



TRANSPORTATION AUTHORITY OF MARIN
COMMUNITY OVERSIGHT COMMITTEE MEETING

SEPTEMBER 15, 2025
5:00 P.M.

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

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San Rafael
California 94901

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Belvedere
Peter Mark

Corte Madera
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Ross
Teri Dowling

San Anselmo
Steve Burdo

San Rafael
Kate Colin

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Melissa Blaustein

Tiburon
Alice Fredericks

County of Marin
Mary Sackett
Brian Colbert
Stephanie Moulton-Peters
Dennis Rodoni
Eric Lucan

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

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Webinar ID: 820 4553 2119
Passcode: 071723

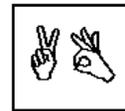
Teleconference: Members of the public wishing to participate via teleconference may do so by dialing in to the following number at 5:00 p.m. on the day of the meeting: +1 669 900 6833; Access Code: 820 4553 2119; Password: 071723

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

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

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

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



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

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

AGENDA

1. Call to Order (2 minutes)
2. Open time for public expression, up to three minutes per speaker, on items not on the agenda that are within the subject matter of the agency's jurisdiction (public is welcome to address the Committee, but according to the Brown Act, the Committee may not deliberate or take action on items not on the agenda)
3. Review and Approval of Meeting Minutes from July 21, 2025 (Action) (5 minutes)
4. TAM Staff Report (Discussion) (10 minutes)
5. Formation of the FY2024-25 COC/2025 TAM Annual Report Development Subcommittee and Approval of the Draft Development Schedule (Action) (10 minutes)
6. Marin County School Access Safety Action Plan (Discussion) (20 minutes)

Break – 15 minutes

7. Crossing Guard Program Update (Discussion) (20 minutes)
8. Committee Member Hot Items Report (Discussion) (10 minutes)
9. Discussion of Next Meeting Date and Recommended Items for the Agenda (5 minutes)



MEETING OF THE
TRANSPORTATION AUTHORITY OF MARIN
COMMUNITY OVERSIGHT COMMITTEE

JULY 21, 2025
5:00 PM

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

MEETING MINUTES

Members Present: Charlie Vogelheim, Southern Marin Planning Area (Alternate)
Dave Rhoads, Bicycle and Pedestrian Groups
Heather McPhail Sridharan, School Districts
Jeffrey Olson, Central Marin Planning Area
Jane Gould, Marin County Paratransit Coordinating Council (Alternate)
Jessica Deakyne, Northern Marin Planning Area (Alternate)
Kate Powers, Environmental Organizations
Paul Roye, Central Marin Planning Area
Peter Pelham, Major Marin Employers
Susan Clark, League of Women Voters (Alternate)
Scott Tye, West Marin Planning Area

Members Attending Remotely as Public: Alan Bortel, Marin County Paratransit Coordinating Council

Alternates Present (Non-Voting) Nancy Okada, Environmental Organizations
Philip Mooney, Central Marin Planning Area
Susannah Saunders, Ross Valley Planning Area

Board Members Present: Eric Lucan, TAM Board Chair

Staff Members Present: Anne Richman, Executive Director
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
Melanie Purcell, Director of Finance and Administration
Mikaela Hiatt, Senior Transportation Planner
Molly Graham, Public Outreach Coordinator

Chairperson Pelham called the Community Oversight Committee (COC) meeting to order at 5:00 p.m.

1. Introductions and Welcome

Chairperson Pelham asked Executive Assistant/Clerk of the Board Jennifer Doucette to conduct a roll call to ensure a quorum. A quorum of the COC was confirmed and detailed information about how the public may participate was provided.

TAM Board Chair Eric Lucan thanked the COC members on behalf of the TAM Board of Commissioners, noting that their feedback is invaluable in helping the Board better serve the community.

Chairperson Pelham welcomed all of the newly appointed and reappointed members and alternates; and announced the resignation of Member Alley due to her relocation outside of the County.

2. Open Time for Public Expression

No public expression was received.

3. Review and Approval of Meeting Minutes from May 19, 2025 (Action)

In response to Alternate Deakyne, Director of Planning Derek McGill confirmed that the 1% of funds allocated from Measure AA for sea level rise will be used as matching funds for state or federal grant applications.

Member Powers moved to approve the May 19, 2025 Meeting Minutes. Alternate Clark seconded the motion, which passed unanimously.

3. TAM Staff Report

Executive Director (ED) Anne Richman welcomed the new and returning committee members and alternates, and provided highlights from the TAM Staff Report, which was distributed to the COC and posted on the TAM website prior to the meeting.

In response to Member Tye, who asked whether parents and electric bike (e-bike) suppliers could also be targeted for e-bike safety education, ED Richman stated that the Safe Routes to Schools (SR2S) Program has conducted outreach to parents about e-bike safety. She added that the Marin County Superintendent of Schools and individual schools have sent multiple communications to parents over the last year.

In response to Alternate Okada, ED Richman stated that staff would need to verify which cities and towns in Marin have not yet passed a bike ordinance banning the use of Class 2 e-bikes by riders under 16 years of age. She noted that riders under the age of 16 are still permitted to ride Class 1 e-bikes.

Member McPhail Sridharan emphasized the critical need for law enforcement agencies to enforce the new e-bike laws for them to be effective; and Alternate Saunders noted that Class 2 and Class 3 e-bikes can no longer be purchased online; and that Marin is currently experiencing a shortage of police officers.

In response to Alternate Okada, Alternate Mooney, Alternate Saunders, and Alternate Gould, ED Richman stated that grant funds have recently been received for the environmental assessment of the U.S. 101 Part-Time Transit Lane Project, which is expected to begin in the fall; the decision to allow vehicles with two or more occupants to use the high-occupancy vehicle (HOV) lane was made by the California Department of Transportation (Caltrans); California Highway Patrol (CHP) is aware of the HOV time changes; and buses are permitted to use the HOV lanes.

In response to Alternate Deakyne, Public Outreach Coordinator Molly Graham stated that many of Marin's town and city newsletters include a link to TAM's travel behavior survey, which is part of the VMT Reduction & Mobility Enhancement Toolkit; and she confirmed that the deadline for public response has been extended to August 15th. In response to Alternate Gould, Ms. Graham stated that approximately 250 responses have been received, with up to 300 expected.

Member Roye expressed concern that drivers accelerate too quickly on a ramp-metered lane when the light turns green, creating a safety issue as traffic merges onto U.S. 101 during periods of heavy congestion.

ED Richman concluded her report with an update on TAM's activities in the community.

4. Marin Transit's Annual Presentation (Discussion)

ED Richman introduced Marin Transit General Manager (GM) Nancy Whelan to present this item for discussion. GM Whelan provided an overview of the agency's services; fixed route demographics; ridership; revenues and expenses; and continued reliance on Measure AA funding. GM Whelan also reported on performance metrics, which are measured on a monthly, quarterly and annual basis.

In response to Member Olson, GM Whelan stated that purchased transportation, which is responsible for 78% of the operational expenses, refers to services provided by contractors, including Marin Airporter, Golden Gate Transit, Bauer, and Transdev.

In response to Alternate Clark, who expressed concern about multiple contracts that could expire at approximately the same time, GM Whelan explained that there are a limited number of contractors capable of providing the required services. She noted that part of the agency's reliance on contractors is due to the lack of a bus facility, and that two contractors currently provide most of the agency's services.

In response to Member Olson, GM Whelan confirmed that approximately 8,000 riders use the fixed routes on weekdays, while approximately 6,000 riders use them at the weekend.

In response to Member McPhail Sridharan, GM Whelan stated that the agency operates one Yellow Bus service in the county for the Ross Valley School District; that 5% of Measure AA funding is allocated to Yellow Bus services; and that funds are also provided for the Reed Union, Ross Valley, San Rafael, Miller Creek and Sausalito Marin City school districts. GM Whelan added that there are four supplemental school routes.

In response to Alternate Saunders, GM Whelan confirmed that the bus range for electric buses is 180 miles, and that there are only two manufacturers of large electric buses.

In response to Member Powers, GM Whelan stated that State Transit Assistance (STA) funds are based on a diesel fuel gas tax, while funding from the Transportation Development Act (TDA) is derived from sales tax.

The Committee recessed for a dinner break at 6:08 p.m. and reconvened with all members present.

6. Review the 2025 Measure A/AA Transportation Sales Tax Compliance Audit Auditee Selection List (Action)

Director of Finance and Administration Melanie Purcell presented the staff report, which recommends the COC review the Measure A/AA Transportation Sales Tax Compliance Audit Auditee Selection List and refer it to the TAM Board for acceptance at its July 24, 2025 meeting.

Ms. Purcell provided an overview of the recommendation to select three compliance audits, noting that some programs are reviewed in alternating years and were audited last year. She also expressed a desire to reduce the workload for auditees by avoiding audits of the same recipients in consecutive years. For the auditee selection list, staff recommends including the City of Novato for the 2021 allocation of funds for multiple projects for the Safe Routes to Schools Program under Strategy 3.1; City of Larkspur for Doherty Drive, a Large Project for Safe Pathways to School under Category 2.2; and All City Management Services (ACMS) for the Crossing Guard Program, which requires annual auditing.

Member Powers moved to approve the 2025 Measure A/AA Transportation Sales Tax Compliance Audit Auditee Selection List and refer it to the TAM Board for acceptance. Member Olson seconded the motion, which passed unanimously.

7. Measure AA Expenditure Plan Review Update (Discussion)

Director of Programming and Legislation David Chan and Director of Planning Derek McGill presented this item for discussion.

Mr. Chan provided background on the Measure AA Expenditure Plan; review requirements; review process; and feedback. Mr. McGill provided an overview of the CTP (Countywide Transportation Plan) 2050 Alignment; emergent discussions; responses to future housing growth; and discussions with the Marin Public Works Association (MPWA). Mr. McGill also addressed the rising costs of the Crossing Guard Program; revenue projections; and the Expenditure Plan review schedule. Mr. McGill requested feedback from the members on policy direction and the initial proposal for Marin's major roadways, titled "Reimagined Roadway."

In response to Member Powers, ED Richman stated that two additional positions on the COC were created in the Amended Measure B Expenditure Plan for members representing low-income transit users or equity priority communities; staff is still exploring the opportunity to participate in the County's high school student internship program; and it is anticipated that a student may participate in COC meetings.

Mr. Chan added that reimbursement requests from jurisdictions for projects are processed within three weeks of submittal to minimize financial impacts; and a final report is submitted at the end of each project – rather than annually – to ease the administrative process. He noted that feedback from MPWA members has been positive. Mr. McGill stated that there is a specific plan for the Northgate Mall construction development, and staff is working with the City of San Rafael to address transportation issues in that area.

Member McPhail Sridharan stated her opposition to any cuts to the Crossing Guard Program, citing safety concerns. She noted that the districts most likely to experience a reduction in guards are also the least able to subsidize the eliminated positions, should they choose to do so. ED Richman added that staff will schedule an update on the Crossing Guard Program at a future COC meeting.

In response to Alternate Gould, Mr. McGill confirmed that a recent planning grant will be used to study and help determine improvements for safe travel to school potentially as part of the Safe Pathways Program, which is separate from the Crossing Guard Program.

In response to Alternate Clark, Mr. McGill confirmed that, based on financial projections, funding 96 guards is not sustainable without additional revenue. Mr. Cherrier added that staff will pursue other funding opportunities, and ED Richman stated that no changes to the number of crossing guards will be made for the remainder of the year.

Member Tye emphasized the need to focus programs and funding on protecting transportation infrastructure from the impacts of sea level rise. He noted that these impacts are occurring more rapidly than expected, citing recent coastal flood warnings during a heatwave. Mr. McGill stated that jurisdictions are identifying projects through the Regional Shoreline Adaptation Plan and that funding sources will need to be sought.

Alternate Saunders emphasized the importance of maintaining funding for the Alternative Fuels & Electric Vehicle (AFEV) Program, cautioning against reallocating those funds to other programs, citing the need to reduce emissions.

Mr. Chan reported that TAM's partner agencies, Marin Transit and Golden Gate Transit, remain appreciative of receiving 55% of Measure AA funds and have requested that this share not be reduced. Mr. McGill noted that Marin Transit is subject to a zero-emissions bus mandate.

8. Member Hot Items Report (Discussion)

In response to Member Olson, ED Richman stated that the TAM Board received an update on the Redwood Bikeshare Program at its May 22 meeting, and that the information, including usage data, is available on the TAM website.

Alternate Saunders announced the availability of heat pump water heater tax credits.

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

The next meeting was scheduled for September 15, 2025. Potential agenda items would include updates on the Crossing Guard Program and School Safety Action Plan.

The meeting was adjourned at 7:00 p.m.

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DATE: September 15, 2025

TO: Transportation Authority of Marin Community Oversight Committee

FROM: Anne Richman, Executive Director
Melanie Purcell, Director of Finance and Administration
Molly Graham, Public Outreach Coordinator

SUBJECT: Formation of the FY2024-25 COC/2025 TAM Annual Report Development Subcommittee and Approval of the Draft Development Schedule (Action), Agenda Item No. 5

RECOMMENDATION

Staff recommend that the Community Oversight Committee (COC) form a 5-member subcommittee to guide staff with the development of the FY2024-25 COC/2025 TAM Annual Report (COC/TAM Annual Report) and adopt the report development schedule.

BACKGROUND

In accordance with the requirements of the ½-Cent Transportation Sales Tax (Measure A/AA) Expenditure Plans and the \$10 Vehicle Registration Fee (Measure B) Expenditure Plan, the COC is required to develop an annual report to provide an overview of the Measure A/AA and Measure B revenues and expenditures. The COC/TAM Annual Report will inform the residents of Marin and other interested parties about key TAM projects, programs and planning efforts and achievements. The report will also disclose the results of TAM's FY2024-25 financial audit and 2025 Measure A/AA Sales Tax Compliance Audit.

The Annual Report will highlight achievements over the years and will include financial reporting to include revenues, expenditures, and trends analyses with charts and graphs.

DISCUSSION/ANALYSIS

The combined COC/TAM annual report is a key outreach tool for TAM. The Annual Report provides thorough information about TAM activities and confirms that Measure A/AA and Measure B funds are being spent in accordance with the voter-approved Expenditure Plans. The Annual Report also provides pertinent information about other projects/programs that TAM participates in as the Congestion Management Agency (CMA) of the County and as a funding partner.

The COC subcommittee is a key resource in helping to develop the report and staff will be seeking volunteers to serve on the committee again this year.

FISCAL CONSIDERATION

The budget amount needed to produce the report is included in the Document/Video/Marketing Material Reproduction line item of the FY2024-25 TAM Annual Budget. The graphic design cost of the report is estimated to be \$7,000 and an additional \$2,000 is set aside for printing a limited number of hard copies.

NEXT STEPS

Staff will seek the subcommittee's input and guidance on development of the Annual Report. Below is the proposed development timeline:

- Oct 2025 – Jan 2026, Subcommittee meetings to review design ideas, report contents and distribution plan
- Jan 2026, Subcommittee review of draft COC/TAM Annual Report
- Feb 2026, COC review and approval of the final draft COC/TAM Annual Report
- Feb 2026, TAM Board review and acceptance of the COC/TAM Annual Report
- Mar 2026, Distribution of the COC/TAM Annual Report

ATTACHMENTS

Attachment A – Proposed Draft FY2024-25 COC/2025 TAM Annual Report Outline

DRAFT FY2024-25 COC/2025 TAM Annual Report Outline

Background/Overview

Message from the TAM Board Chairperson
About TAM – TAM Board and COC
Message from the COC Chairperson

Key Updates and Highlights from 2025

Highlights of 2025 Accomplishments

Funding

Local Funding: Measure A/AA ½-Cent Transportation Sales Tax & Measure B \$10 Vehicle Registration Fee
Regional/State/Federal Funding

Projects

Highway Projects
Major and Local Roadway Projects
Bicycle and Pedestrian Projects

Programs

Safe Routes to Schools, Safe Pathways and Crossing Guards
Trip and Pollution Reduction Programs

Planning and Coordination

Planning Activities
Local and Regional Coordination

Transit

Local Transit
Regional Transit

Community Engagement

Meetings and Events
TAM Public Outreach and Information Tools

Featured COC Member

TAM Financial Reporting

Revenues and Expenditures, Financial Condition, and Trends Analyses

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DATE: September 15, 2025

TO: Transportation Authority of Marin Community Oversight Committee

FROM: Anne Richman, Executive Director
Scott McDonald, Principal Transportation Planner

SUBJECT: Marin County School Access Safety Action Plan (Discussion), Agenda Item No. 6

RECOMMENDATION

This is a discussion item.

BACKGROUND

In 2024, TAM secured grant funding from the Safe Streets and Roads for All (SS4A) Grant Program, a discretionary program established through the federal Infrastructure Investment and Jobs Act (IIJA), for a Marin County School Access Safety Action Plan. The plan will address user safety around Marin County schools, particularly for active transportation users, building upon the Marin County Local Road Safety Plan (LRSP) and will identify improvements that will support future implementation of TAM's Safe Routes to Schools Program investments and activities. It will provide location-specific countermeasures including, but not limited to crosswalk enhancements, speed reduction measures, bikeway improvements, and innovative solutions such as protected intersections.

DISCUSSION/ANALYSIS

On March 12, TAM released a Request for Qualifications (RFQ) seeking qualified consultants to develop the Marin County School Access Safety Action Plan. TAM received a single qualification package by the April 22 deadline from Parametrix representing a consultant team that also included subconsultants Fehr & Peers and Traffic Counts Plus. TAM staff reviewed the package and determined it met the requirements of the RFQ. Following negotiations with Parametrix, staff recommended to the TAM Board that a contract be awarded to Parametrix with a not to exceed amount of \$645,000, which was approved in June 2025. The contract work is expected to be carried out over approximately two years.

This plan will support safe school transportation in coordination with TAM's Safe Routes to Schools Program. Information about the scope for the planning work is included in Attachment A.

FISCAL CONSIDERATION

Funding for the Marin County School Access Safety Action Plan is available through TAM's federal SS4A Grant award of \$544,000 with a local match from City/County fees provided by TAM of \$136,000, requiring a total investment of \$680,000. The contract not to exceed amount is \$645,000 for the contract with Parametrix with the remaining \$35,000 set aside for TAM staff time to contribute toward the plan. Funds are included in the FY2025-26 budget for activities associated with the preparation of the plan.

NEXT STEPS

Staff and the consultants will work toward the development of the plan and present further information to the COC as appropriate, with progress also reported at future TAM Board meetings.

ATTACHMENTS

Attachment A – Presentation



Marin County School Access Safety Action Plan

Transportation Authority of Marin
Community Oversight Committee

September 15, 2025

Background

- TAM received \$544,000 from the Safe Streets and Roads for All grant program, with TAM to provide a local match of \$136,000
 - Marin County has high rates of students walking and biking to school, so road user safety near schools is critical
 - Project team:
 - TAM
 - Parametrix with Fehr & Peers
- Time anticipated to develop the plan is approximately 2 years



What is a Safety Action Plan?

A Safety Action Plan...

- Is a safety plan aimed at reducing and eliminating serious injury and fatal crashes
- Uses data analysis to identify crash trends
- Includes projects and strategies that address the most significant safety risks
- Can focus on all crashes in a jurisdiction or be more targeted

The purpose of this project is to develop a Safety Action Plan focused on student access to Marin County schools.

Project Process



Safety Analysis

- Analyze the latest 10 years of crash data near schools
 - 1-mile radius of elementary schools
 - 2-mile radius of middle & high schools
- Determine hot spots/trends in crashes involving active transportation users near schools
- Consider school-related factors such as crashes during school hours, including drop-off and pick-up times, and crashes involving youth active transportation users

10,346

10,346 INJURY AND
FATAL CRASHES IN
MARIN COUNTY
FROM 2013-2023

4,385

4,385 CRASHES
WITHIN CLOSE
PROXIMITY
TO SCHOOLS

1,079

1,079 ACTIVE
TRANSPORTATION
USER CRASHES

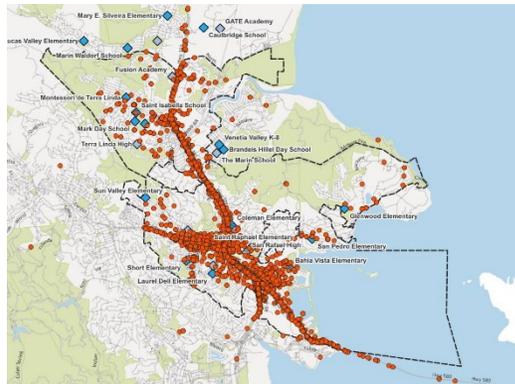
203

203 YOUTH ACTIVE
TRANSPORTATION
USER CRASHES

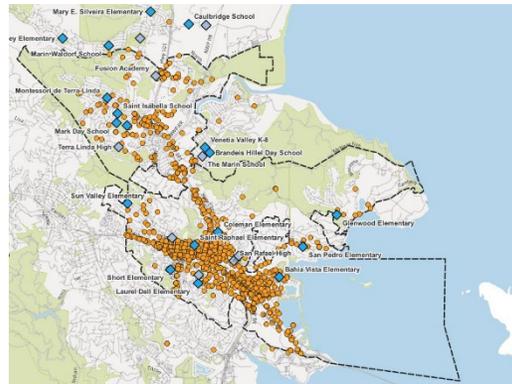
High Injury Network (HIN)

Use school- and youth-specific factors to create a HIN that identifies intersections and road segments near schools that pose the most significant safety risks to road users, particularly active transportation users and youths

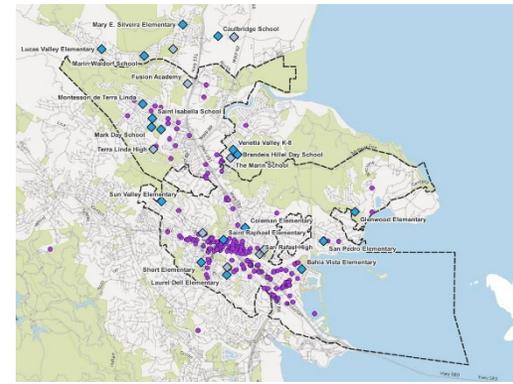
Example of HIN Factors



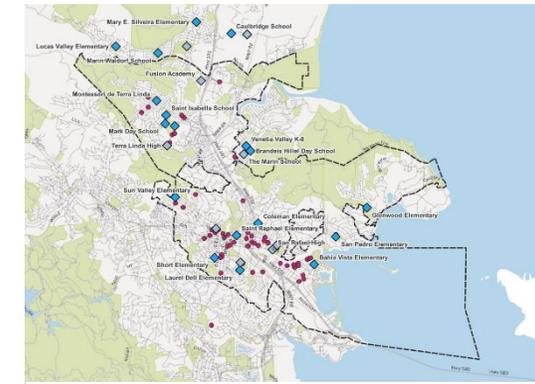
School Area Injury & Fatal Crashes



School Area Severe Injury & Fatal Crashes



School Area Active Transportation Crashes

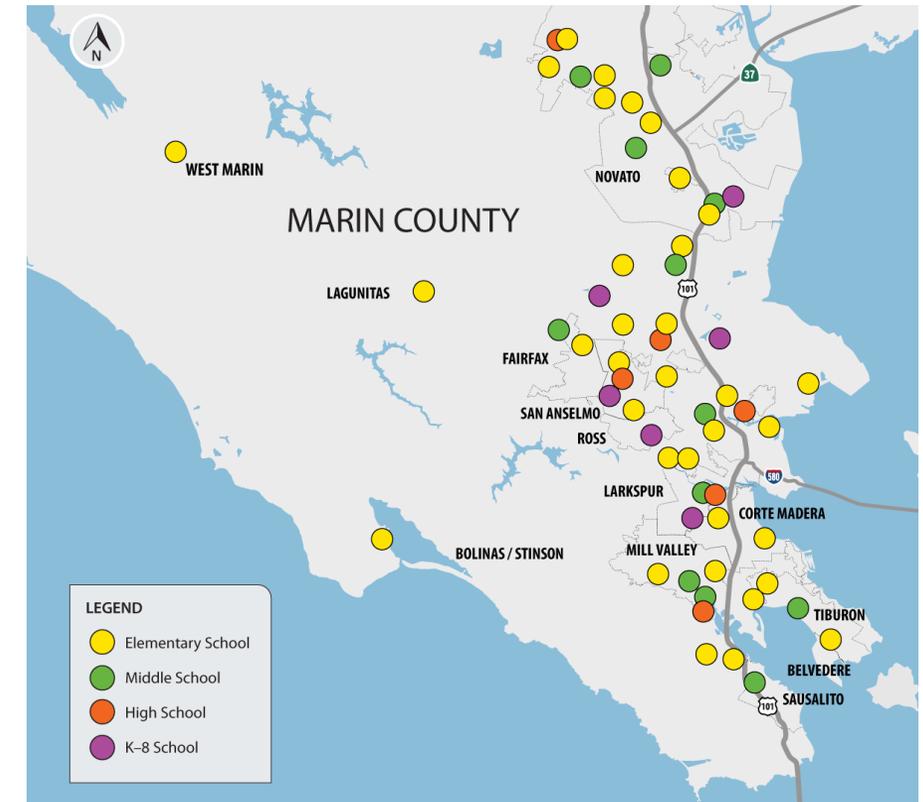


Youth Active Transportation Crashes

High Injury Network Score

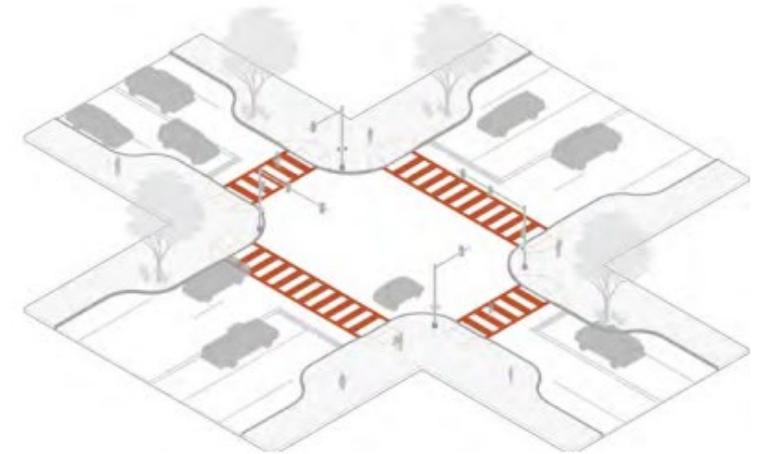
School Travel Priority Area Identification

- Identify up to 10 priority areas to focus on for safety audits and school travel safety improvement plans
- Prioritization considerations may include:
 - Inclusion in the HIN
 - Inclusion in the Local Road Safety Plan High Collision Network
 - Proximity to suggested routes to school
 - Proximity to underserved schools
- Each priority location will be located at a different school and may include multiple road segments and/or intersections



Safety Toolkit

- Provide a menu of effective treatments to improve school area safety with a focus on active transportation users and youth
- Focus on low-cost, high-impact strategies
- Will include engineering countermeasures, enforcement, education, and other strategies



Crosswalk Visibility Enhancements

SAFE SYSTEM HIERARCHY TIER

Tier 4: Increase
Attentiveness and
Awareness

CRASH TYPES



COST



School Safety Audits



- Conduct detailed safety audits at each School Travel Priority Area to inform recommendations
- Walk audits will include engineers, Safe Routes to Schools, parents, school staff, city/town staff, and other stakeholders
- Additional data collection to be conducted as necessary: speeds, vehicle volumes, etc.

Stakeholder Engagement

- Utilize Safe Routes to Schools task force meetings and other school events to get feedback from the school communities
- Spanish language support provided as needed
- Website material to inform the public throughout the process



School Travel Safety Improvement Plans

- Develop a plan for each of the priority areas to identify safety improvements, including site-specific engineering improvements and non-engineering strategies
- **Final deliverable:** school access safety action plan with individual improvement plans, plus countywide safety analysis and safety toolkit

Questions?



DATE: September 15, 2025
TO: Transportation Authority of Marin Community Oversight Committee
FROM: Anne Richman, Executive Director
Dan Cherrier, Director of Project Delivery
SUBJECT: Crossing Guard Program Update (Discussion), Agenda Item No. 7

BACKGROUND

TAM has been funding and managing the Marin County Crossing Guard Program (Program) since 2006. Funding for the program comes from the transportation sales tax, Measure A/AA, and from the vehicle registration fee (VRF), Measure B.

The countywide Program allowed for a continuing funding source across multiple school districts and was implemented as a traffic congestion relief strategy. This freed up school districts and towns/cities, which had been managing guards themselves, to focus more on their core services. A primary consideration was the liability exposure that the jurisdictions maintained in operating individual programs.

A key decision in managing the Program is to determine the locations for guards. In summary, the decision process involves assessing locations near schools throughout the County, developing a ranked list based on established criteria, and assigning guards to the top locations within the fiscal constraints of the program. Evaluations have occurred for implementation in 2005, 2010, 2014, 2018, and 2023. The Measure AA Expenditure Plan specifies a base level of 96 guards. This was an increase of approximately 20 crossing guards from the previous transportation sales tax (Measure A).

TAM established a program whereby crossing guard locations and hours were based on nationally recognized standards with well vetted site scoring metrics. Staff have continued to bring to the TAM Board minor scoring tweaks to improve the Program. Sites are requested by the applicable public works director and then analyzed by staff.

The Program began with 54 locations and gradually increased to 76 locations with voter approval of the VRF in 2010. In 2018, the number of locations increased to 96 and was expected to remain at that level through the forecasted end of the program in 2048.

DISCUSSION/ANALYSIS

Two major events occurred that have negatively affected the long-term stability of the Program. The first was the labor shortage that occurred after the 2020 international pandemic. The second was the 2023 passage of state Assembly Bill (AB) 1228 (a slimmed down version of the Fast Food Accountability and Standards Recovery Act), which sets a statewide minimum wage for fast food workers, a labor pool that overlaps with the typical pool for crossing guards.

Wages

A decade ago, the Marin Program paid the highest wages among similar programs in the Bay Area. However, in the interim, other Programs have caught up and many now pay more than the Marin Program. Furthermore, staff have historically utilized the size of the Marin contract to negotiate very competitive rates. A sample is shown below comparing the Marin rates with selected Programs at the start of the 2024/2025 school year:

<u>Location</u>	<u>Daily Rate</u>
Saratoga School District	\$78.00
City of Sunnyvale	\$74.73
City of Palo Alto	\$74.00
Broadmoor Police Dept	\$72.00
Lafayette School District	\$72.00
City of Cupertino	\$68.80
Millbrae School District	\$68.20
City of Mountain View	\$68.00
City of Pleasanton	\$68.00
Moraga Police Department	\$67.37
Marin County	\$67.20 (2nd largest Bay Area Program)
SFMTA	\$63.00 (Largest Bay Area Program)
City of Burlingame	\$61.88
City of Redwood City	\$61.75
City of Los Altos	\$61.50

Even with the competitive pricing TAM has historically obtained, costs for the Program have continued to rise at 1% to 4% per year as shown below. More recently, changes in the state minimum wage, the Marin County Living wage, and the newly instituted fast food minimum wage (per AB 1228) have put pressure on the crossing guard vendor to raise wages paid to guards. The program’s historic and current wage costs are shown below:

<u>School Year</u>	<u>Daily Rate Paid to Guard for Two Shifts</u>	<u>Increase since Last Change</u>	<u>Contractor Daily Billing Rate</u>
2006-2007	\$25.38		\$55.93
2007-2009 (2 year)	\$37.63 (except Novato guards)	36.5%*	\$59.15
2009-2010	\$46.20 (except Novato guards)	22.8%**	\$67.60
2010-2011	\$46.88 (except Novato guards)	1.5%	\$63.88
2011-2013 (2 year)	\$47.60	1.5%	\$63.88
2013-2014	\$48.00	0.8%	\$70.80
2014-2015	\$50.20	2.5%	\$77.60
2015-2016	\$52.60	4.8%	\$84.78
2016-2017	\$54.08	2.8%	\$88.24
2017-2018	\$56.00	3.6%	\$91.78
2018-2019	\$58.00	3.6%	\$97.00
2019-2020	\$60.12	3.7%	\$99.10
2020-2021	\$61.28	1.9%	\$105.50
2021-2022	\$62.80	2.5%	\$106.00
2022-2023	\$65.60	4.5%	\$108.80
2023-2024	\$71.60	9.2%	\$121.40
2024-2025	\$84.00	17.3%	\$135.92
2025-2026	\$84.00***	0%	\$135.92***

Blended rates are shown if there was a mid-year increase.

** In 2007, the Program adopted utilizing the Marin County Living Wage except for guards in Novato, this rate was expanded to all guards in 2012.*

*** In 2009, the number of minimum daily paid hours was increased.*

**** This rate may increase if the Fast Food Council elects to increase the minimum wage for 2025.*

In order to recruit and retain a sufficient number of guards, the Program has needed to stay competitive with the labor market. Overall, staff does not expect wages to come down soon, and the contracted wage rates will continue to be a major factor in the cost of the Program.

Number of Guarded Locations

Staff ran various cash flow analyses for the Program to evaluate what guard staffing level can be sustained into the future. Future analysis now assumes an annual growth rate of 4%. A few ideas are under consideration; however, without additional funding, the number of locations will need to be reduced, potentially by a significant amount. An additional \$840,000 is required annually to maintain 96 locations. Previously, the number of site locations were synonymous with the number of crossing guards. Beginning in fall 2026, several locations will require two crossing guards to remain in the Program due to increased liability concerns.

FISCAL CONSIDERATION

Funds are included in the FY2025-26 annual TAM budget to support the program with 96 guards for the current school year.

In the current fiscal year, the Program is expected to cost approximately \$2.6 million, whereas annual revenue is approximately \$2.2 million. This gap is expected to grow, as costs are rising faster than revenues. Program reserves, or carryover, exist now and can help close the gap but only for a limited time.

Staff will discuss with the COC various options being considered to support the program into the future.

NEXT STEPS

Staff is gathering the data necessary to create a new ranked list to be implemented in August of 2026. Staff is also working closely with the Safe Routes to Schools Ad-Hoc Committee to explore additional funding options.

ATTACHMENTS

Attachment A – Presentation

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Crossing Guard Program Financial Analysis

Transportation Authority of Marin

Community Oversight Committee
September 15, 2025



Program History

- Before 2004, school districts and local towns/cities managed crossing guards
- Agencies shifted focus to core services and developed concerns about potential liability
- Measure A created a countywide program with professionally managed guards and nationally recognized standards
- Staff and the former TAM Technical Advisory Committee developed a legally reviewed scoring system to ensure a defensible program



Program Background

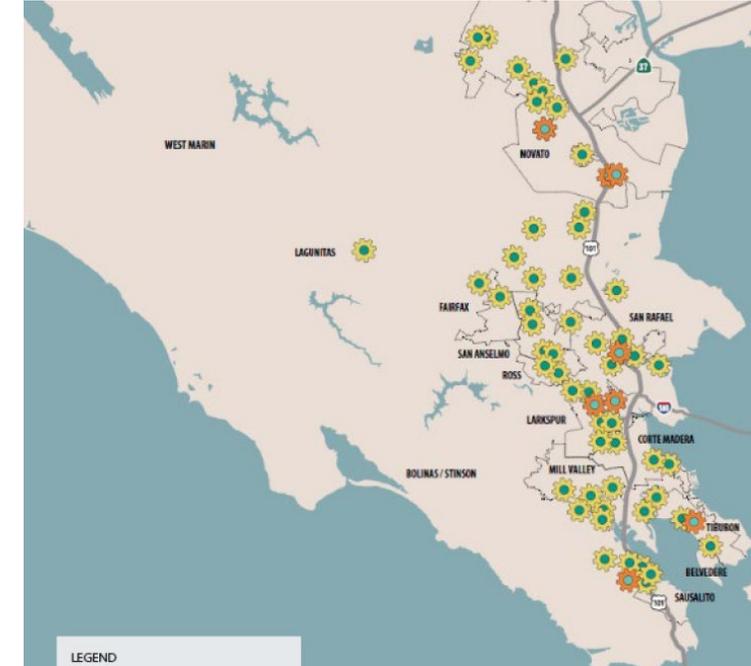
The Crossing Guard Program is part of multi-tiered approach within TAM's Safe Routes to Schools Program, which also includes:

- **Education and Encouragement**

- 51% of Marin School Trips are Green
- 98% of public elementary schools, 100% of public middle schools, and 50% of high schools have recently participated
- Classroom and experiential safety programs
- Street Smarts messaging for roadway users

- **Infrastructure Improvements (Safe Pathways)**

- To date, over \$12.6 million has been allocated to build 80 Safe Pathways projects



List Methodology

Crossing Guard list is based on a scoring system that has been refined over time.

- Crossing Guards are considered a traffic control device
- California Manual on Uniform Traffic Control Devices is basis for scoring system
- Current scoring system began in 2010 with modifications in 2017 and 2022
- MPWA has participated in changes to the scoring system
- Current list created using criteria approved by TAM Board in April 2022



List Methodology – Weighted Scoring Criteria

- Vehicular volume crossing crosswalk
- School-aged pedestrian volume
- Intersection skew angle
- Stopping sight distance at intersection
- Location of intersection (on a horizontal curve with posted warning or speed reduction sign(s))
- Posted speed limit (highest on any approach to pedestrian crossing)
- Pedestrian-Vehicular Accident History
- Other Factors (ingress/egress, lanes, DPW considerations)
- Recent refinements include
 - Using posted speed for roadway rather than limit for school zone
 - Separate category for safety
 - School age lowered to 4-y.o. due to T-K

List Methodology – Process

- Crosswalks are scored individually
- Crosswalks fall into one of 4 categories:
 - Uncontrolled Rural
 - Uncontrolled Urban
 - Stop Sign
 - Signal
- Site score is the highest crosswalk score
- Vehicles volumes are paired with school age pedestrian volumes
- Highest scoring crosswalk used even if not the one that has the highest pedestrian count
- School age pedestrians from opposite crosswalk included if no crossing guard

New Evaluation & Crossing Guard List

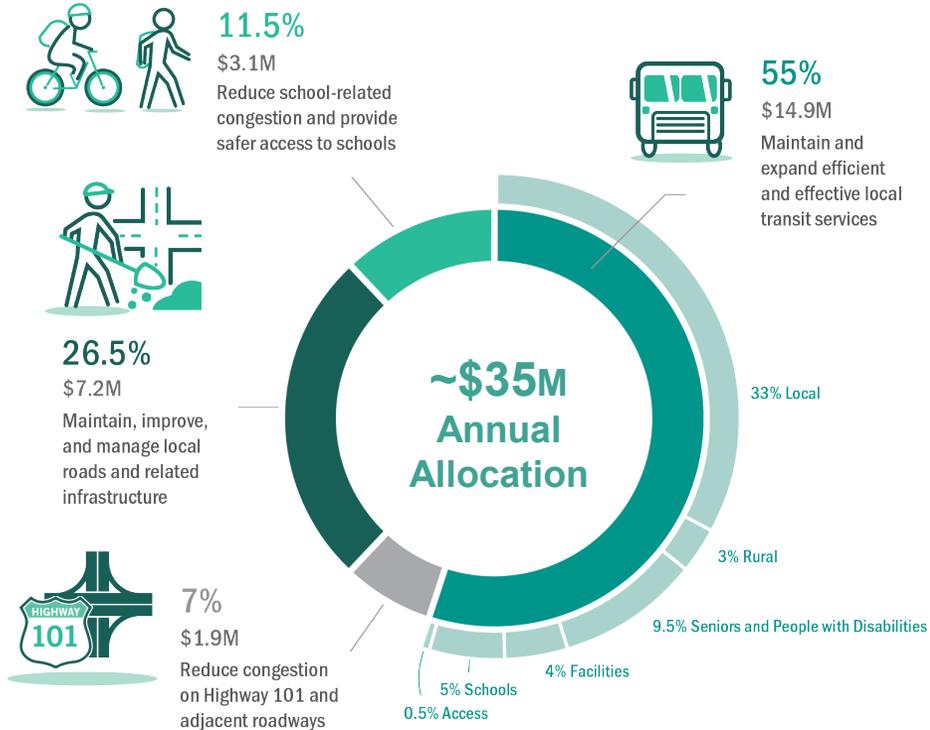
Some changes affecting sites, examples include:

- Declining school enrollment
- Completed capital projects, such as:
 - Removal of uncontrolled crosswalks (installation of controls)
 - Realigned bike lanes
 - Realigned crosswalks
- Signal timing
- No Right on Red
- School closure/consolidation (none expected this year)

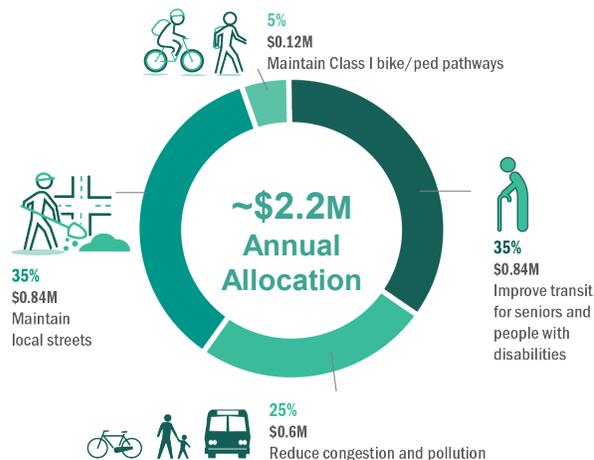
Program Funding

- Program funding is in the Measure A/AA and Measure B Expenditure Plans
- Measure AA Renewal in 2018 increased local funding for Crossing Guards from 4.2% to 7%
 - Specified a base of up to 96 Guards
- In Measure B, Crossing Guards is in Element 3
 - 25% for Crossing Guards, Alt. Fuels and Marin Commutes

MEASURE AA ½-CENT TRANSPORTATION SALES TAX



MEASURE B \$10 VEHICLE REGISTRATION FEE



Program Summary

- Program costs approx. \$2.6 million this FY
- Funded by Measure AA (~\$2 million) and Measure B (\$175,000)
- Direction of the Program since 2008 has historically been to set the guard level with each new recertification list to a sustainable level for the remainder of the Sales Tax
 - 2008: guard level was set at 64
 - 2011: raised to 76 guards, with the voter approval of the Vehicle Registration Fee
 - 2018: new base level of 96 guards, with voter approval of Measure AA



2026 Recertification & Revised Location List

- Sixth list of Crossing Guard locations
 - Typically done every four years: 2006, 2010, 2014, 2018
 - Last evaluation postponed to 2023 due to COVID-19
 - Lists are recommended by Marin Public Works Association (MPWA)
- 2023 list was approved by TAM Board in April 2023
- Board approved funding down to Rank 105 until the end of the 2023/2024 School Year
- For FY 2024/2025 and this year, the number of locations was reduced to 96
 - Four additional locations are paid for by school districts



Program Funding Challenges

- 2018 Projections showed that the Expenditure Plan level of 96 guards could be maintained until 2048 (end of Sales Tax Measure)
- In December 2023, Board requested staff to reassess long-term program finances
- Two things have occurred that will not allow for the 96 guard level to be maintained moving forward:
 - Current labor shortage after the 2020 Pandemic
 - Expenses increasing beginning in January 2024 due to AB 1228 (increase in wages for fast food workers)

Expense Drivers

Primary expense drivers include:

- Wages paid to guards
- Recertification process
- Number of locations guarded

- Rising expenses will require a reduction in the number of guards unless new sources of Program funding can be obtained.
- One location/guard is approx. \$25k/year, under current pricing.



Guard Wages

Blended rates are shown if there was a mid-year increase

<u>School Year</u>	<u>Daily Rate Paid to Guard for Two Shifts</u>	<u>Increase since Last Change</u>	<u>Contractor Daily Billing Rate</u>
2006-2007	\$25.38		\$55.93
2007-2009 (2 year)	\$37.63 (except Novato guards)	36.5%*	\$59.15
2009-2010	\$46.20 (except Novato guards)	22.8%**	\$67.60
2010-2011	\$46.88 (except Novato guards)	1.5%	\$63.88
2011-2013 (2 year)	\$47.60	1.5%	\$63.88
2013-2014	\$48.00	0.8%	\$70.80
2014-2015	\$50.20	2.5%	\$77.60
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* In 2007, the Program adopted utilizing the Marin County Living Wage except for guards in Novato, this rate was expanded to all guards in 2012

** In 2009, the number of minimum daily paid hours was increased

Recent Actions to Reduce Expenses

Changes to Recertification Process

- Eliminate some sites from further evaluation unless major conditions change (e.g., opening/closing of a school; change in type of intersection control). Change results in additional one to two guards annually.
 - Highest scoring locations will be automatically provided a crossing guard and will not be counted
 - Lowest scoring locations will be automatically excluded from further consideration for a crossing guard
- Increase justification for site scoring between recertification cycles. Based on past impacts, this will result in six additional crossing guards annually
- Shorten time horizon to eight years for cash flow analysis rather than using 2048. Adds approximately four to seven guards annually until 2034

Revenue Need Projections

	2% Cost Growth	3% Cost Growth	4% Cost Growth
Current revenue – Locations after August 2026	77	72	68
Additional Annual Revenue Needed to Keep 96 Locations	\$510,000	\$670,000	\$840,000

Note: the above cash flow amounts will exhaust the Program Carryover in 2034.



Potential Additional Revenue Sources



- Measure AA increase via amendment process or revenue growth
- Eliminate Street Smarts, redirect funds to guard program (Measure B)
- Local jurisdiction contributions – Cost Share Approach
- Measure AA interest funds
- MTC One Bay Area Grant program
- Future Earmarks
- Challenging because ongoing operating funds are needed

Upcoming Activities & Board Decisions

Fall 2025/Winter 2026

- Video data collection over a four-week period, video firms provide traffic data
- Consultant T.Y. Lin analyzes videos and provides pedestrian/bicycle data
- TAM staff performs quality control
- New list created and approved by MPWA

Spring 2026

- Outreach to towns and cities to inquire about location swaps, if any
- **TAM Board approves ranked list**
- School district outreach and site-specific notification where needed
- **TAM Board and local councils consider Measure AA Expenditure Plan Amendments, if any**

Fall 2026

- New list goes into effect

Ongoing: Pursuit of new revenue sources

Questions?

