorities

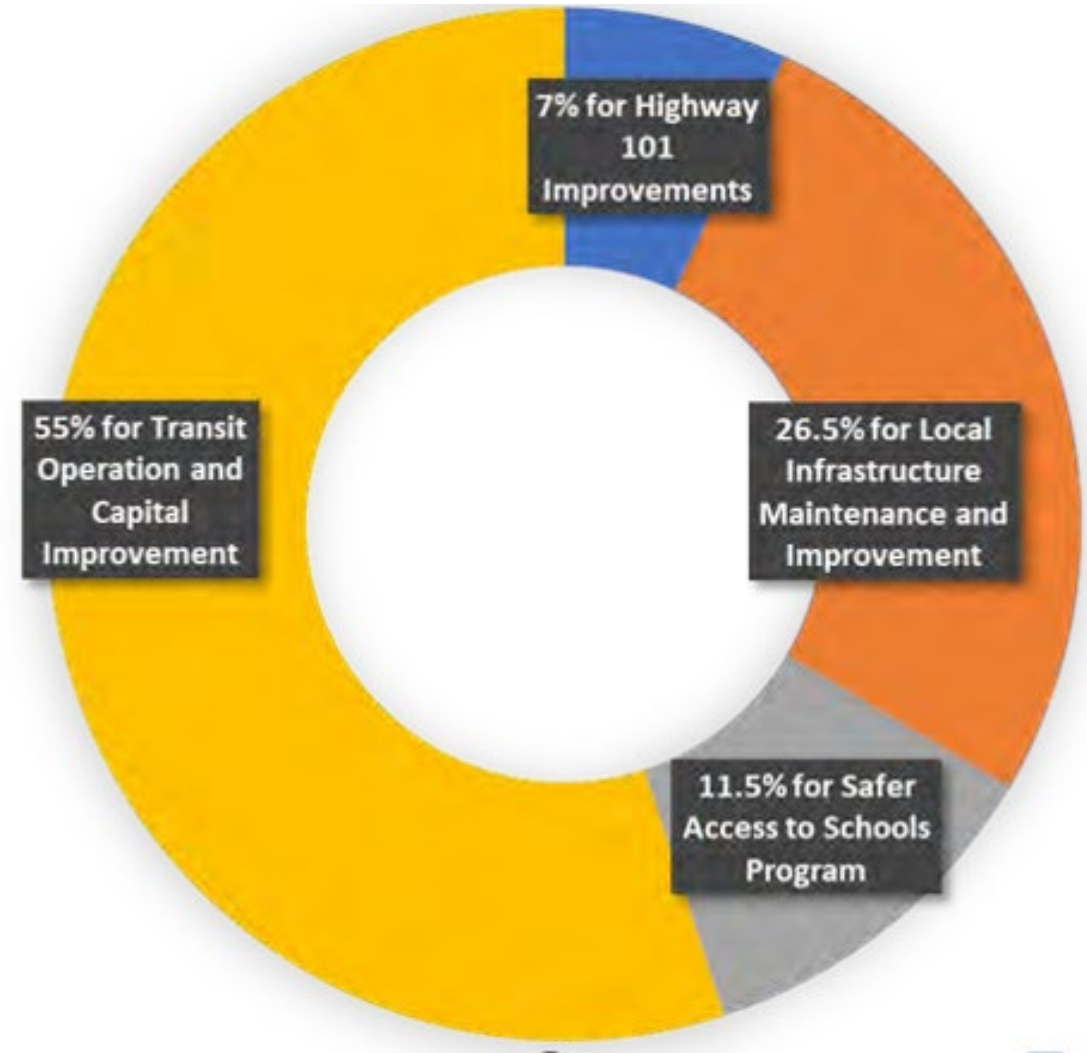


Measure A Commitments

- All funding commitments of Measure A have been fulfilled except for the remaining funds of \$1.434 M in Strategy 1.4 (Transit Capital)
- The remaining funds were allocated to Marin Transit in June 2022 and Marin Transit is expected to request full reimbursement in late 2023
- Once the funds are fully reimbursed to Marin Transit, all funding commitments, except Reserve funds, will have been fulfilled
- Reporting on Measure A in future Strategic Plans will be kept to a minimum

Measure AA Funding by Category

- Category 1 – Highway 101 Improvements
- Category 2 – Local Infrastructure Maintenance and Improvement
- Category 3 – Safer Access to Schools Program
- Category 4 – Transit Operation and Capital Improvement



2023 Measure A/AA Strategic Plan



- The Draft 2023 Measure A/AA Strategic Plan is consistent with the 2021 Strategic Plan
- Changes primarily include updating the language, revenue numbers, and project statuses
- Notable changes include:
 - Measure AA Revenue Forecast
 - Language to Allow Future COC Membership Change

Measure AA Revenue Forecast

	2023 Projection	2021 Projection	AA EP Projection
Total Sales Tax Collection	\$ 1,307	\$ 1,057	\$ 872
<i>Change from Prior Projection - Overall %</i>	23.63%	21.22%	
<i>Change from Prior Projection - Overall \$</i>	\$ 250	\$ 185	
<u>#s in Million</u>			

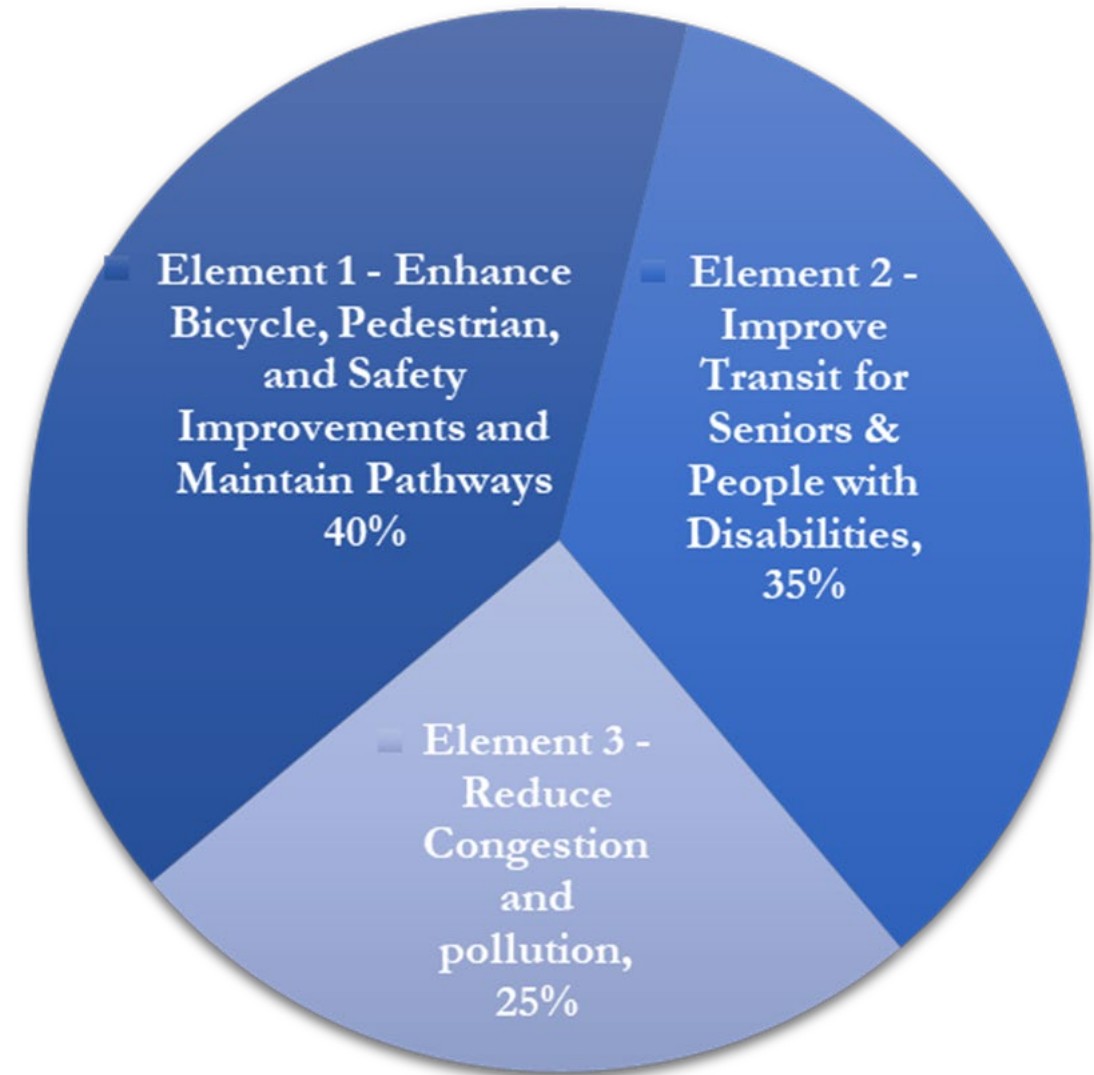
- Since the 2021 projection, Marin's sales tax collection has benefited significantly from work from home arrangement, strong housing market, and other spending close to home
- While the 2023 estimates look encouraging, global and national uncertainties may dampen the economy
- Marin can typically weather these downturns because of the economic nature of the County that includes high per capita personal income and relatively low unemployment rate

COC Membership

- The current 12-member COC membership structure was originally established in the 2004 Measure A Transportation Sales Tax Expenditure Plan
- To ensure the COC membership structure can be reviewed and changed timely to reflect the evolving needs of various communities, especially those who are underserved, the TAM Board, during the Measure B Expenditure Plan review process, authorized adjustments to the COC membership structure when necessary
- This direction is recognized in the Draft 2023 Measure B Strategic Plan, and in the Draft Measure A/AA Strategic Plan to ensure consistency on the same issue among the strategic plans

Measure B Funding by Element

- Element 1 – Bicycle, Pedestrian, and Safety Improvements and Pathways Maintenance
- Element 2 – Transit for Seniors and People with Disabilities
- Element 3 – Reduce Congestion and Pollution
 - Crossing Guard Program
 - Commute Alternatives
 - Alternative Fuels Infrastructure and Promotion



2023 Measure B Strategic Plan

- The most critical role of the Measure B Strategic Plan is the discussion of the three Elements that are eligible for funding and how much funding each Element receives in the next 10 years
- An estimated \$2.3 million is collected annually in VRF revenues for transportation projects and programs in Marin
- Measure B is based on vehicles registered in Marin County, so the funds are steady with little fluctuation year to year
- While funds are steady, buying power diminishes over time
- The adopted 2023 Amended Measure B Expenditure Plan includes modest changes from the 2010 Measure B Expenditure Plan

Notable Changes to the 2023 Measure B Strategic Plan

- Element 1.1 funding focus

- 35% funding share
- Existing distribution formula (50% population and 50% lane miles)
- Funds used for bike/pedestrian and safety improvement projects instead of traditional local street and road projects
- Funds allocated based on an estimated five years of revenue
- Reimbursement schedule will be developed based on project readiness



- Element 1.2 use of carryover funds

- 5% funding share
- The TAM Board now has the discretion to redirect carryovers over \$250,000 to any countywide pathway planning, maintenance, or construction needs.
- Staff will return at a later time with options for the carryover funds

Notable Changes (cont.)

- No changes for Elements 2 and 3
- Element 3 preserves the existing policy with no fixed percentage for each sub-element to maintain TAM Board discretion
- COC Membership
 - As noted, the Measure B Expenditure Plan was amended to allow the Board the authority to review and adjust the COC membership structure when necessary
- Performance metrics for each element and sub-element
 - Included for each element and sub-element to gauge how well they meet the goals of Measure B
 - Developed and reviewed with COC and fund recipients

Next Steps

- TAM Board to review and release both Strategic Plans for public comment at its June 22nd meeting
- 30-day comment period then open until July 22, 2023
- Staff will respond to comments received and present final drafts for Board adoption at the July Board meeting
- The TAM Board will conduct public hearings prior to the final adoption of the Strategic Plans at its July Meeting
- Upon adoption, both Strategic Plans will be posted on TAM's website and communicated to local agencies and stakeholders
- Allocations based on the FY2023-24 Budget and the two Strategic Plans are anticipated to start in July including for the new Measure B Element 1.1 projects

Questions and Feedback

Thank you!



DATE: June 19, 2023

TO: Transportation Authority of Marin Citizens' Oversight Committee

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

SUBJECT: Review the Amendments to the COC Bylaws (Action), Agenda Item No. 7

RECOMMENDATION

The Citizens' Oversight Committee (COC) reviews and accepts the proposed amendments to the COC Bylaws and refers the amended COC Bylaws to the TAM Board for approval at its June 22, 2023 meeting.

BACKGROUND/DISCUSSION

The COC Bylaws were last amended and approved by the TAM Board in November 2021 to reflect the updates necessitated by the Measure AA Expenditure Plan. As part of the periodic review of the Bylaws, along with a few minor edits, staff now recommends updates/amendments to the following areas:

- Add language under the first paragraph of **Article III Membership** to reflect the membership structure review and change that's allowed as part of the Amended 2023 Measure B Expenditure Plan
- Revise and add additional language to **Section 3.6 Subcommittees of Article III Membership** to clarify participation of COC Alternates and TAM staff on non-voting subcommittees.

FISCAL CONSIDERATION

N/A

NEXT STEPS

Upon approval of the COC, as required by Section 1.4, Adoption and Amendment of Bylaws, the amended COC Bylaws will be presented to the TAM Board at its June 22, 2023 Meeting for approval.

ATTACHMENTS

Attachment A: COC Bylaws with Proposed Amendments

CITIZENS' OVERSIGHT COMMITTEE BYLAWS

ARTICLE I GENERAL PROVISIONS

§ 1.1 Purpose

These Bylaws govern the proceedings of the Citizens' Oversight Committee (Committee), an advisory committee established by the ~~Commissioners of the~~ Transportation Authority of Marin (TAM) Board of Commissioners.

§ 1.2 Construction of Bylaws

Unless otherwise required, the general provisions, rules of construction and definitions set forth in the TAM Advisory Committees Standing Rules and Application and Appointment Procedures, with Article IV Section 104.3 of the TAM Administrative Code, shall govern the construction of these Bylaws. These Bylaws shall govern the Committee's proceedings to the extent they are consistent with Standing Rules and Application and Appointment Procedures, the TAM Administrative Code, and law.

§ 1.3 Definitions

As used in these Bylaws:

- "Committee" means the Citizens' Oversight Committee.
- "Chairperson" means the person chairing the Committee.
- "Authority" means the Transportation Authority of Marin (TAM).
- "Brown Act" means California's open meeting law, the Ralph M. Brown Act, California Government Code, Sections 54950 *et seq.*
- "Measure A Expenditure Plan" means the Marin County Transportation Sales Tax Expenditure Plan, the 20-year plan for expending the half-cent sales tax revenues contained in Measure A, approved by voters in 2004 and implemented in 2005.
- "Measure A" means the measure approved by voters of Marin County on November 2, 2004, that initiates a half-cent sales tax for transportation projects and programs.
- "Measure AA Expenditure Plan" means the Marin County Transportation Sales Tax Expenditure Plan, the 30-year plan for expending the half-cent sales tax revenues contained in Measure AA, approved by voters in 2018 and implemented in 2019.
- "Measure AA" means the measure approved by voters of Marin County on November 6, 2018, that extended the original Measure A by 30-years, for transportation projects and programs, to 20439.
- "Measure B Expenditure Plan" means the Marin County \$10 Vehicle Registration Fee Expenditure Plan, the plan for expending the \$10 vehicle registration fee revenue contained in Measure B, approved by voters in November 2010 and implemented in 2011.

- “Measure B” means the measure approved by voters of Marin County on November 2, 2010, that initiates a \$10 vehicle registration fee increase for transportation projects and programs.

§ 1.4 Adoption and Amendment of Bylaws

- The Committee shall have adopted Bylaws approved by the TAM Board of Commissioners within 90 days of Committee formation.
- These Bylaws shall be adopted and amended by the Committee by majority vote of its total membership, and with approval of the TAM Board of Commissioners.

ARTICLE II DUTIES AND AUTHORITY

§ 2.1 Duties

- Review all Measure A/AA related expenditures for consistency with the voter-approved Marin County Transportation Sales Tax Expenditure Plans including, but not limited to, the performance criteria as set forth in the plans.
- Review all Measure B related expenditures for consistency with the voter-approved Marin County Vehicle Registration Fee Expenditure Plan.
- Hold public hearings and issue reports, on at least an annual basis, to inform Marin County residents whether Measure A/AA and Measure B funds are being spent in conformance with their respective Expenditure Plans.
- Publish an annual report on both the Measure A/AA and Measure B expenditures. Copies of this document must be made widely available to the public at large.
- Approve an audit scope consistent with the requirements of Government Code Section 26909 and the *California Code of Regulations*, Title 2, Division 2, Chapter 2, Subchapter 5.
- Recommend an independent auditor, selected through a competitive process, to the TAM Board of Commissioners for award of a contract.
- Review the findings of compliance audits of Measure A/AA and/or Measure B recipients, when such audits are required by the TAM Board of Commissioners.

§ 2.2 Authority and Limitations

- The Committee will have full access to the Authority’s independent auditor and will have the authority to request and review specific information and to comment on the auditor’s reports.
- The Committee shall only have advisory powers to the Authority.
- Except for those reports where the Measure A/AA and Measure B Expenditure Plans require the Committee to report directly to the public, the Committee shall not have the authority to communicate externally, but all communications by the Committee shall go to and through the Authority. No expenditures or requisitions for services and supplies shall be made by the Committee and no individual member shall be entitled to reimbursement for travel or other expenses except as authorized by the Authority.

ARTICLE III MEMBERSHIP

The Committee ~~shall be~~ currently composed of 12 members who are private citizens and who collectively represent the diversity of Marin County. Membership shall be limited to Marin County residents without economic interest in any of the Authority's projects. As the result of the Amended 2023 Measure B Expenditure Plan, the TAM Board of Commissioners now has the authority to review and change the membership structure over time to reflect the needs and voices of the various communities, especially those who are underserved.

Each organization represented on the Committee shall nominate its representative, with final appointments approved by the governing board of the Authority. The TAM Board of Commissioners shall retain discretion to rescind any Committee appointment(s) as deemed necessary. Members of this Committee shall be appointed to their full terms, subject to eligibility provisions contained in Section 104.3 of the TAM Administrative Code.

§ 3.1 Current Membership Composition

- One member selected from each of the planning areas in Marin County by the Authority Commissioners, representing that area (Northern Marin, Central Marin, Ross Valley, Southern Marin, and West Marin), totaling 5 members.
- Seven members selected to reflect a balance of viewpoints across the County. These members shall be nominated by their respective organizations and appointed by the TAM Commission as follows:
 - One representative from a tax payer group;
 - One representative from the environmental organizations of Marin County;
 - One representative from a major Marin employer;
 - One representative from the Marin County Paratransit Coordinating Council, representing seniors and persons with disabilities;
 - One representative from the League of Women Voters;
 - One representative from an advocacy group representing bicyclists and pedestrians;
 - One representative from a school district. (Parents are considered eligible candidates.)

§ 3.2 Alternates

- Each Committee member shall have a designated alternate, nominated by the nominating organization and appointed by TAM, who shall attend Committee meetings in the event that the appointed Committee member is unable to attend. It shall be the responsibility of the appointed Committee member to inform their designated alternate when they are unable to attend a meeting of the Committee.
- Alternates do not vote unless they are taking the place of an absent member.

§ 3.3 Terms

- Members and alternates shall be appointed for a term of four years.
- To provide for staggered terms, at the first meeting of the Committee, the members will draw lots to determine whether their and their alternate's initial appointment is for two or four years.

- All initial appointment terms shall commence on August 1, 2005 and, subject to earlier removal or termination, shall expire on May 31, 2007, as to two-year terms, and on May 31, 2009, as to four-year terms. Thereafter, terms shall commence on June 1 and shall terminate on the fourth anniversary date of such commencement date.
- Committee candidates are required to complete and submit an application. Applications shall be submitted to the TAM Executive Director.
- Existing members who wish to continue serving in their appointed capacity for an additional term are required to complete and submit a new application or may update and resubmit their original application if no pertinent information has changed. Applications shall be submitted to the TAM Executive Director.

§ 3.4 Vacancies

- If a Committee member or alternate is unable to complete his or her term, a replacement member will be nominated by the nominating organization and appointed by the TAM Board of Commissioners to fill the vacancy and complete the appointed term.
- All qualifying applications for the vacancy will be submitted to the Authority for consideration, selection, and appointment. When a vacancy exists on the Committee and no applications have been submitted, the vacancy will be continued until such time as an appointment is made. The TAM Board of Commissioners may, at any time, move to continue an appointment to a subsequent date.

§ 3.5 Conduct

- Members shall be responsible for having a working knowledge of the establishing ordinance, Bylaws, federal or state mandates, and any other governing regulations that define and set forth the intent and purpose of their appointment and shall only represent and take action on matters related thereto.
- Members shall not misrepresent the scope of their influence or authority, in matters assigned, or represent recommendations of the Committee as official TAM policy until such time as formal action has been taken by the Authority.
- Unless authorized as the designated spokesperson by the Committee, an individual member may not represent the Committee before any other committee or agency or to the press or general public.

§ 3.6 Subcommittees

- The Committee may elect to form subcommittees to perform specific parts of its mission, such as reviewing [financial and/or compliance](#) audit [reports](#) and [guiding the development of issuing the Committee's annual](#) reports.
- All subcommittees [with voting power](#) shall have an odd number of members so that tie votes are less likely.
- [Alternates and staff members can be part of a subcommittee with no voting power.](#)
- Any special or ad hoc advisory [sub](#)committees may be abolished upon the accomplishment of its purpose or by a majority vote of the Committee.

ARTICLE IV OFFICERS

The Committee shall elect a Chairperson and a Vice-Chairperson. The Committee may choose to establish other elected positions as well. Terms for the Chairperson and the Vice-Chairperson, and other elected positions, shall be two-years. Elections for all positions shall take place at the first meeting of the even-numbered years.

§ 4.1 Chairperson and Vice-Chairperson

A Chairperson and Vice-Chairperson shall be elected by a majority of the Committee members present through a process of nomination and seconding. If more than one person is nominated and seconded, the appointment will be by a majority vote. In the event of a vacancy in the Chairperson's position, the Vice-Chairperson shall succeed as Chairperson for the balance of the Chairperson's term, and the Committee shall elect a successor to fill the vacancy in the Vice-Chairperson's position. In the event of a vacancy in the Vice-Chairperson's position, the Committee shall elect a successor from its membership.

- Duties of the Chairperson:
 - Call the meetings to order;
 - Preside over each meeting;
 - Identify items of interest for future committee agendas that are relevant to the Committee's responsibilities;
 - Appoint the members of each Subcommittee that the Committee chooses to form;
 - Attend, or appoint another Committee member to attend, meetings of the Authority at which expenditures of Measure A/AA Sales Tax and/or Measure B Vehicle Registration Fee revenues represent an action item;
 - Serve as liaison to TAM staff between meetings;
 - Serve as the designated spokesperson for the Committee.
- Duties of the Vice-Chairperson:
 - Perform the duties of the Chairperson when the Chairperson is absent.

ARTICLE V MEETINGS

§ 5.1 Regular Meetings

- Regular meetings of the Committee shall be held, as needed, on the third (3rd) Monday of the month, or any day agreed by the Committee, not less often than every six months. The Committee meeting shall commence at 5:00 p.m. at the Authority's office in San Rafael California.
- Whenever a regular meeting falls on a holiday observed by the Authority, the meeting shall be held on another day or canceled at the direction of the Committee.
- A rescheduled regular meeting shall be designated as a regular meeting.

- All meeting locations shall be ADA compliant.

§ 5.2 Special Meetings

- A special meeting may be called by the Chairperson with the approval of the TAM Executive Director. The meeting shall be called and noticed as provided in Section 5.3 below.

§ 5.3 Calling and Noticing of Open Meetings

- All meetings shall be called, noticed and conducted in accordance with the applicable provisions of the Brown Act, which mandates open meetings for legislative bodies. Information announcing the hearings must be well publicized and posted in advance. The TAM Executive Director shall be given notice of all meetings. The Committee may meet in a session closed to the public only for purposes permitted by the Brown Act.
- Writings which are public records and which are distributed during the Committee meeting shall be made available for public inspection at the meeting if prepared by the Authority or a member of the Committee, or after the meeting if prepared by some other person.

§ 5.4 Quorum; Vote; Committee of the Whole

- The presence of a majority of the Committee members shall constitute a quorum for the transaction of business. All official acts of the Committee shall require the presence of a quorum and the affirmative vote of a majority of the members present. A quorum for this Committee is 7.
- At any regularly called meeting not held because of a lack of a quorum, the members present may constitute themselves a “committee of the whole” for the purpose of discussing matters on the agenda of interest to the committee members present. The committee of the whole shall automatically cease to exist if a quorum is present at the meeting.

§ 5.5 Attendance

- Members are expected to attend all meetings; however, it is anticipated that some members may not be able to attend all meetings for various reasons. If a member is unable to attend a meeting, he or she should notify TAM staff and the designated alternate as soon as possible prior to the scheduled meeting.
- If a member is absent from four Committee meetings in any twelve-month period or for three consecutive meetings without notifying TAM staff and the designated alternate, the position shall automatically be vacated, and a successor shall be appointed to fill the remainder of that member’s term.

§ 5.6 Matters Requiring Committee Action

- A matter requiring Committee action shall be listed on the posted agenda as an action item before the Committee may act upon it, with the potential action that will be taken noted.

§ 5.7 Public Comment

- For a regular meeting, members of the public shall be given an opportunity to address the Committee either before or during the Committee's consideration of the item, if it is listed on the agenda, or, if it is not listed on the agenda but is within the scope of the Committee, under the agenda item heading "Public Comments."
- Each member of the public shall limit their comments to three minutes. Any person addressing the Committee may submit written documents to complement their comments.
- The Chairperson may change the time limit and/or the order of public comments as deemed appropriate but may not reduce the time limit to less than two minutes.

§ 5.8 Ground Rules

- When presentations are being made, they should proceed without interruption. Questions and comments should be made following the completion of the presentation.
- The Chairperson may order any person removed from the Committee meeting who causes a disturbance, and the Chairperson may direct the meeting room cleared when deemed necessary to maintain order, unless the rest of the Committee determines otherwise by a majority vote.

§ 5.9 Robert's Rules

- All rules of order not herein provided for shall be determined in accordance with *Robert's Rules of Order*, latest edition.

ARTICLE VI

AGENDAS AND MEETING NOTICES

§ 6.1 Agenda Format

The COC meeting agendas should comply with the following guidelines, as appropriate:

- Starting time and meeting location
- Introductions
- Review and approval of draft meeting action-minutes from the last meeting
- Scheduled monthly agenda items
- Confirm date and time of the next meeting
- Public Comment

§ 6.2 Agenda Preparation

- TAM staff shall produce the agenda for each meeting in consultation with the ~~Authority~~ TAM Executive Director and the Committee Chairperson. Material intended for placement on the agenda shall be delivered to staff on or before 12:00 Noon on the date established as the agenda deadline for the forthcoming meeting, which is two weeks before the meeting. TAM staff may withhold placement on the agenda of any matter which is not received in a timely manner, lacks sufficient information or is in need of staff review and report prior to Committee consideration.

§ 6.3 Agenda Posting and Delivery

- The written agenda for each regular meeting shall be posted by TAM staff at least 72 hours before the meeting is scheduled to begin. The agenda shall be posted in a location that is freely accessible to the public. Together with supporting documents, the agenda shall be delivered to each Committee member and the TAM Executive Director at least 72 hours before each regular meeting and at least 24 hours before each special meeting.

§ 6.4 Meeting Notices

- TAM staff shall provide notice of every regular meeting, and every special meeting to each person who has filed a written request for notice with TAM. The notice shall be provided at least one week prior to the date set for the meeting. Notice of special meetings called less than seven days prior to the date set for the meeting shall be given as TAM staff deems practical. All notices shall clearly indicate that reasonable accommodations will be provided on request.

§ 6.5 Meeting Minutes

- The Committee shall cause to be kept at the offices of TAM a record of minutes of all meetings and actions of the Committee and its subcommittees with the time and place of holding, the names of those present at the Committee meetings and subcommittee meetings, and the proceedings.
- Draft minutes will be prepared by TAM staff and will be distributed with agendas before the next meeting. Adoption of minutes shall occur at the next meeting with the support of the majority of the members present.

ARTICLE VII MISCELLANEOUS

§ 7.1 Public Information List of Members

- ~~The TAM Executive Director~~ TAM staff shall maintain a public information list of members and designated alternates appointed to the Committee. The list shall include the name of the appointee, the date the term expires, and the affiliation and/or nominating organization. The list shall be updated whenever there are changes in membership.

§ 7.2 Staff Support

- TAM staff shall prepare and distribute the Committee's agendas, notices, minutes, correspondence and other documents. TAM staff shall maintain a record of all proceedings of the Committee as required by law and shall perform other duties as provided in these Bylaws.

Certificate of Chairperson

I am the duly elected Chairperson of the Citizens' Oversight Committee for the Transportation Authority of Marin, and I hereby certify that the foregoing is a true and correct copy of the Bylaws of the Committee as of ~~November 21~~ June 22, 2023.

Print Name

Signature



DATE: July 19, 2023

TO: Transportation Authority of Marin Citizens' Oversight Committee

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

SUBJECT: Formation of the COC Membership Structure Review Subcommittee (Action),
Agenda Item No. 8

RECOMMENDATION

Staff recommends that the Citizens' Oversight Commission (COC) form a non-voting subcommittee with 6 COC members/alternates (names as shown below) and 1 TAM staff to review and recommend potential changes to the current COC member structure to better reflect the needs and voices of the various communities, especially the underserved ones.

BACKGROUND/DISCUSSION

The current 12-member COC membership structure was originally established in the 2004 Measure A Transportation Sales Tax Expenditure Plan. To make sure the COC membership structure can be reviewed and changed timely to reflect the evolving needs of various communities, especially those who are underserved, language in the Measure B Expenditure Plan was amended to allow the Board the authority to review and adjust the COC membership structure, when necessary, as part of the recent Measure B Expenditure Plan amendment process.

Staff has been in discussions with the COC Chairperson and a few other interested members/alternates about how the COC can participate and guide this change that will support TAM's Equity Statement and Action Plan. It was determined that a subcommittee should be formed with members/alternates who have experiences and knowledge in the area and can devote some time over the next few months to develop potential options for the full Committee's review, and then make a recommendation to the TAM Board for review and acceptance.

As part of the effort, the Subcommittee will also be entrusted with the task of looking into a mentorship program to support a small number of students, with the focus on high school students, from underserved communities, in which COC members who would like to join can participate, along with TAM staff.

Based on the various discussions, the following members/alternates are being nominated to be part of the COC Membership Structure Review Subcommittee. TAM staff Li Zhang will also be serving on the Subcommittee as staff liaison and to provide necessary support.

- | | |
|-----------------------------|--|
| • Peter Pelham | Member/Major Marin Employers |
| • Kevin Hagerty | Member/League of Women Voters of Marin |
| • Charley Vogt | Member/Northern Marin Planning Area |
| • Kingston Cole | Member/Central Marin Planning Area |
| • Heather McPhail Sridharan | Alternate/School Districts |
| • Scott Tye | Member/West Marin Planning Area |

FISCAL CONSIDERATION

N/A

NEXT STEPS

Upon approval of the COC, the Subcommittee will be formed and expected to meet 4-6 times over the next 9–12-month period.

ATTACHMENTS

N/A



DATE: July 19, 2023

TO: Transportation Authority of Marin Citizens' Oversight Committee

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

SUBJECT: Review the 2023 Measure A/AA Transportation Sales Tax Compliance Audit Auditee Selection List (Action), Agenda Item No. 9

RECOMMENDATION

The Citizens' Oversight Committee (COC) reviews the 2023 Measure A/AA 1/2-Cent Transportation Sales Tax Compliance Audit Auditee Selection List and refers it to the TAM Board for acceptance.

BACKGROUND

Both the Measure A and Measure AA 1/2-Cent Transportation Sales Tax Expenditure Plans provide TAM with the authority and responsibility to audit all Measure A/AA fund recipients for their use of the sales tax proceeds. Independent compliance audits are explicitly permitted under the terms and conditions of TAM's funding agreements/contracts with all Measure A/AA 1/2-Cent Transportation Sales Tax funding recipients as well. The TAM Board adopted the original Measure A Compliance Audit Policy, which was developed by the staff under guidance of the COC, at its October 28, 2010 Board meeting and the implementation of the Policy started in 2011. The Compliance Audit Policy was updated to include all categories under Measure AA, reviewed by the COC at its March 16, 2020 meeting, and approved by the TAM Board at its April 23, 2020 meeting. According to the policy, each year recipients are selected for auditing.

DISCUSSION/ANALYSIS

The 2023 Compliance Audit Cycle will cover Measure A/AA 1/2-Cent Sales Tax expenditures which occurred in or prior to FY2022-23. Those audits will help TAM further confirm that Measure A/AA 1/2-Cent Sales Tax funds are spent in accordance with the requirements of the Expenditure Plans. Based on the schedule and selection criteria and requirements specified in the Measure A/AA Compliance Audit Policy, a total of six compliance audits are recommended to be conducted for this round as presented in the table on Page 2.

Sales Tax Fund Recipients Selected for the 2023 Compliance Audit Cycle

No.	Fund Recipient	Funding Strategy/Category
Interest Revenue Funding Usage		
	None for this Cycle	
Measure A Strategy 1/Measure AA Category 4 Local Bus Transit System		
1	Marin Transit	For all sales tax funds received for its FY2022-23 transit operation and capital needs
Measure AA Category 1 Highway 101 & Adjacent Roadways		
2	HNTB	Professional consultant support for the Interchange Study
Measure A Strategy 3.1/Measure AA Major Road Set Aside		
3	City of Mill Valley	E. Blithedale Avenue Rehabilitation Project
Measure A Strategy 3.2/Measure AA Category 2.1 Local Street and Road		
4	Town of Fairfax	For the usage of the FY2022-23 or prior sales tax Local Roads funds
Measure A Strategy 4.1/Measure AA Category 3.1 Safe Routes to School Program		
	None for this Cycle	
Measure A Strategy 4.2/Measure AA Category 3.2 Crossing Guard Program		
	None for this Cycle	
Measure A Strategy 4.3 Safe Pathways to School Project		
5	Town of Tiburon	Large Capital Project: Del Mar Middle School Improvement Project
6	City of Larkspur	Small Capital Project: South Eliseo Drive Bicycle Lane and Splitter Island Project

FISCAL CONSIDERATION

Funding needed for this effort is included in the Proposed TAM FY2023-24 Annual Budget and staff expects the task will be finished on schedule and within budget.

NEXT STEPS

The list of proposed auditees will be presented to the TAM Board for acceptance at its June 22, 2023 meeting. Funding recipients selected for the 2023 Compliance Audit cycle will be notified once the Board approves the staff recommendation. Staff will also conduct a workshop in August/September to provide fund recipients the opportunity to fully understand the compliance audit requirements, process, and timeline. All compliance audit reports will be presented to the COC and the TAM Board for review and acceptance once they are finalized.

ATTACHMENTS

None