



TRANSPORTATION AUTHORITY OF MARIN BOARD OF COMMISSIONERS MEETING

JUNE 22, 2023
6:00 P.M.

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

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

900 Fifth Avenue
Suite 100
San Rafael
California 94901

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

www.tam.ca.gov

Belvedere
Nancy Kemnitzer

Corte Madera
Pat Ravasio

Fairfax
Chance Cutrano

Larkspur
Kevin Carroll

Mill Valley
Urban Carmel

Novato
Rachel Farac

Ross
P. Beach Kuhl

San Anselmo
Brian Colbert

San Rafael
Kate Colin

Sausalito
Melissa Blaustein

Tiburon
Alice Fredericks

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

How to watch the live meeting using the Zoom link:

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

Webinar ID: 881 5544 9529
Passcode: 389590

Teleconference: Members of the public wishing to participate via teleconference, can do so by dialing in to the following number at 6:00 p.m. on the day of the meeting: **+1 669 900 6833**; Access Code: 881 5544 9529; Password: 389590

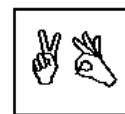
How to provide public comment (limited to 2 minutes or less):

Before the meeting: Please email your comments to info@tam.ca.gov, no later than 5:00 p.m. Wednesday, June 21, 2023, to facilitate timely distribution to Board members. Please include the agenda item number you are addressing and your name and address. Your comments will be forwarded to the TAM Board members and will be placed into the public record.

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

If watching this meeting online, click the "raise hand" feature in the webinar controls. This will notify TAM staff that you would like to comment. If participating by phone, "raise hand" by pressing *9 and wait to be called upon by the Chair or the Clerk. You will be asked to unmute your device when it is your turn to speak and your comments will become part of the public record.

Meeting-related comments may also be sent to info@tam.ca.gov, and will be read (up to 2-minute limit per comment) when the specific agenda item is considered by the Board and will become part of the public record.



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

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

AGENDA

1. Chair's Report (Discussion)
2. Metropolitan Transportation Commission, Marin Transit and Sonoma-Marin Area Rail Transit Reports, and Commissioner Matters Not on the Agenda (Discussion)
3. Executive Director's Report (Discussion)
4. Open time for public expression, up to two minutes per speaker, on items not on the agenda that are within the subject matter of the agency's jurisdiction. (While members of the public are welcome to address the Board, under the Brown Act, Board members may not deliberate or take action on items not on the agenda, and generally may only listen.)
5. CONSENT CALENDAR (Action) – **Attachments**
 - a. Approve TAM Board Meeting Minutes May 25, 2023
 - b. Review of Draft 2023 Measures A/AA Sales Tax Strategic Plan
 - c. Review of Draft 2023 Measure B Strategic Plan
 - d. Award of Crossing Guard Contract
 - e. Award of Contract for Safe Routes to Schools Program Services
 - f. Adopt Positions on New Bills Added to 2023 State Bill Matrix
 - g. Authorize Contract Amendment for the North/South Greenway Gap Closure Project
 - h. Review of TAM's Investment and Debt Policies
 - i. Acceptance of the 2023 Measure A/AA Transportation Sales Tax Compliance Audit Auditee Selection List
 - j. Review and Approval of the Amendments to the COC Bylaws
 - k. Regional Measure 3 Allocation Request Resolution for the Marin Sonoma Narrows Project
6. Adoption of the Proposed TAM FY2023-24 Annual Budget
 - a. Public Hearing on the Proposed TAM FY2023-24 Annual Budget – **Attachment**
 - b. Adoption of the Proposed TAM FY2023-24 Annual Budget (Action) – **Attachment**
7. North-South Greenway & Cross Marin Bikeway Status Report (Action) – **Attachment**



MEETING OF THE
TRANSPORTATION AUTHORITY OF MARIN
BOARD OF COMMISSIONERS

MAY 25, 2023
6:00 PM

In-Person & Virtual Meeting

MEETING MINUTES

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

Members Absent: None

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

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

Chair Colbert welcomed everyone to the meeting and asked Executive Assistant/Clerk of the Board Jennifer Doucette to conduct a roll call to ensure a quorum. A quorum of the Board was confirmed and detailed information about how the public may participate was provided.

1. Chair's Report

Chair Colbert announced the appointment of Commissioner Blaustein to the Alternative Fuels & Electric Vehicle (AFEV) Ad-Hoc Committee; and the appointment of Commissioner Sackett to the Commute Alternatives and Trip Reduction (CART) Ad-Hoc Committee. Chair Colbert asked if any members of the public wished to speak or had submitted a comment by e-mail, and hearing none, closed this item.

2. Crossing Guard of the Year (Information)

Chair Colbert announced that Alice Yan was the recipient of the 2022-2023 TAM Crossing Guard of the Year Award and welcomed her to the meeting.

Commissioner Carmel introduced Ms. Yan who has been a Crossing Guard at Old Mill School since 2016 and has not missed a shift in her last 6 years of service. Commissioner Carmel recognized Ms. Yan's dedication and the positive impact her service has had on countless students and families in the community.

Ms. Yan thanked the Commissioners for their kind words and expressed her gratitude for the recognition and award. Commissioners Carmel, Colbert, and Moulton-Peters presented Ms. Yan with the plaque for the TAM Crossing Guard of the Year.

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

MTC Report – Commissioner Moulton-Peters

Commissioner Moulton-Peters reported on recent State Senate and Assembly hearings regarding the revised Budget and its effects on funding for transit, including funding for the “fiscal cliff” gap. Discussions include reallocating funds from capital improvement projects and the prior year Budget surplus.

Commissioner Moulton-Peters also reported on Transit Oriented Affordable Housing (TOAH) funds – a revolving loan fund set up by the Metropolitan Transportation Commission (MTC) to help finance affordable housing projects. MTC approved the staff proposal to revise the program and also create a new \$5 million pilot program focused on rental assistance for seniors and disabled people.

Marin Transit Report – Commissioner Rice

Commissioner Rice reported on changes to Marin Transit's (MT's) Marin Access Programs, which are designed to stabilize ADA (Americans with Disabilities Act) paratransit service, focus on programs and services for the populations most in need, and improve the rider experience. These changes are expected to reduce costs and will be evaluated and adjusted over the coming year.

Commissioner Rice also reported that MT submitted its Zero Emission Bus Rollout Plan to the California Air Resources Board (CARB). The plan calls for all 81 buses in the fleet to be zero emission by 2040. MT currently has 6 battery electric buses in operation and lack of sufficient parking, charging, and maintenance facilities are the biggest obstacles to converting to a zero-emission fleet. An additional challenge is the range of battery electric buses. Buses used for the West Marin routes travel over 300 miles/day on hilly, remote terrain and current electric bus ranges do not meet those requirements. MT estimates that it will cost approximately \$73 million to convert the rest of the fleet, excluding the cost of necessary real property acquisition needed for the parking, charging, and maintaining of the electric buses. Marin Transit will continue to take advantage of available grants and funding opportunities to fund the transition.

SMART Report – Commissioner Lucan

Commissioner Lucan reported that Sonoma–Marín Area Rail Transit (SMART) ridership continues to increase and in the past week, surpassed 15,000 in weekly ridership for the first time since the pandemic, and set another daily ridership record. Commissioner Lucan also reported that SMART's current fiscal year goal of 594,000 riders is on track to be met and surpassed by mid-June; and SMART has taken over the top spot for ridership recovery among all Bay Area transit operators.

Commissioner Lucan further reported that SMART Connect will launch on June 12. SMART Connect is a pilot program that will provide on-demand microtransit service for first and last-mile connections to and from the Sonoma County Airport Station.

Commissioner Matters Not on the Agenda

None.

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

4. Executive Director's Report (Discussion)

Executive Director (ED) Anne Richman highlighted the completion of the 2022 Annual Report, of which a hard copy has been provided to each Commissioner this evening and will also be distributed to local jurisdictions throughout the County. Ms. Richman noted that the Annual Report has also been available on the TAM website.

ED Richman reported on Bike to Work Day; the Local Road Safety Plan (LRSP); Summer electric vehicle (EV) events; the countywide EV Acceleration Strategy; and the Marin City Stormwater Plan.

ED Richman also reported on SMART's new Starlighter train operating on Friday and Saturday nights; MT service changes effective June 11; and the discontinuation of the Connect2Transit program.

ED Richman further reported on future tolling for State Route (SR) 37; and called attention to this month's California Department of Transportation (Caltrans) report, including scheduled lane closures on the Richardson Bay Bridge on May 31, June 1, and June 4 to 8.

Lastly, ED Richman reported on the release of the Notice of Funding Opportunity (NOFO) for the U.S. Department of Transportation's (USDOT's) Promoting Resilient Operations for Transformative, Efficient, and Cost-Saving Transportation (PROTECT) and the Safe Streets and Roads for All (SS4A) grants; and highlighted recent and upcoming TAM public outreach meetings and community events.

In response to Commissioner Carmel, Commissioner Rice explained that MT tracks the ridership and expenses for both the school-year reduced fare and summer youth discount programs; and that a summary of the data collected will be available for review at a later date.

In response to Commissioner Cutrano, ED Richman explained that toll collection on SR 37 will not begin until the near-term improvements are completed, with bus service between Vallejo and Marin County and a toll discount program for lower-income drivers.

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

Marin County Bicycle Coalition (MCBC) Policy and Planning Director Warren Wells thanked TAM for sponsoring an energizer station on Bike to Work Day; and for TAM's invitation to MCBC to participate on the Technical Advisory Committee (TAC) for the Local Road Safety Plan (LRSP) Update and moving forward with a Vision Zero declaration.

5. Open Time for Public Expression

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

6. CONSENT CALENDAR (Action)

- a. Approve TAM Board Meeting Minutes April 27, 2023
- b. Review and Release the Draft TAM FY2023-24 Annual Budget for Public Comment
- c. Appointments to the TAM Citizens' Oversight Committee
- d. USDOT's Charging and Fueling Infrastructure Discretionary Grant Program
- e. Approve Additional Funding for the North/South Greenway Gap Closure Project – Northern Segment
- f. Interagency Agreements with Various School Districts for Reimbursed Crossing Guard Services

ED Richman noted that in reference to item 6b, public comments received prior to this meeting were sent to the Board members and posted on the TAM website; and that responses to all public comments will be presented to the Commissioners for consideration at the June 22 Board meeting when the budget is adopted. ED Richman also explained that the funding levels proposed for the Alternative Fuels Program are based on the expected needs of the program, including anticipated rebates, current contracts, and outreach events; and that TAM staff will return to the Board should additional funds be required.

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

7. Acceptance of Safe Routes to Schools Program Evaluation Report (Action)

ED Richman introduced Parametrix Program Manager David Parisi, Deputy Program Manager Jennifer Shriber, and Program Director Gwen Froh to present this item, which recommends that the TAM Board accepts the Tri-Annual Safe Routes to Schools (SR2S) Evaluation Report.

Mr. Parisi provided an overview and background of the evaluation process, including details on participating schools.

Ms. Shriber provided details of the report, including methodology for data collection; travel mode shift summary; comparisons to other counties; factors for success; barriers to active transportation; and program effects on vehicle miles traveled (VMT).

Ms. Froh provided an overview of the Covid-19 adaptations and successes; education programs and classes; e-bike education; encouragement activities and contests; and equity.

Mr. Parisi also provided information on engineering and infrastructure projects; enforcement and safety programs; funding; and a summary of recommendations, including feedback received at the May 8 meeting of the TAM Funding, Programs and Legislation (FP&L) Executive Committee.

In response to Commissioner Carroll, Ms. Froh confirmed that approximately 12,000 out of 26,000 students participate in the SR2S program; and Mr. Parisi explained that the left-hand bike turn lane at Bon Air Road and Magnolia Avenue is approximately 5-6 feet wide (minimum requirement is 4 feet wide), and that most students utilize the Class I bike facility at this intersection. Ms. Froh also explained that although the sample size from the middle school survey was small, actual participation is robust.

Commissioner Carroll commented that the transition from elementary to middle school provides a good opportunity to reach and educate more students and caregivers; and inquired if the later start time for high school students has affected traffic congestion. Ms. Froh explained that due to the pandemic, high school students were not surveyed.

In response to Commissioner Carroll, Ms. Shriber explained that the survey results for the top five barriers to active transportation included speeding cars and dangerous intersections; and Ms. Froh explained that SR2S has partnered with MCBC in the development of an e-bike safety curriculum to be used by local jurisdictions.

In response to Commissioner Cutrano, Ms. Froh explained that the existing SR2S education program includes bike safety classes for all types of bicycles, including e-bikes; and that SR2S provided a specific e-bike safety class to the students at White Hill Middle School at the request of the school administration. Ms. Froh also explained that student engagement in a peer-to-peer encouragement program is integral in achieving significant behavioral changes. Ms. Froh further explained that all SR2S materials are provided in both English and Spanish for all participating schools; and that SR2S has dedicated bilingual staff and services available at the request of any school.

Commissioner Lucan inquired about the methodologies necessary to encourage travel mode shift and increase Green Trips to schools. Mr. Parisi explained that in some areas such as Novato, barriers to active transportation include geographical distances to campuses, and more arterial roadways, however, SR2S is developing new strategies focused specifically on Novato and portions of San Rafael to increase both Green Trips and Active Green Trips in those areas, including a student leadership pilot program launching this Fall in Novato. Mr. Parisi also explained that SR2S is working with Novato Public Works on concept plans and grant applications for additional infrastructure opportunities. Lastly, Mr. Parisi explained that mode shift data for each school is included in the report.

Commissioner Carmel commented on the importance of the SR2S Program for reducing traffic congestion; and inquired about potential methodologies to increase Active Green Trips and make an impact in local communities, including platforms such as Ride Amigos and year-round free bus fares for students.

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

WTB-TAM Director of Planning Matthew Hartzell expressed support for the SR2S program, thanked TAM staff for providing a list of safe pathways to school infrastructure projects completed to date, and commented on the importance of public outreach and education after capital safety improvements are completed. Mr. Hartzell encouraged the agency to identify factors such as increasing budget and/or prioritizing safe pathways to school infrastructure projects to achieve a higher percentage of participation.

In response to Commissioner Rice, ED Richman explained that the Measure AA ½-Cent Sales Tax Expenditure Plan (EP) includes 3.5% for SR2S, and additional funds for the Safe Pathways capital improvements category; and that TAM staff would have to research and follow up to provide data to Commissioner Rice about the difference between the annual Consumer Price Index (CPI) and the annual sales tax revenue growth. ED Richman also noted that the current SR2S allocation is approximately 0.2% higher than the original Measure A EP (3.5% vs. 3.3%); and that the budget for SR2S was increased in FY2022-23 and is scheduled to be increased again in FY2023-24.

Commissioner Rice commented on the importance of the SR2S Program and its interconnectedness with infrastructure, safe routes, crossing guards, and MT in reducing traffic congestion, and encouraged close analysis of the program during the next EP review. Commissioner Rice thanked Mr. Parisi and the SR2S staff for their mission-driven contributions and dedication to the program.

Commissioner Sackett expressed her support of the Tri-Annual SR2S Evaluation Report and the SR2S Program; and commented on the importance of a multifaceted approach to enact behavioral changes.

Commissioner Farac commented on the flexibility of the program as exemplified by the implementation of strategies used to reduce traffic congestion at Santa Venetia School.

Commissioner Moulton-Peters expressed support for the SR2S Program and commented on the ability and flexibility of staff to develop creative approaches to ever-changing conditions, including bilingual services, distracted driving education and outreach, remote drop-off areas, and partnering with other agencies to deliver services. Commissioner Moulton-Peters also commented on the possibility of seeking other state and regional funds to bolster the program in the future.

Commissioner Blaustein expressed support for the SR2S Program, including its data-driven approach to delivering services; and commented on the possibility of obtaining additional funding for SR2S through the SS4A program.

Chair Colbert thanked staff for incorporating new data points into the presentation in response to feedback received at the May 8 FP&L Executive Committee meeting; and also encouraged a close examination of the program during the next EP review, including an analysis of changes within the community. Chair Colbert also commented on the importance of the SR2S Program in reducing traffic congestion and its dovetail into the upcoming Countywide Transportation Plan (CTP).

Commissioner Sackett moved to accept the Tri-Annual SR2S Evaluation Report, which was seconded by Commissioner Moulton-Peters. A roll call vote was conducted, and the motion passed unanimously.

8. Award Contract for Countywide Transportation Plan and Community Based Transportation Plan (Action)

Chair Colbert noted that historically, Congestion Management Programs (CMPs) were created to address congestion and air pollution from vehicular traffic; and that the TAM Board opted out of the CMP in 2022 with a focus on developing a CTP.

Chair Colbert also noted that the CTP will incorporate existing and emerging countywide priorities, such as transit-first corridors, completion of the North-South Greenway and Cross Marin Bikeway, regional commute connections, the Hub Study, and others, as well as new priorities identified through the CTP development process.

Chair Colbert further noted that the CTP will define an implementation path that enables TAM to deliver high-quality transportation solutions; and that the TAM Board will play a critical role, including the formation of a CTP ad-hoc committee, three Board workshops commencing in Fall 2023, and regular Board updates and presentations.

Lastly, Chair Colbert commented that the beginning of the CTP process is an important step for TAM to continue shifting away from building highways and focus on a future that is resilient and electric, and also embraces transit and active transportation networks to connect the entire county.

Director of Planning Derek McGill presented this item, which recommends that the TAM Board authorizes the ED to negotiate and execute a professional services contract with Fehr and Peers for the CTP and Community Based Transportation Plan (CBTP) in an amount not to exceed \$525,000.

Mr. McGill provided background information, including previous Board discussion; a CTP development schedule; and Request for Proposals (RFP) and contract award processes.

In response to Commissioner Blaustein, Mr. McGill explained that Fehr and Peers developed CBTPs for Marin City in 2006 and 2015; and that a new CBTP was identified as an optional task in response to interest from the Marin County Community Development Agency (CDA) to update the existing plan, if requested by the local community and department of public works.

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

Mr. Wells expressed support for the development of the CTP and commented on the positive nexus between the CTP and the North-South Greenway and Cross Marin Bikeway Status Report.

Commissioner Blaustein moved to authorize the ED to negotiate and execute a professional services contract with Fehr and Peers for the CTP and CBTP in an amount not to exceed \$525,000, which was seconded by Commissioner Cutrano. A roll call vote was conducted, and the motion passed unanimously.

9. Presentation on the Regional Transportation Planning Process and TAM Planning Overview (Discussion)

ED Richman noted that this presentation is a component of the TAM education series, and reintroduced Mr. McGill to present this item for discussion.

Mr. McGill provided an overview of the planning process, including a historical planning timeline for Marin County; local, regional and state planning efforts; and Plan Bay Area (PBA) growth geographies. Mr. McGill also provided information on TAM's planning responsibilities, including local and regional planning and coordination; and program management activities.

In response to Commissioner Cutrano, Mr. McGill explained that under the One Bay Area Grant (OBAG) program, TAM is required to ensure that applicants' housing elements are in compliance with Housing and Community Development (HCD) mandates.

In response to Commissioner Carroll, Mr. McGill explained that Priority Development Areas (PDAs) are determined by local jurisdictions. Commissioner Carroll commented on future developments that may affect residents in areas located along East Sir Francis Drake Blvd. and the Old Redwood Highway in Larkspur and Corte Madera and inquired about obtaining PDA status. Mr. McGill noted that the City of San Rafael provides a good example of how to establish a PDA.

In response to Commissioner Carroll, ED Richman explained that TAM encourages cooperation among local jurisdiction staff when projects incorporate multiple jurisdictions; and that TAM staff is available to provide assistance and/or technical advice when appropriate. ED Richman also clarified that a PDA nomination is put forth by a local jurisdiction.

ED Richman also clarified that TAM does not enforce housing element compliance but rather verifies, in consultation with local jurisdiction staff, that certain requirements set forth by the funding agency have been met.

In response to Commissioner Rice, Mr. McGill explained that planning directors have been made aware of the new Priority Production Areas and Priority Sites categories established by MTC. Commissioner Rice commented that new housing developments for local workforces may reduce traffic congestion by eliminating commutes for workers who previously could not afford to live near their job locations.

In response to Commissioner Lucan, Mr. McGill explained that under the current planning processes, a PDA designation does not necessarily increase the amount of housing required; and that a PDA designation may increase the opportunities to receive additional federal, state and regional funding.

Commissioner Cutrano commented that some communities may need additional time to develop a PDA nomination and encouraged TAM staff to advocate for a more flexible timeline with MTC.

The meeting was adjourned at 8:28 p.m.

THIS PAGE LEFT BLANK INTENTIONALLY



DATE: June 22, 2023

TO: Transportation Authority of Marin Board of Commissioners

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

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

RECOMMENDATION

The TAM Board releases the Draft Measures A/AA Strategic Plan for a 30-day public comment period.

On June 12, 2023, the Funding, Programs & Legislation (FP&L) Executive Committee reviewed the Draft 2023 Measures A/AA Transportation Sales Tax Strategic Plan (hereinafter referred as "2023 Measures A/AA Strategic Plan") as shown in Attachment A and voted unanimously to refer it to the Board to release a 30-day public comment period at the June 22nd Board 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 Measures 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 Measures A/AA Strategic Plan is scheduled for update every other year with 2023 as the next scheduled update. 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 2023 Measures 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 2023 Measures A/AA 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 Measures A/AA 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 2023 Measures A/AA Strategic Plan contains the following sections:

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

The 2023 Measures A/AA Strategic Plan is largely consistent with the 2021 Measures A/AA 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 Measures A/AA Strategic Plan were retained with only minor changes in the 2023 Measures A/AA Strategic Plan.

Below are the notable updates included in the 2023 Measures 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 Measures 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 Measures 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 2023 Measures A/AA Strategic Plan have significantly increased from the 2021 Measures A/AA 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 2023 Measures 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 2023 Measures A/AA Strategic Plan and the opening of a 30-day public comment period. After the 2023 Measures A/AA Strategic Plan is adopted, Measure A and AA funds will be made available upon requests from eligible recipients.

NEXT STEPS

Upon approval from the TAM Board, the 2023 Measures A/AA Strategic Plan will be posted on TAM's website for a 30-day public comment period that ends on July 22, 2023. 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 2023 Measures A/AA Strategic Plan at its July meeting.

Upon adoption, the 2023 Measures 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 Measures A/AA Strategic Plan are scheduled to be presented to the TAM Board for adoption in July 2023.

ATTACHMENT

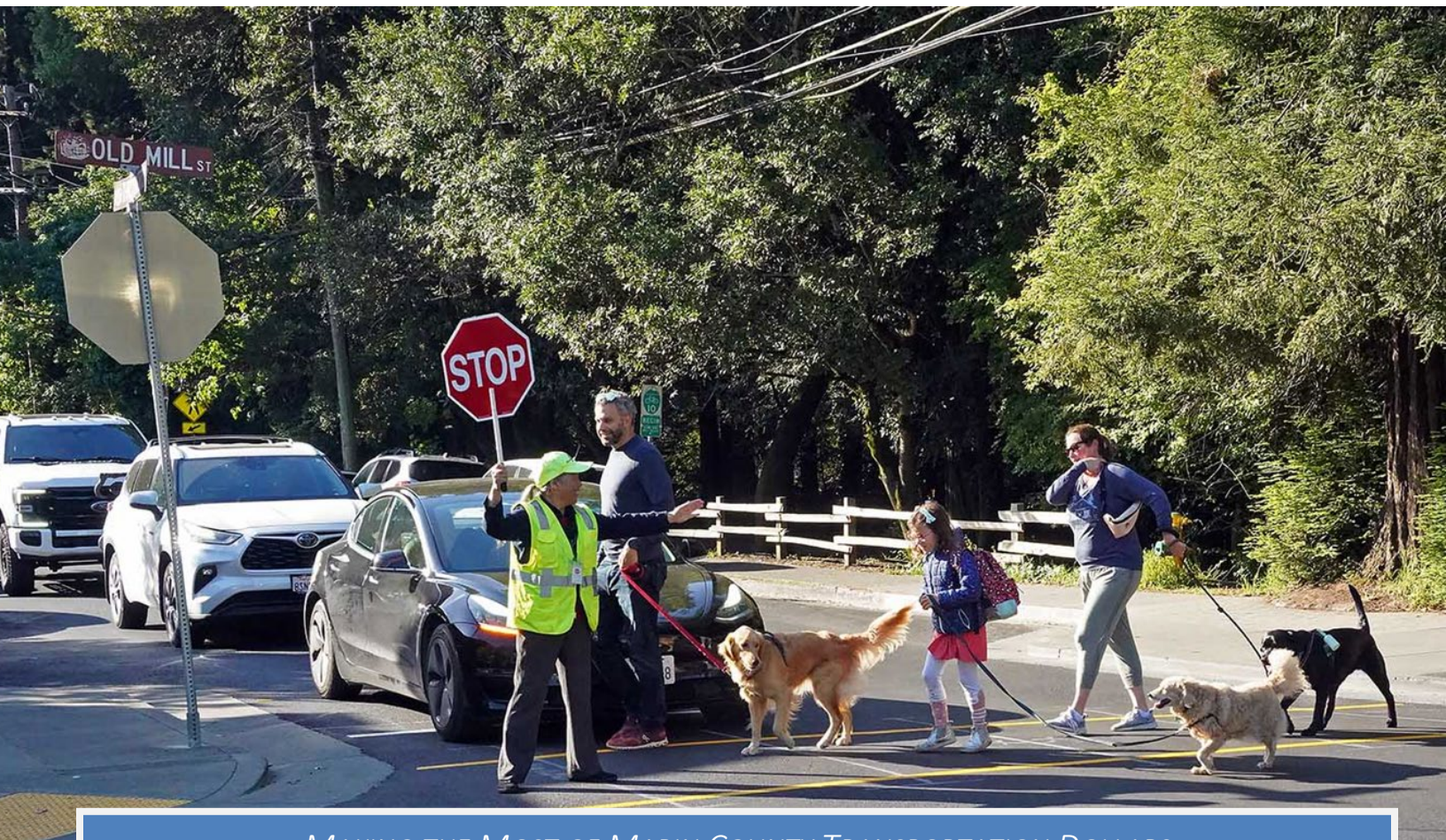
Attachment A – Draft 2023 Measure A/AA Strategic Plan

THIS PAGE LEFT BLANK INTENTIONALLY



2023 Measure A/AA Sales Tax Strategic Plan

DRAFT



THIS PAGE LEFT BLANK INTENTIONALLY

TAM Board of Commissioners

(June 2023)

Chairperson

San Anselmo - Brian Colbert

Vice Chairperson

County of Marin - Eric Lucan

Commissioners

Belvedere - Nancy Kemnitzer

Corte Madera - Patricia Ravasio

Fairfax - Chance Cutrano

Larkspur - Kevin Carroll

Mill Valley - Urban Carmel

Novato - Rachel Farac

Ross - P. Beach Kuhl

San Rafael - Kate Colin

Sausalito - Melissa Blaustein

Tiburon - Alice Fredericks

County of Marin - Mary Sackett

County of Marin - Katie Rice

County of Marin - Dennis Rodoni

County of Marin - Stephanie Moulton-Peters

Citizens' Oversight Committee

(June 2023)

Chairperson

Major Marin Employers - Peter Pelham

Vice Chairperson

League of Women Voters of Marin - Kevin Hagerty

Committee Member/Alternate

Central Marin Planning Area - Jeffrey Olson

Northern Marin Planning Area - Charley Vogt

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)

THIS PAGE LEFT BLANK INTENTIONALLY

Table of Contents

1.	EXECUTIVE SUMMARY	7
	Guiding Principles of the Strategic Plans	7
	Overview of the 2023 Strategic Plan	8
2.	BACKGROUND	10
	About TAM.....	10
	The Measure A Expenditure Plan	11
	Accomplishments of Measure A.....	11
	Accountability	13
3.	POLICIES GUIDING THE PLAN	14
	3.1 Separation of Categories & Subcategories Policy	14
	3.2 Reserve Policy	15
	3.3 Bond Financing Policy	15
	3.4 Leveraging and Funding Swap Policy	16
	3.5 Audit Policy	16
	3.6 Expenditure Plan Amendment.....	16
	3.7 Investment of Cash Balance and Interest Fund Policy.....	17
	3.8 New Agency Policy.....	17
	3.9 Funding Restriction Policy.....	17
	3.10 Cash Flow and Use of Sales Tax Fund Policy	18
	3.11 Advancement of Fund Policy	18
	3.12 Staffing and Administration Policy.....	18
	3.13 Strategic Plan Amendment Policy.....	18
4.	REVENUE FORECAST.....	20
	Historical Sales Tax Data	20
	2023 Revenue Forecast	21
5.	PROGRAMMING/ALLOCATION TO PROJECTS/PROGRAMS.....	22
	Measure A Projects/Programs.....	22
	Strategy 1: Local Bus Transit.....	22
	Strategy 2: U.S. 101 HOV Gap Closure Project	23
	Strategy 3: Local Transportation Infrastructure	24
	Strategy 4: School Related Congestion and Safer Access to Schools.....	25
	Reserve Funds	26

Measure AA Projects/Programs	27
Category 1: Reduce Congestion on Hwy 101 & Adjacent Roadways	28
Category 2: Maintain, Improve, and Manage Marin’s Local Transportation Infrastructure	30
Category 3: Reduce School-Related Congestion and Provide Safer Access to Schools.....	32
Category 4: Maintain and Expand Local Transit Services	33
Implementation Guidelines	37
Appendix	40
Appendix 1 - Measure A Five-Year Programming.....	40
Appendix 2 - Measure AA Five-Year Programming	40
Appendix 3 - Measure AA Category 2.1 Local Road Infrastructure Programming by Agencies	40
Appendix 4 - Measure A Expenditure Plan (available for download).....	40
Appendix 5 - Measure AA Expenditure Plan (Available for download).....	40
Appendix 6 - Comments and Responses on Strategic Plan (if any)	40

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.

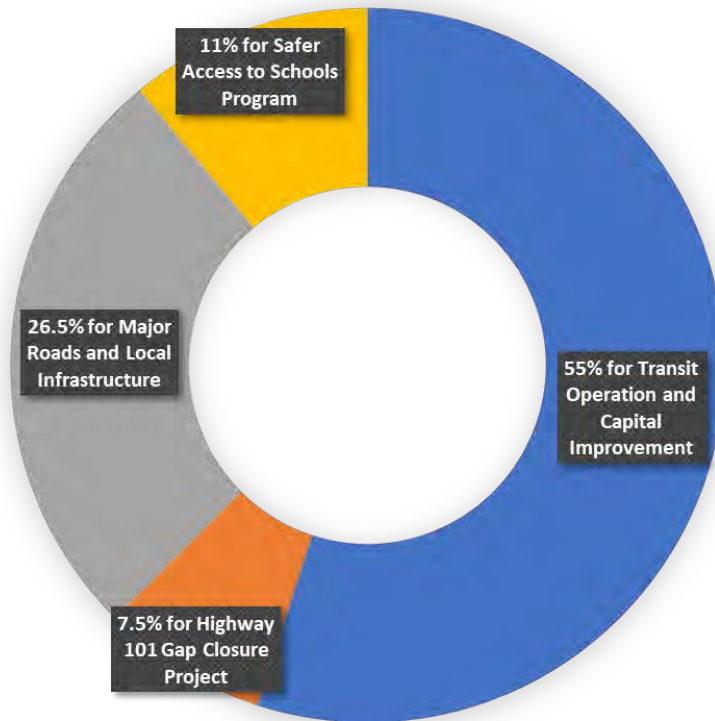
In addition to administering these voter-approved funding sources, TAM serves as the designated Congestion Management Agency (CMA) for the County, providing countywide planning and programming for transportation related needs. As the CMA, TAM is responsible for coordinating funding for many of the transportation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

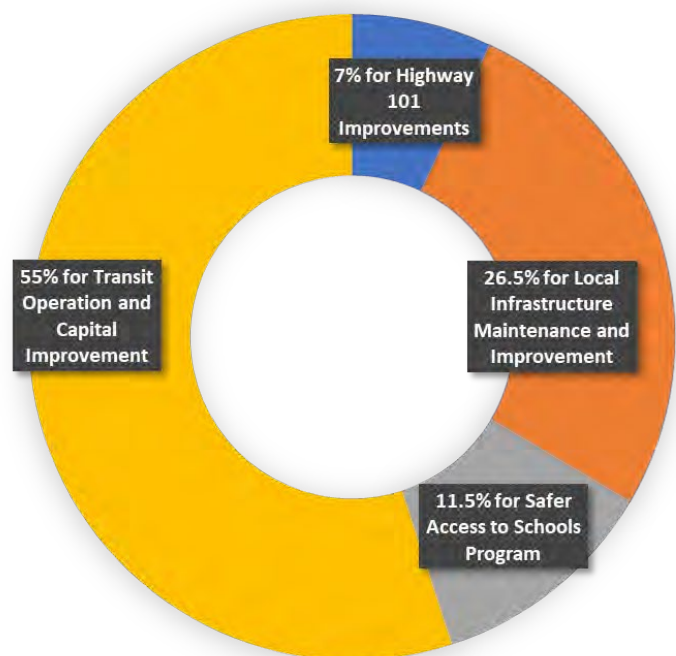
Safe Routes to Schools

- 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)

Category	2023 Projection	2021 Projection	AA EP Projection
Total Sales Tax Collection	\$ 1,306.80	\$ 1,057.00	\$ 872.00
Change from Prior Projection - Overall %	23.63%	21.22%	
Change from Prior Projection - Overall \$	\$ 249.80	\$ 185.00	
Off the Top Major Roads Set-aside	\$ 32.90	\$ 32.90	\$ 32.90
1% Administration and 4% Program Management	65.35	\$ 52.85	\$ 43.60
Change from Prior Projection - \$	\$ 12.50	\$ 9.25	
Category 1 - Highway 101 Improvements	\$ 84.60	\$ 67.99	\$ 55.69
Change from Prior Projection - \$	\$ 16.61	\$ 12.30	
Category 2 - Local Infrastructure Maintenance and Improvement	\$ 320.27	\$ 257.38	\$ 210.81
Change from Prior Projection - \$	\$ 62.89	\$ 46.57	
Category 3 - Safer Access to Schools Program	\$ 138.98	\$ 111.69	\$ 91.48
Change from Prior Projection - \$	\$ 27.29	\$ 20.21	
Category 4 - Transit Operation and Capital Improvement	\$ 664.70	\$ 534.19	\$ 437.53
Change from Prior Projection - \$	\$ 130.51	\$ 96.66	

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 San Rafael for the Canal Neighborhood Uncontrolled Crosswalk Improvement Project. The funds programmed to Marin County and San Rafael projects were State Transit Assistance (STA) funds that are intended for transit operations and Marin County and San Rafael were ineligible direct recipients of STA funds. Marin Transit was an eligible recipient of STA funds and agreed to exchange Strategy 1.1 Measure A funds for the same amount of STA funds in FY 19/20. Under the fund exchange, Marin Transit received \$316,000 in STA funds directly from the Metropolitan Transportation Commission (MTC) and Marin County and San Rafael received \$68,000 and \$248,000, respectively, in Strategy 1.1 Measure A funds from TAM.

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/Mile ³								
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
1 - Collection of Measure AA commenced April 1, 2019. Prior includes funds allocated through FY 21/22.										
2 - Total includes Prior Allocation, Current Allocation (FY 22/23), and 5-Years of Programmed Funds.										
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.										

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

THIS PAGE LEFT BLANK INTENTIONALLY



DATE: June 22, 2023

TO: Transportation Authority of Marin Board of Commissioners

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

SUBJECT: Review of Draft 2023 Measure B Strategic Plan (Action), Agenda Item No. 5c

RECOMMENDATION

The TAM Board releases the proposed Measure B Strategic Plan for a 30-day public comment period.

On June 12, 2023, the Funding, Programs & Legislation (FP&L) Executive Committee reviewed the Draft 2023 Measure B Strategic Plan as shown in Attachment A and voted unanimously to refer it to the Board to release a 30-day public comment period at the June 22nd Board 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 draft 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 draft 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 draft 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 and in Attachment 2 of the draft Strategic Plan (Attachment A). 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

Upon Board approval, the Draft Measure B Strategic Plan will be posted on TAM's website for 30 days until the public comment period ends on July 22, 2023. 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

THIS PAGE LEFT BLANK INTENTIONALLY



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

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



THIS PAGE LEFT BLANK INTENTIONALLY

Table of Contents

EXECUTIVE SUMMARY	3
I. INTRODUCTION.....	5
A. THE TRANSPORTATION AUTHORITY OF MARIN.....	5
B. THE CITIZENS’ OVERSIGHT COMMITTEE (COC).....	5
C. OVERVIEW OF THE ELEMENTS	6
1. <i>Element 1: Enhance Bicycle, Pedestrian, and Safety Improvements on Local Network</i>	6
2. <i>Element 2: Improve Transit for Seniors and Persons with Disabilities</i>	7
3. <i>Element 3: Reduce Congestion and Pollution</i>	7
D. STRATEGIC PLAN PURPOSE & GUIDING PRINCIPLES	7
II. POLICY ELEMENTS.....	9
A. SEPARATION OF ELEMENTS & SUB-ELEMENTS POLICY.....	9
B. DEBT POLICY	9
C. INVESTMENT POLICY	10
D. FUND SWAP POLICY.....	10
E. COMPLIANCE AUDIT POLICY.....	10
F. STRATEGIC PLAN AMENDMENT POLICY.....	10
G. CALIFORNIA ENVIRONMENTAL QUALITY ACT (CEQA) COMPLIANCE POLICY	11
H. ANNUAL REPORTING POLICY	11
I. LOCAL BUSINESS EMPHASIS	11
III. REVENUES & PROGRAMMING.....	12
A. VEHICLE REGISTRATION FEE REVENUE ESTIMATE ASSUMPTIONS.....	12
B. REVENUE & PROGRAMMING PLAN BY ELEMENT/SUB-ELEMENT	12
C. FUND LEVERAGING	12
D. PROGRAMMING METHODOLOGY & ASSUMPTIONS.....	13
1. <i>Element 1: Maintain Local Streets and Pathways</i>	13
2. <i>Element 2: Improve Transit for Seniors and Persons with Disabilities</i>	15
3. <i>Element 3: Reduce Congestion and Pollution</i>	16
E. PERFORMANCE METRICS.....	19
IV. IMPLEMENTATION GUIDELINES	20
A. CLAIMANT POLICIES	20
1. <i>Eligibility for Funding</i>	20
2. <i>Application Process</i>	20
3. <i>Allocation and Disbursement of Funds</i>	20
4. <i>Monitoring and Reporting Requirements</i>	22
5. <i>Eligible and Ineligible Costs</i>	22
6. <i>Other</i>	22
V. CONCLUSION	23
LIST OF ATTACHMENTS	24
LIST OF APPENDICES.....	24

THIS PAGE LEFT BLANK INTENTIONALLY

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/citizens-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

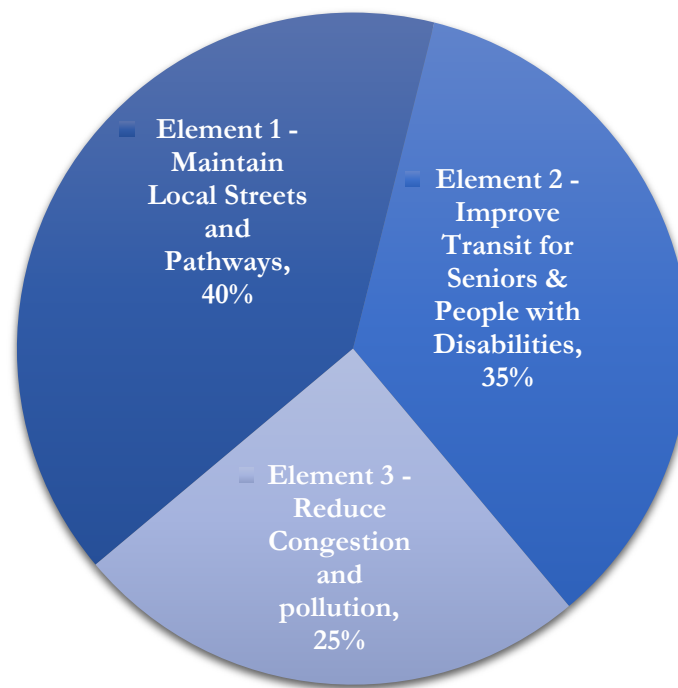
Forty percent (40%) of the VRF will be used for bicycle, pedestrian, and safety improvements on Marin County’s transportation network, thereby improving multimodal performance and safety, of which 35% will be used for capital projects that enhance bicycle, pedestrian, and safety improvements and 5% will 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: Maintain Local Streets 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 		
---	--	--

1.1 Local Streets for All Users

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	\$ -

THIS PAGE LEFT BLANK INTENTIONALLY

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		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

THIS PAGE LEFT BLANK INTENTIONALLY

Attachment 2

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

Attachment 2

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

Attachment 2

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

THIS PAGE LEFT BLANK INTENTIONALLY



DATE: June 22, 2023

TO: Transportation Authority of Marin Board of Commissioners

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

SUBJECT: Award of Crossing Guard Contract (Action), Agenda Item No. 5d

RECOMMENDATION

The TAM Board authorizes the Executive Director to negotiate and enter into a contract with All City Management Services Inc. (ACMS), to provide crossing guard services. The agreement will become effective August 1, 2023 and have a term of three years with an option for two (2) one-year extensions. The Not to Exceed amount for the initial 3-year period will be \$6.7 million.

BACKGROUND

The TAM Crossing Guard program provides trained crossing guards for critical intersections throughout Marin County. As committed in the Transportation Sales Tax (Measure AA) Expenditure Plan, the program uses trained crossing guards under contract to a professional company that specializes in crossing guard services. Under contract to TAM, ACMS currently provides crossing guard services with close supervision by TAM staff. The upcoming 2023/2024 school year is the eighteenth year during which crossing guards have been funded by the TAM Crossing Guard Program. The Program is currently funded with funding from both Measure A/AA and Measure B, the \$10 Vehicle Registration Fee.

All crossing guards are paid at a minimum of the Marin County Living Wage for their shifts as required by the contract. Currently, the contract has a four-hour minimum per day, divided into two two-hour shifts to cover school morning and afternoon start and end times. About half of the crossing guard Programs in the Bay Area have a four-hour minimum or higher. The guards are required to be on site at least one hour for each shift.

DISCUSSION

TAM released a Request for Proposals (RFP) in early April with proposals due April 27. Only one proposal was received, from ACMS. Staff had reached out to the four known firms that offer crossing guard services in California. Two of those firms have pulled out of the Northern California market. The other firm decided not to compete, since the programs it manages are usually with less than 20 guards, and the TAM Program is too large for it to manage at this time point.

ACMS kept its pricing the same as the current contract. Rates are based on ACMS adding \$10.80/hr. for its fixed costs on to the current Living Wage rate (\$16.80 for 2023). This allows for the contractor to manage fixed costs separately from the unknown of future increases in the Living Wage. The actual cost will be paid on a reimbursement basis depending on the hours provided, however, the Not to Exceed Amount for the three-year contract is recommended to be set at \$6.7 million.

The RFP instructed proposers to not take into consideration the possible wage increases associated with the Fast Food Accountability and Standards (FAST) Recovery Act (AB 257) signed by Governor Newsom on September 5, 2022. The FAST Act may require fast food workers (for restaurants that have more than 100 locations) to be paid up to \$22 per hour. Shortly after the passage, a voter referendum was put into effect to delay implementation of the Act by at least one year. Crossing guard hiring utilizes mostly the same labor pool as fast food workers (in addition to many retirees). Should the FAST Act be implemented, staff may renegotiate the contract to allow for higher wages to effectively compete for workers.

ACMS has been the TAM contractor from 2006 to 2009 and from 2015 to the present. During that time its service has steadily improved and site absences have been reduced. The ACMS team worked closely with TAM staff during the recent Covid-19 crisis to modify the services to cover class schedule changes with many schools going to a morning/afternoon split schedule.

Staff recommends award of the contract to ACMS based on its experiences and qualifications in the crossing guard service in the Northern California region. The RFP indicated a three-year contract with two optional one-year extensions. Staff proposes to enter into a three-year agreement and would possibly renegotiate the compensation terms of the contract at the end of three years to add one or two additional years to the agreement. The extensions would be subject to Board approval.

FISCAL IMPACTS

The pricing proposed by ACMS is within the estimates utilized by staff when determining that the Measure AA Expenditure Plan base of 96 guards is sustainable and is consistent with the proposed 2023/2024 TAM budget. Should the FAST Act be implemented, staff will return to the Board with potential operational change options to address the funding challenge the Crossing Guard Program may be facing.

NEXT STEPS

Pending Board approval, the Executive Director will execute an agreement with ACMS to provide crossing guard services. The existing crossing guards are already employed by ACMS and will continue in their roles. Staff and ACMS will continue to work jointly to maintain staffing levels during this period of a statewide labor shortage.

ATTACHMENTS

None.



DATE: June 22, 2023

TO: Transportation Authority of Marin Board of Commissioners

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

SUBJECT: Award of Contract for Safe Routes to Schools Program Services (Action), Agenda Item No. 5e

RECOMMENDATION

The Board authorizes the Executive Director to negotiate and enter into an agreement with Parametrix Inc. for Safe Routes to Schools (SR2S) services. The contract would be for three years with an option for two additional years, with an initial Not to Exceed (three-year) amount of \$3,650,000.

BACKGROUND

TAM's SR2S Program is an education and incentive program that encourages children and parents to use active transportation, such as walking and bicycling, or other "green" modes such as carpooling, particularly for trips to/from schools. The SR2S Program is designed to decrease traffic and pollution and increase the health of children and the community. The Program addresses parents' safety concerns by educating children and the public, partnering with traffic law enforcement, and developing plans to create safer streets. Marin County pioneered the national SR2S Program that has spread across the United States. Marin's Program has served as a model for many counties around the Bay Area, the state and the nation.

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

Please note that Parisi Transportation Consultants was purchased by Parametrix, a Seattle Based engineering firm in early 2023, and is now a division of Parametrix.

DISCUSSION

In April, TAM released a Request for Proposals (RFP) that were due on May 18, 2023. Firms known to offer this scope of services were contacted and encouraged to propose but only the Parametrix team submitted its proposal. The Parametrix team consists of three subconsultants, Marin County Bicycle Coalition (manage encouragement and educational programs), Wendi Kallins Consulting (Task Force Management), and Strategic Energy Innovations (SEI) (manage student leadership programs). Staff from Parametrix will continue to manage the overall program, provide engineering services, and manage the Street Smarts Program.

The RFP encouraged respondents to include scope to increase the reach into underserved schools. The Parametrix team will be utilizing SEI to pilot student leadership programs at targeted schools. SEI will work with student leaders at select schools in Spring of 2024 to help promote encouragement and educational programs at schools where the programs have not had long term impacts. During the Summer of 2024, the pilot leadership program will be adjusted as necessary and rolled out to additional schools in Fall 2024. Staff from TAM, Parametrix, and SEI will coordinate the exact details this Fall.

The remaining work of the proposed team is largely unchanged and the existing schools will continue to receive Engineering, Educational, and Encouragement parts of the Program.

FISCAL IMPACTS

Due to budget constraints, the Steet Smarts Program will be limited to deployment once per year with a longer duration. The budget authority needed for the first year of the contract is included in the proposed TAM FY2023-2024 Annual Budget.

NEXT STEPS

TAM staff will execute the agreement with Parametrix upon Board approval. In addition, staff will continue to work closely with the Parametrix team to explore other grant opportunities to support and grow the Program.

ATTACHMENTS

None.



DATE: June 22, 2023

TO: Transportation Authority of Marin Board of Commissioners

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

SUBJECT: Adopt Positions on New Bills Added to 2023 State Bill Matrix (Action), Agenda Item No. 5f

RECOMMENDATION

The TAM Board adopts positions on 2023 State Legislative bills as shown in Attachment A.

On June 12, 2023, the Funding, Programs & Legislation (FP&L) Executive Committee reviewed positions on new bills added to the 2023 TAM State Bill Matrix, shown in Attachment A, and voted to refer the updated matrix to the TAM Board for adoption.

BACKGROUND

The State Legislature convened on January 4, 2023 to start the 2023 Legislative Session. February 17, 2023 was the deadline for Legislators to introduce bills for the 2023 Legislative Session. The 2023 Legislative Session is the first year of a two-year session. Any bill that is introduced in the first year that does not pass is eligible to continue through the legislative process in the second year without needing to be re-introduced.

Notable remaining dates for the 2023 Legislative Session are shown in the table below.

Deadline for Legislature to pass State Budget	June 15, 2023
Last day for the Legislature to pass bills	September 14, 2023
Last day for the Governor to sign or veto bills	October 14, 2023
Statutes take effect, except emergency items that take effect upon signing	January 1, 2024

DISCUSSION/ANALYSIS

State Bills

In March 2023, the TAM Board adopted positions on 23 state bills. Staff has since been requested by Board members and interested parties to consider adding new bills to TAM's State Legislative matrix. Staff considered those requests and recommends adding five new bills to the matrix. Attachment A contains the initial 23 state bills adopted by the TAM Board and the five new bills recommended for a total of 28 bills being monitored by staff and Gus Khouri, TAM's Legislative Consultant.

As customary, staff refers to TAM's Adopted Legislative Platform as guidance to recommend preliminary positions on the five new bills listed in Attachment A. The five new bills are further discussed below.

Summary of Monitored Bills		
Recommended Position	# of Bills	Bills
Support	3	AB 251, SB 381, SB 712
Watch	2	AB 1335, SB 538
	5	Total New Recommended Bills
Adopted Position	# of Bills	Bills
Support	4	AB 69, AB 557, AB 761, SB 617
Support if Amended	1	AB 610
Watch	13	AB 6, AB 7, AB 9, AB 99, AB 295, AB 744, AB 817, AB 1348, AB 1385, AB 1464, SB 411, SB 537, SB 614,
Oppose	5	AB 53, ABx1-2, SB 32, SB 670, SBx1-1
	23	Total Previously Adopted Bills

- AB 251 (Ward, Wiener) – This bill would require the California Transportation Commission (CTC) to convene a task force to study the relationship between vehicle weight and injuries to vulnerable road users, such as pedestrians and cyclists, and degradation to roads, and the costs and benefits of imposing a passenger vehicle weight fee. Staff is recommending a Support position.
- AB 1335 (Zbur) – This bill would require each transportation planning agency to follow certain population projection procedures when updating the Regional Transportation Plan (RTP). The bill would require the Sustainable Communities Strategy (SCS) to be based on population projections produced by the Department of Finance and regional population forecasts used in determining applicable city and county regional housing needs. Staff is recommending a Watch position because of the potential impacts to the Bay Area RTP/SCS that TAM directly assists the Metropolitan Transportation Commission (MTC) in its development.
- SB 381 (Min) – This bill would require the Mineta Transportation Institute to conduct a study on e-bicycles to inform efforts to improve the safety of riders and pedestrians, users of the transportation system, and to submit a report of the findings to the Legislature. Staff is recommending a Support position because of the growth in e-bicycle usage and the study would provide valuable information on impacts to local network.
- SB 538 (Portantino) – This bill would require the California Department of Transportation (Caltrans) to appoint a Bicycle Czar to serve as Caltrans' chief advisor on all issues related to bicycle transportation, safety, and infrastructure. Staff is recommending a Watch position.
- SB 712 (Portantino) – This bill would prohibit landlords from banning tenants from storing e-bicycles and other personal micromobility device in their dwelling units unless the landlords provide secure, long-term storage for those devices. The bill would define "micromobility device" for those purposes to include wheelchairs, bicycles, e-bicycles, scooters, e-scooters, skateboards, and hoverboards. Staff originally recommended a Watch position. The FP&L Executive Committee discussed SB 712 and voted (4 ayes, 1 nay) to recommend a Support position.

Letters of support or opposition may be developed at the appropriate time for each of the bills. Mr. Khouri may be requested to testify at Legislative hearings, if warranted, to convey TAM's positions on specific legislation.

State Budget

As noted in the table on page 1, June 15 is the deadline for the State Legislature to pass the State Budget for FY2023-24. The Governor released the May Revise on May 12, 2023 that contains \$223.6 billion in General Fund spending (\$306 billion with special funds), with a projected deficit of \$31.5 billion, after experiencing two fiscal years of surpluses. The statewide focal point for transportation with the FY2023-24 State Budget is whether the Governor will provide transit assistance to hedge off a “fiscal cliff” faced by many transit operators.

As of the writing of this memo, the budget is proposing to provide \$4 billion to transit. Of the \$4 billion, \$1.1 billion will be dedicated to transit operating support over three years, statewide. This is less than was requested by the transit coalition, but will provide important support, nonetheless. More details are expected to be released soon.

It is also worth noting that the Governor just proposed an “infrastructure package” that would be part of the budget trailer bill, that at present includes potential reforms to speed project delivery, including some administrative reforms to CEQA, changes to state procurement procedures, and direction on some specific regional matters such as the Delta and I-15 in southern California. More details are being sought on the proposed package. Self Help Counties Coalition, of which TAM is a member, has been active in supporting this proposal in concept.

Attachment B provides a summary of Mr. Khouri’s report on the State Budget.

State Earmarks

TAM was the recipient of two State Earmarks in 2022 in the amounts of \$10 million and \$20 million for the Roadway Flooding Issues in Marin City and the Highway 37 Project, respectively. Mr. Khouri recently informed staff that another round of State Earmarks may be available in 2023, despite the projected budget deficit. The Governor is obligated to spend approximately \$2.3 billion in state earmarks from the Budget Stabilization Account on capital infrastructure projects that may include, but are not limited to, hydro, communication, energy, and transportation infrastructure projects.

No call has been issued by the state, but staff has asked Mr. Khouri to look for opportunities to include the following four Marin projects for consideration, consistent with other grant applications and the legislative platform:

- US 101/Tamalpais Drive Overcrossing Project
- Bellam Boulevard Operational and Safety Project
- Marin Transit Bus Facility Electrification Project
- North-South Greenway Gap Closure Project – Southern Segment Environmental Phase

According to Mr. Khouri, the state may be targeting capital infrastructure projects that are ready to proceed to construction with the infusion of state earmark funds.

FISCAL CONSIDERATION

There are no immediate fiscal impacts to TAM by taking positions on the additional bills. Any funds awarded to TAM from the submission of state earmark requests will be included in TAM’s Annual Budget at the appropriate time.

NEXT STEPS

Continue to review proposed bills relevant to TAM and convey TAM's positions to our partner agencies and pertinent Legislators when warranted.

ATTACHMENTS

Attachment A – TAM Bill Matrix – June 2023

Attachment B – Khouri Consulting State Legislative Update – May 2023

Attachment A

TAM Bill Matrix – June 2023

Measure	Status	Bill Summary	Recommended Position
AB 6 (Friedman) Transportation Planning: Local Sales Tax Measures	5/30/23 Assembly Floor Two-year bill	As amended on March 16, this bill would require the California Air Resources Board (CARB), after January 1, 2024, and by September 30, 2026, to establish additional targets for 2035 and 2045, respectively, as specified. The bill also modifies timelines and the methodology for developing a Sustainable Communities Strategy (SCS) document, providing CARB with a more assertive role in accepting methodology used by Metropolitan Planning Organizations (MPOs) in SCS construction. Project nominations for the Solutions for Congested Corridors Program would be required to demonstrate how state greenhouse gas emission reduction targets would be met.	Watch

Attachment A

TAM Bill Matrix – June 2023

Measure	Status	Bill Summary	Recommended Position
AB 7 (Friedman) Transportation: Funding: Capacity Projects	5/31/23 Assembly Floor	<p>As amended on May 25, on and after January 1, 2025, and to the extent possible, feasible, applicable, and cost effective, this bill would require the agency, the California Department of Transportation (Caltrans), and the California Transportation Commission (CTC) to incorporate specified principles into their project development, selection, and implementation processes.</p> <p>Existing law requires Caltrans to prepare the California Transportation Plan (CTP) for submission to the Governor and the Legislature, to complete the 3rd update to the plan by December 31, 2025, and to update the plan every 5 years thereafter, as a long-range planning document that incorporates various elements and is consistent with specified expressions of legislative intent.</p> <p>This bill would require the CTP to include a financial element, as specified, and an analysis of how certain entities are achieving principles outlined in the Climate Action Plan for Transportation Infrastructure (CAPTAI), the federal Infrastructure Investment and Jobs Act (IIJA) of 2021, and the federal Justice40 initiative.</p>	Watch
AB 9 (Murasutchi) California Global Warming Solutions Act of 2006: emissions limit	5/18/23 Assembly Floor	<p>As amended on April 17, this bill would require CARB to undertake a triennial program review of the cap-and-trade program to ensure cap-and-trade is delivering on its stated goals is important to both ensuring that California stays on track with its level of emission reductions to meet science-based climate targets and to ensure that the cap is designed such that it can provide certainty of meeting those targets.</p>	Watch

Attachment A

TAM Bill Matrix – June 2023

Measure	Status	Bill Summary	Recommended Position
AB 53 (Fong) Motor Vehicle Fuel Tax Law: Suspension of Tax	3/30/222 Assembly Transportation Died	This bill would suspend the imposition of the tax on motor vehicle fuels for one year. This bill would require that all savings realized based on the suspension of the motor vehicle fuels tax by a person other than an end consumer, as defined, be passed on to the end consumer, and would make the violation of this requirement an unfair business practice, in violation of unfair competition laws, as provided. The bill would require a seller of motor vehicle fuels to provide a receipt to a purchaser that indicates the amount of tax that would have otherwise been applied to the transaction.	Oppose
AB 69 (Waldron) Transportation: Traffic Signal Synchronization: Roadway Improvement Projects	2/23/2023 Assembly Transportation Died	This bill would authorize moneys in the Greenhouse Gas Reduction Fund to be allocated for an investment in a traffic signal synchronization component that is part of a roadway improvement project requiring multiple signals, including, but not limited to, multimodal redevelopment projects, rail trail projects, urban renewal projects, or a project near transit facilities, if the component is designed and implemented to achieve cost-effective reductions in greenhouse gas emissions and includes specific emissions reduction targets and metrics to evaluate the project's effect.	Support

Attachment A

TAM Bill Matrix – June 2023

Measure	Status	Bill Summary	Recommended Position
AB 99 (Connolly) State Highways: Vegetation Management: Herbicides and Pesticides	5/23/23 Senate Rules	As amended on April 17, This bill would require Caltrans to develop and adopt a statewide policy to use integrated pest management, as defined, on state roads and highways, as specified, and to implement the statewide policy in cities or counties that have adopted integrated pest management approaches to road-side vegetation management. The bill would require the Department of Transportation, in developing the statewide policy, to consult with the Department of Pesticide Regulation and the University of California Statewide Integrated Pest Management Program. The bill would require the Department of Transportation, when operating in a city or a county that has a more restrictive approach than the statewide policy, to the extent feasible, to operate in a manner consistent with the approach mandated by the city or the county.	Watch
AB 251 (Ward, Wiener) Vehicle Weight Safety Study	5/23/2023 Senate Rules	As amended on March 21 ,this bill would require the CTC to convene a task force to study the relationship between vehicle weight and injuries to vulnerable road users, such as pedestrians and cyclists, and degradation to roads, and to study the costs and benefits of imposing a passenger vehicle weight fee or restructuring an existing fee to include consideration of vehicle weight. The bill would require the CTC, by no later than January 1, 2026, to prepare and submit a report to the Legislature.	Watch
AB 295 (Fong) Caltrans: Maintenance Projects	5/22/23 Assembly Floor	As amended on May 18, this bill requires Caltrans to expedite roadside maintenance for specified projects, and deploy this unit within 90 days, if notified by a local government entity, as defined.	Watch

Attachment A

TAM Bill Matrix – June 2023

Measure	Status	Bill Summary	Recommended Position
AB 557 (Hart) Open Meetings	5/24/23 Senate Governance and Finance	This bill would remove the January 1, 2024, sunset on the Brown Act exemptions for boards to meet virtually during a declared state of emergency declaration provided under AB 361 (Rivas), Chapter 165, Statutes of 2021.	Support
AB 610 (Holden) Youth Transit Pass Pilot Program: Free Youth Transit Passes	5/30/23 Senate Rules	As amended on May 18, upon the appropriation of funds by the Legislature, this bill would create the Student Transit Pass Pilot Program, administered by Caltrans for purposes of awarding grants to transit agencies for the costs of creating, designing, developing, advertising, distributing, and implementing free student transit passes to persons attending certain educational institutions, and persons 18 years of age or younger, providing free transit service to holders of those passes, and administering and participating in the program. Riders under the age of 18 would be authorized to use a system for free. This bill would sunset on January 1, 2028. This bill is like AB 1919 (Holden) from 2022. Staff would like to see the bill make existing Youth Transit Pass programs eligible.	Support if Amended

Attachment A

TAM Bill Matrix – June 2023

Measure	Status	Bill Summary	Recommended Position
AB 744 (Carillo) California Transportation Commission: data, modeling, and analytic software tools procurement	5/30/23 Senate Rules	<p>As amended on April 18, upon the appropriation of funds by the Legislature, this bill would require the California Transportation Commission (CTC) to acquire public domain or procure commercially available or open-source licensed data, modeling, and analytic software tools to support the state’s sustainable transportation, congestion management, affordable housing, efficient land use, air quality, and climate change strategies and goals. The bill would require the CTC to provide access to the data, modeling, and analytic software tools to state and local agencies.</p> <p>This bill would authorize the CTC to provide a direct allocation of funding to local agencies for the above purposes and would require state and local agencies that receive the funds or access to data, modeling, and analytic software tools to submit reports to the CTC no later than February 1, 2026, regarding their use of the data, modeling, and analytic software tools. The bill would require the CTC based on those reports, to submit a report to the Legislature no later than December 1, 2026, regarding the use of the data, modeling, and analytic software tools by state and local agencies.</p> <p>This bill would authorize the CTC to establish best practices for use of data in transportation planning and to identify data elements that should be made available to state and local agencies for transportation planning.</p>	Watch

Attachment A

TAM Bill Matrix – June 2023

Measure	Status	Bill Summary	Recommended Position
AB 761 (Friedman) Transit Transformation Task Force	5/30/23 Senate Rules	This bill would require the Secretary of the California State Transportation Agency, on or before July 1, 2024, to establish and convene the Transit Transformation Task Force to include representatives from Caltrans, the Controller's office, various local agencies, academic institutions, nongovernmental organizations, and other stakeholders. The task force would be required to develop a structured, coordinated process for early engagement of all parties to develop policies to grow transit ridership and improve the transit experience for all users of those services. The bill would require the Secretary, in consultation with the task force, to prepare and submit a report of findings based on the task force's efforts to the appropriate policy and fiscal committees of the Legislature on or before January 1, 2025.	Support
AB 817 (Pacheco) Open Meetings: teleconferencing for subsidiary bodies	4/25/23 Assembly Local Government Two-year bill	As amended on March 16, this bill would allow a subsidiary body of a local agency to use teleconferencing for its meetings without posting agendas at each teleconference location, identifying each teleconference location in the notice and agenda, making each teleconference location accessible to the public, and requiring at least a quorum of the subsidiary body to participate from within the local agency's jurisdiction, subject to certain conditions. A subsidiary body is one that serves only an advisory purpose and cannot take final binding action.	Watch

Attachment A

TAM Bill Matrix – June 2023

Measure	Status	Bill Summary	Recommended Position
AB 1335 (Zbur) Sustainable Communities Strategy	5/18/2023 Senate Rules	As amended on May 11, this bill would require each transportation planning agency to follow certain population projection procedures when updating the Regional Transportation Plan (RTP). The bill would require the SCS to be based on population projections produced by the Department of Finance and regional population forecasts used in determining applicable city and county regional housing needs, in consultation with each council of governments. The bill would impose similar reconciliation procedures, as described above, when there are differences in the population forecast provided by the council of governments and the Department of Finance. By imposing additional duties on transportation planning agencies, the bill would impose a state-mandated local program.	Watch

Attachment A

TAM Bill Matrix – June 2023

Measure	Status	Bill Summary	Recommended Position
AB 1464 (Connolly) Richmond-San Rafael Bridge	5/18/23 Assembly Appropriations Failed Passage	<p>As amended on March 23, this would require Caltrans and BATA, if they develop a project to open the 3rd lane on the westbound level of the Richmond-San Rafael Bridge to motor vehicle traffic, to consider operating the Richmond-San Rafael Bridge in a specified manner. The bill requires that three options be studied including:</p> <p>1) Restore the third westbound lane on the Richmond-San Rafael Bridge to motor vehicle traffic during the weekday morning commute.</p> <p>2) Add a moveable “zipper” barrier to the eastbound level of the Richmond-San Rafael Bridge like the barrier on the westbound level so that a continuously operated bicycle and pedestrian lane and the San Francisco Bay Trail can be maintained.</p> <p>3) Operate the moveable zipper barriers on both levels of the Richmond-San Rafael Bridge in such a manner to allow the most efficient flow of traffic in either direction while preserving an open bicycle and pedestrian lane and the San Francisco Bay Trail.</p>	Watch
ABX1-2 (Fong) Motor Vehicle Fuel Tax Law: suspension of tax	12/6/22 Assembly Rules	<p>This bill would suspend the imposition of the tax on motor vehicle fuels for one year. The bill would require that all savings realized based on the suspension of the motor vehicle fuels tax by a person other than an end consumer, as defined, be passed on to the end consumer, and would make the violation of this requirement an unfair business practice, in violation of unfair competition laws, as provided. The bill would require a seller of motor vehicle fuels to provide a receipt to a purchaser that indicates the amount of tax that would have otherwise been applied to the transaction. This bill is identical to AB 53.</p>	Oppose

Attachment A

TAM Bill Matrix – June 2023

Measure	Status	Bill Summary	Recommended Position
SB 32 (Jones) Motor vehicle fuel tax: greenhouse gas reduction programs: suspension	4/19/23 Senate Environmental Quality Failed Passage	<p>This bill would suspend the Low Carbon Fuel Standard regulations, which were adopted by the California Air Resources Board (CARB) to reduce greenhouse gas emissions, for one year. The bill would also exempt suppliers of transportation fuels from regulations for the use of market-based compliance mechanisms for one year.</p> <p>This bill, like AB 53 and ABx1 2, and identical to SBx1 1, would suspend the imposition of the tax on motor vehicle fuels for one year. The bill would require a seller of motor vehicle fuels to provide a receipt to a purchaser that indicates the amount of tax that would have otherwise applied to the transaction.</p> <p>This bill would require that all savings realized based on the suspension of the motor vehicle fuels tax, the suspension of the Low Carbon Fuel Standard regulations, and the exemption of suppliers of transportation fuels from regulations for use of market-based compliance mechanisms by a person other than an end consumer, as defined, be passed on to the end consumer, and would make the violation of this requirement an unfair business practice, in violation of unfair competition laws, as provided.</p>	Oppose

Attachment A

TAM Bill Matrix – June 2023

Measure	Status	Bill Summary	Recommended Position
SB 381 (Min) Electric Bicycle Study	5/4/2023 Assembly Transportation	As amended on March 14, this bill would require the Mineta Transportation Institute at San Jose State University, in consultation with relevant stakeholders, to, on or before January 1, 2026, conduct a study on electric bicycles to inform efforts to improve the safety of riders and pedestrians, users of the transportation system, and to submit a report of the findings from the study to the Legislature. The bill would require the study to examine or compile, examine, identify, and analyze available information regarding, among other things, data on injuries, accidents, crashes, emergency room visits, and deaths related to bicycles and electronic electric bicycles and data on best practices for safety of regular bicycles versus electric bicycles. best practices for policy to promote safe use of electric bicycles.	Support
SB 537 (Becker) Open meetings: local agencies: teleconferences	5/30/23 Assembly Rules	As amended on April 24, this bill authorizes an eligible legislative body, which is a board, commission, or advisory body of a multijurisdictional, cross county, local agency with appointed members that is subject to the Brown Act, to teleconference their meetings without having to make publicly accessible each teleconference location under certain conditions and limitations.	Watch
SB 538 (Portantino) Caltrans Bicycle Czar	5/26/2023 Assembly Transportation	As amended on April 18, this bill would require the director to appoint a Bicycle Czar, to serve as Caltrans' chief advisor on all issues related to bicycle transportation, safety, and infrastructure.	Watch

Attachment A

TAM Bill Matrix – June 2023

Measure	Status	Bill Summary	Recommended Position
SB 614 (Blakespear) Transportation Development Act	2/15/23 Senate Rules Died	This is a spot bill for potential legislation on modifying the Transportation Development Act.	Watch
SB 617 (Newman) Public contracts: regional transportation agencies: design-build procurement	5/11/23 Assembly Local Government	As amended on March 30, this bill authorizes transit agencies, as specified, and regional transportation planning agencies (RTPA)s, as specified, to utilize progressive design-build procurement method, through January 1, 2029.	Support
SB 670 (Allen) Vehicles Miles Traveled	5/18/23 Senate Appropriations Failed Passage	As amended on April 27, this bill would direct the California Air Resources Board (CARB) to develop maps of average light-duty vehicle miles traveled (VMT) at the local, regional, and statewide levels, and provides direction to how those maps should be reconciled with existing ones.	Oppose
SB 712 (Portantino) Micromobility Devices	5/26/23 Assembly Rules	This bill would prohibit landlords from prohibiting tenants from owning personal micro-mobility devices or from storing personal micro-mobility devices in their dwelling units unless the landlords provide secure, long-term storage for those devices. The bill would define “micro-mobility device” for those purposes to include wheelchairs, bicycles, e-bicycles, scooters, e-scooters, skateboards, and hoverboards.	Support

Attachment A

TAM Bill Matrix – June 2023

Measure	Status	Bill Summary	Recommended Position
SBX1-1 (Jones) Motor vehicle fuel tax: greenhouse gas reduction programs: suspension	3/28/23 Senate Rules Died	This bill is identical to SB 32. It would suspend the Low Carbon Fuel Standard regulations, which were adopted by CARB to reduce greenhouse gas emissions, for one year. The bill would also exempt suppliers of transportation fuels from regulations for the use of market-based compliance mechanisms for one year. It would suspend the imposition of the tax on motor vehicle fuels for one year. The bill would require a seller of motor vehicle fuels to provide a receipt to a purchaser that indicates the amount of tax that would have otherwise applied to the transaction.	Oppose

THIS PAGE LEFT BLANK INTENTIONALLY



May 30, 2023

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

RE: STATE LEGISLATIVE UPDATE – MAY 2023

On May 12, Governor Newsom released his May Revise to the proposed FY2023-24 State Budget. The FY2023-24 Budget, which contains \$223.6 billion in General Fund spending (\$306 billion with special funds), is projected to have a deficit of \$31.5 billion, up from the \$22.5 billion cited in January. This is a sharp turn from the past few years following the FY2022-23 State Budget (\$97.5 billion) and the FY2021-22 State Budget (\$76 billion) surpluses, predominantly used for one-time expenditures rather than long-term obligations. The May Revise contains a \$37.2 billion reserve, up from \$35.6 billion in January, to help address the shortfall and stave off deep cuts. As the Budget Stabilization Account balance is at its constitutional maximum, \$2.3 billion must be dedicated to infrastructure investments in FY2023-24 (up from \$951 million in January).

While the Governor is not predicting a recession, some factors are causes for concern, including the federal debt ceiling negotiations, higher interest rates to curb inflation, the uncertainty of financial institutions with bank failures, and \$42 billion in delayed tax collection by the IRS and Franchise Tax Board until October, including personal income tax (\$28 billion), corporate tax (\$13.3 billion), and reduction of capital gains. Should these risks be realized, a moderate recession scenario could decrease revenues by \$40 billion in FY2023-24 alone, largely driven by losses in personal income tax. Revenue declines relative to the May Revision forecast could reach an additional \$100 billion through FY2026-27.

Per the Constitution, the legislature must submit a balanced budget to the Governor by June 15 and the Governor must sign by June 30. Due to its reliance on special funds such as the gas tax and vehicle registration fee, transportation is fairly insulated from impacts to the General Fund. Still, there is General Fund revenue being proposed to supplement public transit.

Additional Funding for Transit

SB 198 (Committee on Budget), Statutes of 2022, includes intent language to allocate \$4 billion from FY2023-24 to FY2025-26 (\$2 billion each fiscal year) through the Transit Capital and Intercity Rail Program (TCIRP) to Metropolitan Planning Organizations (MPOs) such as the Metropolitan Transportation Commission (MTC) using the State Transit Assistance (STA) formula to supplement transit capital and operation needs. This funding was conditioned upon the availability of General Fund resources, which reached a record of \$97.5 billion balance as of FY2022-23. The legislature does have \$37.2 billion in the Rainy-Day Fund, but the fulfillment becomes more challenging as the deficit grows.

Governor Newsom proposes a funding reduction from \$2 billion annually to \$1 billion in FY2023-24 and \$500 million each in FY2024-25 and FY2025-26, representing a 50 percent reduction of SB 198 funds, and spreading funds out over three fiscal years, rather than two. These funds are set to be allocated proportionally, by region, based on population. On May 23, the Senate Budget Subcommittee #5 voted to reject the reductions. This will be a Big Three negotiation between the Governor, Assembly Speaker, and Senate President pro tempore.

Indirect Cost Rate Proposal

The California Department of Transportation (Caltrans) charges an indirect cost rate to self-help counties for work on the state highway system. That cost is capped at 10 percent through June 30, 2021, through SB 848 (Committee on Budget), Chapter 46, Statutes of 2018, which TAM supported. The legislature failed to authorize an extension of the 10 percent cap, partly because Caltrans failed to submit a statutorily required report, resulting in costs ballooning to over 27 percent for some self-help counties. TAM has been working with the Self-help Counties Coalition to reinstate the cap and ensure that relief is retroactive to avoid escalating costs associated with project delivery on priority projects on the state highway system. On May 23, the Senate Budget Subcommittee #5 voted to reinstate the 10 percent cap. The duration has yet to be specified. This will be attempted through a budget trailer bill that has yet to be identified.

Bills of Interest

Each house is working through bills in the house of origin. Bills must be approved by June 2 to remain live for the year. Policy committees must complete their business by July 14 (start of Summer Recess, back on August 14), fiscal committees by September 1, and all business by the floor of each house by September 14, to be considered for signature by the Governor by October 14. Below is a summary of a few bills of interest to TAM.

AB 463 (Hart)

This bill requires energy companies (investor-owned utilities) to prioritize maintaining service to public transportation during power grid disruptions, rolling blackouts, Public Safety Power Shutoffs (PSPS), or natural disasters by adding public transportation to the Public Utilities Commission's list of essential use. Golden Gate Transit and Marin Transit would be provided with needed energy to help evacuate residents during an emergency. **Status:** Failed Passage in Assembly Appropriations Committee

AB 557 (Hart)

This bill would remove the January 1, 2024, sunset on the Brown Act exemptions for boards to meet virtually during a state of emergency declaration provided under AB 361 (Rivas), Chapter 165, Statutes of 2021. **Status:** Senate Governance and Finance Committee

AB 1525 (Bonta)

The bill would require the California State Transportation Agency, California Transportation Commission, and Caltrans, on or before July 1, 2026, and triennially thereafter, to jointly establish a percentage, of at least 60%, of funds allocated for each agency, excluding administrative costs, to be allocated for projects that are located in priority populations, address an essential need of priority populations, and provide at least five direct, meaningful, and assured benefits, or additional co-benefits, to priority populations, and would require those entities to allocate funds consistent with that established percentage. **Status:** Failed passage in the Assembly Appropriations Committee



DATE: June 22, 2023

TO: Transportation Authority of Marin Board of Commissioners

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

SUBJECT: Authorize Contract Amendment for the North/South Greenway Gap Closure Project (Action), Agenda Item No. 5g

RECOMMENDATION

Staff is recommending the TAM Board authorize the Executive Director to execute a contract amendment in the amount of \$99,130 with the engineering firm Moffatt & Nichol to provide Design Service During Construction (DSDC) for the construction phase of the Northern Segment of the North/South Greenway Gap Closure Project (Old Redwood Highway Segment).

BACKGROUND

Staff has worked closely with the California Department of Transportation (Caltrans) and the City of Larkspur to advance the North/South Greenway Gap Closure Project thereby closing the existing gap between the Central Marin Ferry Connector Path and the Greenbrae Pedestrian Overcrossing on Old Redwood Highway. With the completion of the segment crossing Corte Madera Creek, the remaining segment is to construct a multi-use path from the southern terminus of the creek crossing southward to the pedestrian overcrossing.

DISCUSSION/ANALYSIS

TAM and Larkspur staff have finalized the design and construction documents for the Old Redwood Highway segment of the North/South Greenway. The City of Larkspur will now take the lead and administer the construction of the path. The design team will provide support during the bidding process and during the course of construction. The team will also assist the City with submittals to verify compliance with the requirements of the contract documents. At the completion of the project, the consultant will incorporate any field changes into a set of "As-Built" project plans and specifications.

FISCAL CONSIDERATION

The TAM Board previously directed \$188,113 from Transportation Development Act (TDA) Article 3 funding towards the Greenway Project. A portion of these funds in the amount of \$105,000 were used to finalize the design phase. The remaining amount of \$83,113 will be added to the contract to fund DSDC. There are unused excess funds in the contract to cover the shortfall between the contract amendment amount and the added TDA funds.

NEXT STEPS

Pending Board approval, execute a Contract Amendment with Moffatt and Nichol. Staff will be working closely with the City of Larkspur and the project team as the construction advances and will keep the Board apprised of progress.

ATTACHMENTS

None.



DATE: June 22, 2023

TO: Transportation Authority of Marin Board of Commissioners

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

SUBJECT: Review of TAM's Investment and Debt Policies (Action), Agenda Item No. 5h

RECOMMENDATION

The TAM Board reviews TAM's Investment and Debt Policies and accepts the changes recommended for both policies.

BACKGROUND/DISCUSSION

Both the TAM Investment Policy, originally adopted on April 26, 2007, and the Debt Policy, originally adopted on July 26, 2007, require that the policies be reviewed annually and updated, if necessary.

Please note that TAM has issued no debt so far and doesn't expect the need to do so in the foreseeable future. Currently, most of TAM's funds are invested in the Investment Trust of California (CalTRUST), a Joint Powers Authority established by public agencies in California for the purpose of pooling and investing local agency funds. Those funds will remain in CalTRUST and be managed by TAM staff and CalTRUST investment team directly. Staff may explore other investment options in the future and seek the Board's approval of any recommended changes, if necessary.

During this review, staff recommends the review term of both policies to be updated to continue annual review by staff but the policies only need to be brought to the Board for review when revisions/updates are required. No additional changes to the Debt Policy are recommended. Staff reviewed the TAM Investment Policy with the support of the CalTRUST team, and no additional changes are needed at this time point as well.

FISCAL CONSIDERATION

Not applicable.

NEXT STEPS

Staff will continue the annual review of the Investment and Debt Policies and bring any revisions/updates of the policies to the TAM Board for approval when needed.

ATTACHMENTS

None. *Copies of the Investment and Debt Policy can be provided upon request.*

THIS PAGE LEFT BLANK INTENTIONALLY



DATE: July 22, 2023

TO: Transportation Authority of Marin Board of Commissioners

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

SUBJECT: Acceptance of the 2023 Measure A/AA Transportation Sales Tax Compliance Audit Auditee Selection List (Action), Agenda Item No. 5i

RECOMMENDATION

The TAM Board accepts the recommended auditee list for the 2023 Measure A/AA ½-Cent Transportation Sales Tax Compliance Audit cycle.

The Citizens' Oversight Committee (COC) is scheduled to review the 2023 Measure A/AA ½-Cent Transportation Sales Tax Compliance Audit Auditee Selection List at its June 19, 2023 meeting and any comments from the COC will be reported to the Board at its June 22, 2023 meeting.

BACKGROUND

Both the Measure A and Measure AA ½-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 ½-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 ½-Cent Sales Tax expenditures, which occurred in or prior to FY2022-23. Those audits will help TAM further confirm that Measure A/AA ½-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

Upon Board approval, funding recipients selected for the 2023 Compliance Audit cycle will be notified. 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.

DATE: June 22, 2023

TO: Transportation Authority of Marin Board of Commissioners

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

SUBJECT: Review and Approval of the Amendments to the COC Bylaws (Action), Agenda Item No. 5j

RECOMMENDATION

The TAM Board reviews and approves the recommended amendments to the Bylaws of the Citizens' Oversight Committee (COC).

The COC is scheduled to review and accept the proposed amendments to the COC Bylaws at its June 19, 2023 meeting. Additional comments and/or changes, if any, will be reported to the TAM Board its June 22, 2023 meeting, prior to the approval of the item.

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

Not applicable.

NEXT STEPS

Upon approval by the Board, staff will work with the COC Chairperson to finalize/sign the revised Bylaws.

ATTACHMENTS

Attachment A – COC Bylaws with Proposed Amendments

THIS PAGE LEFT BLANK INTENTIONALLY

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 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 2049.
- "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 meetings 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 is 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 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 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 subcommittees 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 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 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

- 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 June 22, 2023.

Print Name

Signature

THIS PAGE LEFT BLANK INTENTIONALLY



DATE: June 22, 2023

TO: Transportation Authority of Marin Board of Commissioners

FROM: Anne Richman, Executive Director *Anne Richman*
David Chan, Director of Programming and Legislation
Nick Nguyen, Principal Project Delivery

SUBJECT: Regional Measure 3 Allocation Request Resolution for the Marin Sonoma Narrows Project (Action), Agenda Item No. 5k

RECOMMENDATION

Staff recommends that the Board approves the Allocation Request Resolution, TAM Resolution No. 2023-07 (Attachment A), required by the Metropolitan Transportation Commission (MTC) for submitting an allocation request in the amount of \$87,978,000 in Regional Measure 3 (RM3) funds for the Marin Sonoma Narrows (MSN) Project.

BACKGROUND

The MSN Project will widen 17 miles of U.S. 101 from four to six lanes by adding one high occupancy vehicle (HOV) lane in each direction, create a controlled-access freeway section (no traffic signals or intersections) through the historic "Narrows" to improve traffic flow, and upgrade the highway to current freeway standards from State Route (SR) 37 in Novato (Marin County) to Old Redwood Highway in Petaluma (Sonoma County).

RM3 was approved by 55 percent of voters in the nine-county San Francisco Bay Area in June 2018 with a plan to build major roadway and provide public transit improvements via an increase in bridge tolls on all Bay Area toll bridges except the Golden Gate Bridge. The Expenditure Plan for the ballot measure specified the projects and programs to be funded with RM3 funds. The MSN Project was among the projects identified in the Expenditure Plan for \$120 million, of which \$90 million was anticipated for Marin.

In August 2019, the Howard Jarvis Taxpayers Association filed suit against the Bay Area Toll Authority (BATA) on the assertion that the toll hike is actually a tax, not a fee, and needed a two-thirds majority to pass. While the case was being litigated in State Court, the collected RM3 funds were deposited in an escrow account pending the resolution of legal challenges.

In January 2023, the State Supreme Court dismissed the challenges to the validity of RM3. The court decision has allowed MTC to commence the allocations of RM3 funds to projects identified in the Expenditure Plan.

DISCUSSION/ANALYSIS

In December 2019, MTC adopted the RM3 Policies and Procedures that include an option for MTC to approve Letters of No Prejudice (LONPs) to allow project sponsors to move projects forward with alternate funds, while maintaining RM3 eligibility if and when RM3 funds become available.

LONPs are issued at the request of project sponsors and specify the amount and scope for which RM3 eligibility will be preserved and the alternate funding source to be used in place of RM3 funds. TAM submitted LONPs for the right-of-way (ROW) and construction phases of the MSN Project in November 2020 and April 2021, respectively. Both LONPs were approved by MTC for a total of \$87,978,000. TAM has been using a combination of Measure AA, State Transportation Improvement Program (STIP), Local Partnership Program (LPP) Formulaic, and federal Surface Transportation Program (STP) funds to commence work on the MSN Project while RM3 was in litigation. STP funds were loaned to TAM by MTC to complete the funding plan, enabling the MSN project to move forward.

Now that RM3 funds are available, TAM has requested an allocation of RM3 funds in the amount of \$87,978,000, based on the LONPs. The remaining balance from the \$90 million, \$2,022,000, will be requested when needed at a later date. Upon approval from MTC, the allocated funds of \$87,978,000 will be used to reimburse funds expended with Measure AA, STIP, LPP Formulaic, and STP funds. Since the STP funds were loaned to TAM, reimbursements derived from STP funds will be returned to MTC.

The attached TAM Resolution No. 2023-07 is a standard resolution required by MTC to accompany all RM3 Allocation Requests. The resolution primarily asserts that TAM will comply with RM3 policies and procedures and other state laws, demonstrate a full funding plan for the phases requested, has no legal impediments that can adversely affect the proposed project, and other miscellaneous requirements. MTC staff anticipates processing the allocation requests in June, with funds to be provided on a reimbursement basis as the project is delivered.

FISCAL IMPACTS

Since MTC is in the process of developing invoicing and reimbursement procedures for RM3 funds, TAM will need to work with the California Department of Transportation (Caltrans) on the construction expenditure schedule for MSN. The potential revenues and expenditures associated with the MSN Project are not reflected in the Proposed FY2023-24 Annual Budget. Staff will bring recommended budget amendments to the Board for review and approval once the fiscal impacts have been ascertained on TAM's FY2023-24 Annual Budget.

NEXT STEPS

Upon approval of TAM Resolution No. 2023-07, a signed copy will be transmitted to MTC to facilitate the allocation of funds to the MSN Project.

ATTACHMENTS

Attachment A – TAM Resolution No. 2023-07

RM3 Implementing Agency Resolution of Project Compliance – Allocation Request**Resolution No. 2023-07****Implementing Agency: Transportation Authority of Marin (TAM)****Project Title: U.S. 101 Marin-Sonoma Narrows (MSN) B7 Project**

WHEREAS, SB 595 (Chapter 650, Statutes 2017), commonly referred as Regional Measure 3, identified projects eligible to receive funding under the Regional Measure 3 Expenditure Plan; and

WHEREAS, the Metropolitan Transportation Commission (MTC) is responsible for funding projects eligible for Regional Measure 3 funds, pursuant to Streets and Highways Code Section 30914.7(a) and (c); and

WHEREAS, MTC has established a process whereby eligible transportation project sponsors may submit allocation requests for Regional Measure 3 funding; and

WHEREAS, allocation requests to MTC must be submitted consistent with procedures and conditions as outlined in Regional Measure 3 Policies and Procedures (MTC Resolution No. 4404; and

WHEREAS, TAM is an eligible sponsor of transportation projects in the Regional Measure 3 Expenditure Plan; and

WHEREAS, the U.S. 101 Marin-Sonoma Narrows (MSN) B7 Project is eligible for consideration in the Regional Measure 3 Expenditure Plan, as identified in California Streets and Highways Code Section 30914.7(a); and

WHEREAS, the Regional Measure 3 allocation request, attached hereto in the Initial Project Report and incorporated herein as though set forth at length, lists the project, purpose, schedule, budget, expenditure, and cash flow plan for which TAM is requesting that MTC allocate Regional Measure 3 funds; now, therefore, be it

RESOLVED, that TAM, and its agents shall comply with the provisions of the Metropolitan Transportation Commission's Regional Measure 3 Policies and Procedures; and be it further

RESOLVED, that TAM certifies that the project is consistent with the Regional Transportation Plan (RTP); and be it further

RESOLVED, that the year of funding for any design, right-of-way and/or construction phases has taken into consideration the time necessary to obtain environmental clearance and permitting approval for the project; and be it further

RESOLVED, that the Regional Measure 3 phase or segment is fully funded, and results in an operable and useable segment; and be it further

RESOLVED, that TAM approves the allocation request and updated Initial Project Report, attached to this resolution; and be it further

RESOLVED, that TAM approves the cash flow plan, attached to this resolution; and be it further

RESOLVED, that TAM has reviewed the project needs and has adequate staffing resources to deliver and complete the project within the schedule set forth in the allocation request and updated Initial Project Report, attached to this resolution; and, be it further

RESOLVED, that TAM is an eligible sponsor of projects in the Regional Measure 3 Expenditure Plan, in accordance with California Streets and Highways Code 30914.7(a); and be it further

RESOLVED, that TAM is authorized to submit an application for Regional Measure 3 funds for the U.S. 101 Marin-Sonoma Narrows (MSN) B7 Project in accordance with California Streets and Highways Code 30914.7(a); and be it further

RESOLVED, that TAM certifies that the projects and purposes for which RM3 funds are being requested is in compliance with the requirements of the California Environmental Quality Act (Public Resources Code Section 21000 et seq.), and with the State Environmental Impact Report Guidelines (14 California Code of Regulations Section 15000 et seq.) and if relevant the National Environmental Policy Act (NEPA), 42 USC Section 4-1 et seq. and the applicable regulations thereunder; and be it further

RESOLVED, that there is no legal impediment to TAM making allocation requests for Regional Measure 3 funds; and be it further

RESOLVED, that there is no pending or threatened litigation which might in any way adversely affect the proposed project, or the ability of TAM to deliver such project; and be it further

RESOLVED, that TAM indemnifies and holds harmless MTC, BATA, and their Commissioners, representatives, agents, and employees from and against all claims, injury, suits, demands, liability, losses, damages, and expenses, whether direct or indirect (including any and all costs and expenses in connection therewith), incurred by reason of any act or failure to act of TAM, its officers, employees or agents, or subcontractors or any of them in connection with its performance of services under this allocation of RM3 funds. TAM agrees at its own cost, expense, and risk, to defend any and all claims, actions, suits, or other legal proceedings brought or instituted against MTC, BATA, and their Commissioners, officers, agents, and employees, or any of them, arising out of such act or omission, and to pay and satisfy any resulting judgments. In addition to any other remedy authorized by law, so much of the funding due under this allocation of RM3 funds as shall reasonably be considered necessary by MTC may be retained until disposition has been made of any claim for damages, and be it further

RESOLVED, that TAM shall, if any revenues or profits from any non-governmental use of property (or project) that those revenues or profits shall be used exclusively for the public transportation services for which the project was initially approved, either for capital improvements or maintenance and operational costs, otherwise the Metropolitan Transportation Commission is entitled to a proportionate share equal to MTC's percentage participation in the project(s); and be it further

RESOLVED, that assets purchased with RM3 funds including facilities and equipment shall be used for the public transportation uses intended, and should said facilities and equipment cease to be operated or maintained for their intended public transportation purposes for its useful life, that the Metropolitan Transportation Commission (MTC) shall be entitled to a present day value refund or credit (at MTC's option) based on MTC's share of the Fair Market Value of the

said facilities and equipment at the time the public transportation uses ceased, which shall be paid back to MTC in the same proportion that Regional Measure 3 funds were originally used; and be it further

RESOLVED, that TAM shall post on both ends of the construction site(s) at least two signs visible to the public stating that the Project is funded with Regional Measure 3 Toll Revenues; and be it further

RESOLVED, that TAM authorizes its Executive Director to execute and submit an allocation request for the right-of-way and construction phases with MTC for Regional Measure 3 funds in the amount of \$87,978,000, for the project, purposes and amounts included in the project application attached to this resolution; and be it further

RESOLVED, that TAM Executive Director is hereby delegated the authority to make non-substantive changes or minor amendments to the allocation request or IPR as he/she deems appropriate.

RESOLVED, that a copy of this resolution shall be transmitted to MTC in conjunction with the filing of the TAM application referenced herein.

PASSED AND ADOPTED at a scheduled meeting of the Transportation Authority of Marin held on the 22nd day of June 2023, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

Brian Colbert, Chair
Transportation Authority of Marin

ATTEST:

Jennifer Doucette
Clerk of the Board

THIS PAGE LEFT BLANK INTENTIONALLY



DATE: June 22, 2023

TO: Transportation Authority of Marin Board of Commissioners

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

SUBJECT: Public Hearing on the Proposed TAM FY2023-24 Annual Budget, Agenda Item No. 6a

RECOMMENDATION

The Board conducts a public hearing and receives public input on the Proposed TAM FY2023-24 Annual Budget.

Pursuant to Article VI, Section 106.1 of the TAM Administrative Code, no later than the June meeting of each year, the TAM Board shall adopt the annual budget for the following fiscal year. A minimum thirty-day public inspection period and a public hearing are also required as part of the budget review and adoption process. The TAM Board adopted the recommended FY2023-24 revenue levels for both Measure AA/A, the ½-Cent Transportation Sales Tax, and Measure B, the \$10 Vehicle Registration Fee, and the budget development schedule at its March 23, 2023 meeting. The Proposed TAM FY2023-24 Annual Budget was made available for the required 30-day public inspection period after the review of the TAM Administration, Projects and Planning Executive Committee at its May 8 meeting, and then was reviewed and released by the TAM Board for the required public comment period at its May 25, 2023 meeting.

The Proposed FY2023-24 Annual Budget has also been reviewed by TAM's Citizens' Oversight Committee (COC) and the Marin Managers Association. All input received from the review process is evaluated and incorporated into the final draft when appropriate.

Details of the Proposed FY2023-24 Annual Budget are presented under Item 6b of the meeting packet.

THIS PAGE LEFT BLANK INTENTIONALLY



DATE: June 22, 2023

TO: Transportation Authority of Marin Board of Commissioners

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

SUBJECT: Adoption of the Proposed TAM FY2023-24 Annual Budget (Action), Agenda Item No. 6b

RECOMMENDATION

The TAM Board reviews and adopts the Proposed TAM FY2023-24 Annual Budget, including the work plan and salary schedule effective as of July 1, 2023.

BACKGROUND

Budget Development Timeline and Process Requirement

Pursuant to Article VI, Section 106.1 of the TAM Administrative Code, no later than its June meeting of each year, the TAM Board shall adopt the annual budget for the following fiscal year. A public comment period and a public hearing are also required as part of the budget approval process.

Staff started the development process for the FY2023-24 Annual Budget in February, and the TAM Board approved the recommended Measure A/AA ½-Cent Transportation Sales Tax and the Measure B \$10 Vehicle Registration Fee revenue levels and the budget development schedule at its March 23, 2023 meeting. The Citizens' Oversight Committee (COC) reviewed the Draft FY2023-24 Annual Budget at its May 15, 2023 meeting, discussed the work planned, and provided staff with its feedback. The Draft FY2023-24 Annual Budget was also shared with the Marin Managers Association (MMA) for its review and comment during May 2023.

The Draft TAM FY2023-24 Annual Budget was posted on TAM's website on May 9, 2023 for the required 30-day public inspection, and a public hearing notice was published in the Marin Independent Journal on June 1, 2023.

TAM's Annual Budget Structure:

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

The four main sections of the annual budget report are:

- Executive Director's Message – providing an overview of TAM's budget situation and highlighting prior year accomplishments and major milestones anticipated for the upcoming year;

- TAM Budget General Overview – providing an overview of TAM's budget process and related policies;
- Annual Budget Process and Overview – providing in-depth analyses of all revenue and expenditure budget line items that are proposed for the fiscal year;
- Work Plans by Function – providing a general overview and highlighted work items for the fiscal year for each functional group in the agency.

DISCUSSION/ANALYSIS

The annual budget development process allows TAM to create the plan for its agency operations and project/program management and delivery, as well as funding allocations to various project sponsors for the upcoming fiscal year. As part of the May presentations to the Administration, Projects and Planning (AP&P) Executive Committee and the TAM Board, staff has reviewed all major agency operational changes and project/program highlights in the upcoming fiscal year, along with the potential economic challenges and funding opportunities ahead. The process by nature requires the use of various assumptions to project into the future in terms of revenue collections and operational, project and program expenditures, which means the budget document itself is a live document that requires ongoing review and update. The changes made to the draft budget since the May 25 Board meeting, along with anticipated amendments needed in the next few months, are discussed in detail below.

Changes Since the May 25, 2023 Board Review:

Based on the most recent EV charging rebate request TAM received from the Tamalpais Union High School District, staff has increased the expenditure for the budget line “Measure B Element 3.3 – Alternative Fuels Vehicle Program” from the initial \$250,000 to \$336,000 for FY2023-24. The \$86,000 budget increase is to cover the EV charging rebate needs for 42 chargers that the School District plans to install.

The Tamalpais Union High School District is also looking into the potential of adding 100 additional ports, which will make this the largest EV charging project with a total of 142 chargers in the County. TAM's outreach effort along with the School District's dedication to a cleaner travel option have made this exciting project possible.

Potential Budget Amendments in the Upcoming Months:

While staff is not recommending the inclusion of the following items into the draft budget at this time, these items are worth noting due to their potential impact on TAM's overall revenue and expenditure numbers and/or the countywide transportation program. Staff will return to the Board in the future for consideration of amendments.

- With the exciting news that Regional Measure 3 (RM3) funds are now cleared to be spent, TAM staff is working with Metropolitan Transportation Commission (MTC) for an \$87,978,000 allocation request for the Marin Sonoma Narrows (MSN) Project. A previous Letter of No Prejudice (LONP) process allowed the construction of the final MSN segment to move forward with alternate funds, while maintaining its RM3 eligibility. Upon approval from MTC, the allocated funds of \$87,978,000 will be used to reimburse costs expended with Measure AA, STIP (State Transportation Improvement Program), LPP (Local Partnership Program) Formulaic, and STP (Surface Transportation Program) funds. In this case, some of the up-front funds came from TAM sources, and would be reimbursed to TAM, however the majority of the funds came from MTC and therefore a commensurate amount of the RM3 funds will actually be returned to MTC. While the California Department of Transportation

(Caltrans) is spending most of those funds and reimbursing the contractors directly, based on MTC's proposed process, it's expected that TAM would need to obtain expenditure backup from Caltrans, invoice MTC for all LONP eligible expenditures under RM3, receive payment, and then return much of the cash back to MTC within a timely manner in accordance with the original fund sources. Under this process, both TAM's revenue and expenditure level would be increased significantly to reflect the flow of RM3 eligible expenditures and revenues.

- Staff was recently notified that MTC is recommending a \$400,000 grant to TAM for the Mobility Hub Planning program. Staff is expecting the grant award to be finalized and funds to become available by the end of this calendar year. If there is sufficient staff capacity to incorporate the work into FY2023-24, staff will bring the necessary amendments to the budget to the Board for review and approval.

Note that there are other pending grant applications, including for a Caltrans planning grant and federal grants, which if awarded would also be amended into the budget at the appropriate times.

Public Comments Received as of June 15, 2023:

Since the release of the Draft TAM FY2023-24 Annual Budget for public inspection on May 9, staff has received the following public comments.

Comment 1: Letter from Sustainable San Rafael, regarding Electrical Vehicle (EV) spending level. A copy of the comment email was shared with the Board and is attached as well.

Response: This comment was received as part of the May 25 TAM Board package. Staff has since reached out to Mr. William Carney, President of Sustainable San Rafael, and had a very productive discussion. During the meeting, staff shared with Mr. Carney the additional expenditure expected as a result of the Tamalpais Union High School District EV Charging Station Project and also provided more detailed information about what is included in the proposed program expenditure level for FY2023-24 in a follow-up email. Staff also used the opportunity to provide Mr. Carney some background information about how the expenditure level in TAM's budget is determined. While TAM's annual budgeted expenditure levels for Element 3.3 – Alternative Fuels Vehicle Program have fluctuated from year to year depending on the rebate needs of the other public agencies and EV outreach and education marketing events, the TAM Board's funding commitment to the EV fleet and charging station rebate programs, as well as all EV public outreach has been increasing over the years.

Comment 2: Email from San Anselmo resident Susannah Saunders, regarding EV spending level. A copy of the comment email was shared with the Board and is attached as well.

Response: This comment was received as part of the May 25 TAM Board package. Ms. Saunders also serves as the Alternate for the Ross Valley Planning Area on TAM's Citizens' Oversight Committee (COC) and has provided similar comments during the committee review process. Staff has been in discussion with Ms. Saunders about her comment via phone calls and emails. A meeting is also scheduled on June 16 with Ms. Saunders and another COC member who shared similar feedback to go over the background and make sure her comments are addressed to the extent possible.

Comment 3: Comment from Mill Valley resident Clayton Smith, regarding staff salary/benefit information and how staff costs are assigned to various projects and programs.

Response: This verbal comment was received during the June 12 Funding, Programs and Legislation (FP&L) Executive Committee. While staff understands Mr. Smith's desire to review this information, the level of detail required is not appropriate for the budget document itself. Staff will reach out to Mr. Smith prior to the June 22 Board meeting to provide him with the information.

Any additional comments received, along with the responses/actions needed, between now and the June 22 Board meeting will be included in the staff presentations for the Board to review prior to final adoption of the Proposed FY2023-24 Annual Budget.

FISCAL CONSIDERATION

Expected revenue collection and reimbursement for FY2023-24 is \$50.28 million while the proposed expenditure is \$62.07 million. TAM's fund balance will be reduced by \$11.79 million but will remain positive at \$29.66 million by the end of FY2023-24.

NEXT STEPS

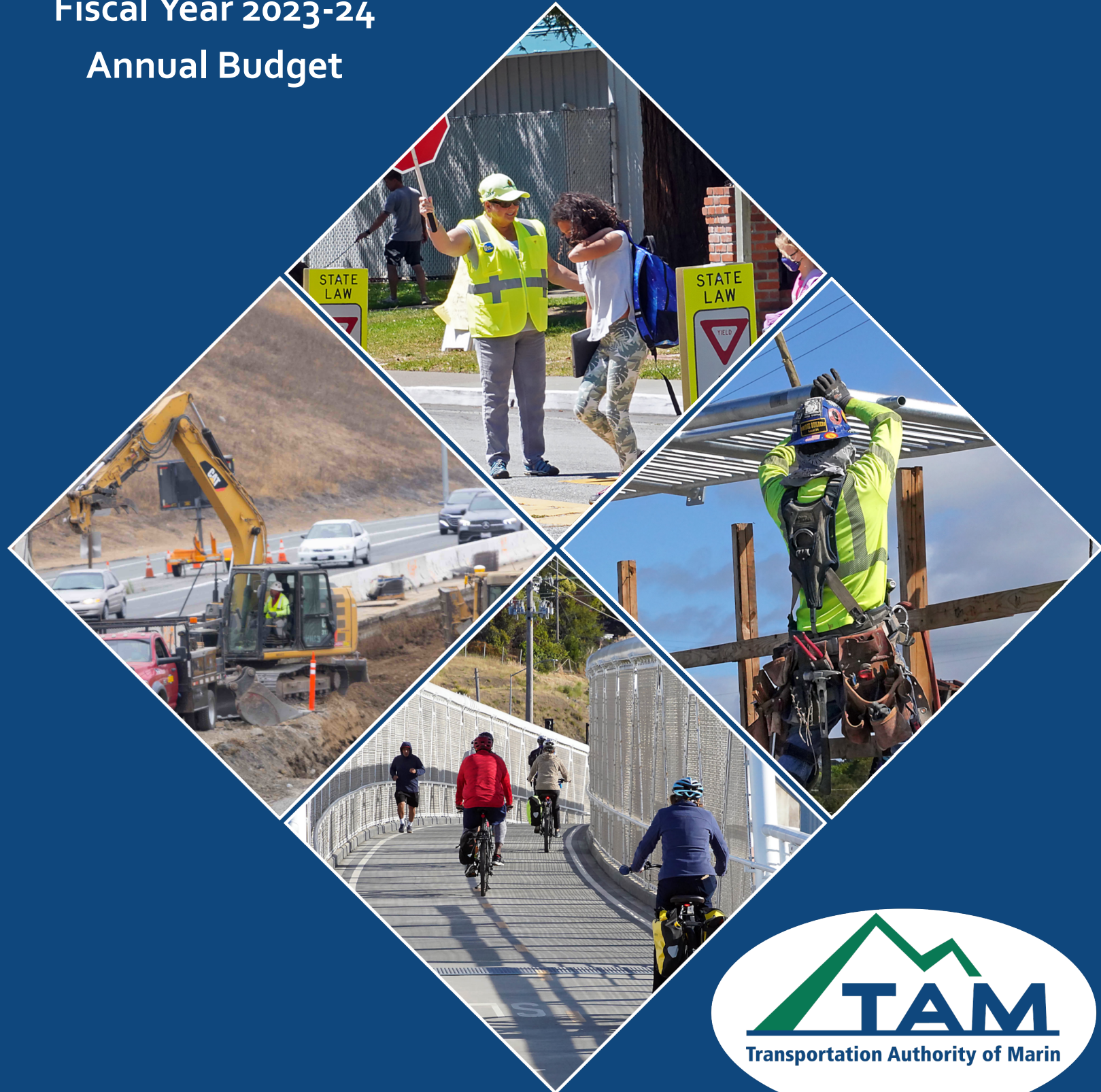
Upon approval of the TAM Board, staff will finalize the budget document and start the implementation of all projects/programs and other related changes as of July 1, 2023.

ATTACHMENTS

Attachment A – Proposed TAM FY2023-24 Annual Budget
Attachment B – Public Comments Received
Attachment C – Staff Presentation

Transportation Authority of Marin

Proposed Fiscal Year 2023-24 Annual Budget



Making the Most of Marin County Transportation Dollars

Table of Contents

Executive Director’s Message	1
TAM Budget Process General Overview	2
About TAM	2
Budget Adoption and Amendment Policies	2
Budget Development Process and Timeline	2
An Historic Overview of TAM’s Budget	3
FY2023-24 Annual Budget Process and Highlights	4
Budget Summary	4
FY2023-24 Revenue Overview	4
FY2023-24 Expenditure Overview	7
FY2023-24 Annual Budget by Fund	15
Measure A/AA Sales Tax Fund Budget.....	15
Measure B Fund Budget	15
CMA Fund Budget.....	15
TFCA Fund Budget.....	15
FY2023-24 Appropriation Limit	24
FY2023-24 Work Plans by Function	25
Administration & Finance Function:	26
Public Information and Outreach Function:	27
Planning and Program Management:	28
Programming & Legislation Function:.....	30
Project Management and Delivery Function:.....	31
Appendix: FY2023-24 Classification & Salary Range.....	33

Executive Director's Message

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

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

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

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

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

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

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

In partnership,

Anne Richman

TAM Budget Process General Overview

About TAM

The Transportation Authority of Marin (TAM) was established by Marin County voters to support transportation projects and programs that make the County easier, cleaner and safer for all to live, work and play. TAM also serves as Marin's Congestion Management Agency (CMA) and is responsible for coordinating funding for many of the transportation projects and programs in the County, including various local, regional, state, and federal funds.

The TAM Board of Commissioners includes the five members of the County Board of Supervisors and a councilmember from each city and town. (*A list of TAM's current Board members is included as Appendix 1.*) TAM administers the expenditure plans for Measure A (2004), the original 20-year ½-Cent Transportation Sales Tax; Measure AA (2018), the 30-year renewal of the ½-Cent Transportation Sales Tax; and Measure B (2010), the \$10 Vehicle Registration Fee (VRF). These revenue sources are dedicated to transportation projects and programs in Marin and were approved by the Marin voters.

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

Budget Adoption and Amendment Policies

Pursuant to Article VI, Section 106.1 of the TAM Administrative Code, each year no later than its June meeting, the Board shall adopt the Annual Budget(s) for the ensuing fiscal year. Approval by a majority of the Commissioners is required for the adoption of the Annual Budget. In accordance with Section 180108 of the Public Utilities Code governing Local Transportation Authorities including TAM, notice of the time and place of a public hearing on the adoption of the Annual Budget shall be published pursuant to Section 6061 of the California Government Code not later than the 15th day prior to the date of the hearing. A preliminary proposed annual budget shall be available for public inspection at least 30 days prior to adoption.

In the event that total expenditures for the annual budget have to increase due to special circumstances, prior approval from the Board is required. In the event that total expenditures within one or more category(ies) are projected to be greater than the budgetary authority, a transfer of budgeted funds from other category(ies) may be processed as long as sufficient savings can be identified for transfers to the category(ies) in need. The Executive Director shall be authorized to approve budget transfers among categories if the dollar amount is equal or less than 5% of the total budget authority of the category from which funds will be reduced. Any transfer among categories that is greater than 5% of the total budget authority of the category from which funds will be reduced must receive prior approval from the Board. The Executive Director shall be authorized to approve all budget transfers among line items within the same category. Any transfer related to the Measure A/AA ½-Cent Transportation Sales Tax and Measure B \$10 VRF funds shall be effectuated according to the Policy and Procedures specified in the Expenditure Plans and currently adopted Strategic Plans.

Budget Development Process and Timeline

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

and presented to the TAM Board for consideration. The draft annual budget is presented to the TAM Board and released for public comments in May and the final budget is adopted at the June Board meeting.

An Historic Overview of TAM's Budget

A five-year historic look at TAM's actual revenue, expenditure, and fund balance, with a comparison to the estimated actuals of the current fiscal year, FY2022-23, is presented below to provide an overview of the collection of revenues as well as delivery of projects/programs over the past few years. Over the years, TAM and its partner agencies have increased delivery of several major projects/programs, mostly under the Measure A/AA Sales Tax Projects/Programs and the Interagency Agreements Categories. TAM's ending fund balance at the end of FY2022-23 is expected to be around \$41.44 million.

	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Estimated	FY2023-24 Proposed
Revenues						
Measure A/AA Sales Tax Revenue	28,976,082	27,345,662	30,832,521	34,754,393	35,500,000	35,680,000
Measure B VRF Revenue	2,417,118	2,327,292	2,404,319	2,311,091	2,300,000	2,250,000
Cities/Town & County Contribution	558,999	558,999	500,001	500,000	550,000	576,950
Interest Earnings	1,914,194	2,507,746	408,181	293,480	1,304,683	1,770,500
BAAQMD/TFCA	364,537	368,939	358,753	354,562	350,000	633,637
Federal	2,238,572	1,258,584	1,069,755	873,381	1,072,000	1,943,882
State	718,371	993,157	189,494	448,967	168,118	3,083,000
Regional	4,201,448	14,829	4,364,229	6,970,819	366,122	2,666,507
Other Revenue	-	-	1,262,593	92,974	159,000	1,675,000
Total Revenues	41,389,321	35,375,208	41,389,847	46,599,667	41,769,923	50,279,477
Expenditures						
Administration	3,378,703	3,154,149	3,051,241	3,109,702	3,432,952	3,815,966
Professional Services	4,216,373	2,629,748	1,196,698	939,034	759,144	4,490,000
Measure A Sales Tax Projects/Programs	21,849,187	9,737,500	14,507,742	1,117,540	2,066,517	2,307,642
Measure AA Sales Tax Projects/Programs	182,971	17,396,486	20,345,625	21,987,567	33,784,795	42,618,074
Measure B VRF Projects/Programs	1,790,363	4,098,404	1,718,578	1,526,555	4,017,095	2,456,000
Interagency Agreements	3,992,151	535,629	6,686,595	7,783,208	1,695,927	6,045,000
TFCA Programs/Projects	66,388	366,676	1,310,733	362,625	219,000	334,000
Total Expenditures	35,476,136	37,918,592	48,817,212	36,826,231	45,975,429	62,066,682
Net Change in Fund Balance	5,913,185	(2,543,384)	(7,427,365)	9,773,436	(4,205,506)	(11,787,206)
Ending Fund Balance	45,846,816	43,303,432	35,876,067	45,649,503	41,443,996	29,656,790

FY2023-24 Annual Budget Process and Highlights

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

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

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

While confident to report that the agency can still provide the necessary funding and cash flow support for the priority transportation projects/programs managed by TAM and by our partner agencies in the upcoming fiscal year, staff will closely monitor the economic uncertainty caused by rising inflation, supply chain pressure and geopolitical conflicts. TAM is committed to work diligently and effectively with all our local, regional, state and federal partners during this challenging time to protect and obtain valuable transportation funds for the County.

Budget Summary

TAM's annual budget provides reasonable estimates for revenues and expenditures expected for the upcoming fiscal year. TAM's total expected revenue for FY2023-24 is \$50.28 million and total expected expenditure is \$62.07 million. Revenues are presented in the budget by the source of funds, while expenditures are presented by main spending categories.

Please note that as a funding agency that collects the Measure A/AA ½-Cent Transportation Sales Tax, the Measure B \$10 Vehicle Registration Fee, as well as a few other small fund sources with advance payments, having budgeted expenditures over its budgeted revenues is not an alarming financial situation for TAM. When budgeted expenditures exceed budgeted revenues in certain years, it generally means that TAM and its partner agencies are using prior year accumulated fund balances to deliver more projects and programs in that particular year.

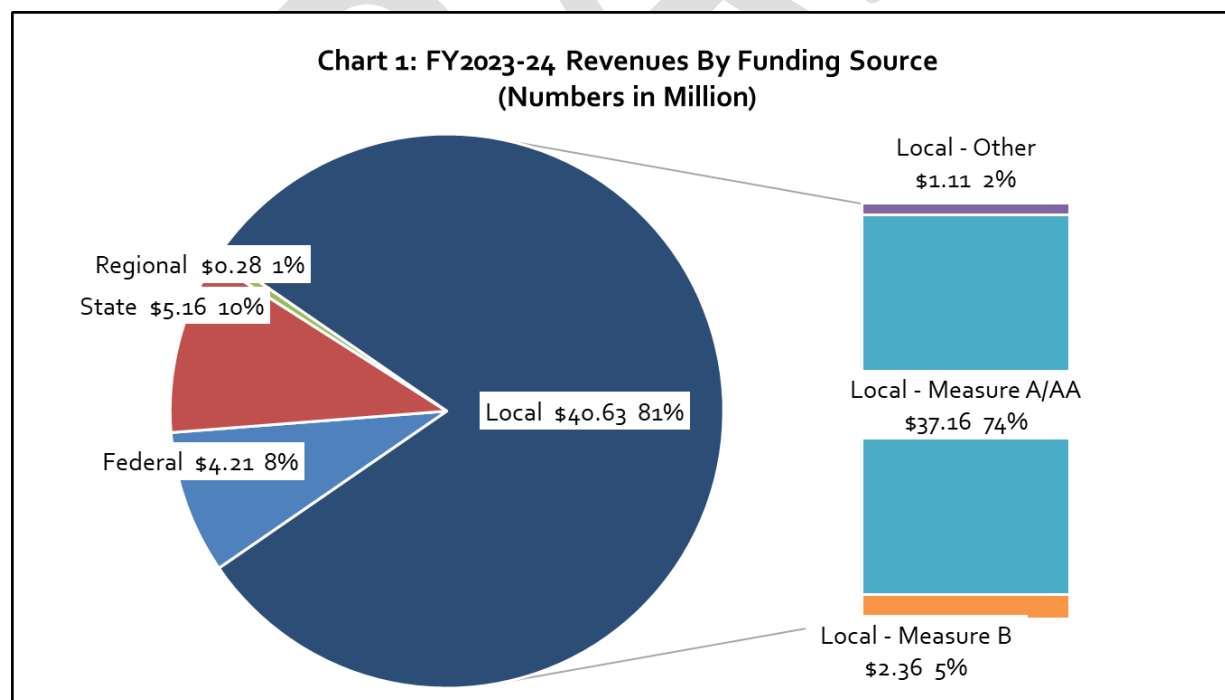
FY2023-24 Revenue Overview

As a transportation planning and funding agency, as well as the administrator of the Measure A/AA ½-Cent Transportation Sales Tax and the Measure B \$10 Vehicle Registration fee, the suite of funding sources TAM has to manage is complex. In FY2023-24, TAM is expecting a total of \$50.28 million in revenue. Table 1 and Chart 1 illustrate TAM's revenues by funding sources.

Table 1: FY2023-24 Annual Budget – Revenue

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

The funding generated by all the voter-approval Expenditure Plans illustrates how important local revenues are to the transportation future of Marin County. As you can see in Chart 1, for FY2023-24, about 81% of the revenue that TAM expects is from voter approved local measures and interest earnings from the fund balances of those measures, with 74% from Measure A/AA ½-Cent Sales Tax revenue, and 5% from Measure B VRF revenue.



Measure A/AA ½-Cent Transportation Sales Tax Revenue

The voters' strong approval of Measure AA, the 30-year extension of the Measure A ½-Cent Transportation Sales Tax, in November 2018, marked the end of the collection of Measure A revenue on March 31, 2019 and launched the start of Measure AA revenue collection on April 1, 2019, with the exception of minor revenue adjustments to sales tax transactions that happened prior to April 1, 2019.

At the March 23, 2023 TAM Board meeting, staff recommended, and the TAM Board approved the \$35.68 million revenue level for the Measure A/AA 1/2-Cent Transportation Sales Tax for FY2023-24. The Board also approved the revised FY2022-23 revenue level from \$34.85 million to \$35.5 million since Marin's sales tax has experienced very healthy growth over the two years.

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

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

City/Town/County CMA Fee Contribution

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

MTC STP/CMAQ Planning and OBAG Grant Funds

TAM received a share of planning funds consistent with recent years through the MTC One Bay Area Grants (OBAG) Cycle 2 and Cycle 3 processes. The current funding agreement with MTC covers the core CMA staffing and planning functions. It's a 10-year agreement which provides funds from FY2017-18 to FY2026-27. These revenue items are reimbursement based. About \$1.51 million in revenue is expected for this line item based on the work planned. The total realized revenue will depend on actual program and project expenditures in FY2023-24.

Regional Measure 3 Revenue

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

Transportation Funding for Clean Air

TAM receives 40% of the TFCA funds collected in Marin, a \$4 statewide vehicle registration fee, as Marin's local share every year. This fund is collected and distributed to TAM in advance every year. Based on the estimated revenue for FY2022-23, a total of \$0.35 million is estimated for FY2023-24.

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

Part-Time Transit Lane Grant

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

Caltrans Safe Roads Marin Grant

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

Realized Highway 101 ROW Excess Fund

TAM programmed \$3.13 million of the total \$6.80 million of the excess right of way sale proceeds from the Highway 101 Gap Closure Project as part of the OBAG 2 process to various projects, and the remaining \$3.67 million to the MSN Project. A total of \$1.68 million is expected to be spent in FY2023-24 to support the MSN B8 Project.

FY2023-24 Expenditure Overview

In FY2023-24, with the support and cooperation of our federal, state, regional and local partners, TAM is expected to deliver a total of \$61.98 million in projects, programs and services under the major spending categories of the agency: Administration; Professional Services, Measure A Sales Tax Programs/Projects; Measure AA Sales Tax Programs/Projects; Measure B VRF Programs; Interagency Agreements and TFCA Programs and Projects.

Administration

Proposed FY2023-24 total expenditure for the Administration Category is \$3.82 million, which is about \$192,000 (5.3%) higher than the FY2022-23 budgeted amount. The increase is mostly due to the salary and benefit cost change. A copy of TAM's current organization chart is included on Page 9 of the report.

2023 Cost of Living Adjustment (COLA)

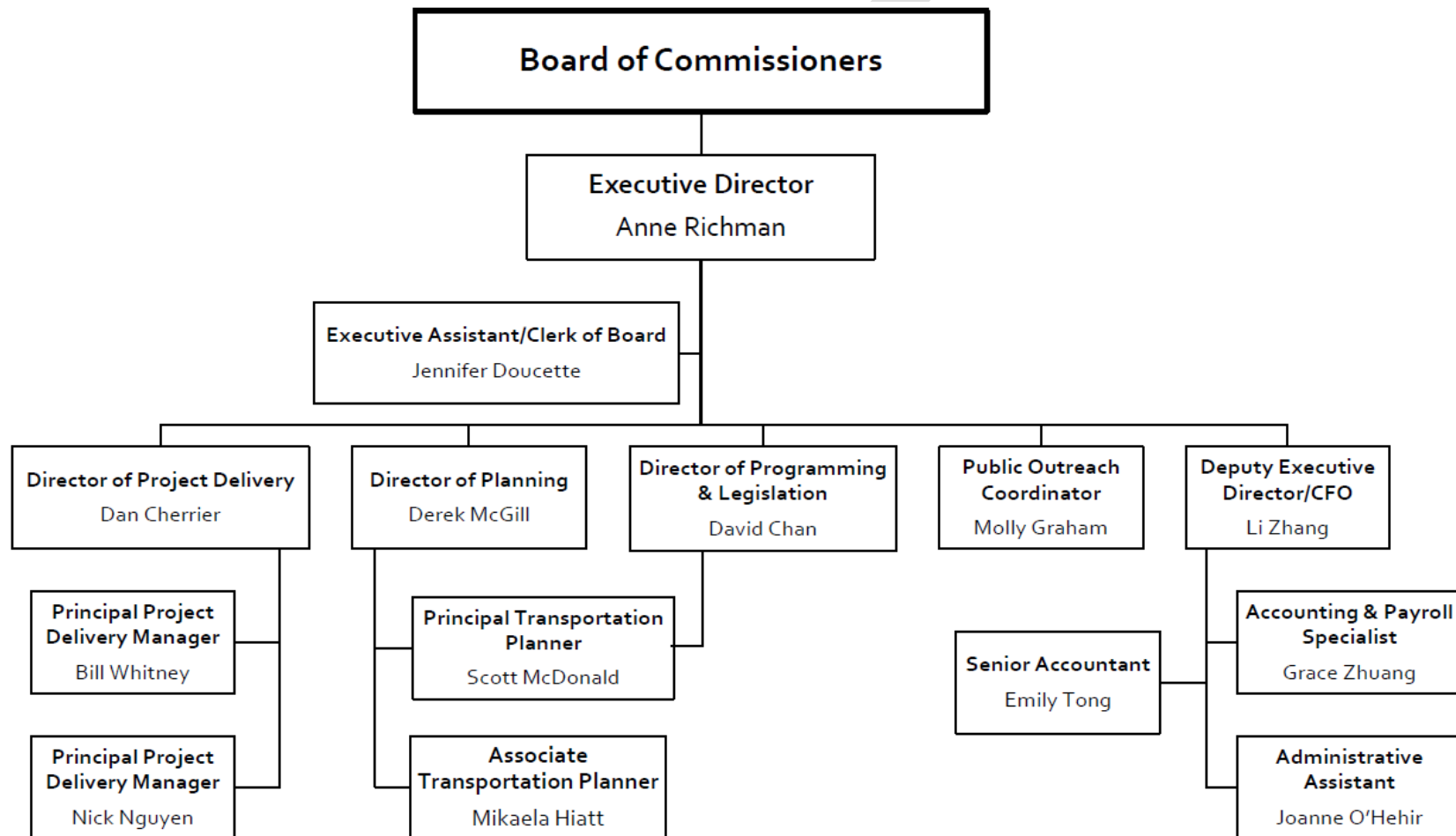
Current TAM COLA policy allows staff an annual COLA increase based on the most recent CPI as of May each year, or sales tax growth rate from the prior year, whichever is lower. The most recent February 2023 Consumer Price Index for All Urban Consumers (CPI-U) released for the San Francisco-Oakland-Hayward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

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

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

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

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



Professional Services

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

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

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

Measure A Sales Tax Programs/Projects

The approval of the Measure AA ½-Cent Transportation Sales Tax Expenditure Plan by the Marin voters in November 2018 marked the end of Measure A revenue collection as of March 31, 2019. With Measure A reserve funds to be released this year and a few strategies still spending down their fund balances, a total expenditure of \$2.31 million is expected in FY2023-24.

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

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

Measure AA Sales Tax Programs/Projects

Staff is excited to implement and deliver the projects/programs under Measure AA while continuing the delivery of the projects/programs under Measure A and managing the transition of projects/programs eligible under both expenditure plans.

Under Category 1, Reduce Congestion, a total of \$2.93 million of work is planned for FY2023-24, including \$0.5 million to support MSN B7/B8 right of way, construction design work and utility work; \$0.3 million for the Project Initiation Document (PID) & Project Approval and environmental Document (PA&ED) of the US 101/I-580 Multi-Modal and Local Access Improvement Project; \$2.0 million for studies related to interchange enhancements; and \$125,000 for Transportation Demand Management.

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

Under Category 3, Safer Access to Schools, \$3.43 million is expected to be needed under Measure AA after fully spending the funds available under Measure A. These funds will be spent on Safe Routes to Schools (SR2S) Education and Encouragement programs (\$1.20 million), the Crossing Guard program (\$1.98 million), and the Small Safe Pathway Capital projects (\$250,000).

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

Due to the typical uncertainties associated with budgeting and project/program delivery, it will be hard to split the expenditures under Measure A and AA for the project/programs that are eligible for both Measure A and AA. The split is estimated based on current available information and may change during the budget year. Staff will monitor the progress of all spending closely and adjust the split during the year.

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

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

Measure B VRF Programs

All expected programs for the upcoming fiscal year under the Measure B Expenditure Plan are presented under the Measure B VRF Programs category. The expected expenditure level for FY2023-24 is \$2.46 million. With the implementation of the amended Measure B Expenditure Plan and new Strategic Plan, a total of 5-year worth of funds will be made available under Element 1.1 for eligible bike/pedestrian improvement projects but only \$700,000 is expected to be needed in FY2023-24. For Element 1.2, Bike/Pedestrian Pathways Maintenance, about \$100,000 is made available to eligible project sponsors in FY2023-24. Marin Transit is planning to request a total of \$0.90 million under Element 2, Improving Transit for Seniors and People with Disabilities, during FY2023-24. The proposed FY2023-24 spending level for Element 3, Reduce Congestion and Pollution, is \$0.76 million, which is for a share of the Crossing Guard program, various employer/employee TDM programs under Marin Commutes, and for the alternative fuels/ electric vehicle program.

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

Budget Line	FY2021-22 Actual	FY2022-23 Final Budget	FY2022-23 Estimates	FY2023-24 Proposed Budget
Element 1 - Maintain Local Streets & Pathways	57,396	2,357,095	2,317,095	800,000
<i>Element 1.1 - Local Streets and Roads</i>	-	2,257,095	2,257,095	700,000
<i>Element 1.2 - Bike/Ped Pathways Maintenance</i>	57,396	100,000	60,000	100,000
Element 2 - Seniors & Disabled Mobility	808,354	950,000	950,000	895,000
<i>Element 2.1 - Mobility Management Programs</i>	100,000	100,000	100,000	100,000
<i>Element 2.2 - Paratransit & Low-Income Scholarships</i>	205,000	190,000	190,000	180,000
<i>Element 2.3 - Paratransit Plus</i>	360,000	360,000	360,000	340,000
<i>Element 2.4 - Volunteer Drive & Gap Grant</i>	143,354	300,000	300,000	275,000
Element 3 - Reduce Congestion & Pollution	660,805	875,000	750,000	761,000
<i>Element 3.1 - Safe Routes to School/Street Smart Program</i>	175,000	175,000	175,000	175,000
<i>Element 3.2 - Commute Alternative Programs</i>	319,137	350,000	350,000	250,000
<i>Element 3.3 - Alternative Fuel Vehicle Program</i>	166,668	350,000	225,000	336,000
Subtotal, Measure B Programs	1,526,555	4,182,095	4,017,095	2,456,000

Interagency Agreements

The Interagency Agreements category covers fund agreements between TAM and its transportation partners for the implementation of various transportation projects/programs. It includes a total of \$6.05 million for FY2023-24, of which the majority is for contract services and construction related funding agreements with various agencies that will help TAM deliver construction projects, including the US 101/I-580 Multi-Modal and Local Access Improvement Project, the North/South Greenway, Marin City Flood Mitigation, and the MSN projects.

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

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

TFCA Programs/Projects

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

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

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

FY2023-24 Annual Budget by Fund

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

The budget represents the process through which certain policy decisions are made, implemented and controlled by fund. Budget authorities can be adjusted during the year according to the budget amendment policy. Also, the legal level of budgetary control by TAM is the total expenditures at the agency level, if the adjustments among the different funds are in compliance with the expenditure requirements of each fund. This section of the budget document provides the details of the FY2023-24 budget at the individual fund level. The budget at the fund level presents the spending priorities in the upcoming fiscal year and provides specific information by fund.

Measure A/AA Sales Tax Fund Budget

The Measure A Fund accounts for revenues and expenditures for the projects and programs set forth by the voters in the Measure A ½-Cent Transportation Sales Tax Expenditure Plan, approved by Marin voters in November 2004, and further described in the TAM Measure A Strategic Plan, initially adopted in June 2006, and updated on a biennial basis, with annual updates of revenue and expenditure sheets. On April 1, 2019, collection of the Measure A ½-Cent Transportation Sales Tax was replaced by Measure AA, the renewal of the Measure A that was approved by the Marin Voters in November 2018.

The Measure AA Fund accounts for revenues and expenditures for the projects and programs set forth by the voters in Measure AA ½-Cent Transportation Sales Tax Expenditure Plan, approved by Marin voters in November 2018, and further described in the TAM Measure AA Strategic Plan, which will be brought forward to the TAM Board for review and approval as a separate action annually.

Measure B Fund Budget

The Measure B Fund accounts for revenues and expenditures for the projects and programs set forth by the voters in the Measure B Vehicle Registration Fee Expenditure Plan, approved by Marin voters in November 2010, and further described in the TAM Measure B Strategic Plan, initially adopted in July 2011, and amended by the TAM Board in February 2023. The FY2023-24 budget reflects the changes that were approved.

CMA Fund Budget

The CMA Fund accounts for revenues and expenditures for TAM's congestion management activities, primarily the local planning and programming work elements. Major revenue sources for this fund are various federal, state, regional and the City/County CMA Fee revenues.

TFCA Fund Budget

The TFCA fund accounts for revenues and expenditures for the TFCA capital grant TAM receives from the Bay Area Air Quality Management District (BAAQMD). The purpose of the TFCA grant is to fund capital improvements that can contribute to the improvement of air quality, and studies related to the monitoring of air quality control. A discrete amount of TFCA is available for management of the local program.

Table 3: FY2023-24 Annual Budget – Combined

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

Table 3: FY2023-24 Annual Budget – Combined

(Continued)

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

Table 3: FY2023-24 Annual Budget – Combined

(Continued)

Budget Line	FY2021-22 Actual	FY2022-23 Final Budget	FY2022-23 Estimates	FY2023-24 Proposed Budget
Measure B VRF Programs				
Element 1 - Maintain Local Streets & Pathways	57,396	2,357,095	2,317,095	800,000
<i>Element 1.1 - Local Streets and Roads</i>	-	2,257,095	2,257,095	700,000
<i>Element 1.2 - Bike/Ped Pathways Maintenance</i>	57,396	100,000	60,000	100,000
Element 2 - Seniors & Disabled Mobility	808,354	950,000	950,000	895,000
<i>Element 2.1 - Mobility Management Programs</i>	100,000	100,000	100,000	100,000
<i>Element 2.2 - Paratransit & Low-Income Scholarships</i>	205,000	190,000	190,000	180,000
<i>Element 2.3 - Paratransit Plus</i>	360,000	360,000	360,000	340,000
<i>Element 2.4 - Volunteer Drive & Gap Grant</i>	143,354	300,000	300,000	275,000
Element 3 - Reduce Congestion & Pollution	660,805	875,000	750,000	761,000
<i>Element 3.1 - Safe Routes to School/Street Smart</i>	175,000	175,000	175,000	175,000
<i>Element 3.2 - Commute Alternative Programs</i>	329,137	350,000	350,000	250,000
<i>Element 3.3 - Alternative Fuel Vehicle Program</i>	166,668	350,000	225,000	336,000
Subtotal, Measure B Programs	1,526,555	4,182,095	4,017,095	2,456,000
Interagency Agreements				
Caltrans - MSN B8 PS&E/ROW Support & Capital	48,685	225,000	154,000	150,000
Various Agencies - Bike/Ped Path Maintenance	26,299	100,000	30,000	30,000
Marin Transit - Bus Facility Lease or Purchase	-	1,100,000	-	1,100,000
Caltrans & Other - MSN B7 PS&E/ROW Support &	44,288	450,000	5,000	1,525,000
Caltrans - MSN B7 Construction Capital & Support	-	1,026,000	328,000	550,000
Caltrans - 101/580 Multil-modal and Local Access PID	32,931	120,000	95,000	40,000
Caltrans - 101 Interchange Studies	-	-	-	100,000
Caltrans - SR-37 Segment A1 Design/ROW coop	-	-	-	500,000
Caltrans - Part Time Transit Lane	-	-	-	50,000
Marin City Flood Mitigation	-	-	1,000,000	2,000,000
Expired Expenditure Line Items	7,631,005	1,927,000	83,927	-
Subtotal, Interagency Agreements	7,783,208	4,948,000	1,695,927	6,045,000
TFCA Programs/Projects				
TFCA - Reimbursement of Various Capital Projects	78,988	394,000	219,000	334,000
Expired Expenditure Line Items	283,637	28,364	-	-
Subtotal, TFCA Programs/Projects	362,625	422,364	219,000	334,000
Check	362,625	422,364	219,000	334,000
Total Expenditures	36,826,234	53,351,200	45,975,429	62,066,682
Net Change in Fund Balance	9,773,432	(11,833,957)	(4,205,506)	(11,787,206)
Ending Balance	45,649,498	33,815,541	41,443,992	29,656,786

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

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

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

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

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

Budget Line	FY2021-22 Actual	FY2022-23 Final Budget	FY2022-23 Estimates	FY2023-24 Proposed Budget
<u>Beginning Balance</u>	<u>2,630,577</u>	<u>3,235,180</u>	<u>3,235,180</u>	<u>1,398,969</u>
REVENUE				
Measure B Vehicle Registration Fee Revenue	2,311,091	2,300,000	2,300,000	2,250,000
Interest Revenue	16,916	20,000	80,000	110,000
<u>Total Revenue Available</u>	<u>2,328,007</u>	<u>2,320,000</u>	<u>2,380,000</u>	<u>2,360,000</u>
EXPENDITURES				
Administration				
Salaries & Benefits	189,320	148,000	192,000	233,136
Legal Services	168	10,000	1,000	10,000
Document/Video/Marketing Material Production	1,099	5,000	100	5,000
Expired Expenditure Line Items	1,263	6,000	1,266	-
<u>Subtotal, Administration</u>	<u>191,850</u>	<u>169,000</u>	<u>194,366</u>	<u>248,136</u>
Measure B Programs				
Element 1 - Maintain Local Streets & Pathways	<u>57,396</u>	<u>2,357,095</u>	<u>2,317,095</u>	<u>800,000</u>
<i>Element 1.1 - Local Streets and Roads</i>	-	2,257,095	2,257,095	700,000
<i>Element 1.2 - Bike/Ped Pathways Maintenance</i>	57,396	100,000	60,000	100,000
Element 2 - Seniors & Disabled Mobility	<u>808,354</u>	<u>950,000</u>	<u>950,000</u>	<u>895,000</u>
<i>Element 2.1 - Mobility Management Programs</i>	100,000	100,000	100,000	100,000
<i>Element 2.2 - Paratransit & Low-Income Scholarships</i>	205,000	190,000	190,000	180,000
<i>Element 2.3 - Paratransit Plus</i>	360,000	360,000	360,000	340,000
<i>Element 2.4 - Volunteer Drive & Gap Grant</i>	143,354	300,000	300,000	275,000
Element 3 - Reduce Congestion & Pollution	<u>660,805</u>	<u>875,000</u>	<u>750,000</u>	<u>761,000</u>
<i>Element 3.1 - Safe Routes to School/Street Smart Program</i>	175,000	175,000	175,000	175,000
<i>Element 3.2 - Commute Alternative Programs</i>	319,137	350,000	350,000	250,000
<i>Element 3.3 - Alternative Fuel Vehicle Program</i>	166,668	350,000	225,000	336,000
<u>Subtotal, Measure B Programs</u>	<u>1,526,555</u>	<u>4,182,095</u>	<u>4,017,095</u>	<u>2,456,000</u>
Expired Expenditure Line Items	5,000	-	4,750	-
<u>Total Expenditures</u>	<u>1,723,405</u>	<u>4,351,095</u>	<u>4,216,211</u>	<u>2,704,136</u>
Net Change in Fund Balance	604,603	(2,031,095)	(1,836,211)	(344,136)
<u>Ending Balance</u>	<u>3,235,180</u>	<u>1,204,085</u>	<u>1,398,969</u>	<u>1,054,833</u>

Table 3.3: FY2023-24 Annual Budget – CMA

Budget Line	FY2021-22 Actual	FY2022-23 Final Budget	FY2022-23 Estimates	FY2023-24 Proposed Budget
<u>Beginning Balance</u>	<u>1,134,574</u>	<u>957,475</u>	<u>957,475</u>	<u>646,271</u>
REVENUE				
Cities/Towns and County CMA Fee	500,000	550,000	550,000	576,950
Interest Revenue	31,817	25,000	120,683	160,000
MTC STP/CMAQ Planning & OBAG Grant Funds	850,748	1,228,121	1,000,000	1,524,234
MTC Regional Measure 3 Fund	-	-	-	2,666,507
CA State Earmark	-	-	-	3,000,000
State TDA Fund	274,062	-	105,000	83,000
Federal STP Fund	10,000	10,000	10,000	5,000
Highway Safety Improvement Program (HSIP)	12,633	72,000	62,000	10,000
Part Time Transit Lane Grant	-	-	-	404,648
Realized Highway 101 ROW Excess Fund	92,974	225,000	159,000	1,675,000
<i>Expired Revenue Line Items</i>	<i>7,145,724</i>	<i>1,618,395</i>	<i>429,240</i>	-
<u>Total Revenue Available</u>	<u>8,917,957</u>	<u>3,728,516</u>	<u>2,435,923</u>	<u>10,105,340</u>
EXPENDITURES				
Administration				
Salaries & Benefits	948,365	1,123,000	1,049,000	1,219,737
Legal Services	5,270	10,000	-	10,000
Document/Video/Marketing Material Production	935	20,000	-	5,000
Memberships	2,500	22,500	22,500	25,000
Travel/Meetings/Conferences	420	6,500	500	1,000
<i>Expired Expenditure Line Items</i>	<i>5,112</i>	<i>5,000</i>	<i>1,000</i>	-
<u>Subtotal, Administration</u>	<u>962,602</u>	<u>1,187,000</u>	<u>1,073,000</u>	<u>1,260,737</u>
Professional Services				
Travel Model Maintenance & Update	-	100,000	80,000	200,000
Traffic Monitoring, Reporting & Travel Model Data Requests	52,441	75,000	110,000	150,000
Project Management Oversight	86,759	40,000	85,000	40,000
101/580 Multi-modal and Local Access Improvements	-	-	-	1,660,000
State Legislative Assistance	44,100	46,200	46,200	60,000
N/S Greenway - Construction Support	205,819	100,000	105,000	83,000
Public Outreach Service Support	-	15,000	1,000	10,000
Part Time Transit Lane PID & PA/ED	-	-	-	302,000
Countywide Transportation Plan	-	150,000	10,000	350,000
Local Road Safety Plan	-	72,000	62,000	10,000
SR-37 Segment A1 Design	-	-	-	500,000
Equity Framework	-	50,000	-	50,000
<i>Expired Expenditure Line Items</i>	<i>19,356</i>	<i>5,000</i>	-	-
<u>Subtotal, Professional Services</u>	<u>408,475</u>	<u>653,200</u>	<u>499,200</u>	<u>3,415,000</u>
Interagency Agreements				
Caltrans - MSN B8 PS&E/ROW Support & Capital	48,685	225,000	154,000	150,000
Caltrans & Other - MSN B7 PS&E/ROW Support & Capital	44,288	-	5,000	1,525,000
Caltrans - MSN B7 Construction Capital & Support	-	-	-	550,000
Caltrans - 101/580 Multi-modal and Local Access PID Co-Op	-	-	-	30,000
Caltrans - SR-37 Segment A1 Design/ROW coop	-	-	-	500,000
Caltrans - Part Time Transit Lane PID Oversight	-	-	-	50,000
Marin City Flood Mitigation	-	-	1,000,000	2,000,000
<i>Expired Expenditure Line Items</i>	<i>7,631,005</i>	<i>1,859,000</i>	<i>15,927</i>	-
<u>Subtotal, Interagency Agreements</u>	<u>7,723,978</u>	<u>2,084,000</u>	<u>1,174,927</u>	<u>4,805,000</u>
<u>Total Expenditures</u>	<u>9,095,056</u>	<u>3,924,200</u>	<u>2,747,127</u>	<u>9,480,737</u>
Net Change in Fund Balance	(177,099)	(195,684)	(311,204)	624,603
<u>Ending Balance</u>	<u>957,475</u>	<u>761,791</u>	<u>646,271</u>	<u>1,270,873</u>

Table 3.4: FY2023-24 Annual Budget – TFCA

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

FY2023-24 Appropriation Limit

Per Article XIII B of California State Constitution, all State and local governments, including any city and county, school district, special district, authority, or other political subdivision of or within in the State, are subject to the appropriations limitation imposed by Proposition 4 (1979) and later amended by Proposition 111 (1990). The appropriations limit only applies to those revenues defined as "proceeds of taxes", which in TAM's case, is the sales tax revenue and its interest revenues generated by the Measure A/AA ½-Cent Transportation Sales Tax.

TAM Ordinance 2018-01, the ordinance that adopted the Measure AA ½-Cent Transportation Sales Tax Expenditure Plan, set the FY2019-20 appropriation limit for the sales tax at \$70 million, to be adjusted annually based on two factors: change in the cost of living and population of the County. The appropriation limit for FY2023-24 is \$88.4 million.

DRAFT

FY2023-24 Work Plans by Function

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

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

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

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

Highlights of the FY2023-24 work plans for all major functions are included as follows.

Administration & Finance Function:

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

Major Ongoing Work Items:

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

Expected to be Delivered Work Items:

- ✓ Complete the Agency-wide compensation study and recommend any necessary adjustment to the salary schedule and benefits – December 2023;
- ✓ Manage and lead the FY2024-25 Annual Budget development process and make any potential improvements and adjustments;
- ✓ Finalizing record retention policy and board adoption – September 2023;
- ✓ Phone system upgrade and maintenance – September 2023;
- ✓ Manage the agency's IT Upgrade project, including server replacement and other computer needs;

- ✓ Assist in the FY2023-24 Measure A/AA & Measure B Strategic Plans update process, manage financial/revenue related sections for both funds, and track programming and allocations;
- ✓ Assist in the ongoing fund plan and cash flow needs discussion, particularly for MSN and the 101-580 Multi-Modal and Local Access Improvement projects due to the complexity caused by the litigation against the RM3 funds;
- ✓ Manage and coordinate the FY2022-23 annual financial, single, and other regulatory audits and reviews with outside auditors;
- ✓ Manage the 2023 Measure A/AA Compliance Audit process and provide necessary support to the fund recipients and auditor;
- ✓ Investment and banking service review and potential exploration of other options if necessary.

Public Information and Outreach Function:

Under the direction of the TAM Board and Executive Director, the Public Information and Outreach Unit manages TAM's public information, stakeholder engagement, media relations, and project-related meetings and events.

Major Ongoing Work Items:

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

Expected to be Delivered Work Items:

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

- ✓ Conduct extensive public engagement efforts for major capital improvement programs, including Marin-Sonoma Narrows, the North/South Greenway Gap Closure, the Bellam Boulevard offramp project and the Highway 101-580 Multimodal and Local Access Improvements Project;
- ✓ Support outreach efforts for agency partner projects in Marin, including Ramp Metering, the Third Street Rehabilitation, East Blithedale Avenue, Safe Pathways projects and other TAM funded transportation improvement projects;
- ✓ Manage student mentorship and internships program.

Planning and Program Management:

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

Planning Activities

Major Ongoing Work Items:

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

- ✓ Support Caltrans Planning Grants and other local planning grants to maximize outside funding awarded for Marin County transportation planning needs.

Expected to be Delivered Work Items:

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

Program Management Activities

Major Ongoing Work Items:

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

Expected to be Delivered Work Items:

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

Programming & Legislation Function:

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

Ongoing Work Items:

- ✓ Manage the Measure A/AA Transportation Sales Tax Program and the Measure B Vehicle Registration Fee Program as amended in 2023;
- ✓ Manage TFCA and TDA Article 3 Program funds - participate in regional policy discussions and develop programming recommendations on TFCA and TDA funds;
- ✓ Manage TAM's State Transportation Improvement Program (STIP) and maintain the Transportation Improvement Program (TIP) database for Marin projects;
- ✓ Oversee implementation and support local agency projects from OBAG Cycle 2 and 3;
- ✓ Assist TAM and partner agencies in seeking discretionary funds and complying with regional, state, and federal requirements related to those funds;
- ✓ Develop annual legislative platform, monitor relevant state legislation, and communicate TAM's platform to stakeholders, key legislators, and partnering agencies;
- ✓ Monitor and apply for federal and state earmark opportunities;
- ✓ Monitor regional funding opportunities including RM3 and OBAG programs;
- ✓ Monitor delivery of TAM local funded projects;
- ✓ Coordinate with local agencies, including Marin Transit and GGBHTD, on submitting annual reports required by TAM funds;
- ✓ Convene TAM's BPAC as needed to evaluate funding recommendations and to review project updates;
- ✓ Prepare requests for programming and allocation of SB1 Local Partnership Program (LPP) Formulaic funds;
- ✓ Monitor annual obligation status and potential inactive status on state and federal funded projects;
- ✓ Coordinate with partner agencies, including TAM, for SB1 competitive programs where applicable;
- ✓ Participate in pertinent local, regional, state, and federal working groups and meetings, including but not limited to MTC, CTC, BAAQMD, MPWA, etc.

Expected to be Delivered Work Items:

- ✓ Complete Measure B Strategic Plan with TAM Board Approval in July 2023;
- ✓ Prepare allocation request forms and resolutions for TAM Board adoption in July, for local infrastructure projects and transit programs and projects funded with TAM local funds;
- ✓ Review and process reimbursement requests for TAM local funded projects;
- ✓ Work with Marin Transit to reconcile year end expenditures on TAM local funds;
- ✓ Update the Revenue and Expenditure component of the Measure AA Strategic Plan for adoption in the spring of 2024;
- ✓ Receive allocations of LLP funds for selected projects;
- ✓ Complete a Call for Projects with TFCA and TDA funds;
- ✓ Issue Call for Projects with Safe Pathway funds;
- ✓ Develop applications for TAM's Formulaic LPP funds for Cycle 4;

- ✓ Establish Equity Investment Analysis;
- ✓ Initiate Measure AA Expenditure Plan 6-Year Review;
- ✓ Establish Contractor Scope for State Legislative Support.

Project Management and Delivery Function:

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

Major Ongoing Work Items:

- ✓ Monitor construction of the last remaining segment of MSN carpool lane extension from northern Novato to the Sonoma County line, the MSN B7 project;
- ✓ Continue with design of the MSN B8 Utility Relocation project, the companion project to the MSN B7 project;
- ✓ Coordinate and collaborate with SR-37 Policy Committee partners to plan and implement short and long-term projects to mitigate flooding and congestion along the entire 21-mile corridor, as well as a specific segment in Marin County;
- ✓ Preliminary engineering for 580/101 Multi-Modal and Local Access Improvement Project, with environmental process to begin in late 2023;
- ✓ Study effects of changing the HOV hours of operation on U.S. 101 (pending funding availability);
- ✓ Manage Safe Routes to School and Crossing Guard Programs;
- ✓ Coordinate with other agencies on ramp metering, Richmond-San Rafael (RSR) Bridge upper deck improvements, RSR Bridge access improvements, the relocation of the San Rafael Transit Center, and the Tamalpais Overcrossing Seismic and ADA Improvement Project;
- ✓ Monitor the preparation of the Caltrans US-101 Manzanita and Southern Marin Sea Level Rise project initiation document;
- ✓ Monitor the coordination and preparation of flood mitigation projects for Marin City and assist with funding of the projects;
- ✓ Continue to develop a Project Initiation Document that proposes a series of operational improvements and multi-modal enhancements to three Interchanges on US101;
- ✓ Continue to help local public agencies in funding EV purchases/leases, e-bike purchases and charging station installations;
- ✓ Update and maintain the Local Agency Annual Disadvantaged Business Enterprise Program and the Americans with Disabilities Act Annual Certification through the Caltrans Office of Local Assistance;
- ✓ Provide Project/Program Management Oversight of minor agency contracts and on-call services;
- ✓ Participate in MPWA and BACTA meetings;

Prepare and develop applications for grant opportunities and assist local agencies with the preparation and submission of applications to grantors.

Expected to be Delivered Work Items:

- ✓ Coordinate with Caltrans to prepare the environmental clearance document for State Route 37 Segment A1 between U.S. 101 and Atherton Avenue;
- ✓ Complete design of Bellam Boulevard safety improvements from Northbound U.S. 101 to separate regional traffic from local traffic, seeking funding for construction;
- ✓ Obtain Caltrans approval of the Project Study Report – Project Development Support for the Northbound US-101 to I-580 Multi-Modal and Local Access Improvement Project;
- ✓ Assist with the implementation of the North/South Greenway project in the City of Larkspur to extend the multi-use path from the Corte Madera Creek crossing southbound along Old Redwood Highway to the pedestrian overcrossing;
- ✓ Assist in funding the Marin City flood mitigation projects being developed by County of Marin and Caltrans;
- ✓ Advance a Local Road Safety Plan for Marin and develop next steps for implementation in partnership with other local agencies;
- ✓ Initiate preparation of the Project Initiation Document for a Part Time Transit Lane on Southbound U.S. 101 from Novato to San Rafael.

Appendix: FY2023-24 Classification & Salary Range

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

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

Note 1: Executive Director does not have salary steps.

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

THIS PAGE LEFT BLANK INTENTIONALLY

From: [Sue Saunders](#)
To: [TAM Info](#)
Subject: Comments for TAM board 5/23/2023 meeting
Date: Sunday, May 21, 2023 1:19:49 PM

From: Susannah Saunders

Member of the Citizens Oversight Committee

To: Transportation Authority of Marin Board

May 21, 2023

Dear TAM board members,

I recently learned that the United Nations now predicts we will reach 1.5 degrees of warming by 2027. I had to take a minute to absorb that tragic news. Anything above 1.5 degrees will be challenging to say the least. It is with this in mind that I ask you to keep full funding for alternative fuels and not remove \$100,000 from this critical element as requested by town staff. .

As I'm sure you are all aware 56% of emissions in Marin County come from transportation. 80% of that is from passenger gas fueled cars. Why on earth would we even consider cutting funding for the transition to electric vehicles or other solutions to climate change and air pollution?

There are many reasons to keep that funding in the budget. For example, we need robust public outreach to educate the public about electric vehicles, E bikes, and other alternatives to driving. We need to get drivers to make the switch to EVs. We also need to get people to use alternative forms of transportation like ebikes, the smart train, and other forms of public transportation.

Recently, the federal government released complicated tax incentives to switch to electric vehicles. There is also a new rebate to turn in older cars, a utility rebate, and the ability to get the tax credit for any new electric vehicle by leasing instead of buying. The dealer can take the full tax credit and pass it along to the consumer through the lease.

California has a new income based rebate structure that means a low income individual receives \$7500 from the state. There is a \$4500 tax credit if a used electric vehicle is purchased from a dealer. I believe there is also going to be a \$1000 rebate to buy a new ebike. If this is news to any of you, you can be sure the public has trouble understanding the complicated funding available to purchase, lease, or buy an electric vehicle or ebike.

Furthermore, it is vital that we make the public aware of the benefits to public health and the planet of transporting themselves without using gas fueled cars. There is an ever growing list of electric vehicles for sale or lease with a myriad of features and charging speeds. This is an exciting time to make the switch. Yet, it is very difficult for a layman to understand all the options. Even car dealers know very little about this new technology.

I would not have bought my all electric Chevy Bolt without seeing it at an event put on by the Environmental Forum of Marin. It is critical that we provide opportunities to look at Electric Vehicles and talk to EV owners, especially for disadvantaged communities. They are the ones being hurt first and worst by air pollution. Due to redlining and racism many communities of color live in areas with the highest concentrations of toxic air from tailpipe emissions.

There is also new technology, such as bidirectional charging customers will need to be educated about. For these reasons and more we need to keep the \$100,000 in the alternative fuels budget that is currently slated for removal. We are in a climate emergency and we cannot falter.

Sincerely,

Susannah, Saunders



May 24, 2023

BOARD OF DIRECTORS

William Carney, President
Linda Jackson, Vice President
Stuart Siegel, Secretary
Arlin Benavides
Greg Brockbank
Kay Karchevski
Kiki La Porta
Annika Osborn
Howard Schwartz

415.302.0110

Board of Commissioners
Transportation Authority of Marin
3501 Civic Center Drive, room 330
San Rafael, CA 94903

RE: Draft FY 2023-24 Budget Release (6a)

Honorable Commissioners,
We write to request that you increase the budget for Measure B EV support to at least the FY 2022-23 level of \$350,000, reversing the proposed cut of \$100,000.

The Marin and State goals of achieving net zero greenhouse gas emissions by 2045 will not succeed without increased support for electric vehicles and other transportation alternatives, when gas vehicles continue to spew over half of the emissions driving climate change in Marin.

The proposed reduction of already insufficient support sends exactly the wrong message, just as Marin's jurisdictions are considering stepped up actions pursuant to the new countywide EV Acceleration Strategy.

The first goal of this Strategy is "Robust Community Outreach and Education," including countywide marketing campaigns and ride-and-drive events. Increased funding of these efforts is critical to rev up EV adoption throughout Marin.

We request that you direct staff to restore this funding, emphasizing the need for promotional events and other outreach in support of the EV actions and Climate Action Plans in all Marin jurisdictions and communities. We also urge that you find additional future funding for this increasingly important component of 21st Century transportation.

Thank you for considering a heightened commitment to completing the transition to EVs within the twelve years before California's ban on selling gas vehicles takes effect.

Sincerely,

William Carney,
President

THIS PAGE LEFT BLANK INTENTIONALLY

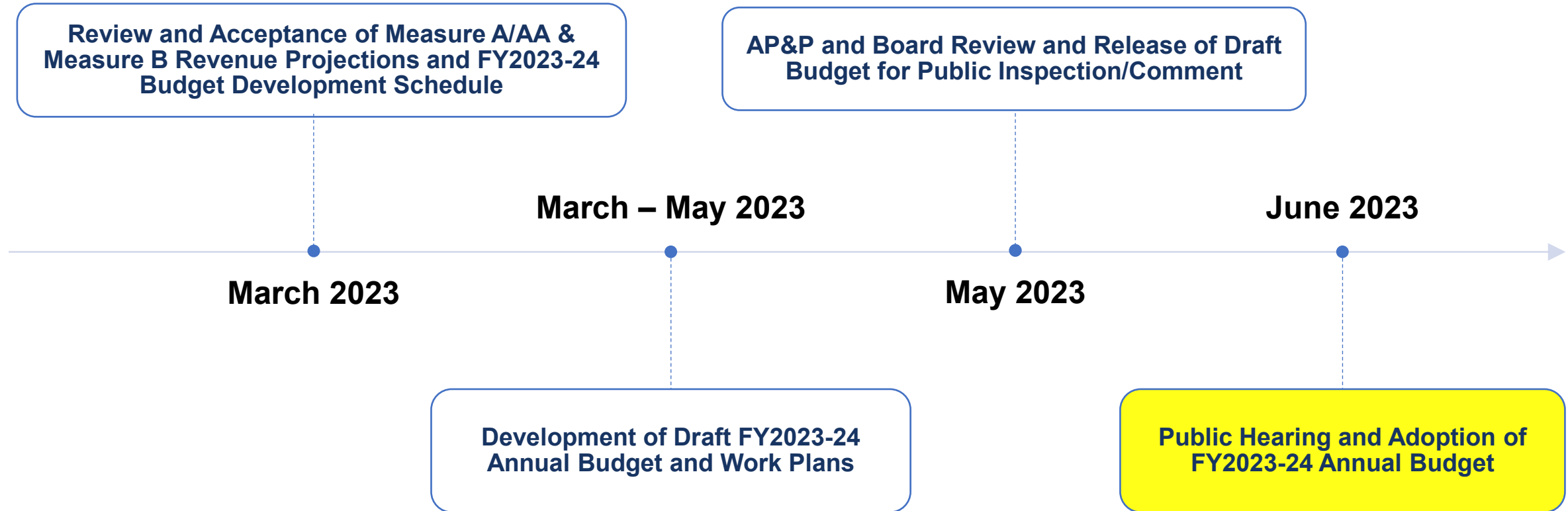


Adoption of Proposed TAM FY2023-24 Annual Budget

Transportation Authority of Marin
Board of Commissioners

June 22, 2023

FY2023-24 Budget Timeline and Process



TAM Budget Structure



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

Expected Revenues and Expenditures for FY2023-24

- Revenue: \$50.28 million; Expenditure: \$62.07 million, expected to end the year with a fund balance of \$29.66 million.
- When budgeted expenditure exceeds revenue, it means that TAM and its partner agencies are planning to use prior year accumulated fund balances to deliver projects and programs in that particular year.

Chart 1: Proposed FY2023-24 Revenues by Fund
(Numbers in Million)

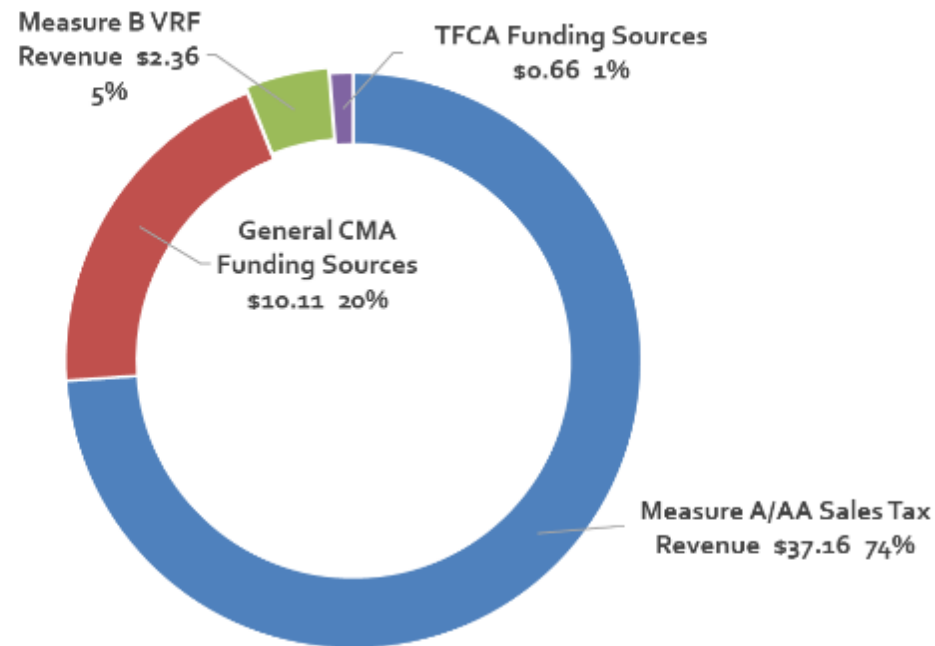
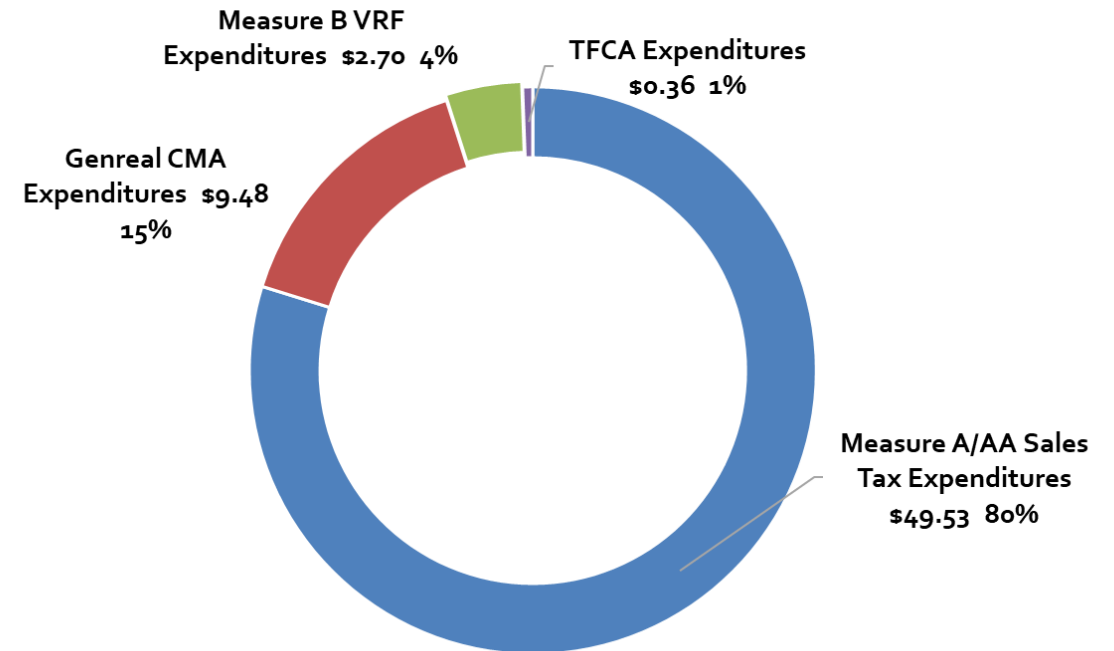


Chart 2: Proposed FY2023-24 Expenditures by Fund
(Numbers in Million)



Major FY2023-24 Revenue and Expenditure Items

Major Revenue Items:

- Measure A/AA Sales Tax Revenue - \$35.68M
- Measure B VRF Revenue - \$2.25M
- MTC Planning Funds - \$1.5M
- RM 3 Funds - \$2.67M
- Marin City Earmark - \$3M
- Interest Revenue - \$1.78M

Major Expenditure Items:

- Transit Allocation - \$21.38M
- Major Road Project - \$8.25M
- Local Streets and Roads - \$6.88M
- Safe Routes to School - \$1.26M
- Safe Pathway Projects - \$1.25M
- Crossing Guard - \$2.06M
- Major Capital Project Professional Support - \$3.06M
 - Bellam Blvd Design & ROW
 - 101/580 Multi-Modal & Local Access Project
 - SR37 Segment A1 Design
- Major Interagency Agreement Items - \$4.7M
 - MSN B7 Construction
 - Caltrans SR37 A1 Segment Support
 - Marin City Flood Mitigation

Economic Update Since May Review

- Still a lot of uncertainties...
 - Bank crisis not over yet
 - Housing market stability
 - Troubled office building market
 - Inflation concern
 - Geopolitical conflicts
 - Strong labor market, but tech layoffs
 - Tourism mostly back
 - More??
- Maintain current FY2023-24 positive sales tax growth and provided the Board with timely updates



Changes to the Budget Since May Review

Change Reflected in the budget document:

- Increased the expenditure for the budget line “Measure B Element 3.3 – Alternative Fuels Vehicle Program” from the initial \$250,000 to \$336,000 for FY2023-24. The \$86,000 budget increase is to cover the EV charging rebate needs for 42 chargers that the School District plans to install.

Amendments expected in future:

- Incorporation of RM3 related revenues and expenditures into the budget once MTC allocation approved and reimbursement process confirmed
- Addition of the pending/recommended Mobility Hub Grant
- Other potential federal and state grant awards, such as pending applications for a Caltrans planning grant and a RAISE grant for the Bellam project

Public Comments Received Since May Review

Comment 1: Letter from Sustainable San Rafael, regarding Electrical Vehicle (EV) spending level.

Comment 2: Email from San Anselmo resident Susannah Saunders, regarding EV spending level.

Comment 3: Comment from Mill Valley resident Clayton Smith, regarding staff salary/benefit information and how staff costs are assigned to various projects and programs.

Work Plan Highlights – Overall

- Deliver the Measure A/AA and Measure B Expenditure Plans
 - Advance major capital projects, programs, and planning
 - Implement amended Measure B Expenditure Plan
 - Support local efforts – transit, local roads, active transportation
- Continue adapting to post-Covid shifts
 - Across various areas: traffic monitoring, economy/budget, outreach/communication
 - Internal policies & operations: HR, IT, etc.
- Plan for the future
 - Countywide Transportation Plan, Sea Level Rise, Equity, Multi-agency collaborations
 - Develop project pipeline and pursue new funding opportunities

Work Plan Highlights – Administration and Finance

- Continue to support the TAM Board and various committees
- Manage various audits, including the agency's annual financial audit, Measure A/AA compliance audit and other audits required by the grantors
- Continue agency's IT infrastructure, phone system and security improvement
- Complete the agency classification study
- Continue to effectively and timely manage the agency's cash and investment to meet project/program delivery fund needs

Work Plan Highlights – Public Outreach

- Outreach for key initiatives and conduct public engagement for various projects and programs
- Educational presentations for Board members and special sessions for specific issues and programs such as the CTP and equity engagement
- Support outreach efforts for agency partner projects in Marin, including Ramp Metering, the Third Street Rehabilitation, East Blithedale Avenue, Safe Pathways projects and other TAM funded transportation improvement projects
- Manage student mentorship/internship program
- Produce ongoing, regular communication and materials

Work Plan Highlights – Planning

- Develop the CTP
- Launch Sea Level Rise Planning for transportation network in Marin County
- Initiate community-based transportation plan updates as needed
- Participate in MTC update to Plan Bay Area (PBA 2050+), and update TAM travel model for PBA 2050 consistency
- Develop new Traffic Monitoring program using big data and continuing historical data collection efforts as appropriate, develop work scope
- Complete participation in MWPA Wildfire Evacuation Plan and support transition to implementation of infrastructure improvements
- Seek Grant funding and scope for a Countywide Active Transportation Plan

Work Plan Highlights – Program Management

- Re-bid and launch initial operating phase of the Marin and Sonoma County Bike Share Pilot Program
- Monitor and implement seasonal Marin Commutes incentive campaigns
- Closeout Multi-County State Route 37 Corridor TDM pilot program
- Advance discussion and implementation around the TAM Innovation Program
- Continued delivery of EV Charging Infrastructure, Fleet Rebates, and Outreach efforts
- Assess future First/Last mile programs
- Oversee Safe Routes to Schools program

Work Plan Highlights – Programming & Legislation

- Develop and update Measure B and Measure A/AA Strategic Plans
- Manage various funding allocation and reimbursement processes
- Issue Call for Projects for TFCA and TDA funds, and Safe Pathway funds
- Establish Equity Investment Analysis
- Continue to provide state legislation support
- Develop process for Measure AA Expenditure Plan 6-Year Review
- Develop strategic approach for IIJA grants, distribute information about opportunities, and support applications as appropriate

Work Plan Highlights – Project Management and Delivery

- Support Caltrans in preparing the EIR for SR 37 Segment A1
- Complete design of Bellam Blvd. offramp project & seek funding for construction
- Obtain Caltrans approval of the Project Study Report – Project Development Support for the 101/580 Multi-Modal and Local Access Improvement Project
- Assist with the completion of the North/South Greenway project with City of Larkspur from the Corte Madera Creek crossing southbound along Old Redwood Highway to the pedestrian overcrossing
- Assist the development of the Marin City flood mitigation projects
- Prepare Local Road Safety Plan for Marin and develop implementation plan
- Prepare Project Initiation Document for the Part-Time Transit Lane project
- Oversee Crossing Guard program

Action Needed:

***The TAM Board adopts the
Proposed FY2023-24 Annual Budget***





DATE: June 22, 2023

TO: Transportation Authority of Marin Board of Commissioners

FROM: Anne Richman, Executive Director *Anne Richman*
Derek McGill, Director of Planning
Scott McDonald, Principal Transportation Planner

SUBJECT: North-South Greenway & Cross Marin Bikeway Status Report (Action), Agenda Item No. 7

RECOMMENDATION

The TAM Board reviews and accepts the Draft North-South Greenway & Cross Marin Bikeway Status Report.

At its June 12 meeting, the Administration, Projects and Planning (AP&P) Executive Committee reviewed the item, provided comments and voted unanimously to refer the report to the TAM Board for review and acceptance.

The AP&P Executive Committee discussed the report extensively and provided several substantive inputs, which are discussed on the following page of this staff report.

BACKGROUND

Based on the Board direction, staff has been developing a status report that illustrates the progress of the North-South Greenway (NSGW) and Cross Marin Bikeway (CMB), two primary bicycle/pedestrian corridors in Marin County running north-south and east-west, respectively. Over the years, TAM and other agencies have contributed significant resources to plan, fund, and deliver infrastructure improvements at various locations throughout these corridors. While major milestones have been celebrated in recent years, such as the completion of the Central Marin Ferry Connector Bridge across Sir Francis Drake Boulevard and the NSGW Project Over Corte Madera Creek, there are still major gaps within the two corridors. The progress made over the years and the status of the remaining gaps within these two corridors are highlighted in the attached draft report (Attachment A).

DISCUSSION

To develop a common understanding of the two corridors, which have not been formally adopted by local agencies, and to shed light on the status of remaining gaps, the attached draft report (Attachment A) contains information gathered over the past several months from local agencies within the corridors, which have been closely collaborating with TAM staff and consulting firms TYLin and Sam Schwartz through an on-call contract, to ascertain work completed, underway, or planned for the future. Feedback was also provided by local bicycle advocacy organizations.

Based on the information gathered, the report identifies that 62% of the NSGW corridor contains existing segments, while 38% of the corridor remains as gaps. Along the CMB, it was identified that 89% are existing segments, while 11% remains as gaps.

The gaps are shown where no existing routing is located, including areas where improvements are being considered (but have not been started) to close gaps in the networks based on communication with the local agencies.

The report summarizes the incomplete segments along the two corridors, describes work being done to close these gaps, and identifies short-term alternative routes (where available). Note that for some areas, clearly defined gap closure projects have either been planned or are underway. For these locations, details related to costs and schedules are provided. In other cases, addressing gaps may require further study to determine next steps. For these locations, more limited information has been provided in the report. Finally, please note that:

- The report does not identify or develop new pedestrian/bicycle connections or project scopes, as this was not the intent of the report.
- The report does not provide an evaluation of the existing facilities in terms of bicyclists' stress or comfort levels, even if existing segments vary in condition and typology (e.g., on-street bike lane vs. multi-use pathways) and several planned improvements were identified.

BPAC Review

Staff presented a working draft of the report to the TAM Bicycle/Pedestrian Advisory Committee (BPAC) on May 16, 2023. The presentation and discussion provided several key themes of substantive input, which have been noted below:

- As noted above, the report doesn't evaluate bicyclists' stress or comfort levels for existing facilities. Some BPAC members felt that until a segment of the corridor is user friendly, it should not be considered completed. Therefore, showing segments as "existing" rather than "complete" was suggested.
- There should be study of fund sources for maintenance of older pathways that were built decades ago but have deteriorated in condition, or pathways that lack sufficient lighting. Funding for on-going maintenance of newer paths should also be considered.

Based on these abovementioned suggestions and associated edits, the report has been refined further since the BPAC presentation.

AP&P Executive Committee Review

Staff presented a draft of the report to the TAM AP&P Executive Committee on June 12, 2023. The Committee discussed the report in detail and provided several key themes of substantive input, which have been noted below:

- The report should enable coordinated grant application opportunities.
- The current alignments shown in the report alongside the gaps are important to consider as alternatives in cases where closing gaps may be costly or otherwise challenging. For example, the Horse Hill Path shown as a current alignment was noted as a potential alternative to the Alto Tunnel given the relatively high cost to provide an improvement at the Alto Tunnel.
- A future effort might consider the ranking of the gaps.
- The Cross Marin Bikeway linkage to Fairfax-Bolinas Road is critical with a connection to open space.
- There is an opportunity to consider future branding and marketing of the corridors in order to improve the cohesion and clarity of the network.

NEXT STEPS

Staff will incorporate additional input from the TAM Board meeting into the report as needed in order to finalize the report. Once finalized, the report should inform next steps and opportunities, while in many cases additional advanced planning will be necessary to identify specific improvements or projects to address remaining gaps.

ATTACHMENTS

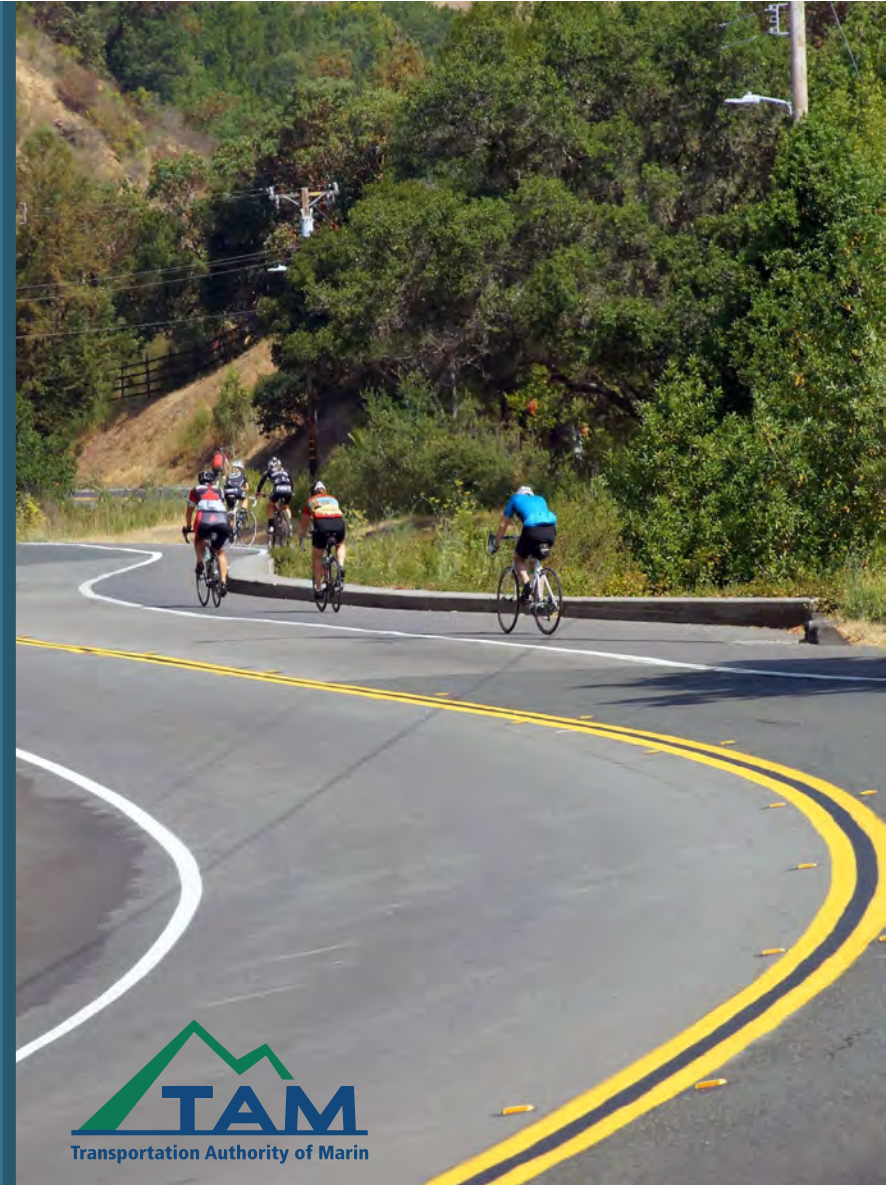
Attachment A – DRAFT North-South Greenway & Cross Marin Bikeway Status Report
Attachment B – Staff PowerPoint Presentation

THIS PAGE LEFT BLANK INTENTIONALLY

North-South Greenway & Cross Marin Bikeway Status Report

Transportation Authority of Marin

Draft Final Report
June 2023



Acknowledgements

The completion of this status report would not have been feasible without the collaboration of the jurisdictions that are connected by the North-South Greenway and Cross Marin Bikeway. As such, we would like to thank the cities and towns of Corte Madera, Fairfax, Larkspur, Mill Valley, Novato, San Anselmo, San Rafael, and Sausalito for the involvement of their staff in this project. Additionally, we would like to thank the County of Marin, SMART, and Golden Gate Bridge, Highway & Transportation District for their helpful contributions.

Finally, we would like to express our sincere gratitude to WTB-TAM, Marin County Bicycle Coalition (MCBC), and TAM's Bicycle & Pedestrian Advisory Committee (BPAC) for meeting with us and sharing their extensive knowledge of the two corridors and future projects that will help close the remaining gaps.



Table of Contents

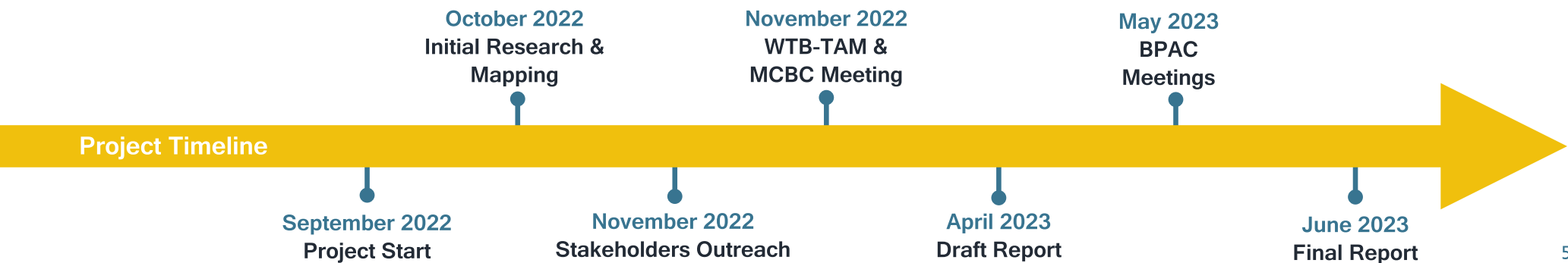
- 1** Introduction
- 2** Corridor Quick Facts
- 3** North-South Greenway Status Report
- 4** Cross Marin Bikeway Status Report
- 5** Conclusion

1. Introduction.

About the Project

This status report identifies the remaining gaps in the North-South Greenway (NSGW) and Cross Marin Bikeway (CMB) corridors. These corridors are integral to Marin County's local transportation system, along with routes such as Bay Trail, Hwy 101, and North-South Bikeway. Their completion will therefore mark a major milestone in the region's push towards creating an extensive active transportation network. The goal of this research effort was to identify any incomplete segments (gaps) along the two corridors, discuss their status, and identify potential short-term alternative routes. While existing segments vary in condition and typology (e.g., on-street bike lane vs. multi-use pathways) and several planned improvements to existing segments were identified, the report does not provide an evaluation of the existing facilities in terms of bicyclist's stress or comfort level. Additionally, the report does not identify new pedestrian/bicycle connections that were not part of the communication and information gathered for the NSGW and CMB. However, potential extensions of the corridors are discussed in this report.

The project team, composed of staff from TAM and Sam Schwartz, investigated online resources, maps, and project reports to compile a comprehensive list of incomplete segments along the two corridors. Relevant agency and local partners were contacted for input and verification, and through a robust coordination effort, the team was able to summarize the status of the corridors, as presented in the maps and summary tables included in this report.



Corridor Highlights

Closing the gaps for the NSGW and CMB corridors is an on-going effort, and progress has been made in recent years, thanks to the dedication and hard work of public agencies, local jurisdictions, pedestrian & bicycle advocates, and residents. Federal and local grant programs, such as the federal Non-motorized Transportation Pilot Program (NTPP) and the One Bay Area Grant program (OBAG), have also played a crucial role in helping multi-modal transportation options in Marin County.

The **Non-motorized Transportation Pilot Program** was a federal initiative that provided approximately \$25 million each to four communities selected at a national level (Columbia, MO; Marin County, CA; Minneapolis area, MN; Sheboygan County, WI) between 2006 and 2010 to increase levels of walking and cycling.

Local agencies and organizations are determined to make Marin County accessible, connected, and safe for pedestrians and cyclists. The next few pages highlight some key projects that have recently transformed the NSGW and CMB. Note that the corridor highlights showcase a small sample of existing segments along the corridors.



Corridor Highlights

Cal Park Hill Tunnel



Originally built in 1884, the recently reconfigured Cal Park Hill Tunnel offers a “climb-free” experience for bicyclists and pedestrians between Larkspur and San Rafael. The 1.1-mile-long Class I multi-use pathway is an important part of the **North-South Greenway** and connects directly to the Central Marin Ferry Connection project.

Completed: 2010

Andersen Drive to Rice Drive Path



The Class I multi-use pathway was built within SMART's right-of-way and runs parallel to the train tracks from Andersen Drive to Rice Drive. The half-mile-long segment helped close an important gap in the **NSGW**, connecting the recent Cal Park Hill Tunnel to Downtown San Rafael.

Completed: 2019

Corridor Highlights

Central Marin Ferry Connector Bridge



The recently constructed bridge provides a safe and direct connection across Sir Francis Drake Boulevard for pedestrians and cyclists traveling from San Rafael through the Cal Park Hill Tunnel, to the Larkspur Ferry Terminal, and the Corte Madera Creek path. The Class I multi-use pathway closes a critical gap in the **NSGW** network and supports efforts to promote multi-modal transportation options, increase mobility, and promote active lifestyles.

Completed: 2016

Corte Madera Creek Crossing



The Corte Madera Creek Crossing, also referred to as the Northern Segment of the **North-South Greenway Gap Closure Project**, replaced the existing narrow sidewalk within Caltrans right-of-way along the US 101 northbound off-ramp with a wider Class I multi-use pathway. The new bridge connects the Central Marin Ferry Connector Bridge to Old Redwood Highway. The pathway will extend to the south to the Greenbrae Pedestrian Overcrossing, in the future.

Completed: 2022

Corridor Highlights

Puerto Suello Hill Pathway



The Class I multi-use pathway was built west of Highway 101, between Mission Avenue in Downtown San Rafael and Merrydale Avenue, as part of the **NSGW**. The 1.2-mile-long segment connects to the North-South Bikeway via Lincoln Avenue and Los Ranchitos Road.

Completed: 2010

Third Street Improvement Project



Source: www.cityofsanrafael.org

The Third Street Improvement Project will improve traffic flow and improve bicycle & pedestrian safety along Third Street in Downtown San Rafael. Set to finish construction in Fall of 2023, the project will close one of the final five remaining gaps in the **CMB** by creating a Class IV bikeway from Miramar Avenue to Marquard Avenue.

In progress

Corridor Highlights

Center Boulevard Bicycle Lane



Center Boulevard is an important east-west route that connects San Anselmo to Fairfax and functions as a parallel commute route to Sir Francis Drake. The Class II bike lanes were part of a project that resurfaced and restriped the road to improve safety, just after the publication of the **CMB** Feasibility Study.

Completed: 2009

Rowland Boulevard Improvement Project



The project added a Class I pathway along the southern segment of Rowland Boulevard as well as new trees, enhanced crosswalks, and replaced sections of damaged pavement. Its completion marks a significant gap closure for the **NSGW** and will be part of the continuous pathway that is planned from Hanna Ranch Road to Rowland Way Bridge.

Completed: 2023

Bicycle Facility Terminology

In the following pages, four different types of bicycle facilities are mentioned to describe the existing and planned routes along the NSGW and CMB corridors. The terminology presented below is widely accepted in the active transportation community. The characteristics of the four bikeway classes are described below.



Class I Multi-Use Path

Class I bikeways are off-street pathways accessible to non-motorized users, including cyclists, pedestrians, skateboarders, roller-skaters, e-scooters, and certain types of e-bikes. They typically offer opportunities not provided by the roadway system.



Class III Bike Route

Class III bikeways are shared lanes used by cyclists and motorists, typically considered on low speed/low volume roadways. They are indicated with signs and/or shared lane bicycle pavement markings and may include traffic calming measures.



Class II Bike Lane

Class II bikeways are on-street facilities, typically striped adjacent to vehicular traffic travelling in the same direction using white paint. They are intended to improve safety by clearly designating the right-of-way assigned to cyclists and motorists.



Class IV Separated Bikeway

Class IV bikeways are one-way or two-way on-street facilities that are reserved for exclusive use of bicycles and physically separated from vehicles. Typical physical separation include concrete curbs, on-street parking, landscaping, and painted buffers and bollards.

2. Corridor Quick Facts.

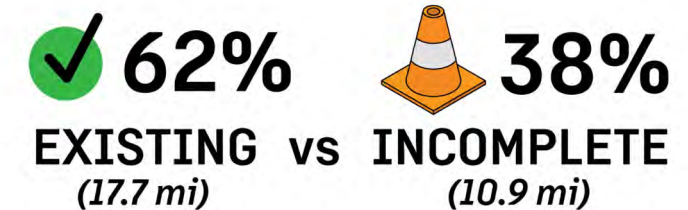
Corridor Quick Facts

North-South Greenway

Starting in Sausalito and extending north to the county line, Marin's **North-South Greenway** has been primarily developed along and within the Northwestern Pacific railroad right-of-way for the past 30 years. Envisioned by local stakeholders and active transportation advocates as a continuous bicycle and pedestrian pathway connecting communities along the US 101 corridor, more than half of the existing sections of the greenway are accessible to all active transportation users (Class I pathway), while other sections have been developed as dedicated bicycle facilities due to spatial or other conditions (Class II, Class III or Class IV). As shown in this report, several improvements that will help increase accessibility along the corridor are currently being considered or planned.

From 1994 (when the first feasibility study was published) to today, immense progress has been made and closing the remaining gaps identified in this report is the final hurdle to completing this historic corridor.

Multiple sections of the NSGW are identified as Route 5 in the Countywide Bicycle Route System and signed as such in the field. More information about Marin's bicycle wayfinding system can be found on MCBC's website (link provided at the end of this report).



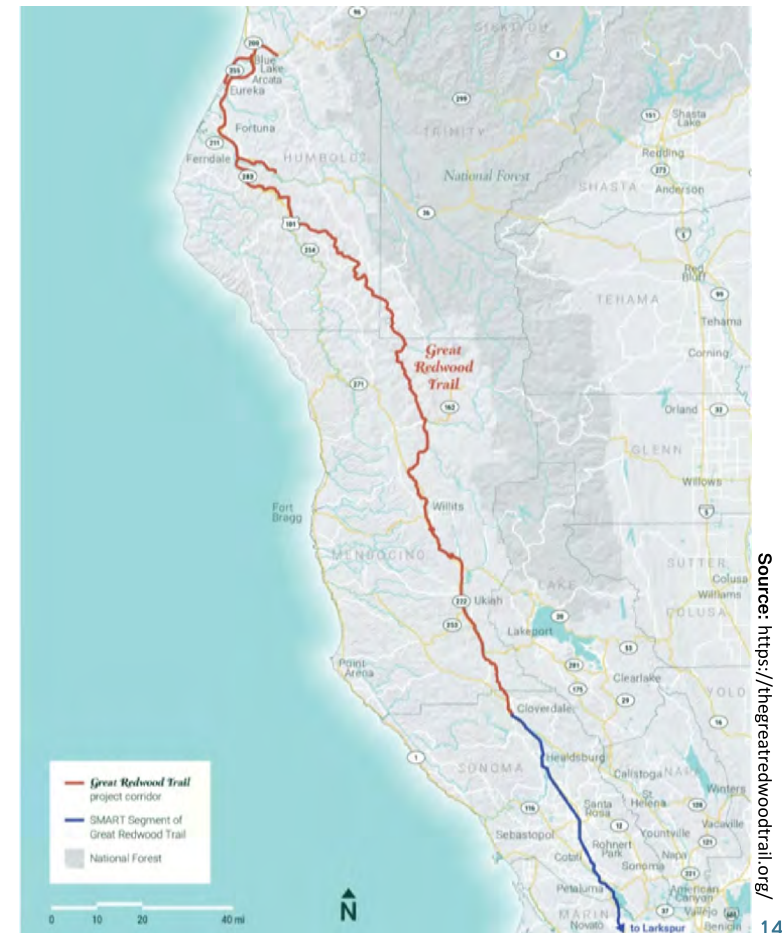
Note: The mileage for the different facility classes include the existing segments, their alternatives (if any), and the current alignments where gaps are present. Therefore, the total mileage might exceed the total Existing vs. Incomplete mileage.

Corridor Quick Facts

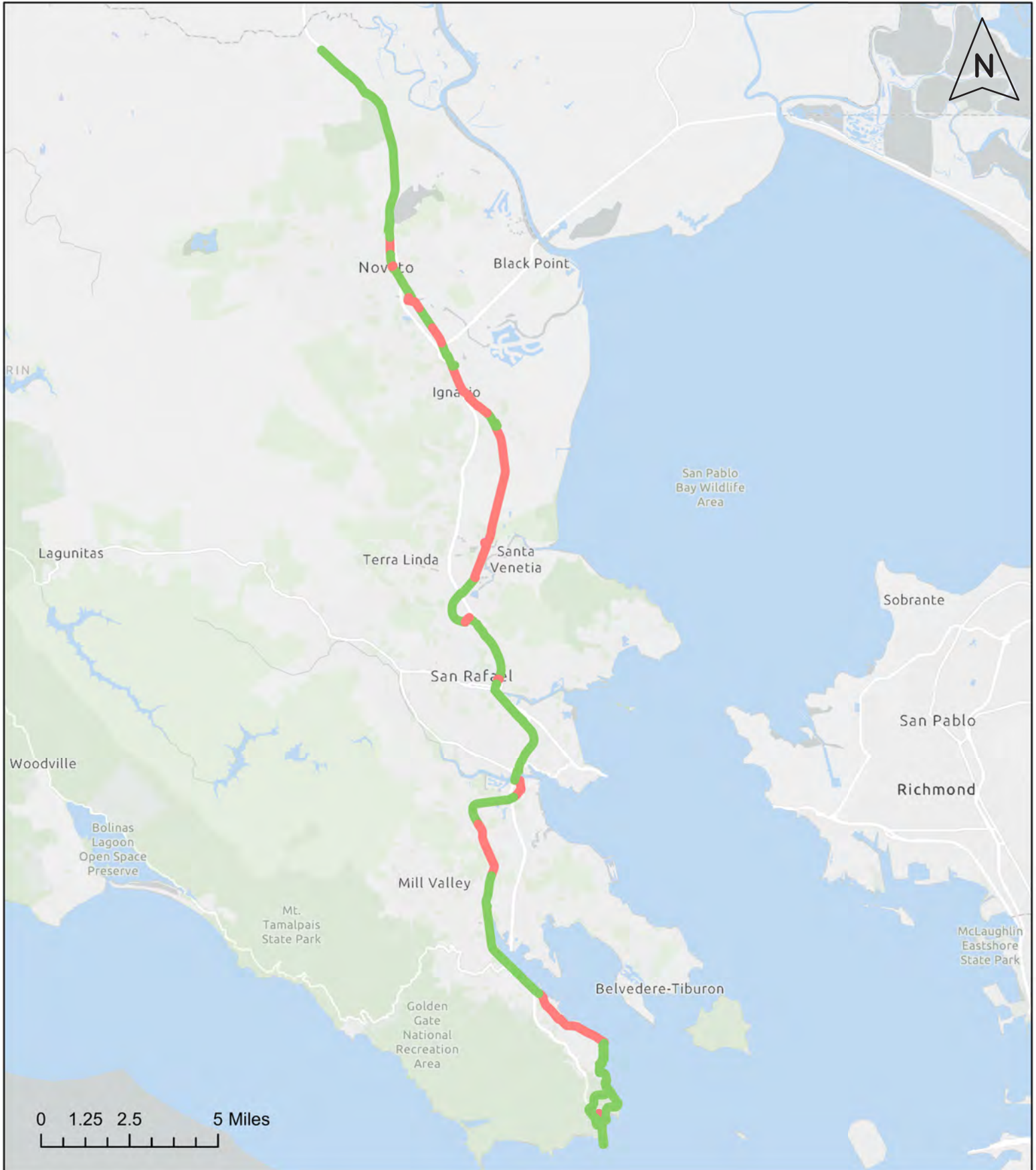
North-South Greenway

Most of the NSGW (the SMART corridor section) forms the southern portion of the **Great Redwood Trail**, a 316-mile planned trail that runs from Humboldt County to the north to the San Francisco Bay to the south. Connecting the counties of Humboldt, Trinity, Mendocino, Sonoma, and Marin, the trail is envisioned as “a transformational economic engine” that will encourage “healthy recreation for all in the North Coast region,” as stated on the project’s website (thegreatredwoodtrail.org). A master planning effort is currently underway to define a vision for the trail, engage the public, and identify projects and priorities. In Sonoma and Marin counties, the Great Redwood Trail is coming to life through the completion of a network of Class I pathways currently being built by SMART within and along the railroad right-of-way.

Closing the gaps in the NSGW will support the overall completion of the Great Redwood Trail, the NSGW being the southern-most section of the envisioned multi-use trail.



North-South Greenway Corridor Status



Legend: Existing Gap

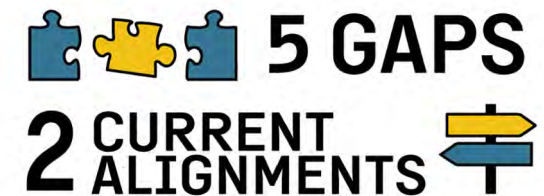
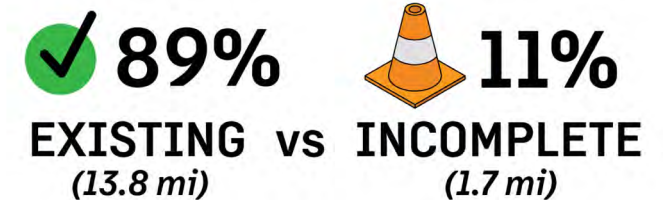
Corridor Quick Facts

Cross Marin Bikeway

The **Cross Marin Bikeway** is an east-west bikeway that aims to provide a safe and continuous bicycle connection between eastern and western Marin County. The idea of a connected east-west network of bicycle facilities connecting downtown San Rafael to San Anselmo, and Fairfax, was explored in the *2010 Fairfax to San Rafael Cross Marin Bikeway Feasibility Study* and then in the *2018 San Rafael Bicycle & Pedestrian Master Plan*. The CMB studied in this report represents an expanded view of the corridor envisioned in 2010. In its current form, the CMB is not as much of a multi-use pathway as the NSGW; however, several sections of the corridor, such as the Cross Marin Trail path and Mahon Creek path, are accessible to both pedestrians and cyclists. Separate from the CMB, the Cross Marin Trail was identified in 1975 as a Bicycle Route from the then-planned Larkspur Ferry Terminal to Tomales Bay State Park on the Point Reyes Peninsula.

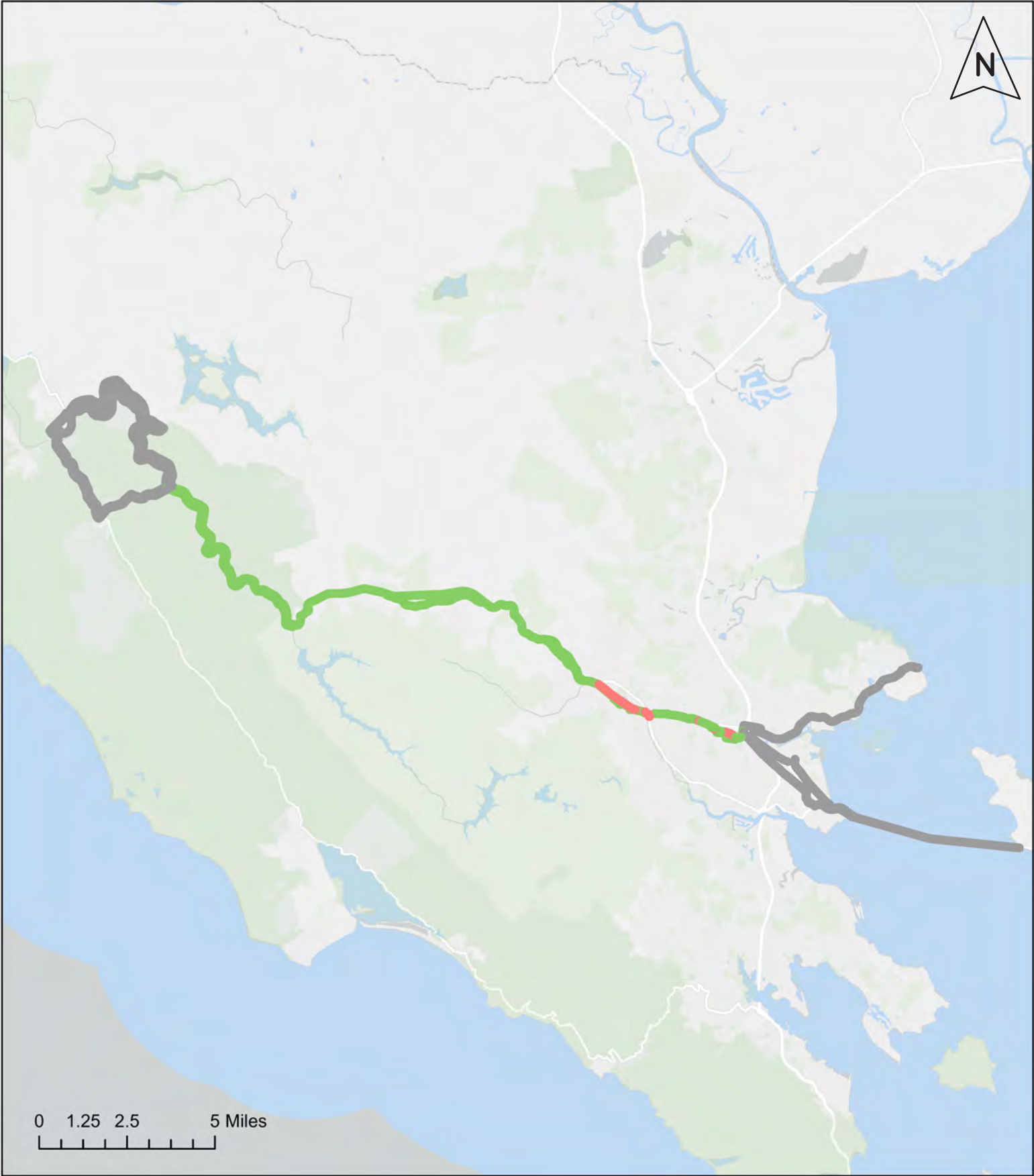
As shown in this report, several projects are currently being considered or planned to help improve accessibility and close the remaining gaps along the CMB.

Multiple sections of the CMB are identified as Route 20, 22, or 24 in the Countywide Bicycle Route System and signed as such in the field. More information about Marin's bicycle wayfinding system can be found on MCBC's website (link provided at the end of this report).



Note: The mileage for the different facility classes include the existing segments, their alternatives (if any), and the current alignments where gaps are present. Therefore, the total mileage might exceed the total Existing vs. Incomplete mileage.

Cross Marin Bikeway Corridor Status



Legend : Existing Gap Potential Corridor Extension

3. Status Report.

North-South Greenway

Status Report

Important Considerations

This status report identifies relevant information such as existing segments, remaining gaps, future projects, and potential extensions along the NSGW and CMB corridors. The maps and tables included in the report do not imply any priority in the gap closure projects, potential improvements, or potential corridor extensions listed in the following pages.

In this report:

- **Gap** was used to identify sections of the NSGW or CMB where envisioned pedestrian and/or bicycle facilities have not been implemented yet based on feedback received from the local agencies and jurisdictions. Near-term and long-term gap options to improve conditions where gaps were identified may be shown on the maps. However, this report makes no formal recommendations for future project development.
- For several of these gaps, existing or planned facilities were identified as **current alignments** while the two corridors are being finalized.
- **Potential improvements** to existing section was used to identify future facility upgrades that are currently being studied or planned along existing segments of the NSGW or CMB (e.g., Class II bikeway being planned where a Class III is in place). These locations are not identified as gaps; however, a dotted line is shown alongside or near the existing facility in those cases.
- Other ideas for new facilities and recommendations regarding existing sections that might benefit from modernization or maintenance within their existing classification (i.e., green paint, restriping, etc.) were not part of the scope of this project.

Most of the gaps and projects identified in this report will require engineering studies and other analyses to confirm the feasibility of the proposed improvements, and their cost, and to satisfy environmental review requirements.

The following maps were created using a Geographical Information System (GIS) software. While GIS is a powerful tool to map, manage, and analyze transportation networks and data, it presents some limitations in terms of visualization. The roadway network and bikeway facilities shown in the following maps are a simplified version of their actual geometries.

Status Report

Map Call-Out Legend

GAP X : Identifies current gaps.

Identifies the current alignment(s).

POTENTIAL IMPROVEMENT TO EXISTING SECTION

Identifies projects being considered by local jurisdictions to improve existing segments.

Additional relevant information is provided when appropriate in white text boxes.

Status Report

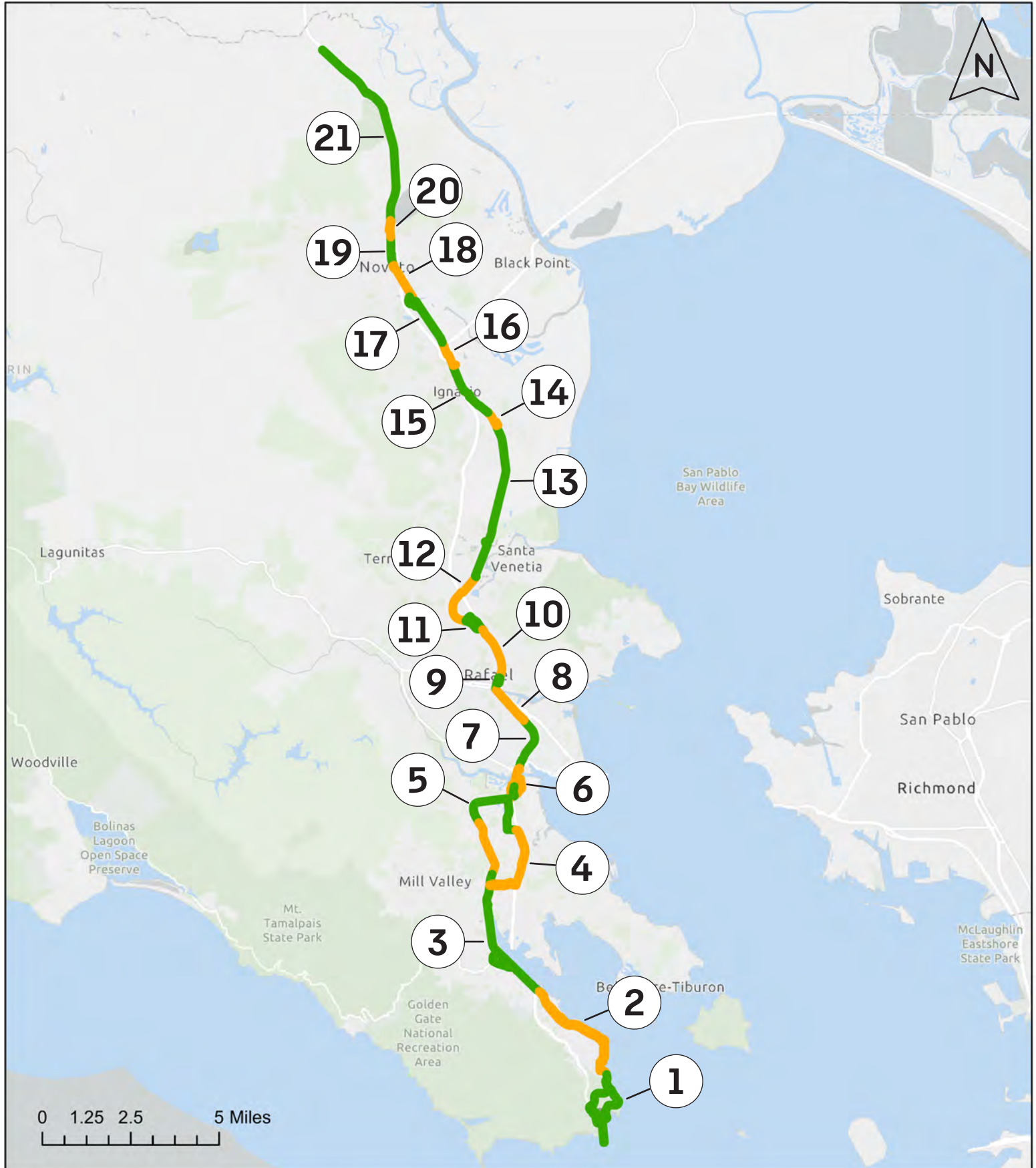
North-South Greenway

The following maps present the current status of the different identified segments that compose the **North-South Greenway** corridor from Sausalito to Sonoma County, as confirmed by the local jurisdictions. The maps distinguish between existing and proposed bikeway facilities, as well as their typology (Class I, II, III, or IV bikeway facilities). Remaining gaps, current alignments, and potential improvements to existing sections of the corridor are also highlighted on the maps. The gap summary tables supplement the maps by compiling relevant information about the remaining gaps and potential solutions to close them. Information about potential cost associated with the gap closure projects was mentioned in the summary tables when available from previous feasibility studies. Additionally, information about relative costs associated with the gap closure projects was included in the summary tables in the form of dollar signs (from \$ to \$\$\$\$\$\$ using planning level estimates based on the size and complexity of the proposed improvements).

Segment	Jurisdiction(s)	Gap?	If Yes, Gap Number
1	National Parks Service	Yes	Gap 1
2	Sausalito	Yes	Gap 2
3	Mill Valley, Corte Madera	No	
4	Mill Valley, Corte Madera	Yes	Gap 3
5	Corte Madera	No	
6	Corte Madera, Larkspur	Yes	Gap 4
7	Larkspur, San Rafael	No	
8	San Rafael	No	
9	San Rafael	Yes	Gap 5
10	San Rafael	No	

11	San Rafael	Yes	Gap 6
12	San Rafael	No	
13	San Rafael, Novato	Yes	Gap 7
14	Novato	No	
15	Novato	Yes	Gap 8
16	Novato	No	
17	Novato	Yes	Gaps 9 & 10
18	Novato	Yes	Gap 11
19	Novato	Yes	Gap 12
20	Novato	No	
21	Novato	No	

North-South Greenway Segment Locations



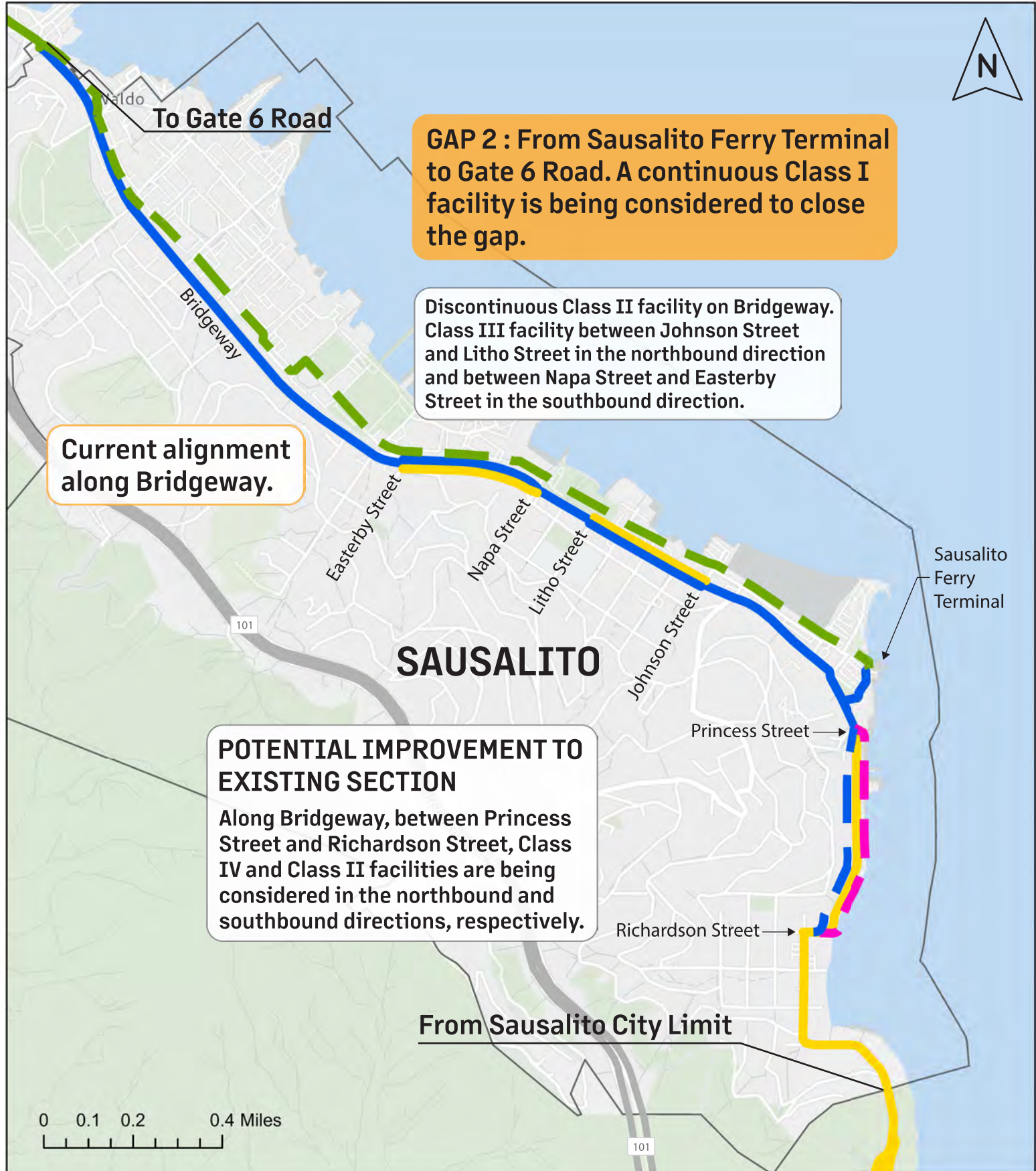
Legend : Odd No. Segments Even No. Segments

North-South Greenway Segment 1



Class I Existing / Planned						Class III Existing / Planned					
Class II Existing / Planned						Class IV Existing / Planned					

North-South Greenway Segment 2



Class I Existing / Planned



Class II Existing / Planned



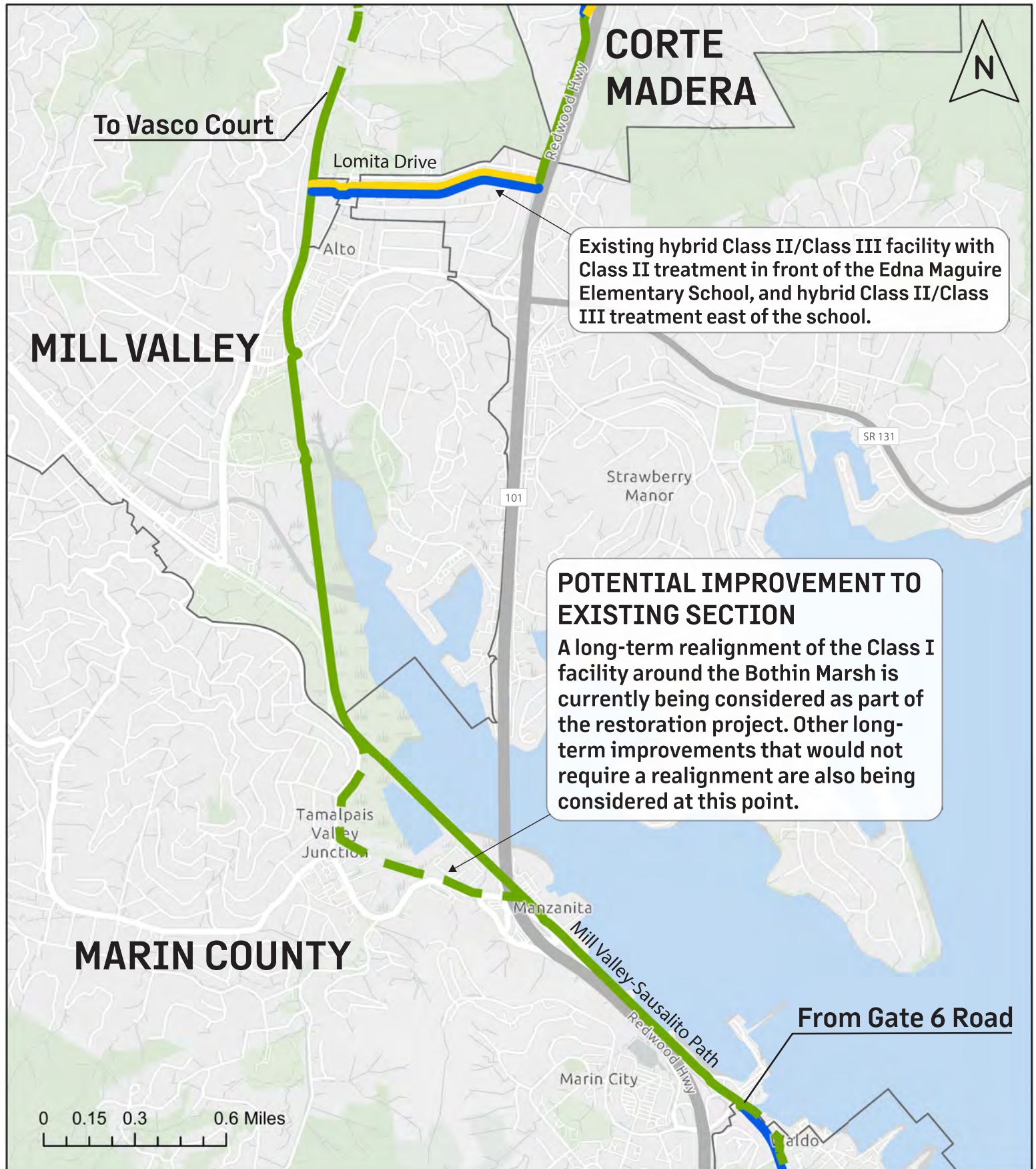
Class III Existing / Planned



Class IV Existing / Planned

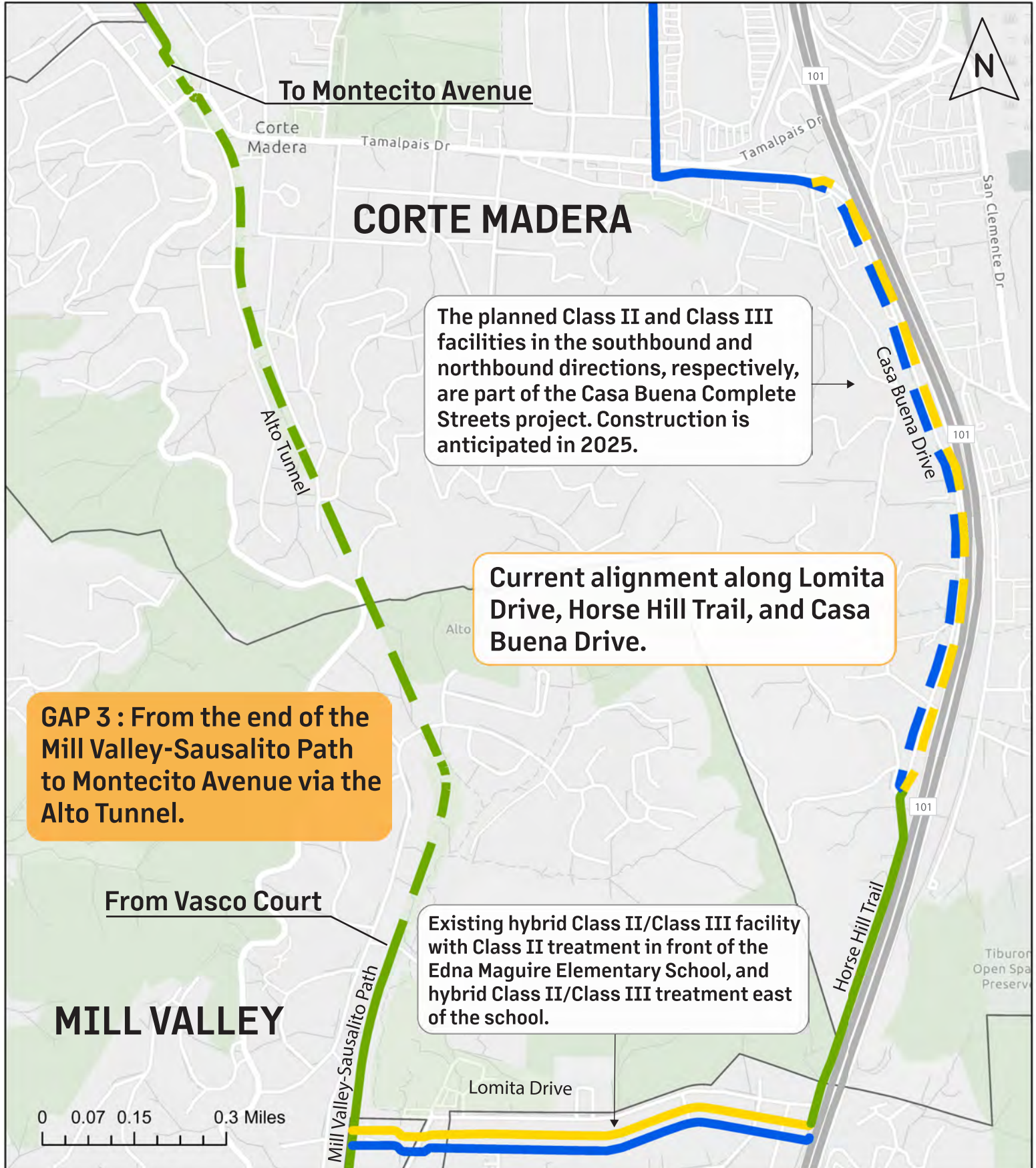


North-South Greenway Segment 3



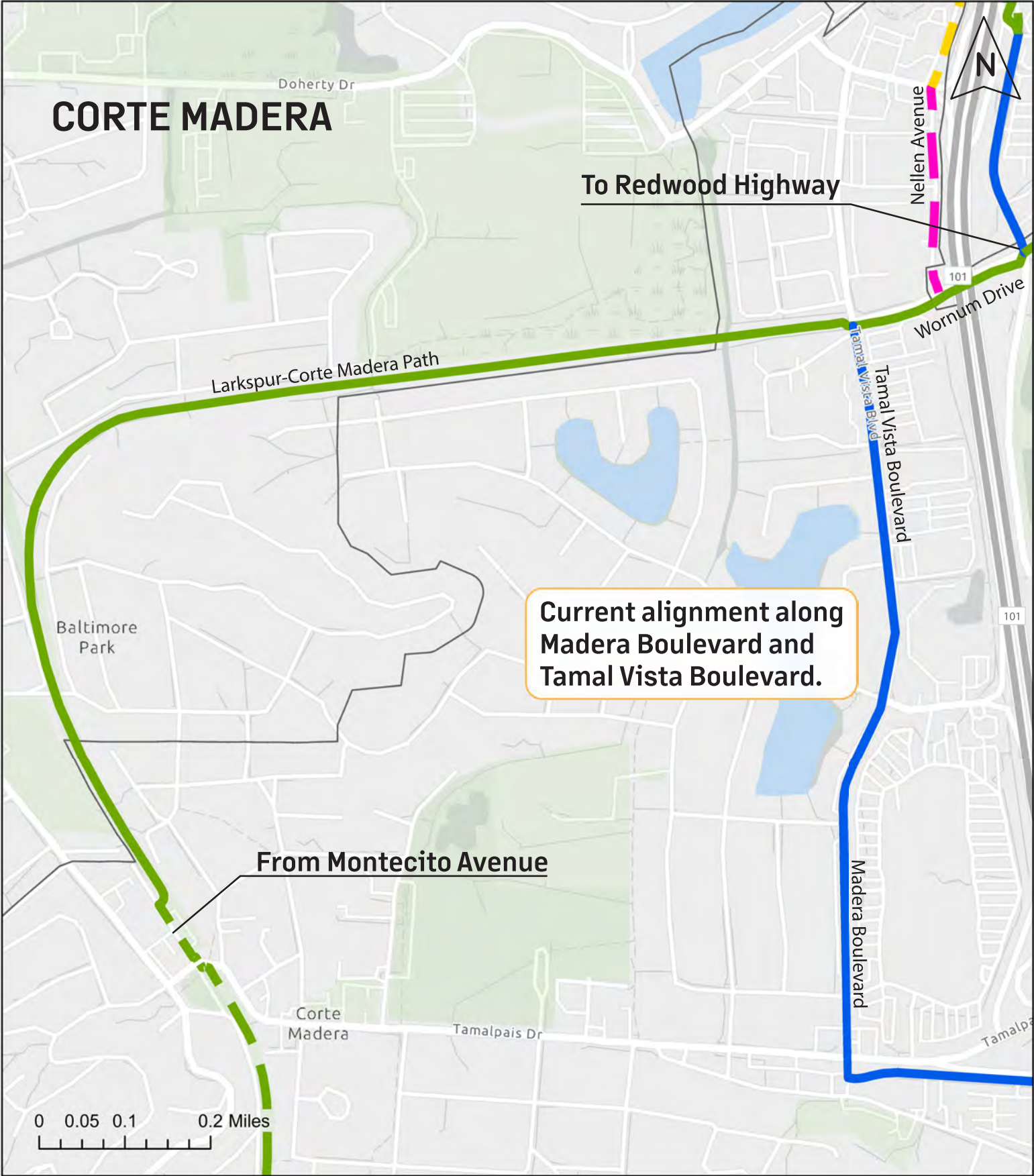
Class I Existing / Planned		Class III Existing / Planned	
Class II Existing / Planned		Class IV Existing / Planned	

North-South Greenway Segment 4



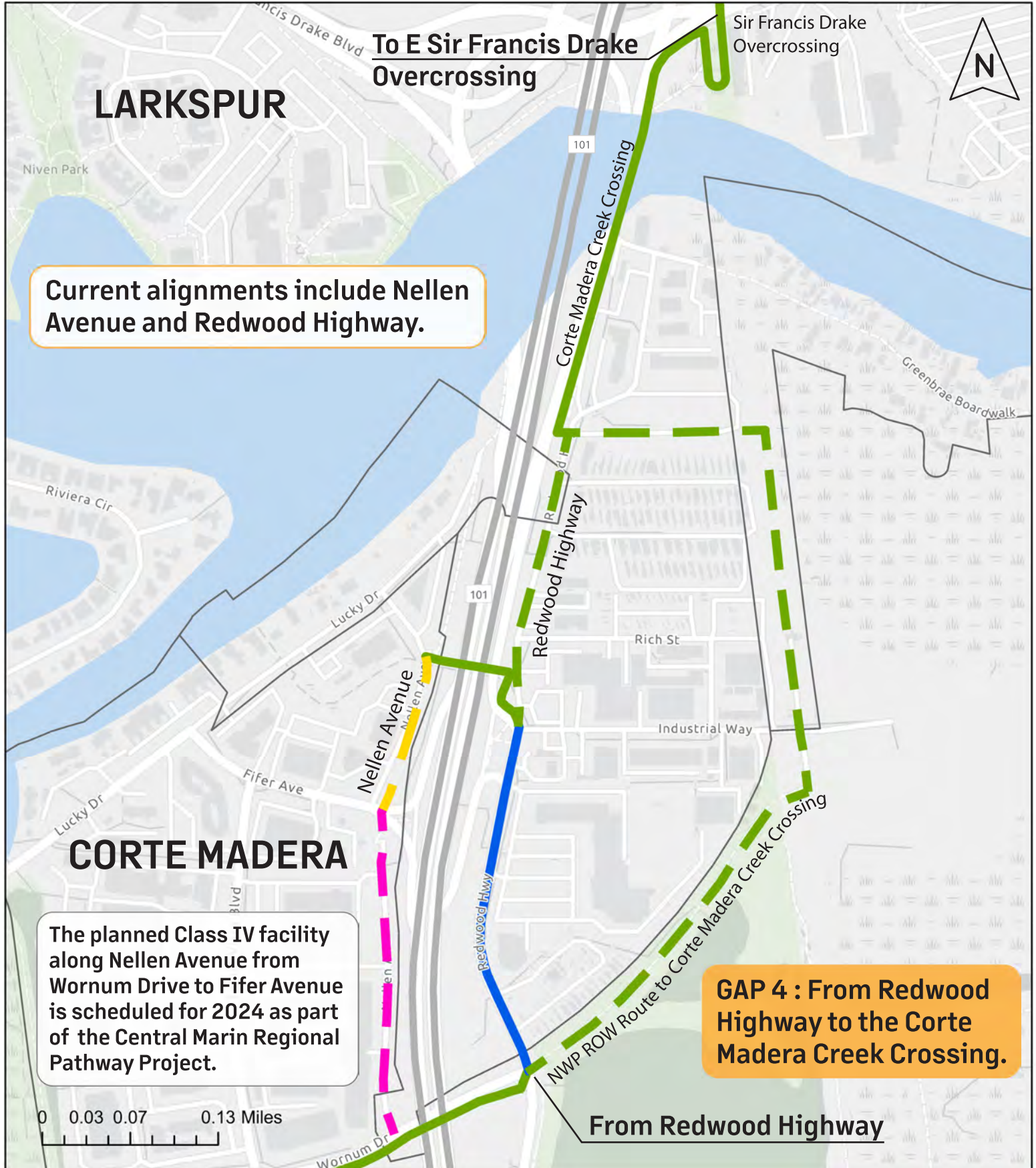
North-South Greenway

Segment 5

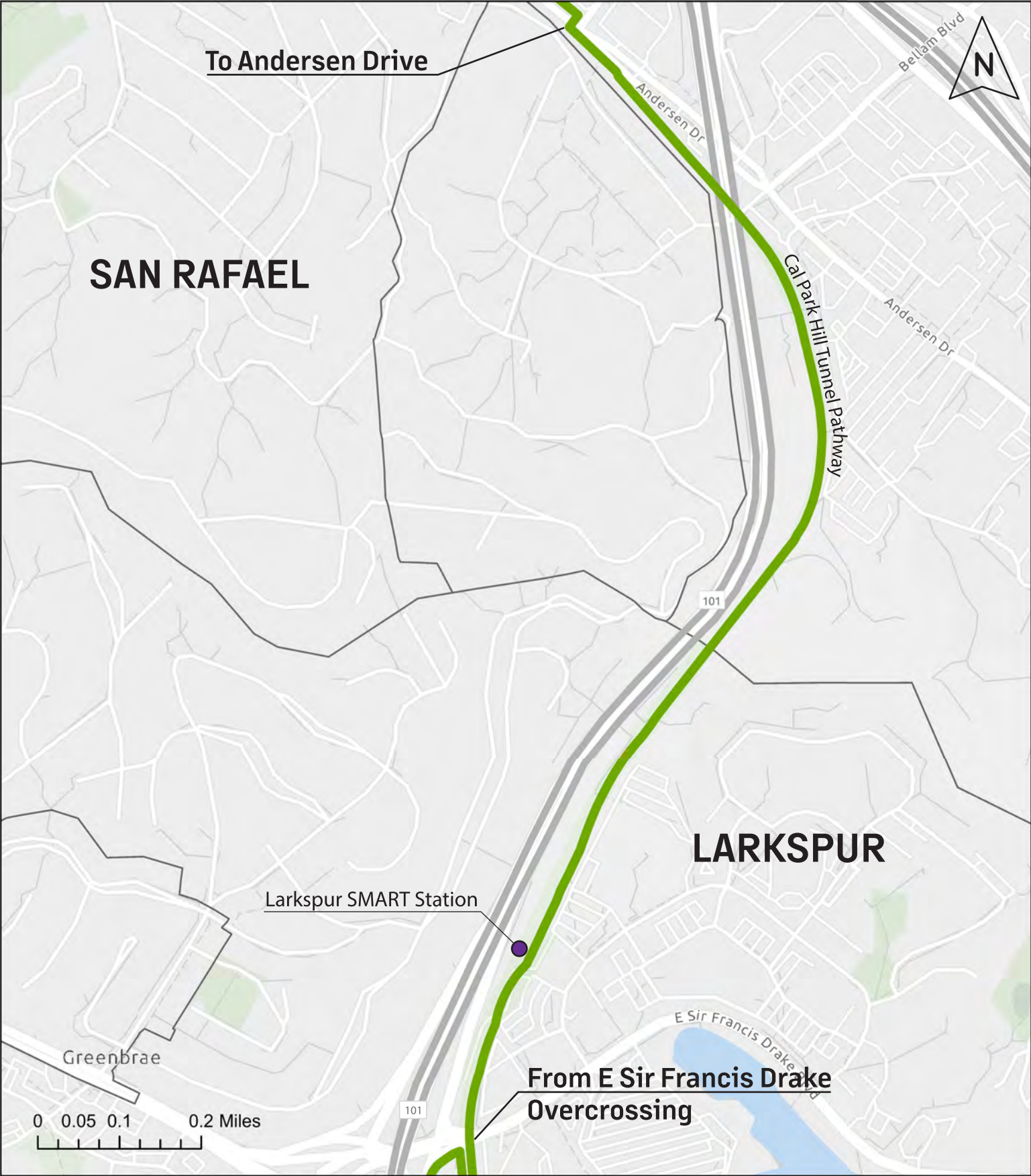


Class I Existing / Planned		Class III Existing / Planned	
Class II Existing / Planned		Class IV Existing / Planned	

North-South Greenway Segment 6

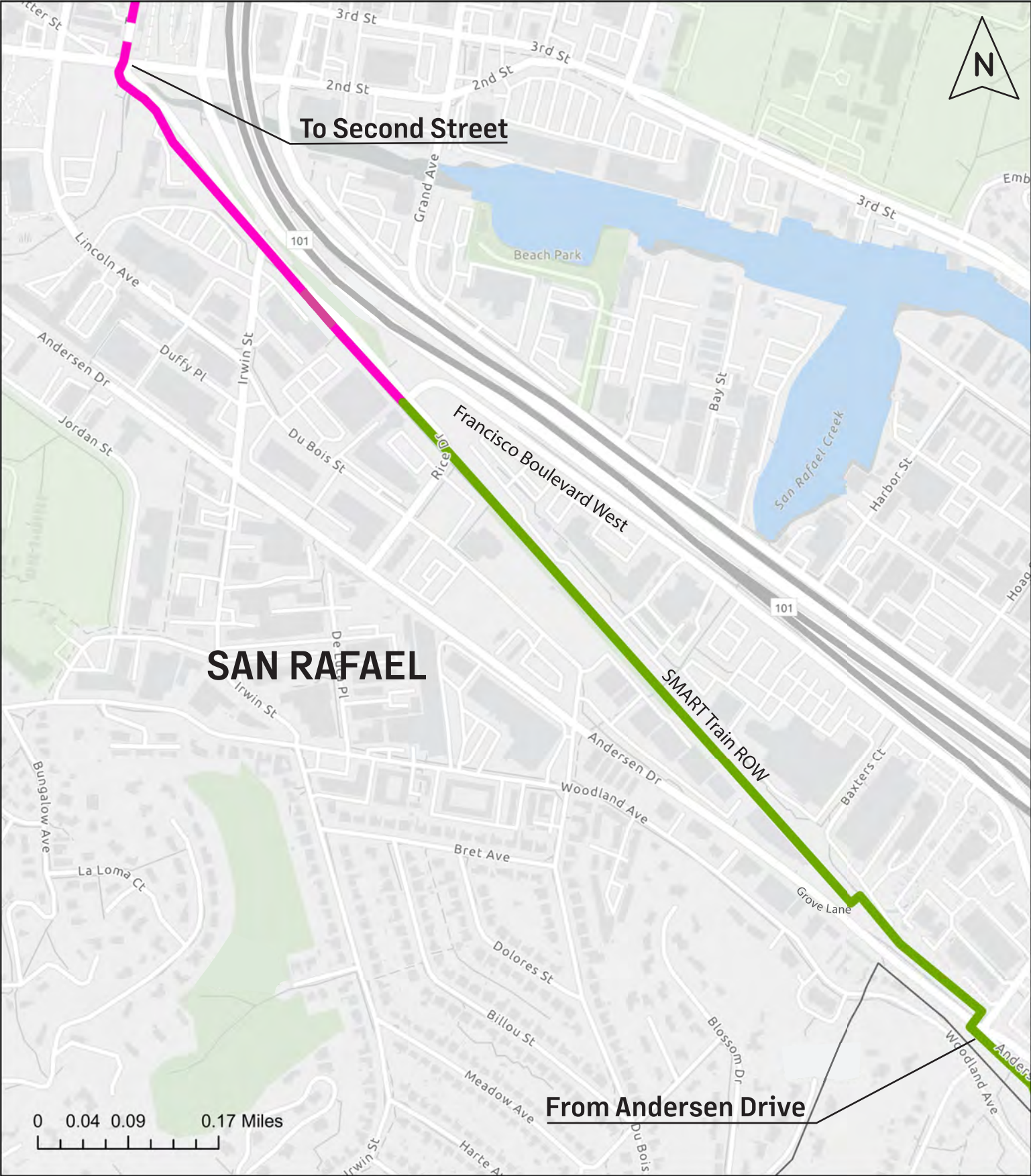


North-South Greenway Segment 7



Class I Existing / Planned		Class III Existing / Planned	
Class II Existing / Planned		Class IV Existing / Planned	

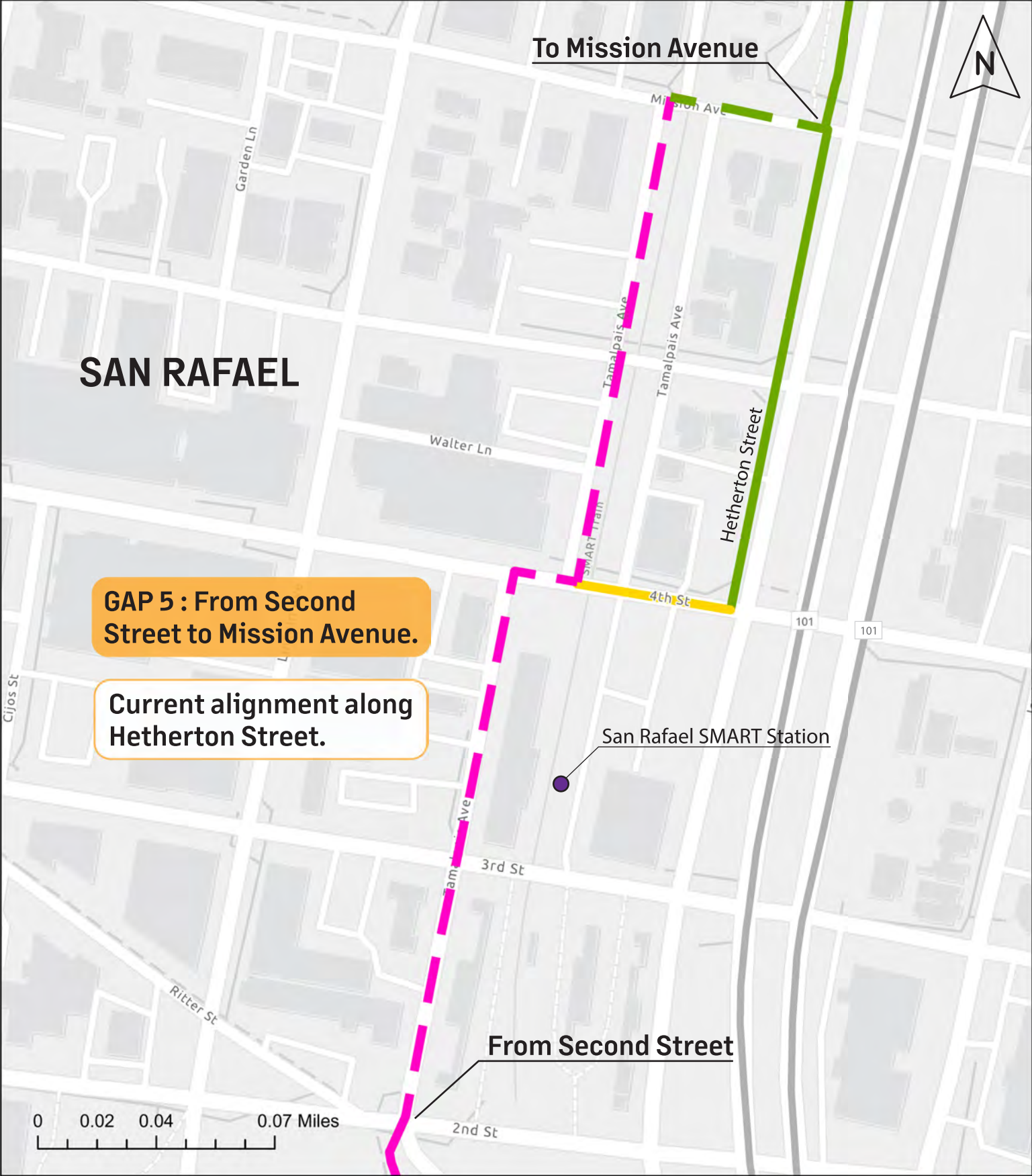
North-South Greenway Segment 8



Class I Existing / Planned						Class III Existing / Planned					
Class II Existing / Planned						Class IV Existing / Planned					

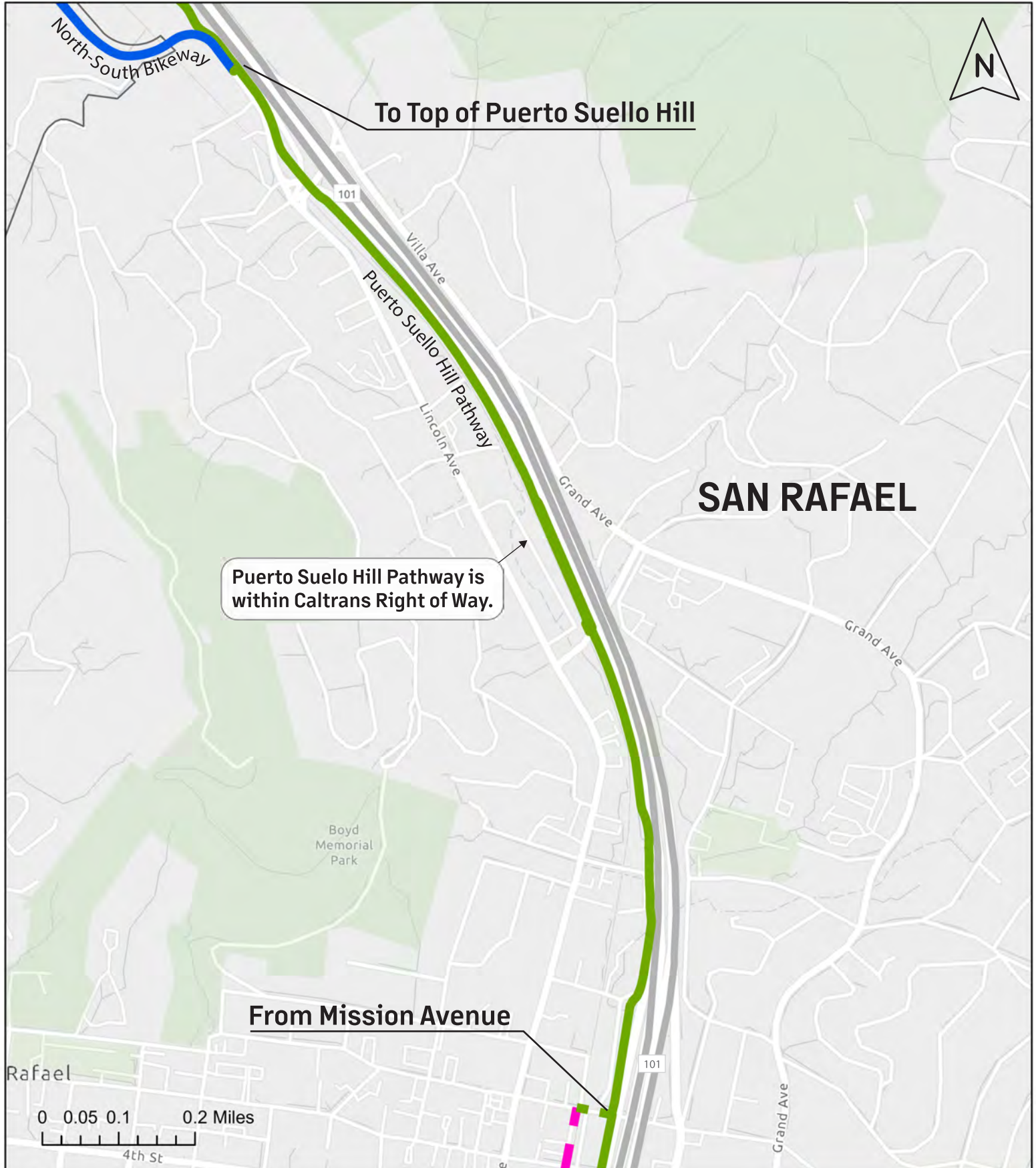
North-South Greenway

Segment 9



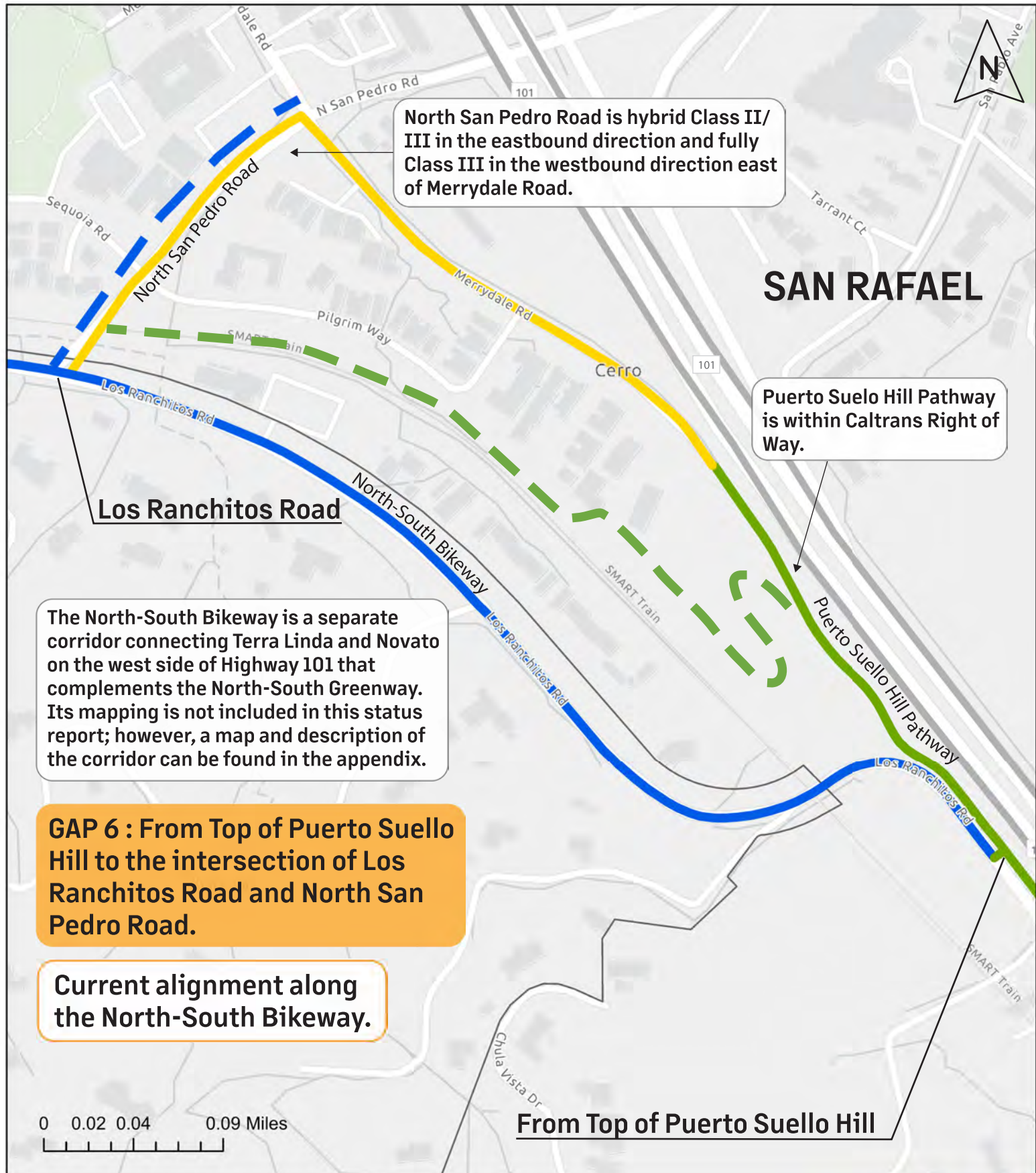
Class I Existing / Planned						Class III Existing / Planned					
Class II Existing / Planned						Class IV Existing / Planned					

North-South Greenway Segment 10



Class I Existing / Planned		Class III Existing / Planned	
Class II Existing / Planned		Class IV Existing / Planned	

North-South Greenway Segment 11



Class I Existing / Planned

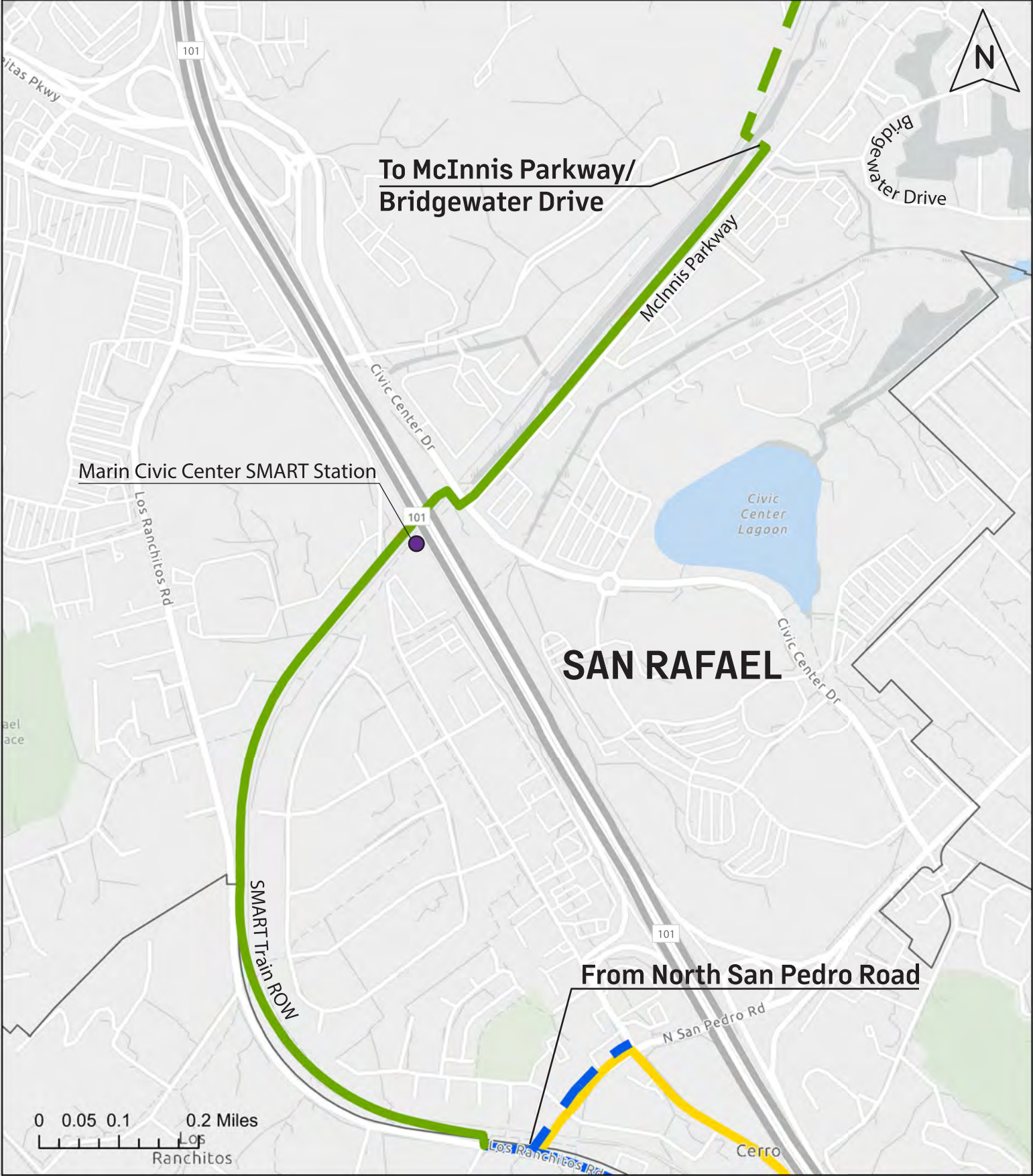
Class II Existing / Planned

Class III Existing / Planned

Class IV Existing / Planned

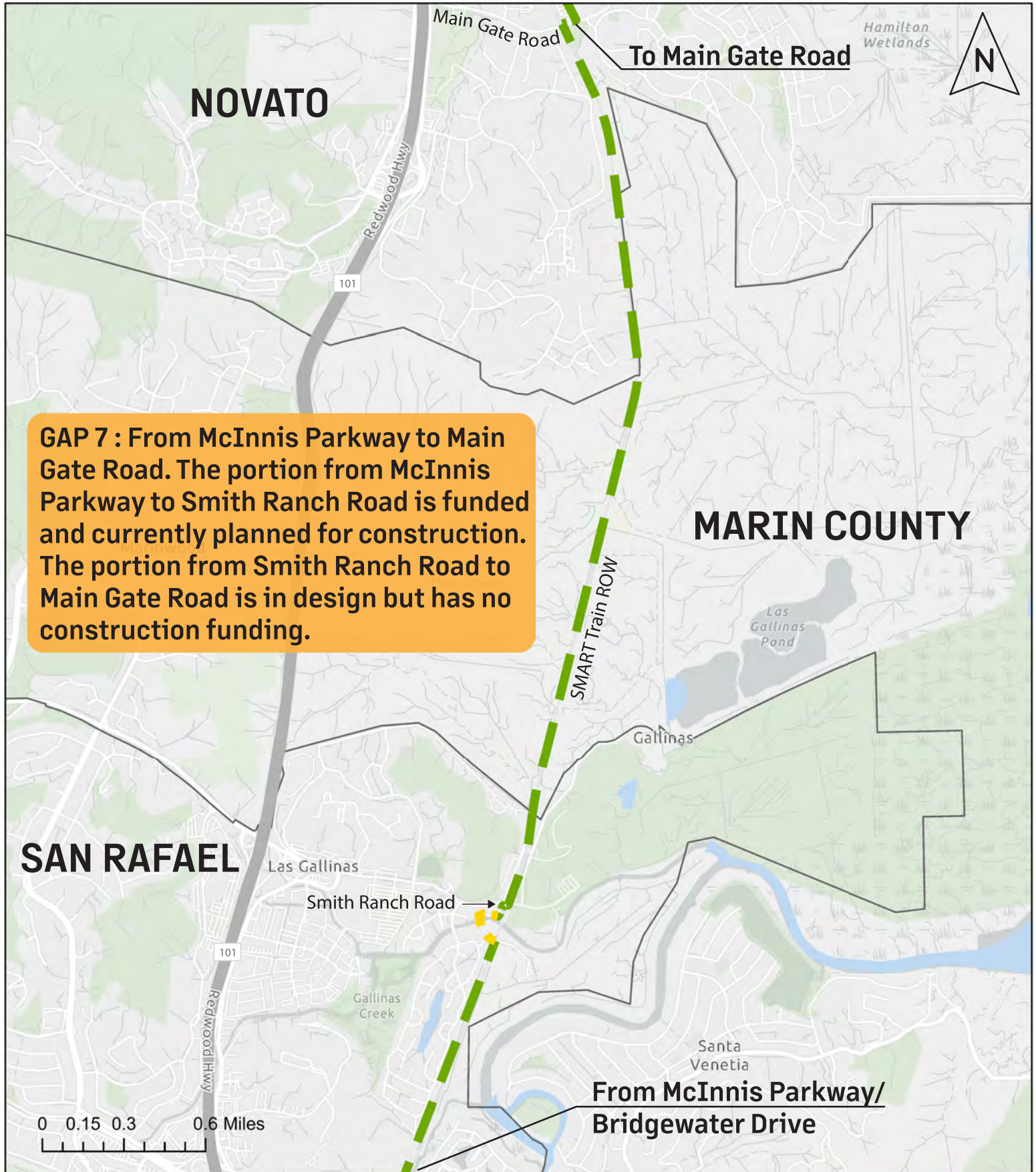
North-South Greenway

Segment 12



Class I Existing / Planned						Class III Existing / Planned					
Class II Existing / Planned						Class IV Existing / Planned					

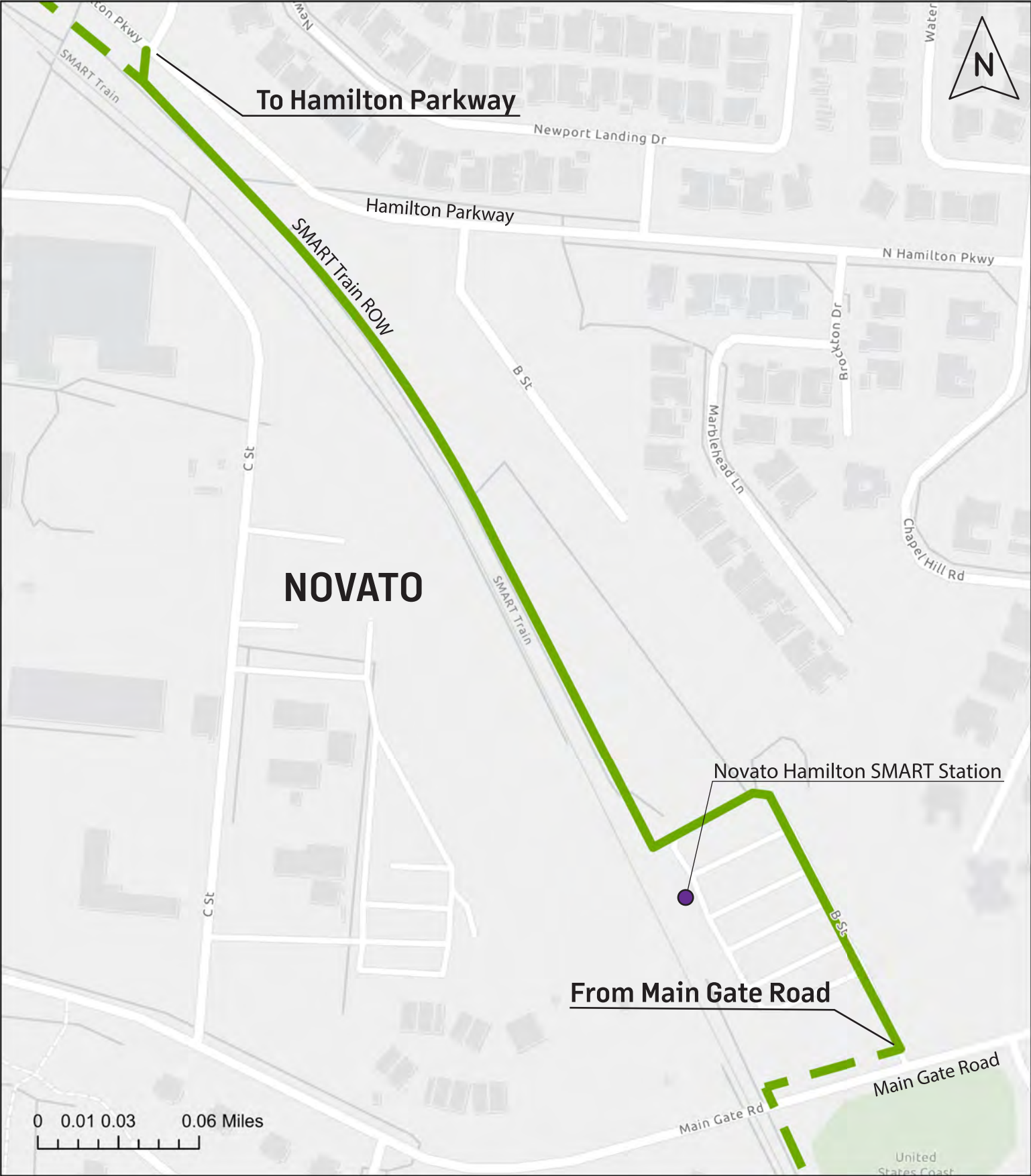
North-South Greenway Segment 13



Class I Existing / Planned		Class III Existing / Planned	
Class II Existing / Planned		Class IV Existing / Planned	

North-South Greenway

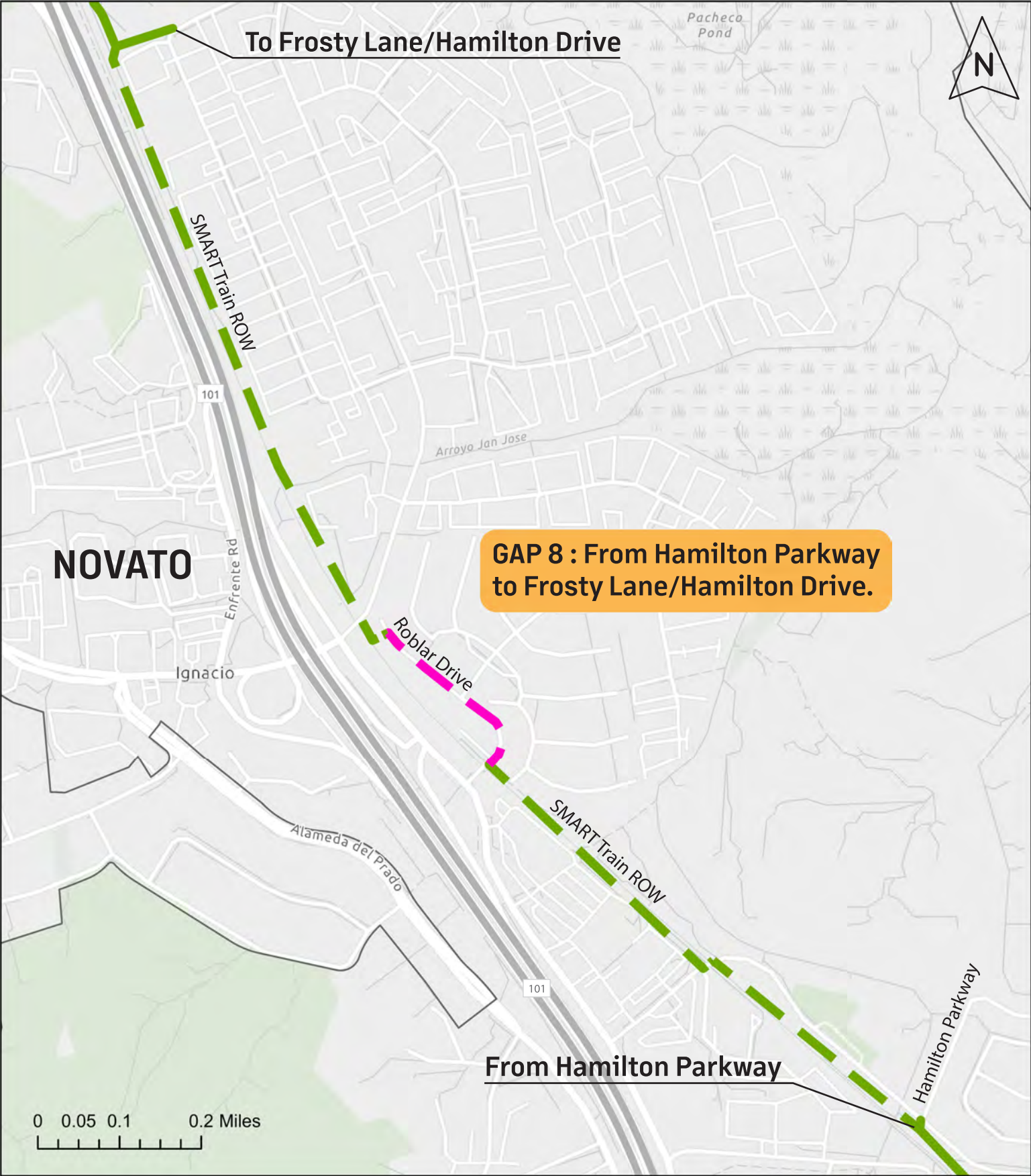
Segment 14



Class I Existing / Planned						Class III Existing / Planned					
Class II Existing / Planned						Class IV Existing / Planned					

North-South Greenway

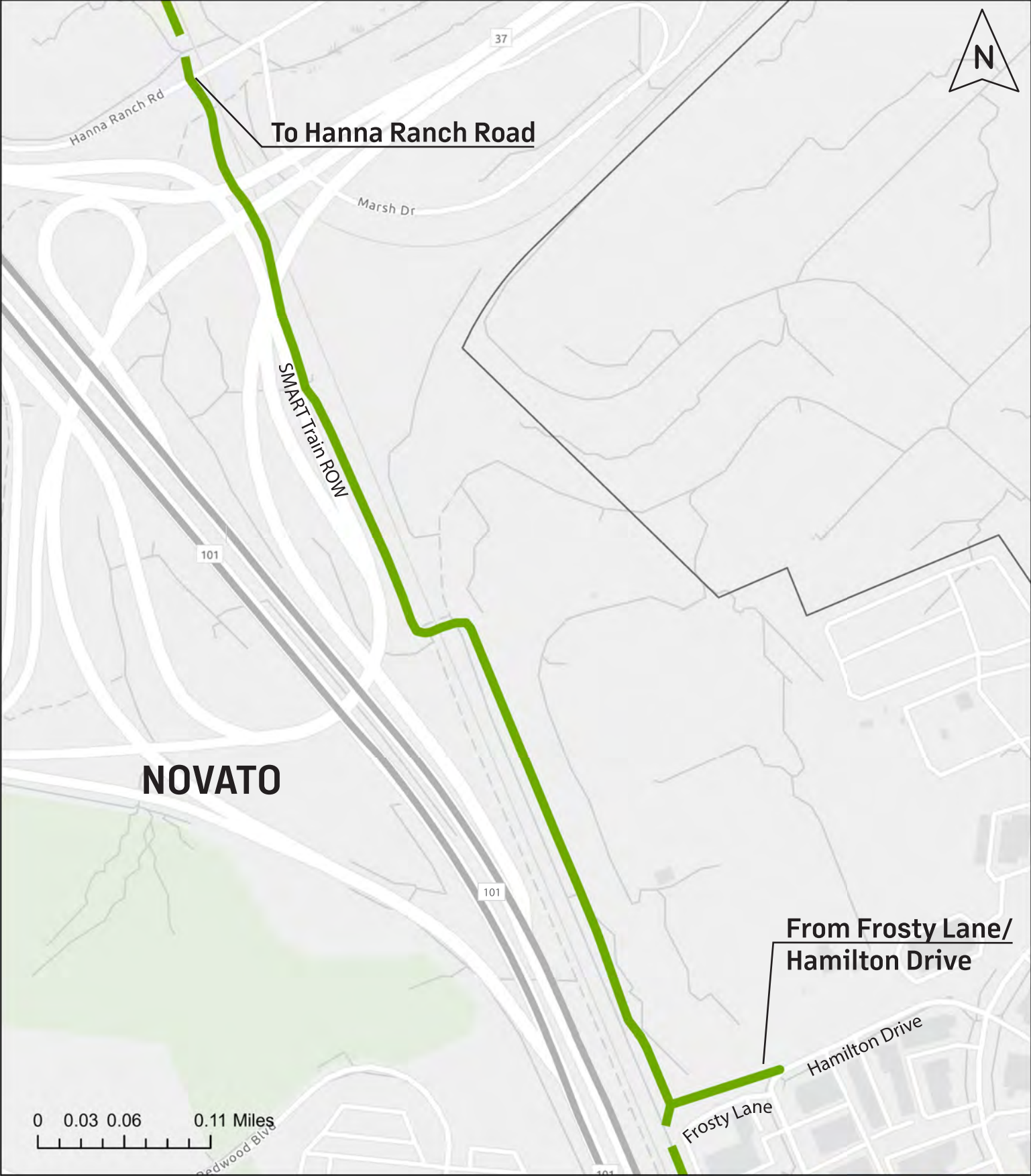
Segment 15



Class I Existing / Planned						Class III Existing / Planned					
Class II Existing / Planned						Class IV Existing / Planned					

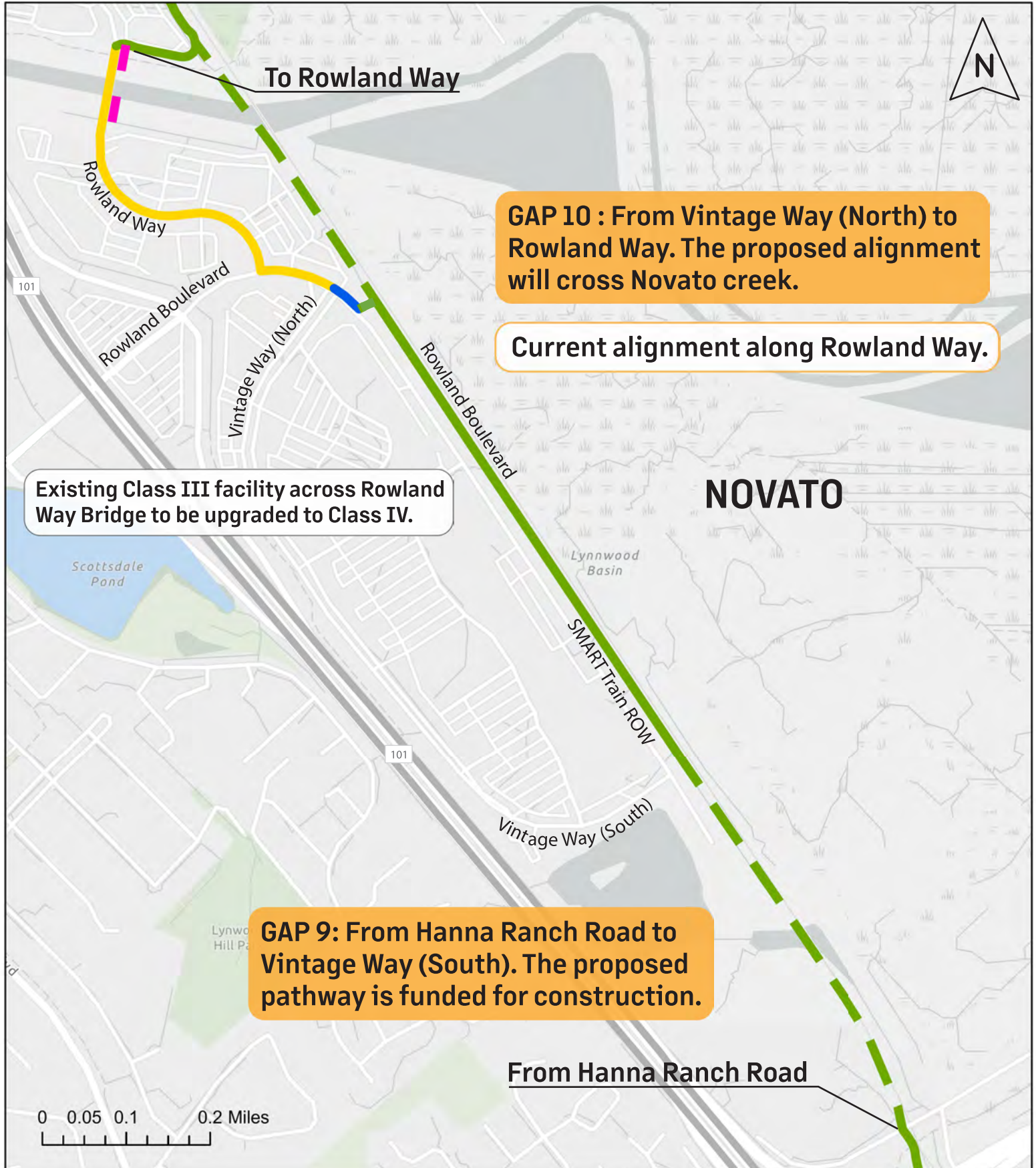
North-South Greenway

Segment 16



Class I Existing / Planned						Class III Existing / Planned					
Class II Existing / Planned						Class IV Existing / Planned					

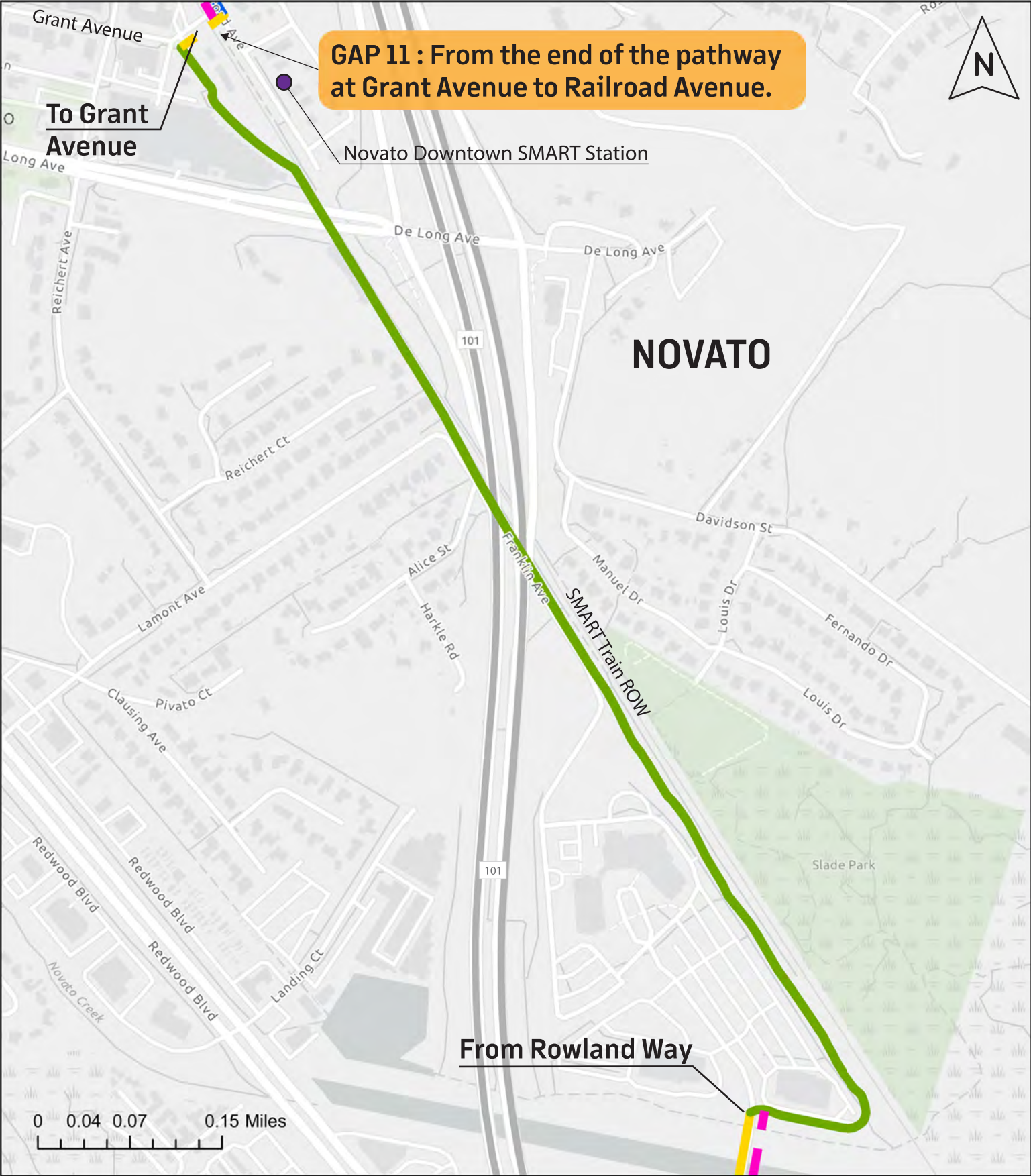
North-South Greenway Segment 17



Class I Existing / Planned		Class III Existing / Planned	
Class II Existing / Planned		Class IV Existing / Planned	

North-South Greenway

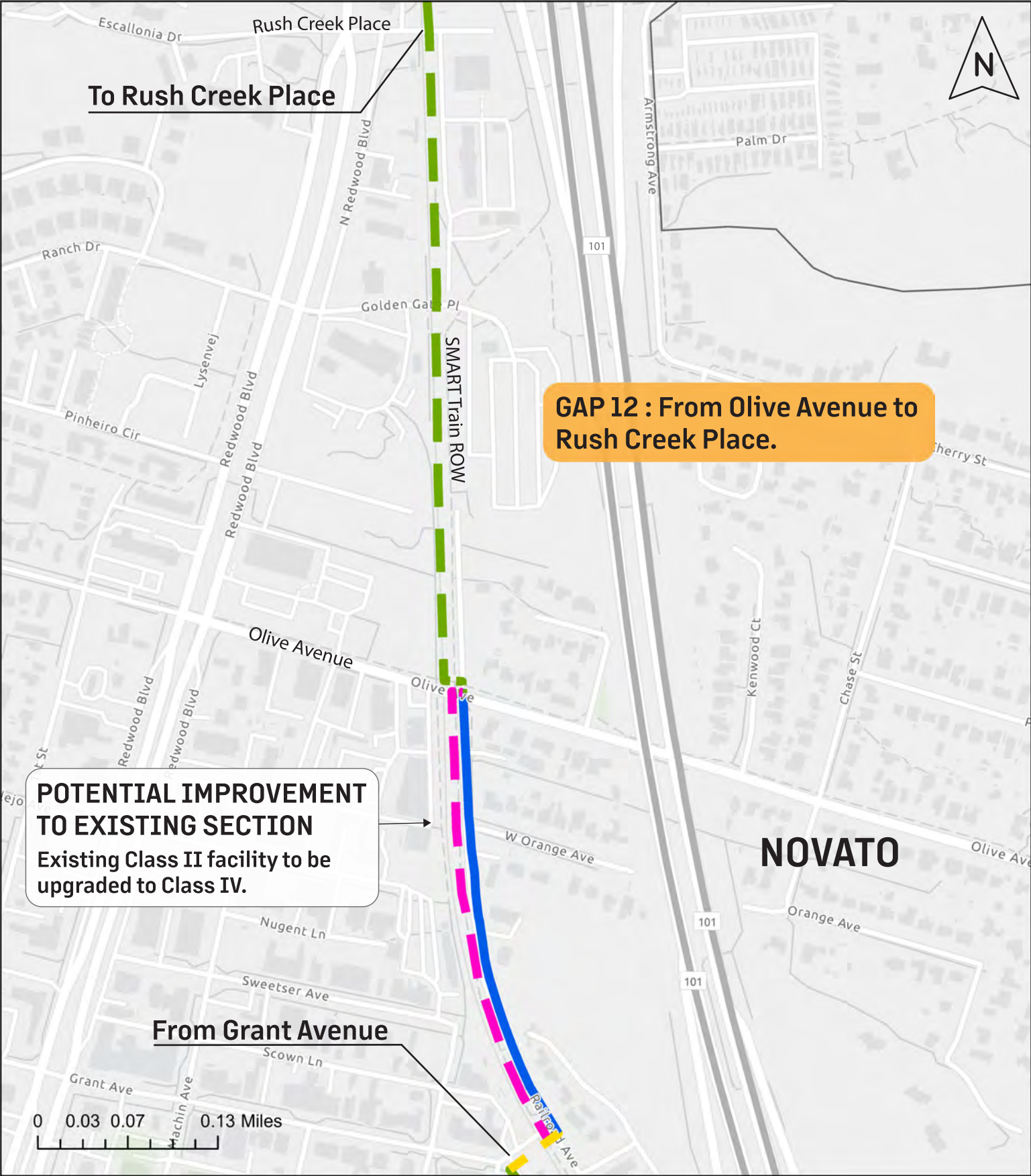
Segment 18



Class I Existing / Planned		Class III Existing / Planned	
Class II Existing / Planned		Class IV Existing / Planned	

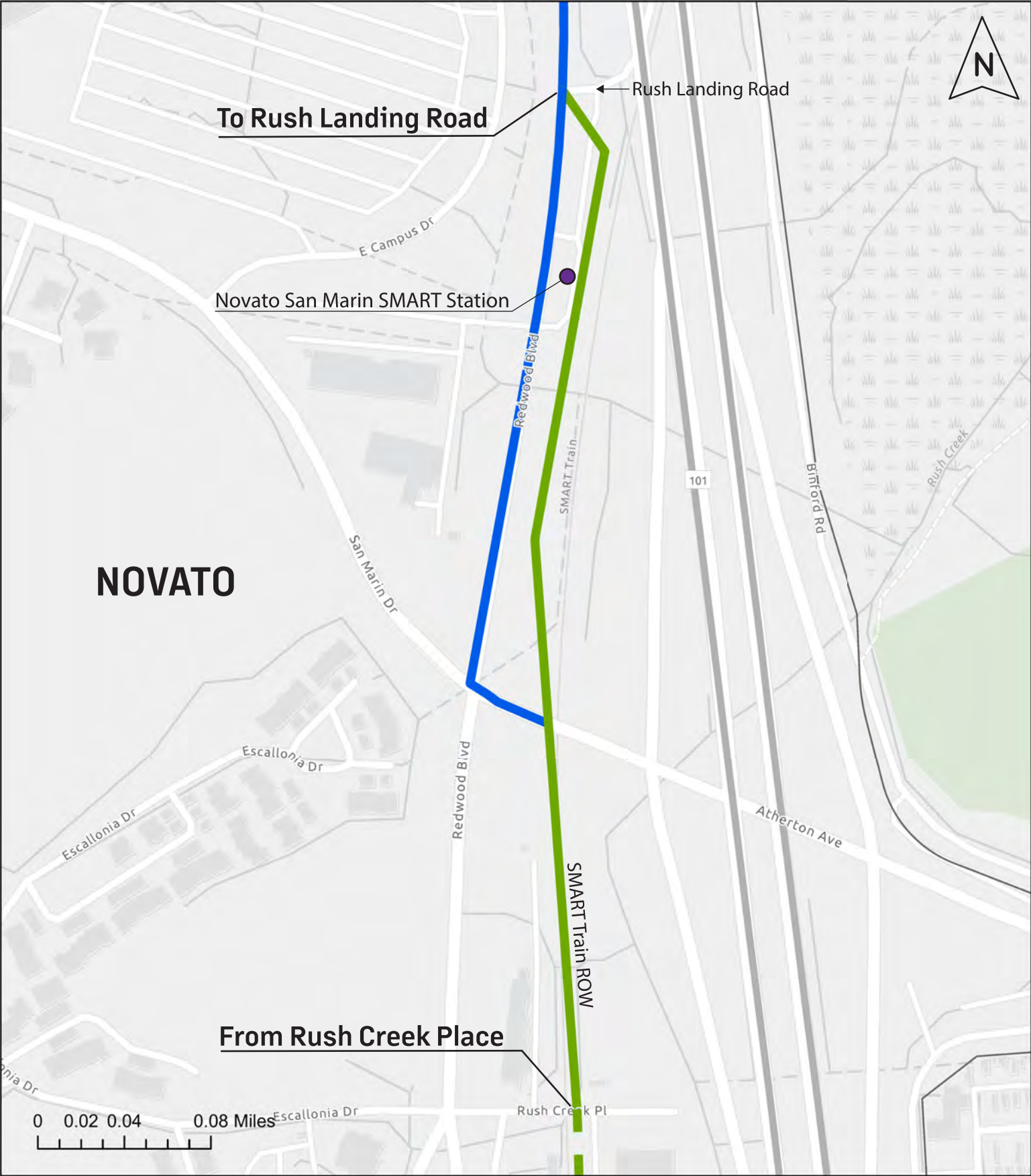
North-South Greenway

Segment 19



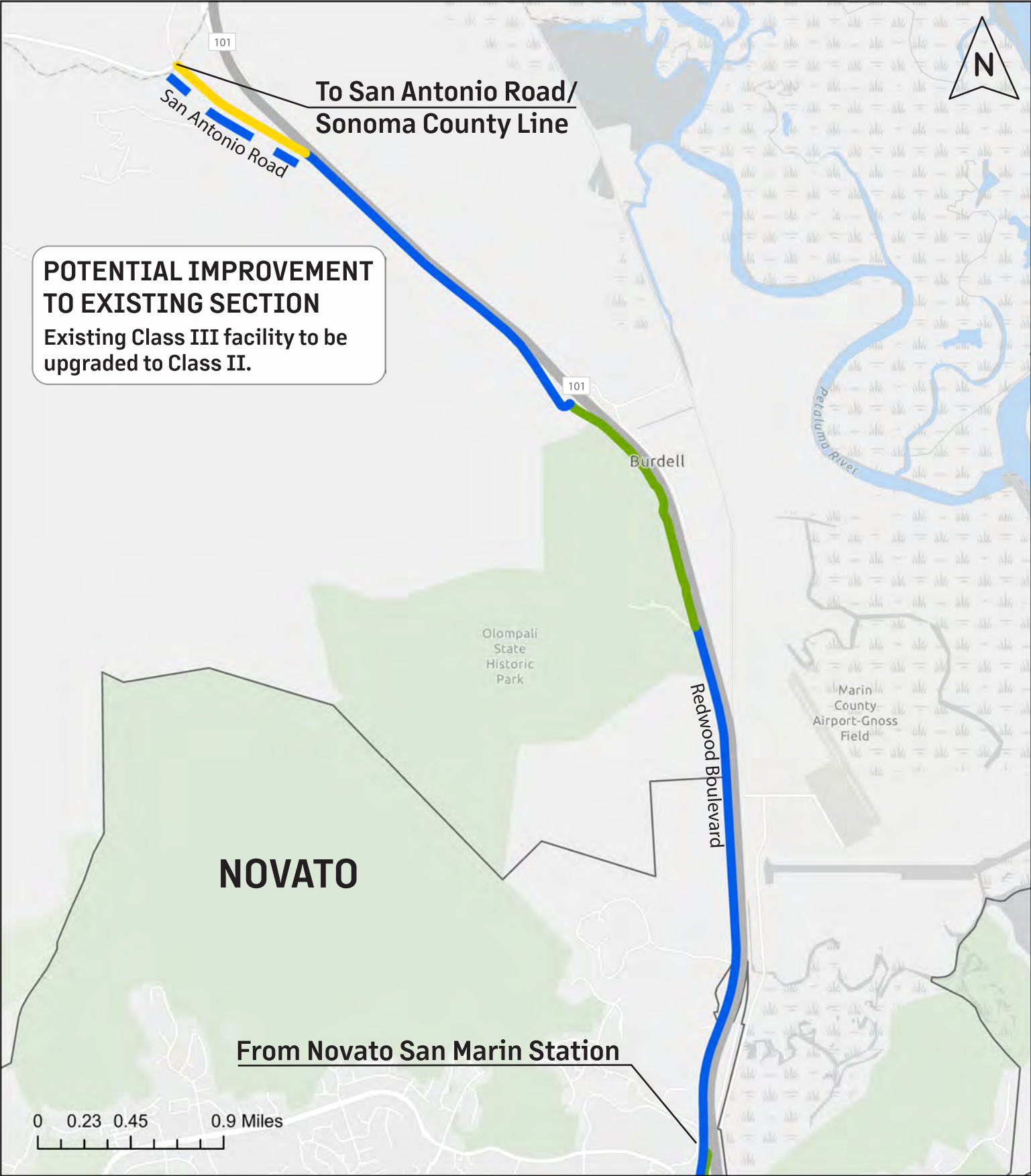
Class I Existing / Planned		Class III Existing / Planned	
Class II Existing / Planned		Class IV Existing / Planned	

North-South Greenway Segment 20



Class I Existing / Planned						Class III Existing / Planned					
Class II Existing / Planned						Class IV Existing / Planned					

North-South Greenway Segment 21



Class I Existing / Planned						Class III Existing / Planned					
Class II Existing / Planned						Class IV Existing / Planned					

NSGW Gap Summary Tables

GAP 1 – FORT BAKER’S VISTA POINT TRAIL	
Jurisdiction(s)	National Parks Service
Start	Lower Conzelman Road
End	Dana Bowers Vista Point Rest Area
Miles	0.3
Status	Advancing to Construction
Completion Date	TBD
Cost Ranking	\$2.97 million (\$\$\$)
Additional Notes	The Vista Point Trail project converts Vista Point Road, a long-closed trail segment, to a 15-foot-wide multi-use path. The project will provide an alternative to the existing undercrossing that requires pedestrians and cyclists to use stairs. The trail is currently under construction.

GAP 2 – DOWNTOWN SAUSALITO	
Jurisdiction(s)	Sausalito
Start	Sausalito Ferry Terminal
End	Gate 6 Road
Miles	1.98
Status	Planning
Completion Date	TBD
Cost Ranking	\$\$\$
Additional Notes	City Council of the City of Sausalito adopted the Ferry Terminal to Gate 6 Road Path Feasibility Study in 2011. Since then, several intersection improvement projects along Bridgeway have been completed and the city has identified several more project areas along the gap from the original study for improvements. These are included in its Capital Improvement Program but funding for design and construction is needed to pursue them. The preferred alignment to permanently close the gap would be a continuous multi-use pathway (Class I) mostly parallel to Bridgeway. However, the section between Harbor Drive and Napa Street needs further study to refine concepts that would enable the installation of a separated Class I pathway.

NSGW Gap Summary Tables

GAP 3 – ALTO TUNNEL	
Jurisdiction(s)	Mill Valley, Corte Madera
Start	Vasco Court
End	Montecito Avenue
Miles	1.21
Status	Completed Feasibility Study
Completion Date	TBD
Cost Ranking	\$42-\$50 million based on cost estimate from the 2017 feasibility study (not adjusted for inflation) - \$\$\$\$\$
Additional Notes	A preliminary feasibility study that looked at reconstructing Alto Tunnel as a multi-use pathway was published in 2017. However, the project does not have a lead agency yet and funding for future planning steps has not been secured. Lomita Drive, Horse Hill Trail, and Casa Buena Drive currently serve as alternate alignments. Casa Buena Complete Streets project will create Class II and Class III facilities on Casa Buena Drive in the southbound and northbound directions, respectively, in 2025, but while the project has completed design, it was delayed due to a PG&E gas transmission line project scheduled for 2024. Another alternative short-term route via Camino Alto and Corte Madera Avenue to Tamalpais Drive is a challenging facility to use for cyclists (steep grade and traffic). For this reason, it was not shown on the map.

GAP 4 – NSGW GAP CLOSURE PROJECT	
Jurisdiction(s)	Corte Madera, Larkspur, Marin County
Start	Redwood Highway
End	Corte Madera Creek Crossing
Miles	0.53
Status	Seeking Funding for Design
Completion Date	TBD
Cost Ranking	\$\$\$
Additional Notes	The NSGW Gap Closure Project seeks to close the gap between the northern end of the Larkspur-Corte Madera Path and the new multi-use pathway that crosses the Corte Madera Creek. The preferred alignment requires securing a public access easement through private property, as well as the use of the existing railroad right-of-way to the south of Corte Madera Creek. Nellen Avenue, the Greenbrae Pedestrian Overcrossing, and Redwood Highway serve as current routes to the greenway alignment. The proposed Class IV facility along Nellen Avenue from Wornum Drive to Fifer Avenue is part of the Central Marin Regional Pathway Project and is scheduled for 2024.

NSGW Gap Summary Tables

GAP 5 – DOWNTOWN SAN RAFAEL	
Jurisdiction(s)	San Rafael
Start	Second Street
End	Mission Avenue
Miles	0.29
Status	Planning
Completion Date	TBD
Cost Ranking	\$\$
Additional Notes	The proposed Class IV facility along Tamalpais Avenue, from Second Street to Fourth Street, is planned as part of the San Rafael Transit Center Relocation Project. The Fourth Street to Mission Avenue segment is planned in San Rafael's Downtown Precise Plan. Currently, existing alignments include a Class I facility on Hetherton Street and a Class III facility on 4 th Street.

GAP 6 – SAN RAFAEL CONNECTION	
Jurisdiction(s)	San Rafael, SMART
Start	Puerto Suello Hill Pathway
End	North San Pedro Road/Los Ranchitos Road
Miles	0.37
Status	Feasibility Study
Completion Date	Planning/Design anticipated in 2024
Cost Ranking	\$\$\$
Additional Notes	The Puerto Suello Hill Pathway currently ends on Merrydale Road. The Puerto Suello Pathway Feasibility Study published by SMART in 2022 explores possible alignments to close the gap, with the preferred alignment roughly following SMART right-of-way as shown on the map.

NSGW Gap Summary Tables

GAP 7 – SAN RAFAEL-NOVATO SMART PATHWAY	
Jurisdiction(s)	San Rafael, Novato, Marin County, SMART
Start	McInnis Parkway/Bridgewater Drive
End	Main Gate Road
Miles	3.45
Status	Design/Construction
Completion Date	Construction anticipated to start in 2024
Cost Ranking	\$\$\$\$
Additional Notes	The new pathway segment leaves the existing McInnis path at Bridgewater Drive, crosses Las Gallinas Creek on a newly constructed bridge, and connects to the existing SMART path just north of Main Gate Road. The portion from McInnis Parkway to Smith Ranch Road is funded and currently planned for construction. The portion from Smith Ranch Road to Main Gate Road is in design but has no construction funding.

GAP 8 – NOVATO SMART PATHWAY	
Jurisdiction(s)	Novato, SMART
Start	Hamilton Parkway
End	Frosty Lane/Hamilton Drive
Miles	1.40
Status	Design
Completion Date	TBD
Cost Ranking	\$\$\$
Additional Notes	The pathway will connect the existing Class I in the south, which ends near the pedestrian crossing at State Access Road and Hamilton Parkway, to the existing Class I in the north, at Frosty Lane/Hamilton Drive. The pathway will have a short Class IV segment on Roblar Drive before going back to SMART right-of-way.

NSGW Gap Summary Tables

GAP 9 – ROWLAND BOULEVARD CONNECTION	
Jurisdiction(s)	Novato, SMART
Start	Hanna Ranch Road
End	Vintage Way (South)
Miles	0.40
Status	Design
Completion Date	TBD
Cost Ranking	\$\$
Additional Notes	The proposed path will connect to the newly built Class I along Rowland Boulevard and is funded for construction.

GAP 10 – NOVATO CREEK CONNECTION	
Jurisdiction(s)	Novato, SMART
Start	Vintage Way (North)
End	Rowland Way
Miles	0.39
Status	Planning, Design
Completion Date	TBD
Cost Ranking	\$\$
Additional Notes	The proposed greenway alignment will follow the Flood Control's Property (levee) from the south side of Novato Creek to Rowland Way, however other alignments are also being explored. A current Class III facility exists via Rowland Boulevard and Rowland Way. The existing Class III facility along Rowland Way Bridge will be upgraded to Class IV.

NSGW Gap Summary Tables

GAP 11 – GRANT AVENUE CROSSING	
Jurisdiction(s)	Novato, SMART
Start	Grant Avenue
End	Railroad Avenue
Miles	0.03
Status	Planning
Completion Date	TBD
Cost Ranking	\$
Additional Notes	Small gap from the end of the pathway at Grant Avenue to the Class II facility on Railroad Avenue. The path will cross the railroad tracks. Novato is looking at ways to link the gap to the existing pathway at the Downtown Novato station, and the planned segment north of Grant. Further coordination with the City of Novato will help inform whether a short class III treatment is feasible and the safest, or whether sidewalk improvements will be better suited for safely connecting between these pathway segments.

GAP 12 – NOVATO SMART PATHWAY	
Jurisdiction(s)	Novato, SMART
Start	Olive Avenue
End	Rush Creek Place
Miles	0.40
Status	Planning, Design
Completion Date	TBD
Cost Ranking	\$\$
Additional Notes	The proposed Class I pathway will connect the existing facility along Railroad Avenue that ends at Olive Avenue to the existing Class I at Rush Creek Place. The existing Class II facility along Railroad Avenue has a proposed improvement to be upgraded to a Class IV.

4. Status Report.

Cross Marin Bikeway

Status Report

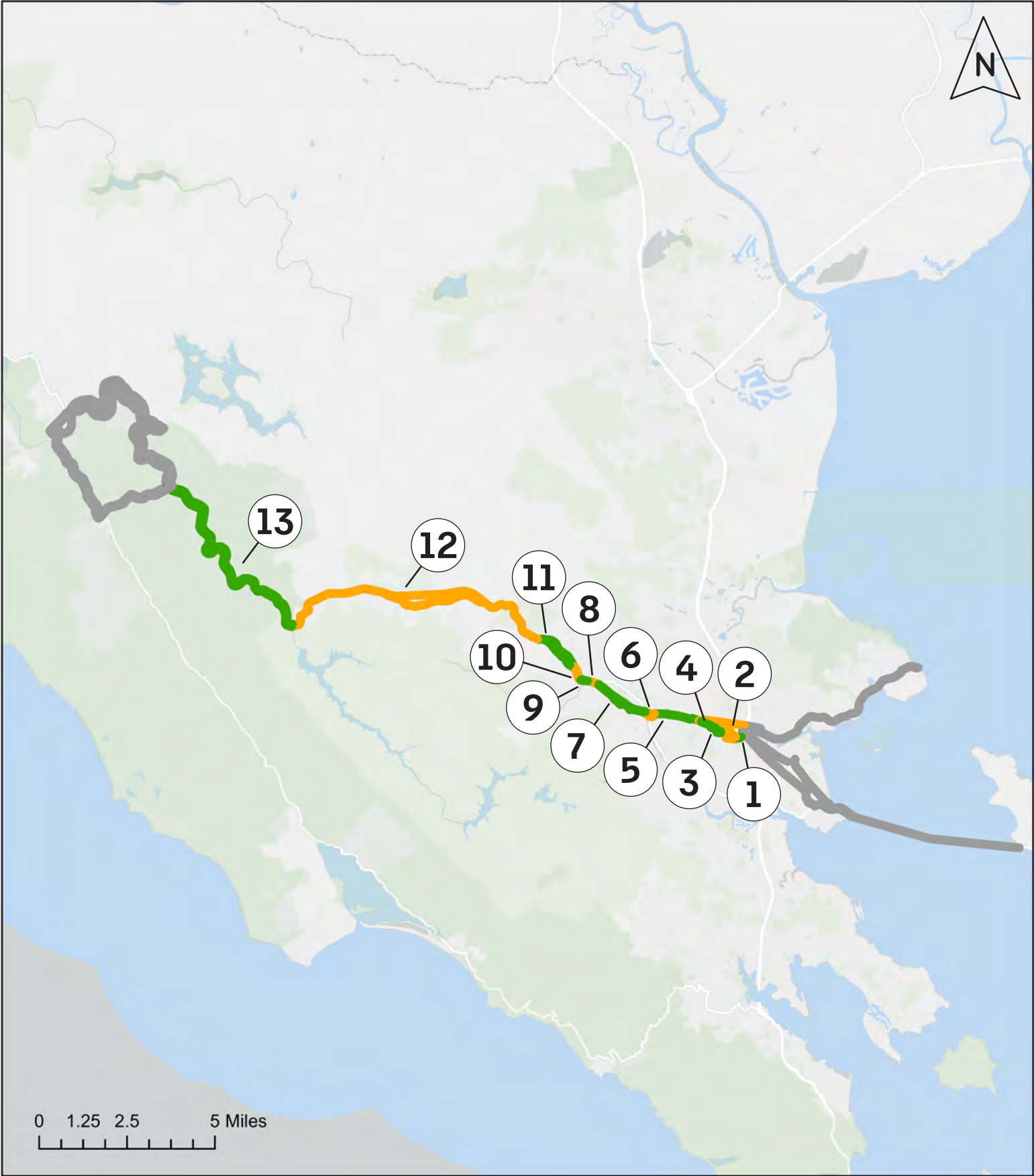
Cross Marin Bikeway

The following maps present the current status of the different segments that compose the **Cross Marin Bikeway** from downtown San Rafael to the Cross Marin Trail. The maps distinguish between existing and proposed bikeway facilities, as well as their typology (Class I, II, III, or IV bikeway facilities). Remaining gaps, current alignments, and potential improvements to existing sections of the corridor are also highlighted on the maps. The gap summary tables complete the maps by compiling relevant information about the remaining gaps and potential solutions to close them. Additionally, information about relative costs associated with the gap closure projects was included in the summary tables in the form of dollar signs (from \$ to \$\$\$\$\$\$ using planning level estimates based on the size and complexity of the proposed improvements).

Segment	Jurisdiction(s)	Gap?	If Yes, Gap Number
1	San Rafael	Yes	Gap 1
2	San Rafael	Yes	Gap 2
3	San Rafael	No	
4	San Rafael	Yes	Gap 3
5	San Rafael, San Anselmo	No	
6	San Anselmo	Yes	Gap 4
7	San Anselmo, Fairfax	Yes	Gap 5
8	Fairfax	No	
9	Fairfax	No	
10	Fairfax	No	

11	Fairfax	No	11
12	Marin County	No	12
13	Marin County	No	13

Cross Marin Bikeway Segment Locations



Legend :

Odd No. Segments

Even No. Segments

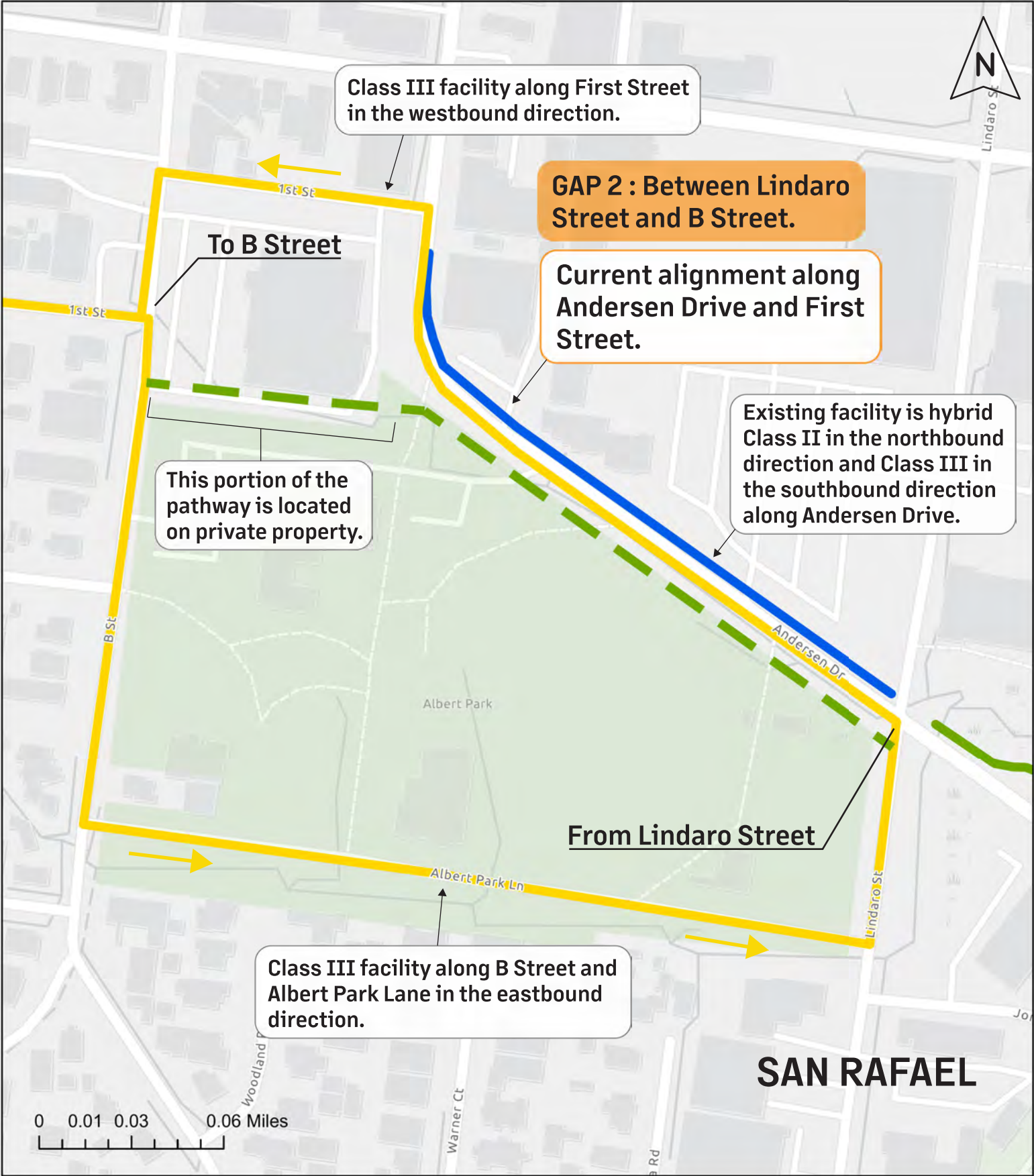
Potential Corridor Extension

Cross Marin Bikeway Segment 1

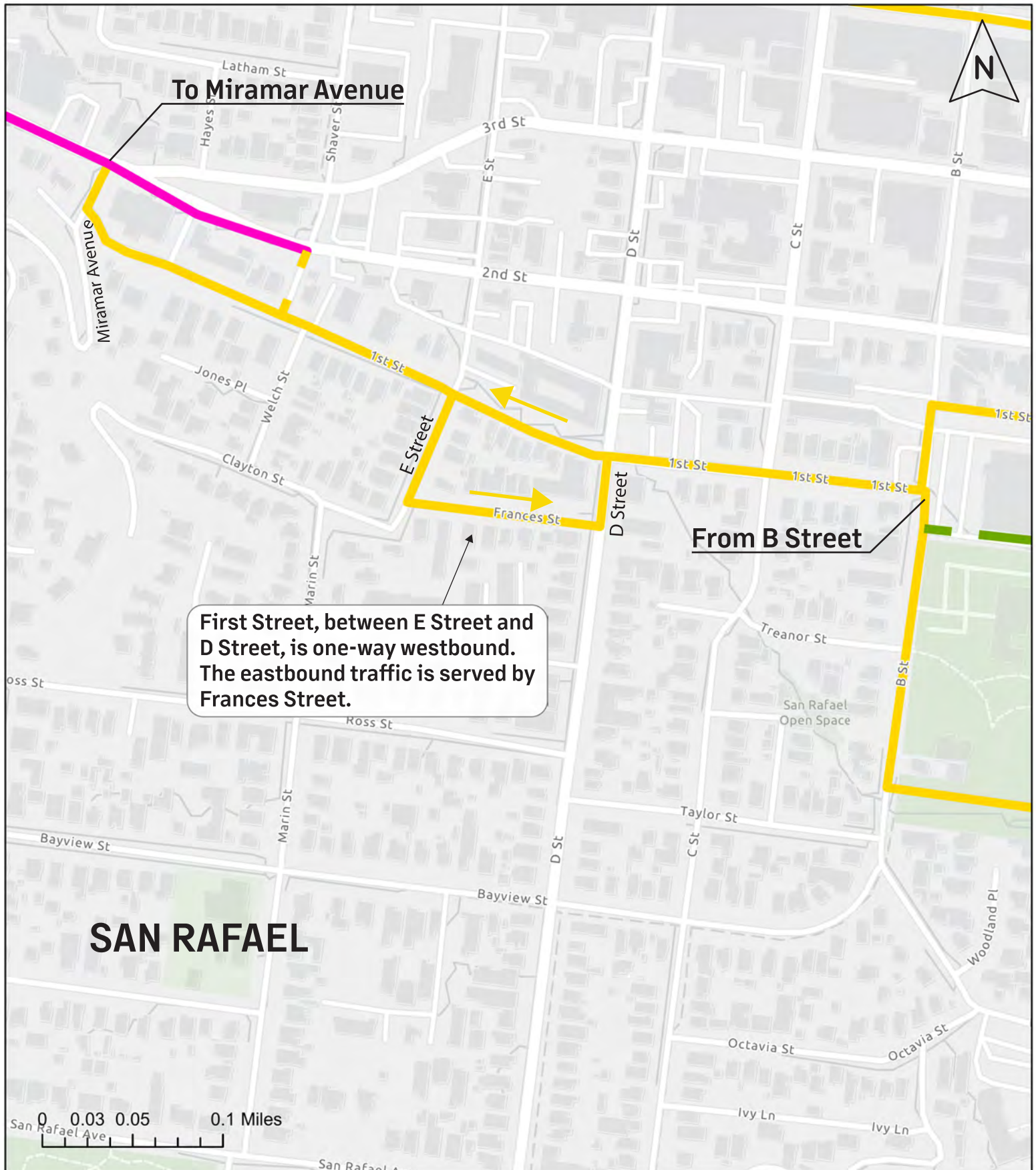


Class I Existing / Planned		Class III Existing / Planned	
Class II Existing / Planned		Class IV Existing / Planned	

Cross Marin Bikeway Segment 2



Cross Marin Bikeway Segment 3



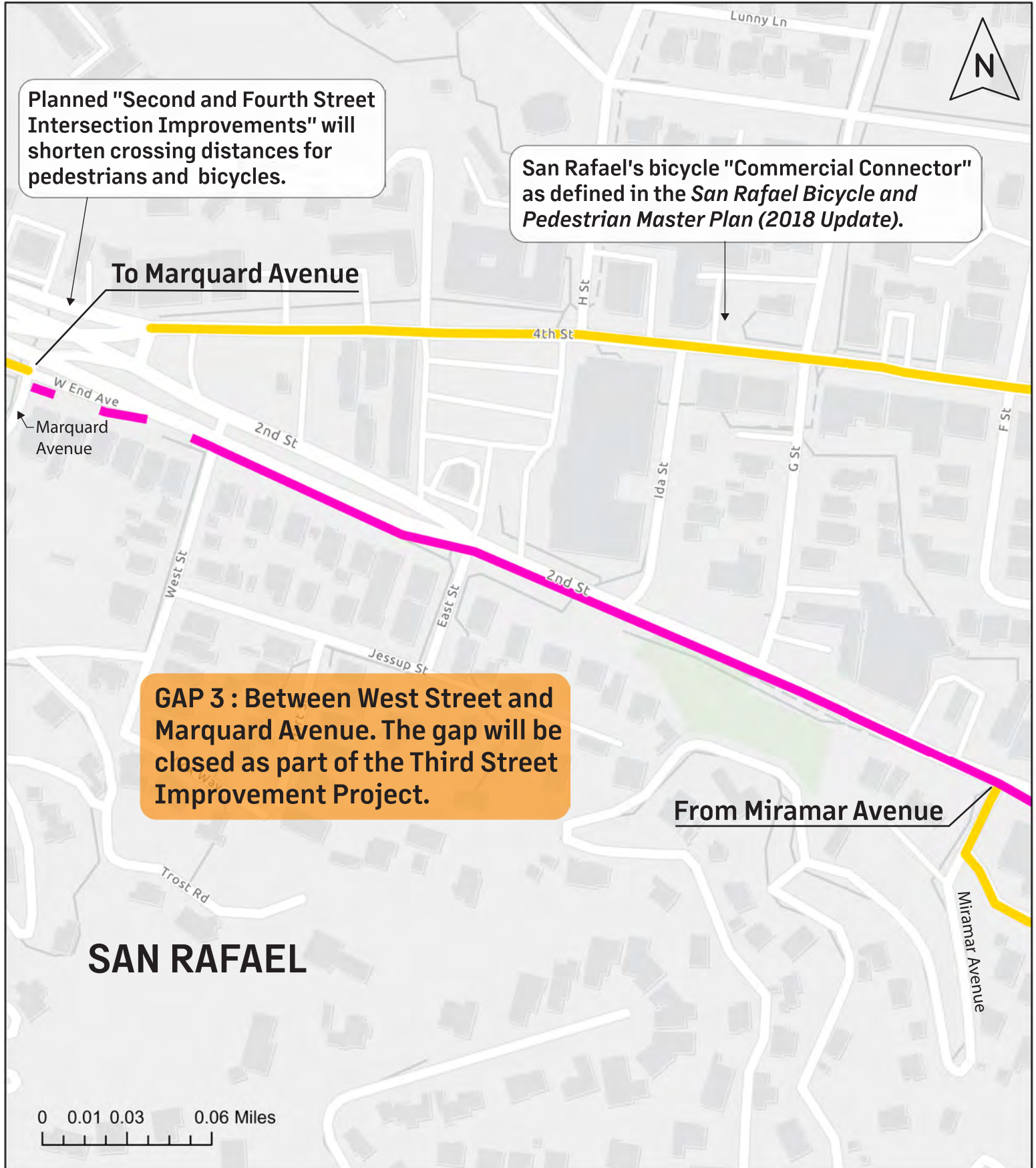
Class I Existing / Planned

Class II Existing / Planned

Class III Existing / Planned

Class IV Existing / Planned

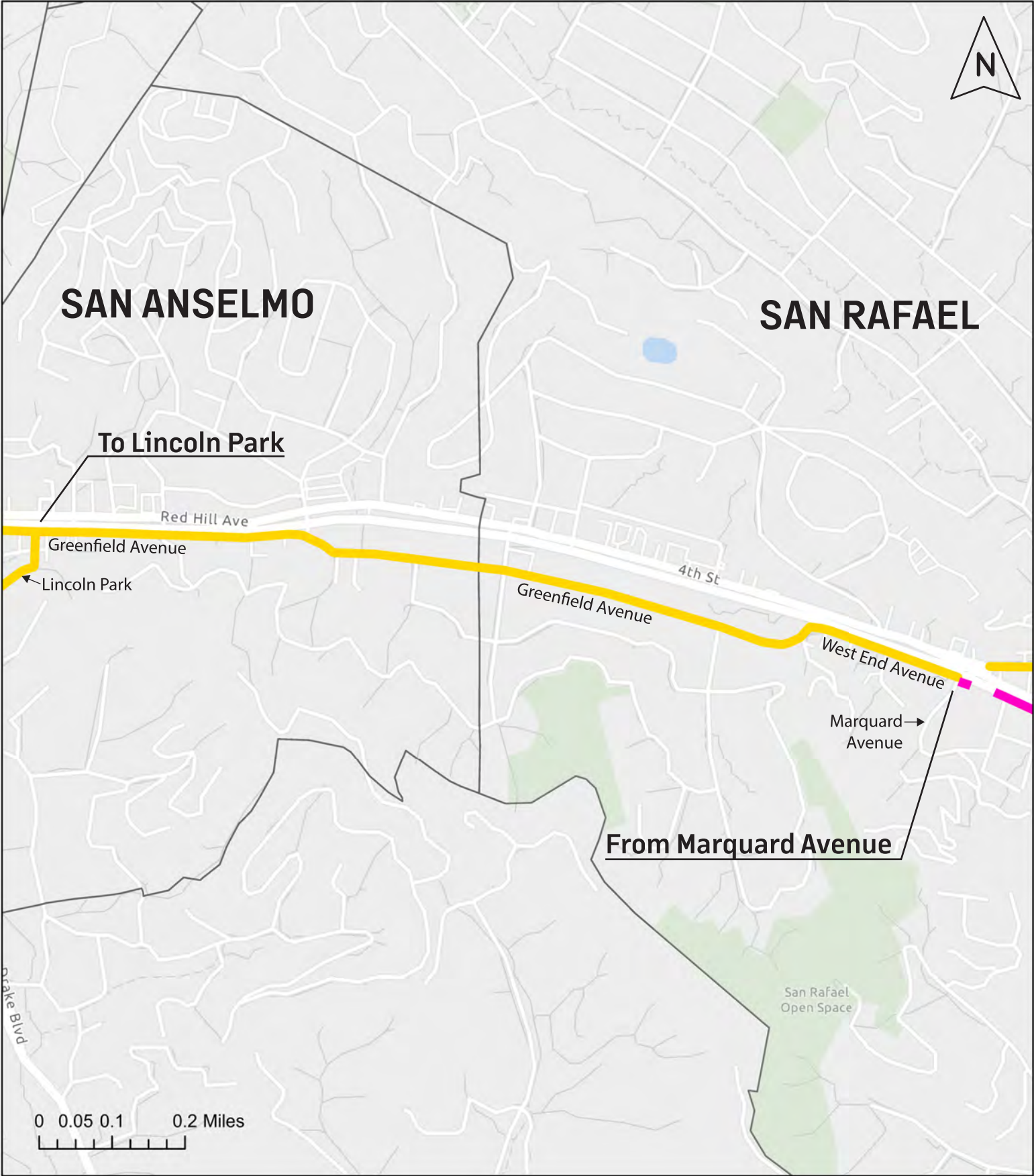
Cross Marin Bikeway Segment 4



Class I Existing / Planned		Class III Existing / Planned	
Class II Existing / Planned		Class IV Existing / Planned	

Cross Marin Bikeway

Segment 5



Class I Existing / Planned						Class III Existing / Planned					
Class II Existing / Planned						Class IV Existing / Planned					

Cross Marin Bikeway Segment 6



Cross Marin Bikeway

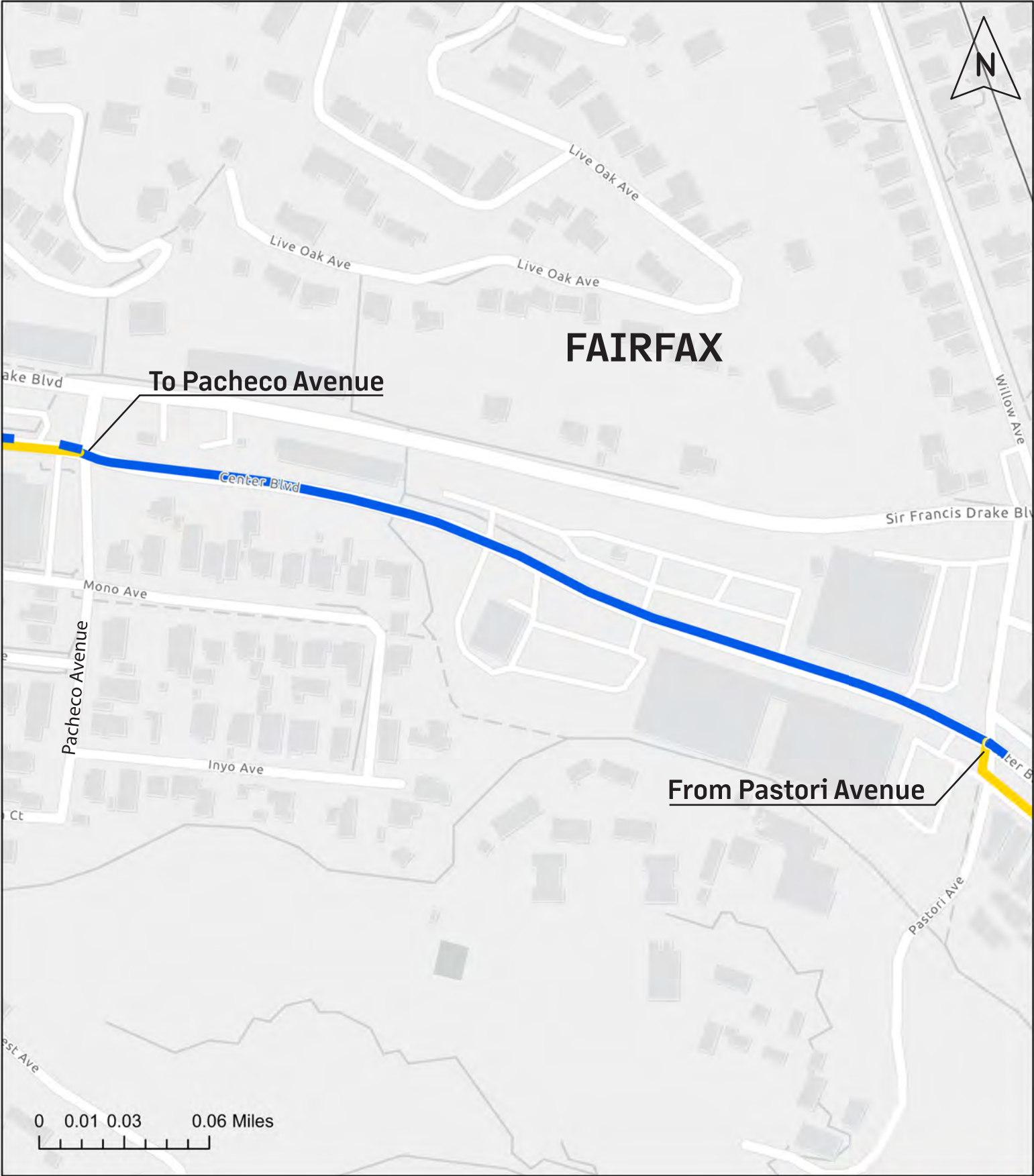
Segment 7



Class I Existing / Planned						Class III Existing / Planned					
Class II Existing / Planned						Class IV Existing / Planned					

Cross Marin Bikeway

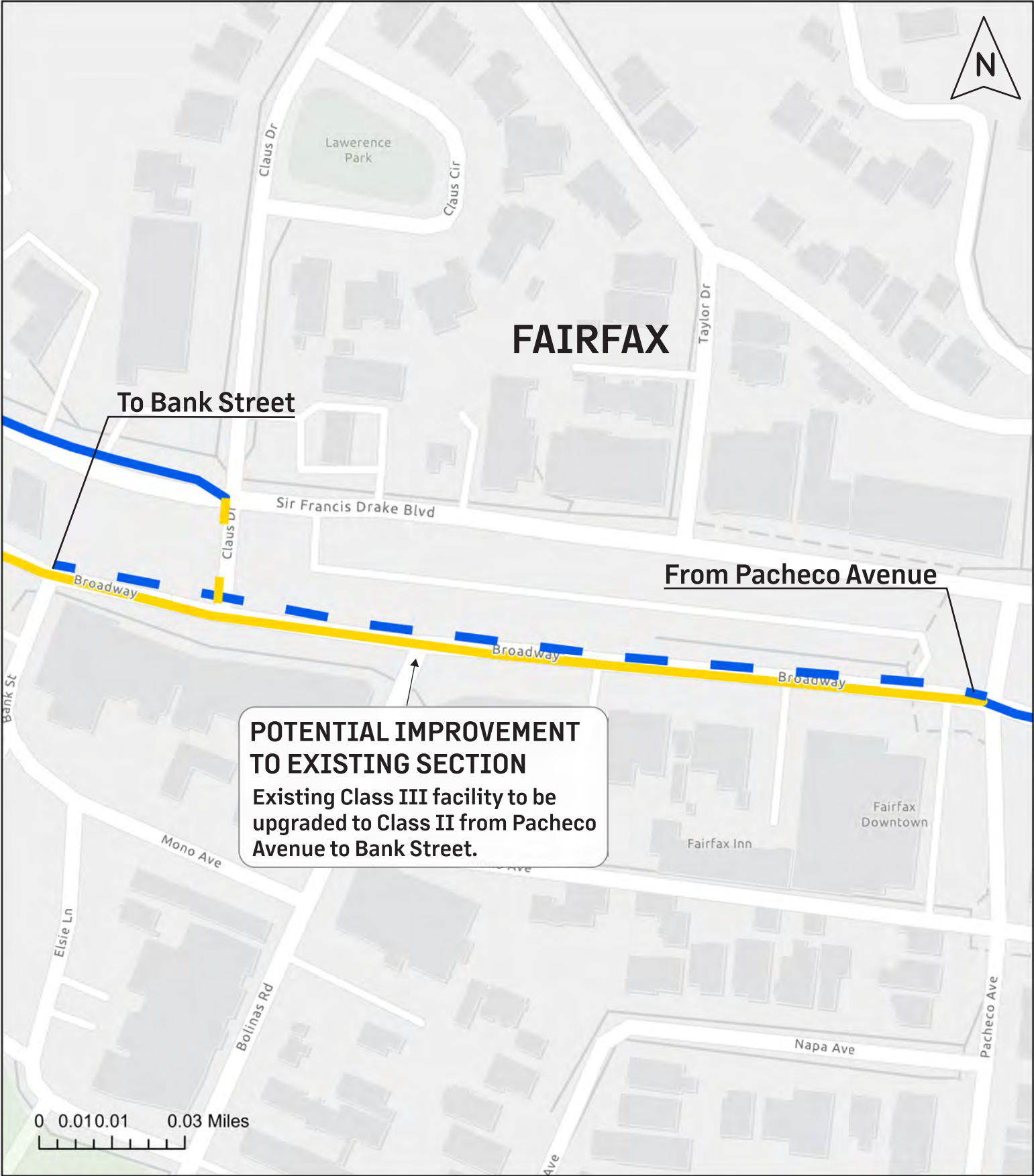
Segment 8



Class I Existing / Planned						Class III Existing / Planned					
Class II Existing / Planned						Class IV Existing / Planned					

Cross Marin Bikeway

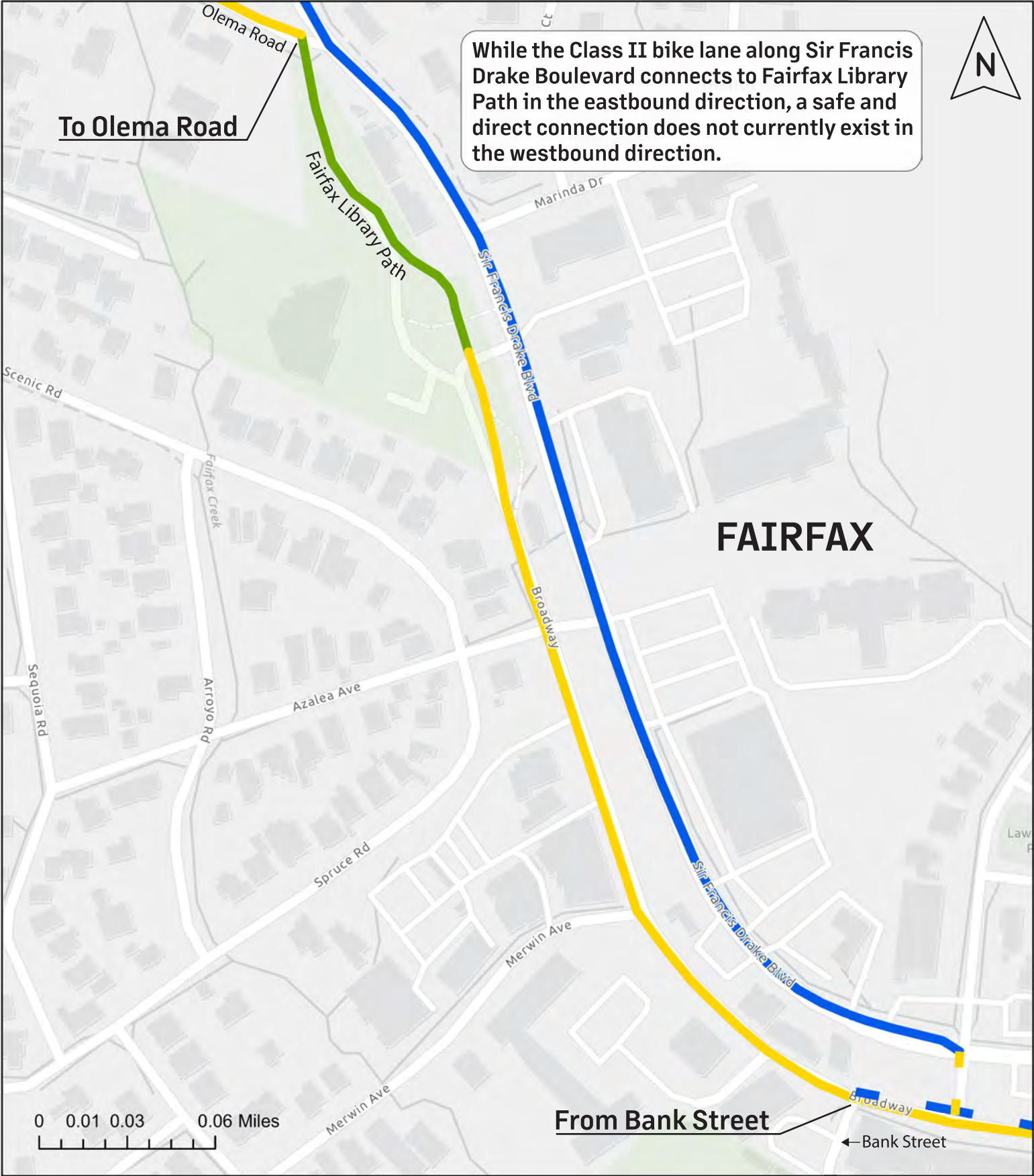
Segment 9



Class I Existing / Planned						Class III Existing / Planned					
Class II Existing / Planned						Class IV Existing / Planned					

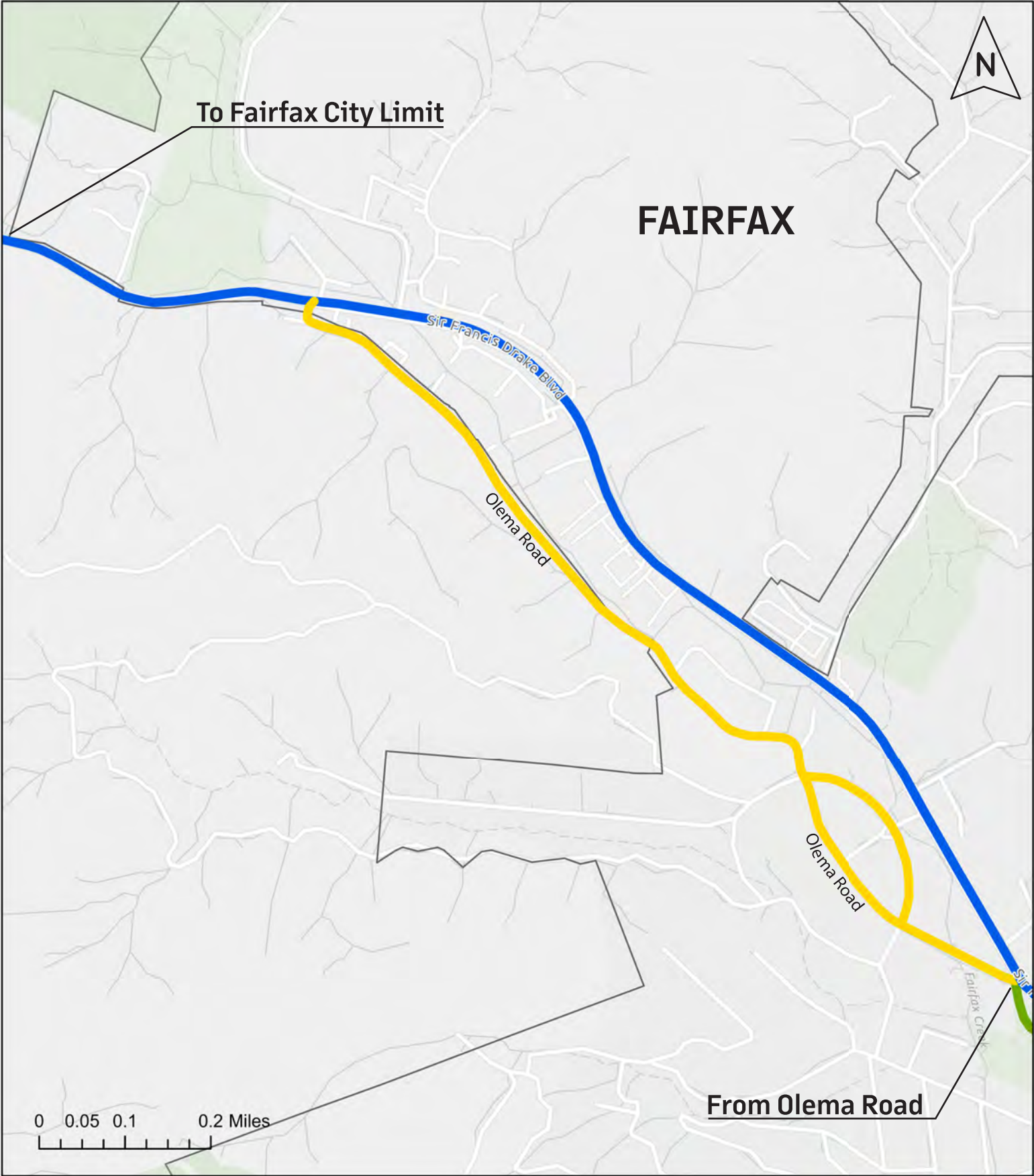
Cross Marin Bikeway

Segment 10



Class I Existing / Planned						Class III Existing / Planned					
Class II Existing / Planned						Class IV Existing / Planned					

Cross Marin Bikeway Segment 11



Class I Existing / Planned						Class III Existing / Planned					
Class II Existing / Planned						Class IV Existing / Planned					

Cross Marin Bikeway

Segment 12



Class I Existing / Planned						Class III Existing / Planned					
Class II Existing / Planned						Class IV Existing / Planned					

Cross Marin Bikeway Segment 13



Class I Existing / Planned		Class III Existing / Planned	
Class II Existing / Planned		Class IV Existing / Planned	

CMB Gap Summary Tables

GAP 1 – LINDARO STREET CONNECTOR	
Jurisdiction(s)	San Rafael
Start	End of Mahon Creek Path
End	Andersen Drive/Lindaro Street
Miles	0.05
Status	Feasibility Study Planned
Completion Date	TBD
Cost Ranking	\$\$\$
Additional Notes	Small gap between the end of the Mahon Creek Path and intersection of Andersen Drive with Lindaro Street. The city of San Rafael plans to do a feasibility study at this location to determine the best option for the Lindaro and Andersen crossing, which will be found in the Active Projects and Capital Improvement Program (CIP).

GAP 2 – ALBERT PARK/COMMUNITY CENTER	
Jurisdiction(s)	San Rafael
Start	Lindaro Street
End	B Street
Miles	0.22
Status	Conceptual Planning
Completion Date	TBD
Cost Ranking	\$\$
Additional Notes	Projects D-7 and D-12 in the San Rafael Bicycle & Pedestrian Master Plan (2018) discusses extending a Class I path along Andersen Drive and through Albert Park to connect Mahon Creek Path to B Street. No specific alignment has been vetted. Currently, users may choose to take the facilities on Andersen Drive, First Street, and Albert Park Lane.

CMB Gap Summary Tables

GAP 3 – THIRD STREET IMPROVEMENT PROJECT	
Jurisdiction(s)	San Rafael
Start	West Street
End	Marquard Avenue
Miles	0.05
Status	Construction
Completion Date	Fall 2023
Cost Ranking	\$\$
Additional Notes	The gap will be closed by installing a Class IV track on the south side of Second Street, as part of the Third Street Improvement Project. Construction is underway.

GAP 4 – THE HUB	
Jurisdiction(s)	San Anselmo
Start	Lincoln Park
End	Bridge Avenue
Miles	0.17
Status	Planning/Design
Completion Date	TBD
Cost Ranking	\$\$\$
Additional Notes	The gap will be closed as part of The Hub project and could include a near-term project to install Class II bike lanes through Creek Park from Bank Street to Bridge Avenue. A far-term plan includes a raised bicycle/pedestrian bridge from Creek Park to Greenfield Avenue.

CMB Gap Summary Tables

GAP 5 – CENTER BOULEVARD	
Jurisdiction(s)	San Anselmo, Fairfax
Start	Bridge Avenue
End	Pastori Avenue
Miles	1.22
Status	Planning
Completion Date	TBD
Cost Ranking	\$\$
Additional Notes	A planned Class II along Center Boulevard will connect the existing facility at Pastori Avenue to Sycamore Avenue/San Anselmo Avenue at the Center Boulevard Bridge.

Potential Extensions

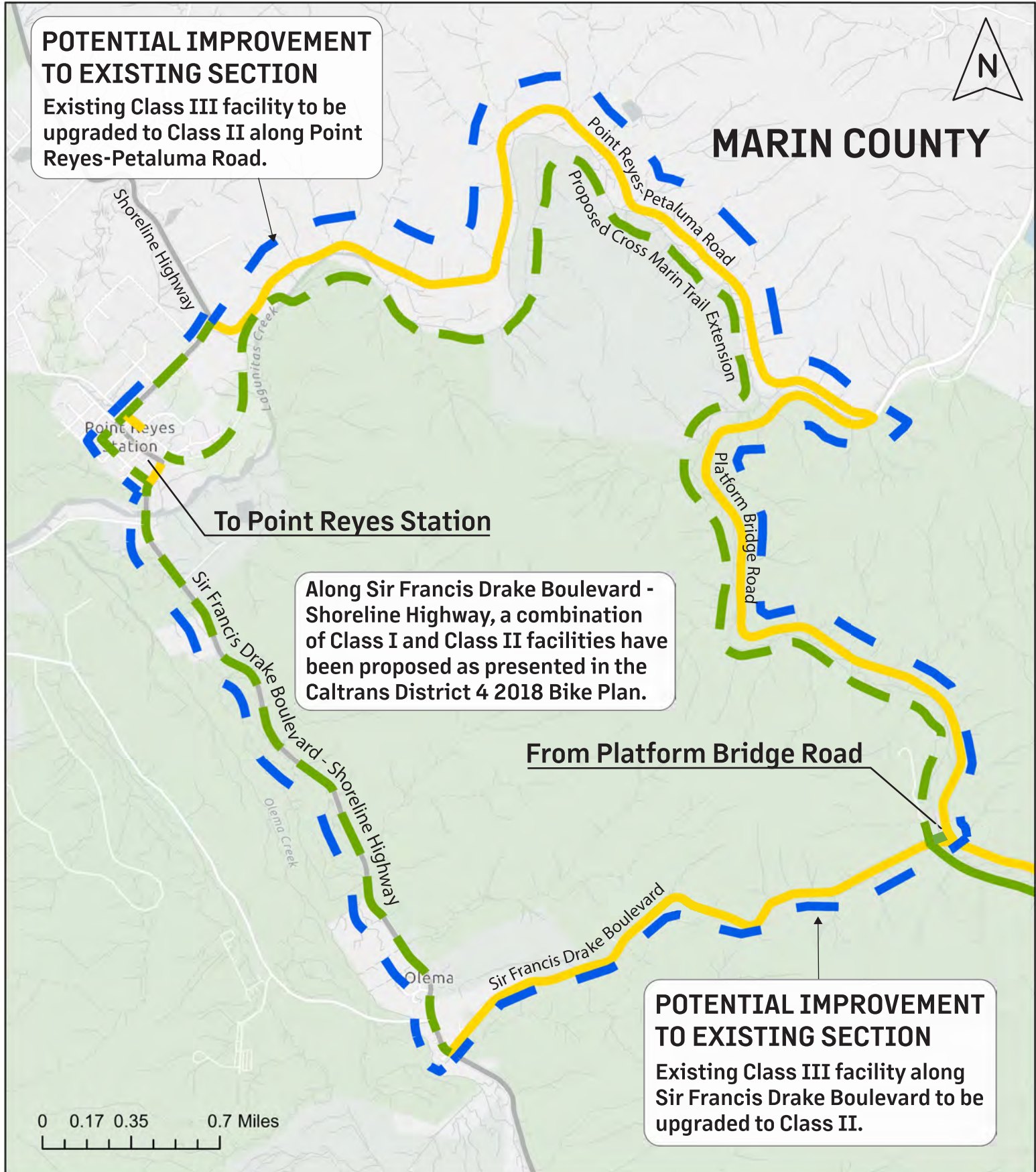
Cross Marin Bikeway

The following maps present extensions to the east and west of the CMB that are currently being considered by local stakeholders. The maps focus on proposed projects that would help extend the corridor as a continuous pathway. Some future projects not directly related to the CMB may be missing from the maps. The extensions shown do not intend priorities for investments.

The western extension examines alignments from the Cross Marin Trail to Point Reyes Station. The eastern extension examines alignments from San Rafael to McNears Beach and the Richmond-San Rafael Bridge. Some portions of these extensions are partially completed. Proposed improvements and new projects are currently being considered to finalize these important connections.



Cross Marin Bikeway Western Extension



Class I Existing / Planned		Class III Existing / Planned	
Class II Existing / Planned		Class IV Existing / Planned	

Cross Marin Bikeway Eastern Extension



Class I Existing / Planned		Class III Existing / Planned	
Class II Existing / Planned		Class IV Existing / Planned	

5. Conclusion.

Conclusion

The **North South Greenway** and **Cross Marin Bikeway** are major active transportation corridors that play a crucial role in achieving Marin's goal to develop a sustainable transportation network accessible to all. While these two corridors were just ideas more than 30 years ago, tremendous progress has been made to bring this vision to life. Recently, major projects such as the Cal Park Hill Tunnel and the Corte Madera Creek Crossing, have helped close significant gaps along the two corridors thanks to the coordinated efforts of the TAM Board of Commissioners, local jurisdictions, public agencies, and advocacy groups.

Today, most of the segments that compose the two corridors exist in one form or another, and more than a dozen proposed improvements are currently being considered to improve connections, safety, and accessibility. While important gaps remain, temporary gap closure alternatives or future projects have been identified for more than half of these incomplete sections.

Tracking progress to encourage the swift completion of these vital corridors for Marin is more important than ever.



Resources & Links.

Photos were provided by TAM, unless otherwise noted.

<https://www.tam.ca.gov/>

<https://www.marincounty.org/>

<https://sonomamarintrain.org/>

<https://www.wtb-tam.org/>

<https://www.marinbike.org/>

<https://www.walkbikemarin.org/>

<https://thegreatredwoodtrail.org/>

<http://www.nsgreenwaygapclosure.com/>

<https://www.cityofsanrafael.org/bpmp/>

http://walkbikemarin.org/documents/sr_fairfax_study/SR-Fairfax_Bikeway_Study_FINAL.pdf

<http://walkbikemarin.org/documents/marin-bicycle-map.pdf>

APPENDIX.

The North-South Bikeway

Quick Facts

The **North-South Bikeway (NSB)** is a separate network of pedestrian and bike facilities that connects Puerto Suello Hill in San Rafael to Novato via Terra Linda and is an important part of Marin's overall sustainable mobility network. The NSB, which runs entirely on the west side of US 101, is the only facility currently available between San Rafael and Novato until gaps in the NSGW are completed.

Based on the map shown on the right which was provided by MCBC and WTB-TAM, the route starts at Puerto Suello Hill in San Rafael and follows Los Ranchitos Road, Las Gallinas Avenue, Miller Creek Drive, the Pacheco Hill Path, Alameda Del Prado, Ignacio Boulevard, Entrada Drive, the S. Novato Boulevard to Inn Marin Path, S. Novato Boulevard, and Novato Boulevard, ending at Stafford Lake.

Note: The NSB definition and map shown on this page are based on discussions with MCBC and WTB-TAM. The information provided was not based on historical documentation produced by agencies, and no recent documentation about the NSB was identified as part of this report.



Source: Apple Maps, provided by WTB-TAM

Existing Segments in Need of Improvements*

North-South Greenway

The following are existing Class I pathway segments of the NSGW which are highly degraded:

- Between Civic Center Dr. and Bridgewater Dr. (San Rafael)
- Between Frosty Ln. and Hanna Ranch Rd. (Novato)
- Between the north side of Novato Creek and Lamont Ave. (Novato)

Cross Marin Bikeway

The following are existing Class III shared route segments on the CMB which may or may not be signed, but which do not currently feature visible sharrow markings:

- 1st Street between Miramar Ave. and B St. (San Rafael)
- Lansdale Ave. between Pastori Ave. and San Anselmo Ave. (San Anselmo)
- Broadway between Fairfax Library and Bank St. (Fairfax)
- Olema Rd. between Sir Francis Drake Blvd. and Fairfax Library Path (Fairfax)
- San Geronimo Valley Rd. between San Geronimo and Woodacre
- Sir Francis Drake Blvd. between Olema and Lagunitas
- Platform Bridge Rd. between Point Reyes - Petaluma Rd. and Sir Francis Drake Blvd.
- Point Reyes - Petaluma Rd. between Shoreline Hwy. and Platform Bridge Rd.

* The list was provided by MCBC and WTB-TAM

NSGW Gap Summary Table

 Projects in later stages of project development

Segment	Gap Number	Gap Name	Jurisdiction(s)	Status*	Completion Date	Cost Ranking**
1	Gap 1	Fort Baker's Vista Point Trail	National Parks Service	Advancing to Construction	TBD	\$\$\$
2	Gap 2	Downtown Sausalito	Sausalito	Planning	TBD	\$\$\$
4	Gap 3	Alto Tunnel	Mill Valley, Corte Madera	Completed Feasibility Study	TBD	\$\$\$\$\$
6	Gap 4	NSGW Gap Closure Project	Corte Madera, Larkspur, Marin County	Seeking Funding for Design	TBD	\$\$\$
9	Gap 5	Downtown San Rafael	San Rafael	Planning	TBD	\$\$
11	Gap 6	San Rafael Connection	San Rafael, SMART	Feasibility Study	Planning/Design anticipated in 2024	\$\$\$
13	Gap 7	San Rafael-Novato SMART Pathway	San Rafael, Novato, Marin County, SMART	Design	Construction anticipated to start in 2024	\$\$\$\$
15	Gap 8	Novato SMART Pathway	Novato, SMART	Design	TBD	\$\$\$
17	Gap 9	Rowland Boulevard Connection	Novato, SMART	Design	TBD	\$\$
17	Gap 10	Novato Creek Connection	Novato, SMART	Planning, Design	TBD	\$\$
18	Gap 11	Grant Avenue Crossing	Novato, SMART	Planning	TBD	\$
19	Gap 12	Novato SMART Pathway	Novato, SMART	Planning, Design	TBD	\$\$

* Several gaps have current alignments, as shown on their respective segment maps.

** Dollar signs are intended to provide basic estimates on relative costs associated with the gap closure projects. It was based on a planning-level review of the proposed improvements.

CMB Gap Summary Table

 Projects in later stages of project development

Segment	Gap Number	Gap Name	Jurisdiction(s)	Status*	Completion Date	Cost Ranking**
1	Gap 1	Lindaro Street Connector	San Rafael	Feasibility Study Planned	TBD	\$\$\$
2	Gap 2	Albert Park/Community Center	San Rafael	Conceptual Planning	TBD	\$\$
4	Gap 3	Third Street Improvement Project	San Rafael	Construction	Fall 2023	\$\$
6	Gap 4	The Hub	San Anselmo	Planning, Design	TBD	\$\$\$
7	Gap 5	Center Boulevard	San Anselmo, Fairfax	Planning	TBD	\$\$

* Several gaps have current alignments, as shown on their respective segment maps.

** Dollar signs are intended to provide basic estimates on relative costs associated with the gap closure projects. It was based on a planning-level review of the proposed improvements.

THIS PAGE LEFT BLANK INTENTIONALLY



Review of the Draft North-South Greenway & Cross Marin Bikeway Status Report

Transportation Authority of Marin

Board of Commissioners

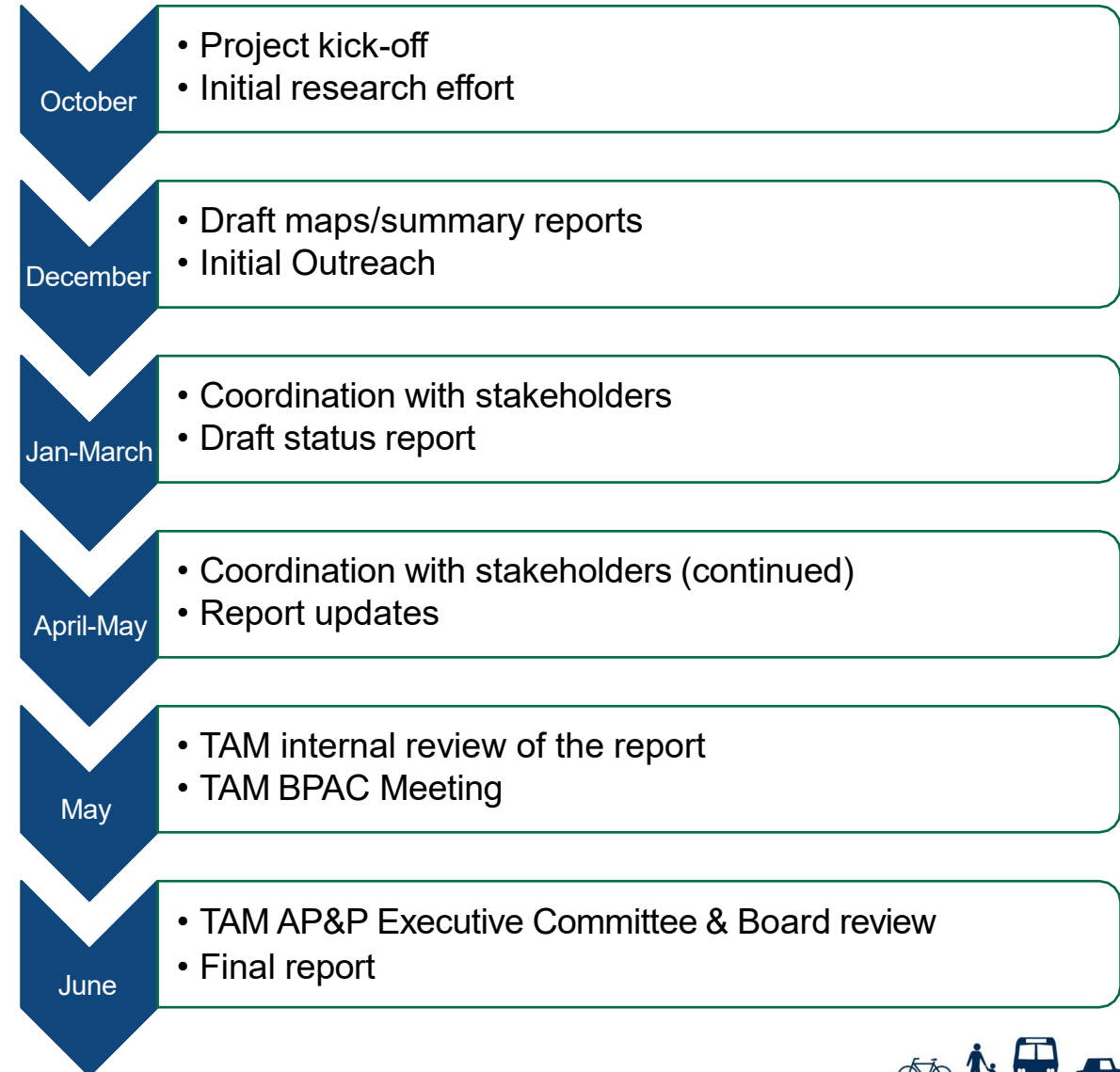
June 22, 2023

North-South Greenway & Cross Marin Bikeway Status Report

The purpose of the study is to develop a status report of the North-South Greenway and Cross Marin Bikeway, highlighting for each corridor the segments that are complete and the remaining gaps.

The intent of the status report is not to develop new ideas or designs for bicycle/pedestrian connections that currently do not exist or might benefit from modernization.

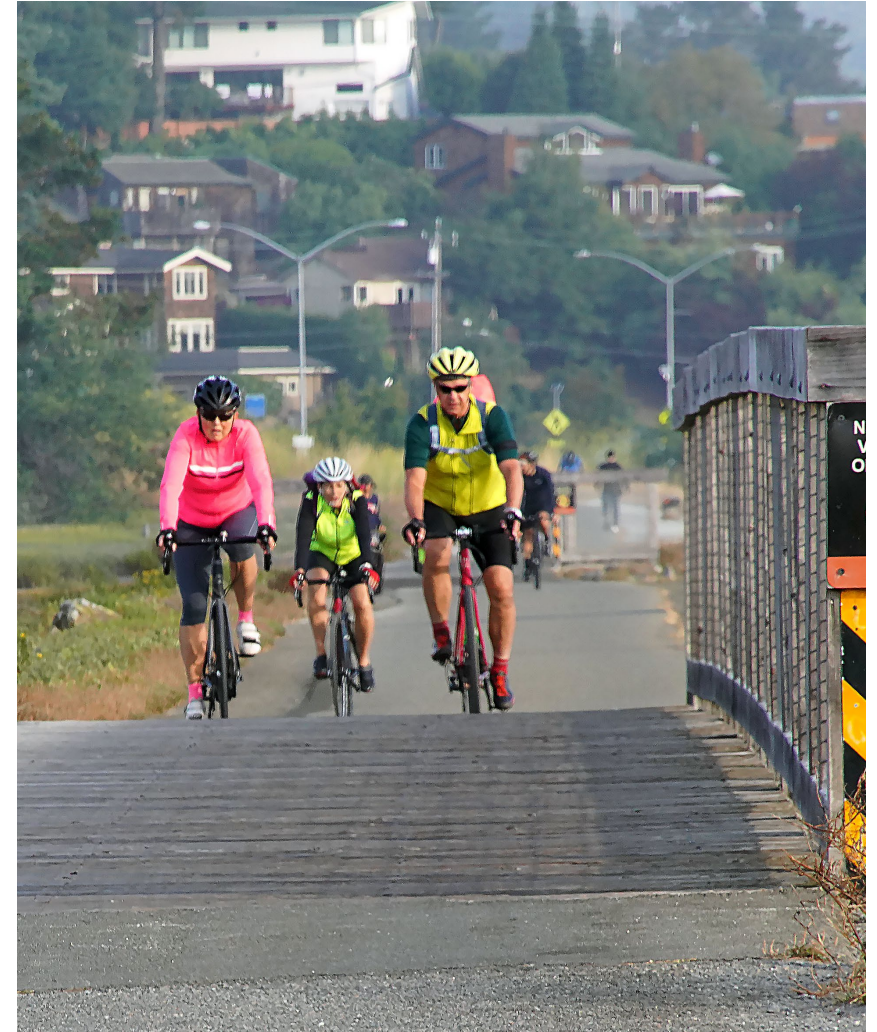
Available information such as the typology of the bicycle facilities, known upgrades, and future projects are included in the report, composed of maps and summary tables.



Research Effort & Outreach

The preliminary research effort included reviewing and referencing the following sources of information:

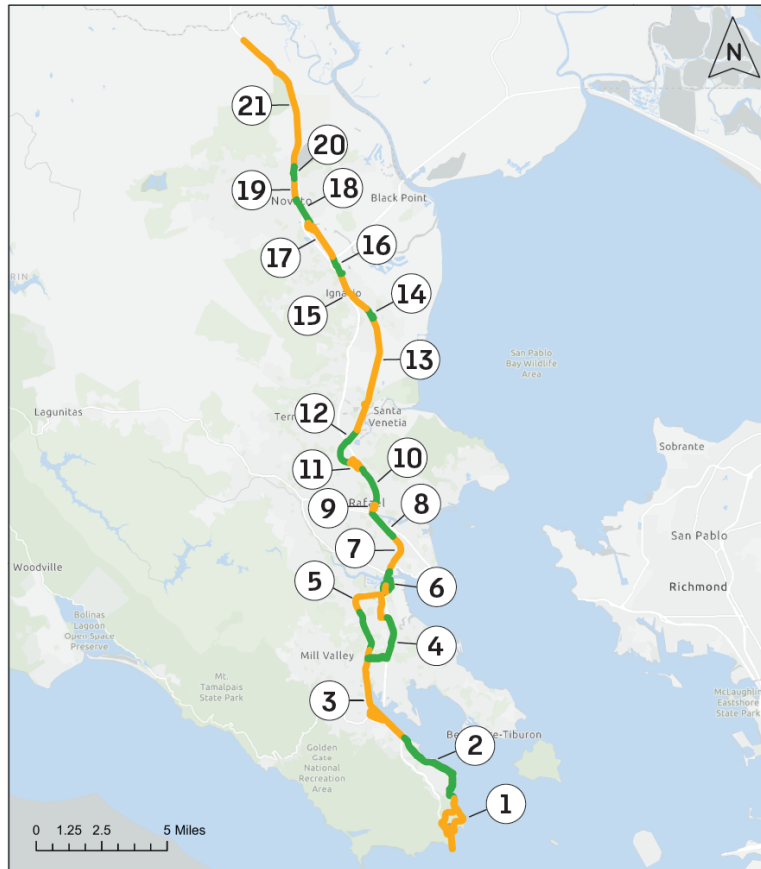
- TAM's interactive bicycle and pedestrian map (based on County GIS file from latest jurisdiction bike/pedestrian plan updates)
- Online research (to confirm project status)
- MCBC's North-South Greenway interactive map
- WTB-TAM's maps & reports
- Input from Corte Madera, Fairfax, Larkspur, Mill Valley, Novato, San Anselmo, San Rafael, Sausalito, County of Marin, GGBHTD and SMART



Corridor Mapping

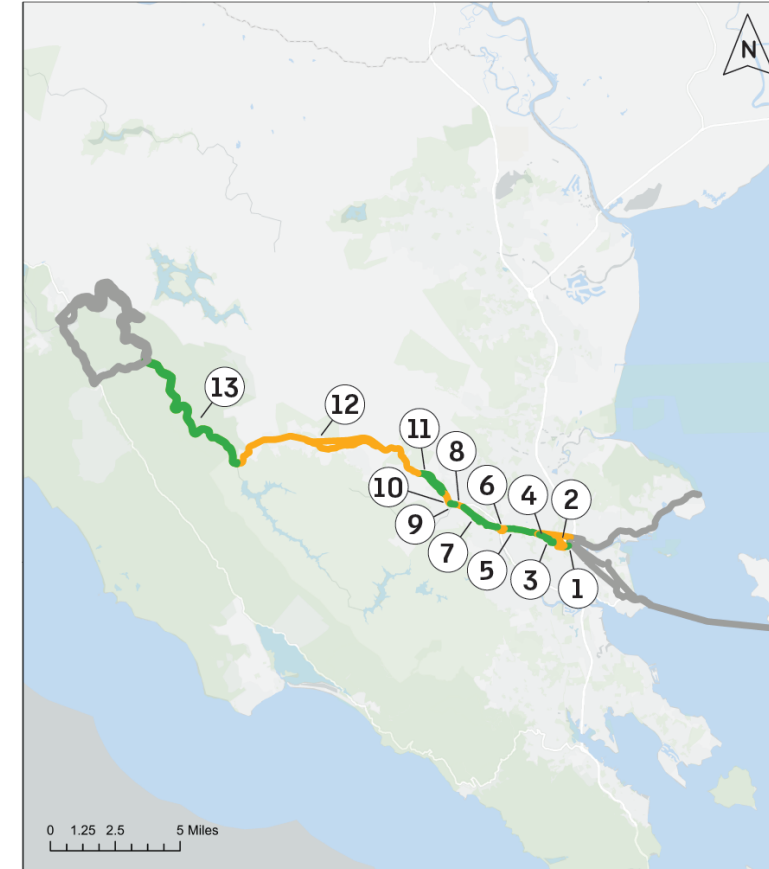
Work was performed in GIS to facilitate future updates of TAM's interactive bicycle and pedestrian map within the two corridors.

North-South Greenway
Segment Locations



Legend : Odd No. Segments Even No. Segments

Cross Marin Bikeway
Segment Locations

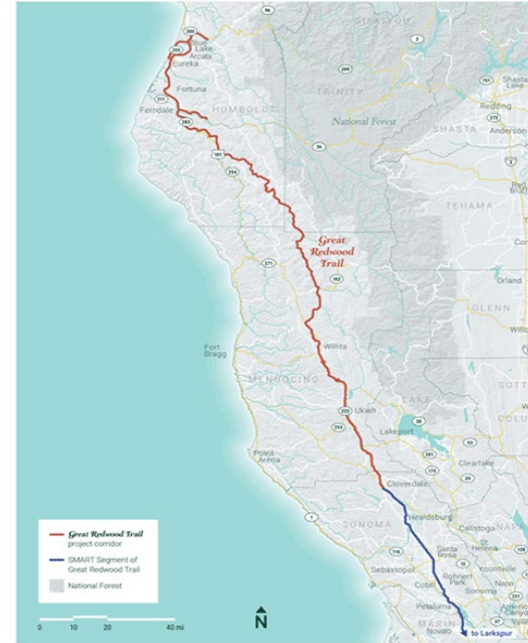


Legend : Odd No. Segments Even No. Segments
Potential Corridor Extension

Overlapping or Adjacent Corridors

The North-South Greenway and Cross Marin Bikeway have connections with separate corridors which are both described further in the report:

- The **North-South Bikeway** is a separate network of pedestrian and bike facilities that connects Puerto Suello Hill in San Rafael to Novato via Terra Linda
- The **Great Redwood Trail** is a 316-mile planned trail that runs from Humboldt County in the north to the San Francisco Bay to the south. In Sonoma and Marin counties, the Great Redwood Trail is developing through a network of Class I pathways within the SMART right-of-way extending as far south as Larkspur.
- The **Cross Marin Trail** was identified in 1975 as a Bicycle Route from the then-planned Larkspur Ferry Terminal to Tomales Bay State Park on the Point Reyes Peninsula. The route is separate from the Cross Marin Bikeway identified in a 2010 Fairfax-San Rafael Cross Marin Bikeway Study.



Structure of the Report

Table of Contents

- 1 Introduction
- 2 Corridor Quick Facts
- 3 North-South Greenway Status Report
- 4 Cross Marin Bikeway Status Report
- 5 Conclusion

Corridor Highlights

Closing the gaps for the NSGW and CMB corridors is an on-going effort, and a lot of progress has been made over the past few years, thanks to the dedication and hard work of public agencies, local jurisdictions, pedestrian & bicycle advocates, and residents. Federal and local grant programs, such as the federal Non-motorized Transportation Pilot Program (NTPP) and the One Bay Area Grant program (OBAG), have also played a crucial role in helping multi-modal transportation options in Marin County.

The Non-motorized Transportation Pilot Program was a federal initiative that provided approximately \$25 million each to four communities selected at a national level (Columbia, MO; Marin County, CA; Minneapolis area, MN; Sheboygan County, WI) between 2006 and 2010 to increase levels of walking and cycling.

Local agencies and organizations are determined to make Marin County accessible, connected, and safe for pedestrians and cyclists. The next few pages highlight some key projects that have recently transformed the NSGW and CMB. Note that the corridor highlights showcase a small sample of completed segments along the corridors.

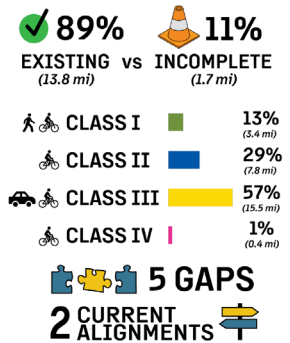


Corridor Quick Facts Cross Marin Bikeway

The Cross Marin Bikeway is an east-west bikeway that aims to provide a safe and continuous bicycle connection between eastern and western Marin County. The idea of a connected east-west network of bicycle facilities connecting downtown San Rafael to San Anselmo, and Fairfax, was explored in the 2010 Fairfax to San Rafael Cross Marin Bikeway Feasibility Study and then in the 2018 San Rafael Bicycle & Pedestrian Master Plan. The CMB studied in this report represents an expanded view of the corridor envisioned in 2010. In its current form, the CMB is not as much of a multi-use pathway as the NSGW; however, several sections of the corridor, such as the Cross Marin Trail path and Mahon Creek path, are accessible to both pedestrians and cyclists. Separate from the CMB, the Cross Marin Trail was identified in 1975 as a Bicycle Route from the then-planned Larkspur Ferry Terminal to Tomales Bay State Park on the Point Reyes Peninsula.

As shown in this report, several projects are currently being considered or planned to help improve accessibility and close the remaining gaps along the CMB.

Multiple sections of the CMB are identified as Route 20, 22, or 24 in the Countywide Bicycle Route System and signed as such in the field. More information about Marin's bicycle wayfinding system can be found on MCBC's website (link provided at the end of this report).



Note: The mileage for the different facility classes include the existing segments, their alternatives (if any), and the current alignments where gaps are present. Therefore, the total mileage might exceed the total Existing vs. Incomplete mileage.

NSGW Gap Summary Tables

GAP 1 – FORT BAKER'S VISTA POINT TRAIL		GAP 2 – DOWNTOWN SAUSALITO	
Jurisdiction(s)	National Parks Service	Jurisdiction(s)	Sausalito
Start	Lower Conzelman Road	Start	Sausalito Ferry Terminal
End	Dana Bowers Vista Point Rest Area	End	Gate 6 Road
Miles	0.3	Miles	1.98
Status	Construction	Status	Planning
Completion Date	TBD	Completion Date	TBD
Cost Ranking	2.97 million (\$\$\$)	Cost Ranking	\$\$\$
Additional Notes	The Vista Point Trail project converts Vista Point Road, a long-closed trail segment, to a 15-foot-wide multi-use path. The project will provide an alternative to the existing undercrossing that requires pedestrians and cyclists to use stairs. The trail is currently under construction.	Additional Notes	City Council of the City of Sausalito adopted the Ferry Terminal to Gate 6 Road Path Feasibility Study in 2011. Since then, several intersection improvement projects along Bridgeway have been completed and the city has identified several more project areas along the gap from the original study for improvements. These are included in its Capital Improvement Program but funding for design and construction is needed to pursue them. The preferred alignment to permanently close the gap would be a continuous multi-use pathway (Class I) mostly parallel to Bridgeway. However, the section between Harbor Drive and Napa Street needs further study to refine concepts that would enable the installation of a separated Class I pathway.

Potential Extensions

Cross Marin Bikeway

The following maps present extensions to the east and west of the CMB that are currently being considered by local stakeholders. The maps focus on proposed projects that would help extend the corridor as a continuous pathway. Some future projects not directly related to the CMB may be missing from the maps. The extensions shown do not intend priorities for investments.



Conclusion

The North South Greenway and Cross Marin Bikeway are major active transportation corridors that play a crucial role in achieving Marin's goal to develop a sustainable transportation network accessible to all. While these two corridors were just ideas more than 30 years ago, tremendous progress has been made to bring this vision to life. Recently, major projects such as the Cal Park Hill Tunnel and the Corte Madera Creek Crossing, have helped close significant gaps along the two corridors thanks to the coordinated efforts of the TAM Board of Commissioners, local jurisdictions, public agencies, and advocacy groups.

Today, most of the segments that compose the two corridors exist in one form or another, and more than a dozen proposed improvements are currently being considered to improve connections, safety, and accessibility. While important gaps remain, temporary gap closure alternatives or future projects have been identified for more than half of these incomplete sections.

Tracking progress to encourage the swift completion of these vital corridors for Marin is more important than ever.



Important Considerations

- While existing segments vary in condition and typology (e.g., on-street bike lane vs. multi-use pathways) and several planned improvements to existing segments were identified, the report does not provide an evaluation of the existing facilities in terms of bicyclist's stress or comfort level.
- The maps and tables included in the report do not imply any priority in the gap closure projects, potential improvements, or potential corridor extensions discussed in the report.
- **Gap** was used to identify sections of the NSGW or CMB where envisioned pedestrian and/or bicycle facilities have not been implemented yet based on feedback received from the local agencies and jurisdictions.
- For several of these gaps, existing or planned facilities were identified as **current alignments** while the two corridors are being finalized.
- **Potential improvements** to existing section was used to identify future facility upgrades that are currently being studied or planned along existing segments of the NSGW or CMB.
- Most of the gaps and projects identified in this report will require engineering studies and other analyses to confirm the feasibility and cost of the proposed improvements and to satisfy environmental review requirements.
- The maps were developed using a GIS software. While GIS is a powerful tool to map, manage, and analyze transportation networks and data, it presents some limitations in terms of visualization. The roadway network and bikeway facilities shown in the following maps are a simplified version of their actual geometries.

Bicycle Facility Terminology



Class I Multi-Use Path

Class I bikeways are off-street pathways accessible to non-motorized users, including cyclists, pedestrians, skateboarders, roller-skaters, e-scooters, and certain types of e-bikes. They typically offer opportunities not provided by the roadway system.



Class III Bike Route

Class III bikeways are shared lanes used by cyclists and motorists, typically considered on low speed/low volume roadways. They are indicated with signs and/or shared lane bicycle pavement markings and may include traffic calming measures.



Class II Bike Lane

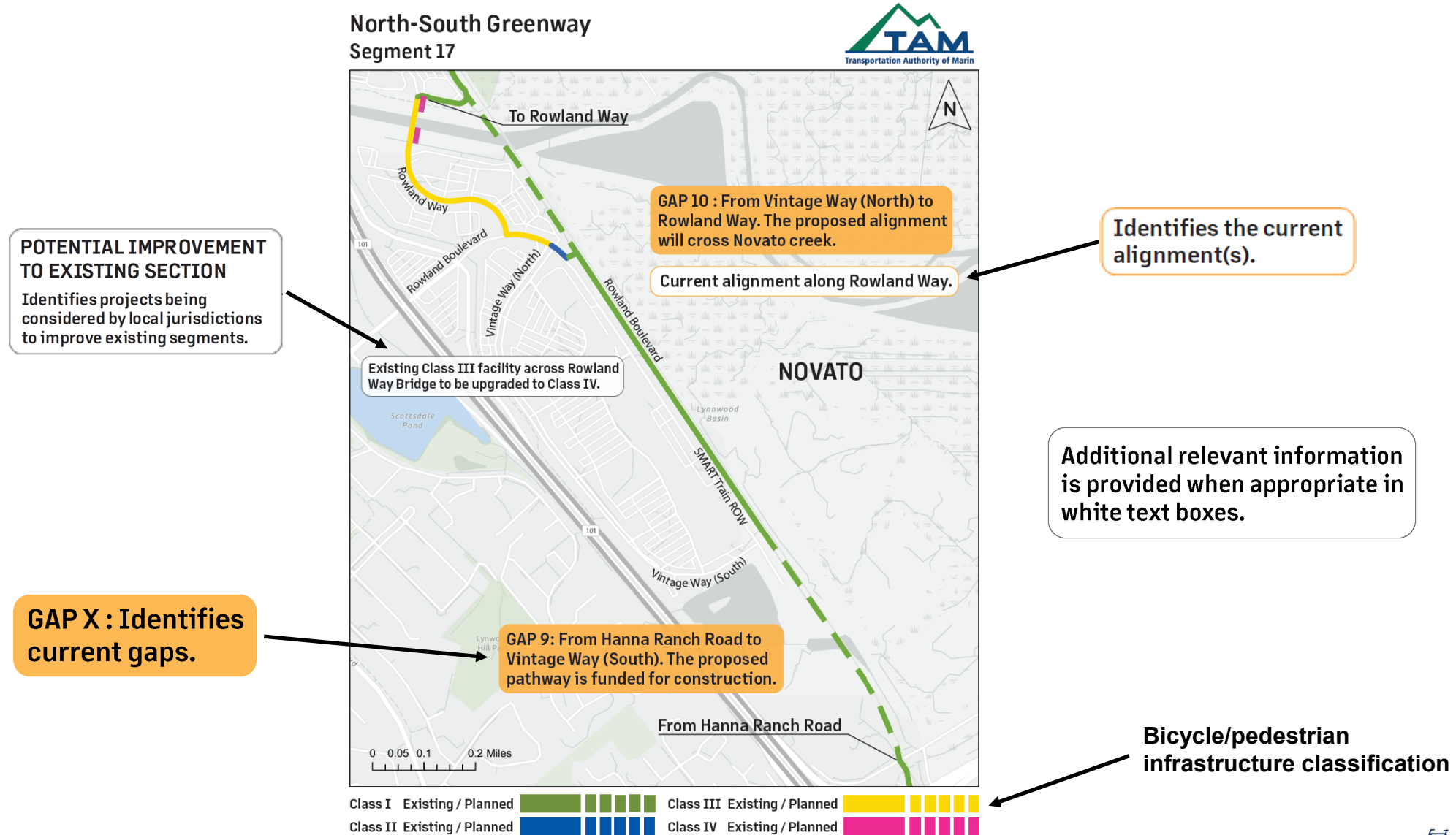
Class II bikeways are on-street facilities, typically striped adjacent to vehicular traffic travelling in the same direction using white paint. They are intended to improve safety by clearly designating the right-of-way assigned to cyclists and motorists.



Class IV Separated Bikeway

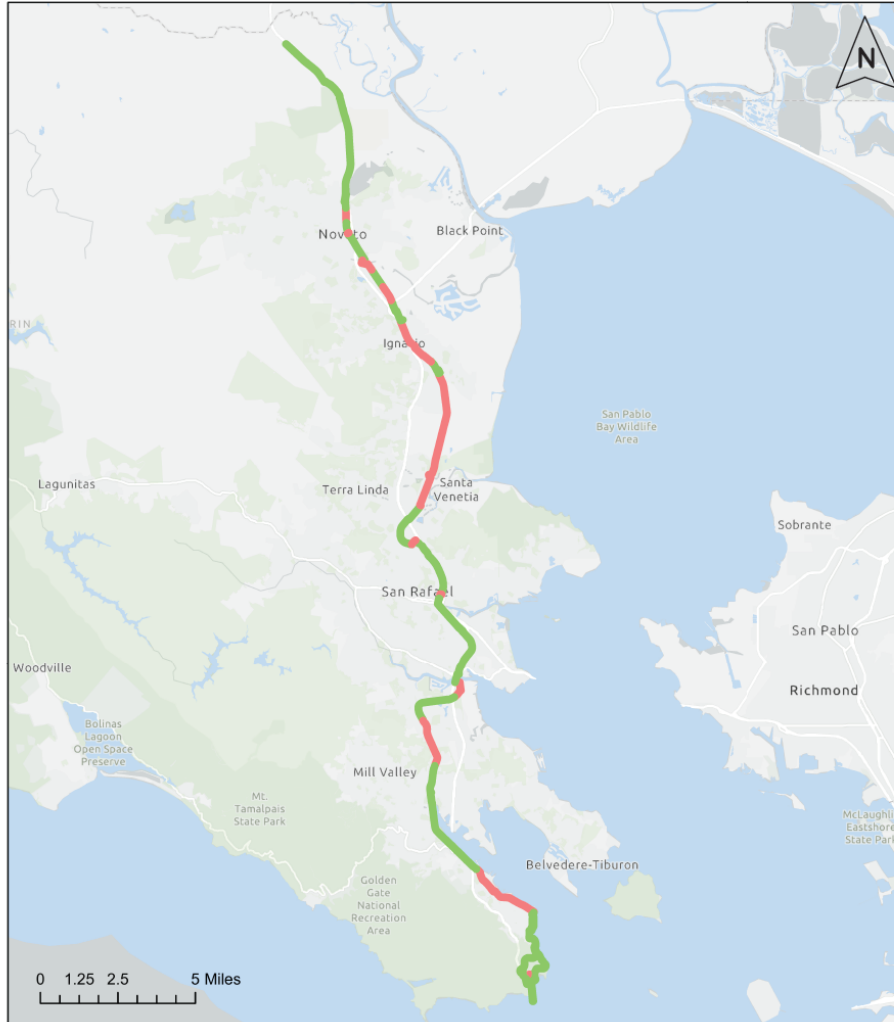
Class IV bikeways are one-way or two-way on-street facilities that are reserved for exclusive use of bicycles and physically separated from vehicles. Typical physical separation include concrete curbs, on-street parking, landscaping, and painted buffers and bollards.

How to Read a Segment Map




North-South Greenway

North-South Greenway
Corridor Status



Legend: Existing Gap

✓ **62%**  **38%**
EXISTING vs INCOMPLETE
(17.7 mi) (10.9 mi)

	CLASS I		54% (16.3 mi)
	CLASS II		26% (7.7 mi)
	CLASS III		19% (5.8 mi)
	CLASS IV		1% (0.3 mi)

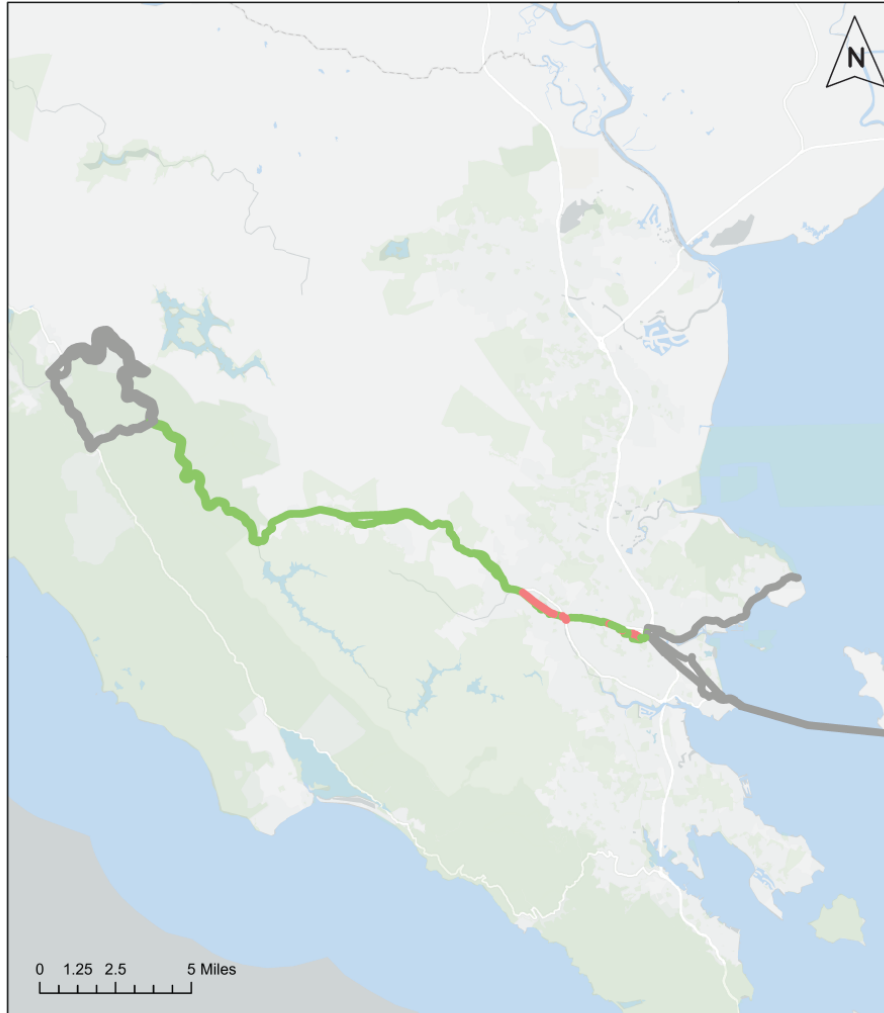
 **12 GAPS**

7 CURRENT ALIGNMENTS 


Note: The mileage for the different facility classes include the existing segments, their alternatives (if any), and the current alignments where gaps are present. Therefore, the total mileage might exceed the total Existing vs. Incomplete mileage.



Cross Marin Bikeway


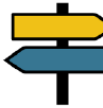
Cross Marin Bikeway
Corridor Status



Legend: Existing Gap Potential Corridor Extension

✓ **89%**  **11%**
EXISTING vs INCOMPLETE
(13.8 mi) (1.7 mi)

	CLASS I		13% (3.4 mi)
	CLASS II		29% (7.8 mi)
	CLASS III		57% (15.5 mi)
	CLASS IV		1% (0.4 mi)

 **5 GAPS**
2 CURRENT ALIGNMENTS 

Note: The mileage for the different facility classes include the existing segments, their alternatives (if any), and the current alignments where gaps are present. Therefore, the total mileage might exceed the total Existing vs. Incomplete mileage.

Some Key Completed Improvements

North-South Greenway


- Cal Park Hill Tunnel – *Completed 2010*
- Puerto Suello Hill Pathway – *Completed 2010*
- Central Marin Ferry Connector Bridge – *Completed 2016*
- Andersen Drive to Rice Drive Path – *Completed 2019*
- Corte Madera Creek Crossing – *Completed 2022*
- Rowland Boulevard Improvement Project – *Completed 2023*

Cross Marin Bikeway

- Center Boulevard Bicycle Lane – *Completed 2009*
- Third Street Improvement Project – *Nearly Completed*



NSGW Gap Summary Table

 Projects in later stages of project development

Segment	Gap Number	Gap Name	Jurisdiction(s)	Status	Completion Date	Cost Ranking
1	Gap 1	Fort Baker's Vista Point Trail	National Parks Service	Advancing to Construction	TBD	\$\$\$
2	Gap 2	Downtown Sausalito	Sausalito	Planning	TBD	\$\$\$
4	Gap 3	Alto Tunnel	Mill Valley, Corte Madera	Completed Feasibility Study	TBD	\$\$\$\$\$
6	Gap 4	NSGW Gap Closure Project	Corte Madera, Larkspur, Marin County	Seeking Funding for Design	TBD	\$\$\$
9	Gap 5	Downtown San Rafael	San Rafael	Planning	TBD	\$\$
11	Gap 6	San Rafael Connection	San Rafael, SMART	Feasibility Study	Planning/Design anticipated in 2024	\$\$\$
13	Gap 7	San Rafael-Novato SMART Pathway	San Rafael, Novato, Marin County, SMART	Design	Construction anticipated to start in 2024	\$\$\$\$\$
15	Gap 8	Novato SMART Pathway	Novato, SMART	Design	TBD	\$\$\$
17	Gap 9	Rowland Boulevard Connection	Novato, SMART	Design	TBD	\$\$
17	Gap 10	Novato Creek Connection	Novato, SMART	Planning, Design	TBD	\$\$
18	Gap 11	Grant Avenue Crossing	Novato, SMART	Planning	TBD	\$
19	Gap 12	Novato SMART Pathway	Novato, SMART	Planning, Design	TBD	\$\$

* Several gaps have current alignments, as shown on their respective segment maps.

** Dollar signs are intended to provide basic estimates on relative costs associated with the gap closure projects. It was based on a planning-level review of the proposed improvements.

CMB Gap Summary Table



Projects in later stages of project development

Segment	Gap Number	Gap Name	Jurisdiction(s)	Status	Completion Date	Cost Ranking
1	Gap 1	Lindaro Street Connector	San Rafael	Feasibility Study Planned	TBD	\$\$\$
2	Gap 2	Albert Park/Community Center	San Rafael	Conceptual Planning	TBD	\$\$
4	Gap 3	Third Street Improvement Project	San Rafael	Construction	Fall 2023	\$\$
6	Gap 4	The Hub	San Anselmo	Planning, Design	TBD	\$\$\$
7	Gap 5	Center Boulevard	San Anselmo, Fairfax	Planning	TBD	\$\$

* Several gaps have current alignments, as shown on their respective segment maps.

** Dollar signs are intended to provide basic estimates on relative costs associated with the gap closure projects. It was based on a planning-level review of the proposed improvements.

Existing Segments in Need of Improvements*

North-South Greenway

The following are existing Class I pathway segments of the NSGW which could benefit from maintenance improvements:

- Between Civic Center Dr. and Bridgewater Dr. (San Rafael)
- Between Frosty Ln. and Hanna Ranch Rd. (Novato)
- Between the north side of Novato Creek and Lamont Ave. (Novato)

Cross Marin Bikeway

The following are existing Class III shared route segments on the CMB which may or may not be signed, do not currently feature visible sharrows and could benefit from maintenance improvements:

- 1st Street between Miramar Ave. and B St. (San Rafael)
- Lansdale Ave. between Pastori Ave. and San Anselmo Ave. (San Anselmo)
- Broadway between Fairfax Library and Bank St. (Fairfax)
- Olema Rd. between Sir Francis Drake Blvd. and Fairfax Library Path (Fairfax)
- San Geronimo Valley Rd. between San Geronimo and Woodacre
- Sir Francis Drake Blvd. between Olema and Lagunitas
- Platform Bridge Rd. between Point Reyes - Petaluma Rd. and Sir Francis Drake Blvd.
- Point Reyes - Petaluma Rd. between Shoreline Hwy. and Platform Bridge Rd.

BPAC Feedback

The TAM Bicycle/Pedestrian Advisory Committee (BPAC) reviewed the report on May 16, 2023, and provided the following comments:

- The report doesn't evaluate bicyclists' stress or comfort levels for existing facilities. It was encouraged that showing segments as "existing" rather than "complete" was appropriate in the report given that some existing segments may be more user friendly than others.
- There should be a study of fund sources for maintenance of older pathways that were built decades ago but have deteriorated in condition, or pathways that lack sufficient lighting. Funding for on-going maintenance of newer paths should also be considered.

AP&P Executive Committee Feedback

The TAM AP&P Executive Committee reviewed the report on June 12, 2023, and provided the following comments:

- The report should enable coordinated grant application opportunities.
- The current alignments shown in the report alongside the gaps are important to consider as alternatives in cases where closing gaps may be costly or otherwise challenging. For example, the Horse Hill Path shown as a current alignment was noted as a potential alternative to the Alto Tunnel given the relatively high cost to provide an improvement at the Alto Tunnel.
- A future effort might consider the ranking of the gaps.
- The Cross Marin Bikeway linkage to Fairfax-Bolinas Road is critical as a connection to open space.
- There is an opportunity to consider future branding and marketing of the corridors in order to improve the cohesion and clarity of the network.

Potential Next & Future Steps

Monitoring

- Monitor implementation of segments including SMART MUP within NSGW north of San Rafael

Planning

- Update Local Streets and Road Safety Plan with opportunities to advance active transportation improvements (in process)
- Advance active transportation needs during TAM's Countywide Transportation Plan
- Consider further study of these corridors as part of the development of a Countywide Active Transportation Plan

Funding

- Work with project sponsors to help identify and secure funding from Caltrans Planning Grants, OBAG, Active Transportation Program (ATP), or other grants
- Consider funding requests as part of current TFCA/TDA Article 3 Call for Projects (Applications due to TAM July 18)
- Consider refinements to ATP grant support to target countywide corridors

Questions?

Thank you for your attention!

TAM Contact:
Scott McDonald
SMcDonald@tam.ca.gov

Sam Schwartz Contact:
Julie Polak
julie.polak@samschwartz.com