



ADMINISTRATION, PROJECTS & PLANNING
EXECUTIVE COMMITTEE MEETING

OCTOBER 13, 2025
3:30 P.M.

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

900 Fifth Avenue
Suite 100
San Rafael
California 94901

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

www.tam.ca.gov

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Peter Mark

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Mill Valley
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Ross
Teri Dowling

San Anselmo
Steve Burdo

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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.

How to watch the live meeting using the Zoom link:

<https://us02web.zoom.us/j/83035113530?pwd=Ym1lVHdnUHZycllGN2VPZVlBY0Zrdz09>

Webinar ID: 830 3511 3530
Passcode: 891953

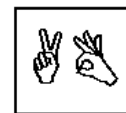
Teleconference: Members of the public wishing to participate via teleconference may do so by dialing in to the following number at 3:30 p.m. on the day of the meeting: **+1 669 900 6833**; Access Code: 830 3511 3530; Password: 891953

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

Before the meeting: Please email your comment to info@tam.ca.gov, no later than 5:00 p.m. the day before the meeting 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 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 & Commissioner Comments (Discussion)
2. Executive Director's Report (Discussion)
3. 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 Committee, under the Brown Act, Committee members may not deliberate or take action on items not on the agenda and generally may only listen.)
4. Approval of Meeting Minutes from September 8, 2025 (Action) – **Attachment**
5. Actions Associated with RM3 Funding for State Route 37 (Action) – **Attachment**
6. Authorize a Contract Extension for the Highway 101 Interchange Studies and Provide Comments on Next Steps (Action) – **Attachment**



MEETING OF THE
TRANSPORTATION AUTHORITY OF MARIN
ADMINISTRATION, PROJECTS & PLANNING
EXECUTIVE COMMITTEE

SEPTEMBER 8, 2025
3:30 P.M.

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

MEETING MINUTES

Members Present: Eric Lucan, Marin County Board of Supervisors, Committee Chair
Alice Fredericks, Tiburon Town Council
Mark Milberg, Novato City Council
Teri Dowling, Ross Town Council

Members Absent: Stephanie Moulton-Peters, Marin County Board of Supervisors

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
Scott McDonald, Principal Transportation Planner

Chair Lucan called the meeting to order at 3:30 p.m.

Chair Lucan 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 Administration, Projects & Planning (AP&P) Executive Committee was confirmed and detailed information about how the public may participate was provided.

1. Chair's Report & Commissioners Comments (Discussion)

None.

2. Executive Director's Report (Discussion)

Executive Director (ED) Anne Richman reported on Marin Commutes' HOV Diamond Dozen Challenge and referenced Transit Month in September and Rideshare Month in October; the upcoming ribbon cutting ceremony for the Marin-Sonoma Narrows B7 project, scheduled for October 3rd; TAM's Third Annual Clean Fleet Expo, scheduled for October 8th; and UC Berkeley's Future of Mobility Forum, scheduled for October 23rd and 24th.

ED Richman also provided an update on state legislation and potential state transit cuts, as well as federal issues, including a potential government shut down and Clean Air Act waiver rescission for California; and a status report for Infrastructure Investment and Jobs Act (IIJA) grants.

Chair Lucan asked if any members of the public wished to speak and hearing none, closed public comment.

3. Open Time for Public Expression

Chair Lucan asked if any members of the public wished to speak and hearing none, closed public comment.

4. Approval of Meeting Minutes from July 14, 2025 (Action)

Chair Lucan asked if any members of the public wished to speak, and hearing none, closed public comment and asked for a motion.

Commissioner Milberg moved to approve the Minutes of the July 14, 2025 meeting. Commissioner Dowling seconded the motion, which passed unanimously.

5. Authorize a One-Year Contract Extension and Budget Amendment for Implementation of TAM's Study for Sea Level Rise Adaptation Planning for Marin County's Transportation System (Action)

Senior Transportation Planner Mikaela Hiatt presented this item, which recommends the AP&P Executive Committee recommend the TAM Board authorize the Executive Director (ED) to negotiate and execute the first of two one-year contract extensions with ARUP for Implementation of TAM's Study for Sea Level Rise Adaptation Planning for Marin County's Transportation System, including a contract budget increase of \$175,000.

In response to Commissioner Milberg, Ms. Hiatt explained that the Technical Advisory Committee (TAC) was specific to the development of the sea level rise study; and that a series of workshops will be conducted with all local jurisdictions, including the City of Novato for the proposed next phase of work.

Chair Lucan asked if any members of the public wished to speak and hearing none, closed public comment.

Commissioner Milberg moved to approve staff recommendations and refer them to the TAM Board for approval. Commissioner Dowling seconded the motion, which passed unanimously.

6. Authorize a One-Year Contract Extension for On-Call Travel Demand Forecasting Contract (Action)

Director of Planning Derek McGill presented this item, which recommends the AP&P Executive Committee review and recommend to the TAM Board that the Executive Director execute the second of two single-year contract extensions for an on-call travel demand forecasting contract with Fehr & Peers.

In response to Commissioner Fredericks, Mr. McGill confirmed that the majority of the transit data captures local travel and transit use.

In response to Commissioner Milberg, Mr. McGill explained that TAM's travel demand models are based on the California Household Travel Survey, as well as other observed data (e.g., census; highway volumes; and transit service data); and ED Richman clarified that this data is used for forecasting and trend analyses versus transit service planning.

In response to Chair Lucan and Commissioner Milberg, Mr. McGill explained that use of socioeconomic profiles allows the model to generate likely travel behavior based on factors such as wealth, age, household composition, and place of residence.

Chair Lucan asked if any members of the public wished to speak and hearing none, closed public comment.

Commissioner Dowling moved to approve staff recommendations and refer them to the TAM Board for approval. Commissioner Fredericks seconded the motion, which passed unanimously.

7. Receive an Update on the State of Autonomous Vehicles and Local and State Policy, Permitting, and Legislation in California (Discussion)

Director of Planning Derek McGill and Senior Transportation Planner Mikaela Hiatt presented this item for discussion.

In response to Commissioner Milberg, Ms. Hiatt clarified that autonomous vehicles (AVs) must operate only within the city limits covered by their permit.

In response to Chair Lucan, ED Richman clarified that neither Bay Area Toll Authority (BATA) nor Golden Gate Bridge (GGB) have additional authority to regulate AVs.

Commissioner Fredericks expressed support for the upcoming Innovation Workshop.

Chair Lucan asked if any members of the public wished to speak and hearing none, closed public comment.

The meeting was adjourned at 4:33 p.m.

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DATE: October 13, 2025

TO: Transportation Authority of Marin
Administration, Projects and Planning Executive Committee

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

SUBJECT: Actions Associated with RM3 Funding for State Route 37 (Action), Agenda Item No. 5

RECOMMENDATION

Staff recommends the Administration, Projects and Planning (AP&P) Executive Committee refer the following actions to the TAM Board for approval:

1. Authorize the TAM Chairperson to execute Amendment 2 of the Resilient State Route 37 (SR 37) Program Memorandum of Understanding (MOU) to modify the funding table and make other minor changes.
2. Authorize the Executive Director to enter into a Cooperative Agreement to transfer \$25 million in Regional Measure 3 (RM3) funding to Caltrans for construction capital for Phase I of the SR 37 Flood Reduction Project.
3. Authorize amendments to the approved FY2025-26 TAM Budget to account for the Caltrans invoices and RM3 reimbursements.

BACKGROUND

SR 37 is a key transportation corridor linking the four North Bay counties. Due to its strategic transportation role and environmentally sensitive natural footprint, SR 37 has been the subject of numerous planning studies conducted by a number of transportation agencies and organizations, including the Metropolitan Transportation Commission (MTC) and the California Department of Transportation (Caltrans). Staff and elected officials from these various agencies have been in discussion over the past several years about how to advance improvements in the corridor.

The corridor is divided into eight segments. Segments 1, 2, and 3 are in Marin County. Each segment has unique challenges and vary in how those challenges can be met in regard to mobility, sea level rise and flooding.

A Policy Committee that includes representatives from Marin, Sonoma, Solano, and Napa Counties, as well as elected officials and State, Regional, and Tribal representatives was formed in 2015 to provide direction. A Memorandum of Understanding was created to define the structure of the Policy Committee and the supporting Executive Steering Committee (ESC) and Policy Leadership Team (PLT). The primary focus of the committees has been to develop and deliver the Resilient State Route 37 Program.

The MOU also defines the expenditure plan for the \$100 million in RM3 funds available to the corridor. The RM3 funds are divided among various eligible subprojects. The MOU has been in place since October 2015, with one prior amendment.

DISCUSSION/ANALYSIS

The Policy Committee recently prioritized the eight segments, and Segment 2 over Novato Creek was determined to be the top priority, mostly due to flooding potential. The Novato Creek Bridge Project (officially known as the Flood Reduction Project Phase 1) will construct a new structure at the ultimate elevation to clear the potential 100-year flood event and is expected to begin construction in 2027. The project is in design. The bridge will return to the current roadway profile until sufficient funds are obtained to construct the full elevated causeway in Segments 1 and 3. At that time, the Bridge will be widened to the ultimate width.

A funding package for the construction phase of the Novato Creek Bridge was recently completed by Caltrans by putting additional State Highway Operation and Protection Plan (SHOPP) funds towards the project, and work by staff to negotiate with other stakeholders a greater share of RM3 funding being allocated to Marin to complete the multi-modal aspects of the Project.

The total cost of the Flood Reduction Project Phase 1 is \$270 million. This will be funded by \$155 million from the Infrastructure Investment and Jobs Act (IIJA), \$75 million from the SHOPP, and \$15 million that TAM received from Senator McGuire's office by way of AB 179. The final \$25 million will be provided from the RM3 funding.

The RM3 funding requires Board action to agree to the new funding distribution in the MOU (refer to Attachment B) and to enter into an agreement with Caltrans to fund the construction capital. Previously, some of the RM3 funds were being held for Marin and Sonoma projects that would be defined later. Over the last several years, the Novato Creek Bridge project has been developed, along with other aspects of the corridor program, and the MOU signatories are now in a position to confirm the funding distribution to these more specific projects. The other parties to the MOU are also taking these changes to their respective Boards for consideration this fall.

Notably, for the Novato Creek Bridge project, with Caltrans as the project sponsor of the primarily SHOPP-funded project, TAM will not be responsible for cost overruns during construction. The money will be invoiced in a series of \$2 million invoices from Caltrans and then reimbursed by MTC as the manager of the RM3 Program.

RELATIONSHIP TO CTP

State Route 37 improvements address the Regional Connectivity and Adaptation to Climate Change strategies defined in the CTP.

FISCAL CONSIDERATION

This action will be neutral for TAM budgeting as the amounts paid to Caltrans will be immediately presented to MTC for payment from the RM3 Program. The funds will be transferred over 13 months. Amendments will be necessary to the FY2025-26 TAM Budget to allow for the fund transfers.

NEXT STEPS

Staff will continue to work with the SR 37 partners and actively participate in the projects and studies.

ATTACHMENTS

Attachment A – PPT Presentation
Attachment B – MOU with Changes



Changes to Memorandum of Understanding for SR 37 Regional Measure 3 Funding

Transportation Authority of Marin

Administration, Projects and Planning
Executive Committee

October 13, 2025

Recent SR 37 History

- TAM has been participating in the SR 37 project process for over 15 years beginning in earnest with the effort lead by UC Davis
- Project process formalized in 2015 by formation of a multi-jurisdictional Policy Committee
- A Memorandum of Understanding (MOU) was created to define the structure of the Policy Committee and the supporting Executive Steering Committee (ESC) and Policy Leadership Team (PLT)
- Primary focus of the committees has been to develop and deliver the Resilient State Route 37 Program

SR 37 Corridor



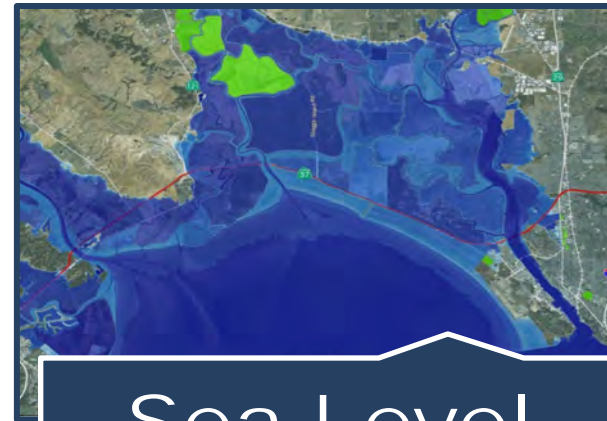
SR 37 Corridor Challenges



Congestion



Flooding

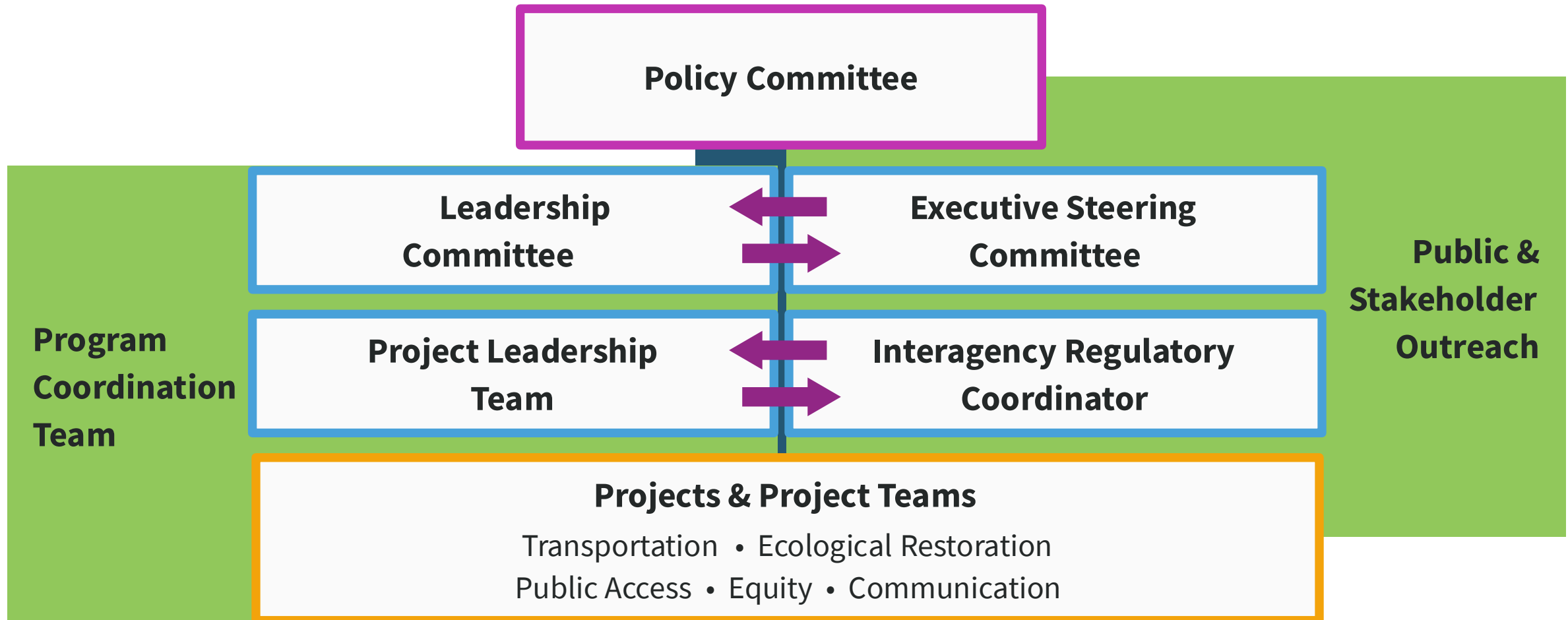


Sea Level
Rise



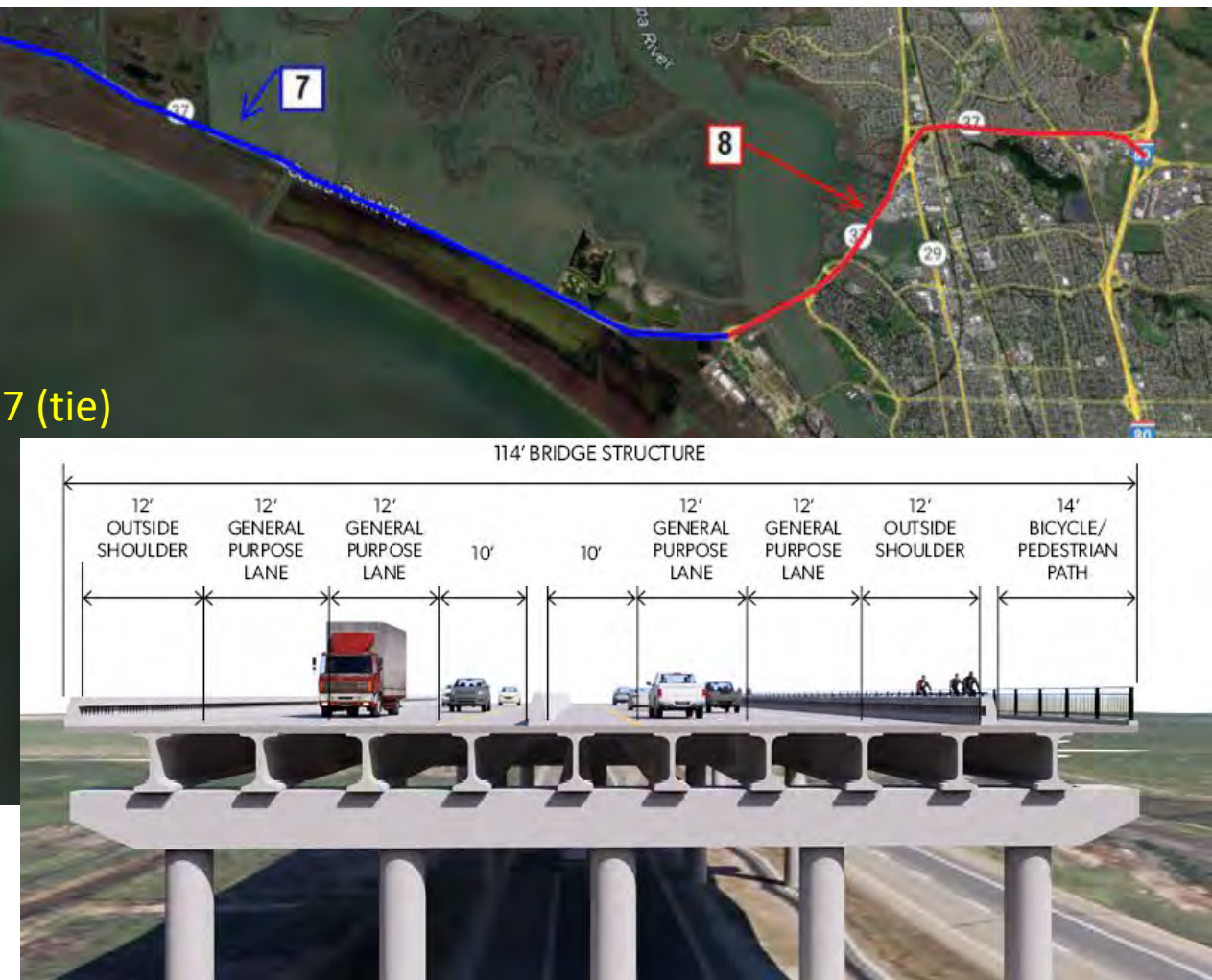
Ecology

Expanded Partnership & Integrated Project Development





SR 37 Long-term Corridor Sea Level Rise Adaptation Planning and Environmental Linkages (PEL) Study Potential Phasing Strategy for SR 37 Preferred Alternative



Cost range (2022 dollar): \$6.3 billion–\$11.1 billion

Resilient SR 37 Corridor – Phased Implementation

Concurrent Project Development.

Deliver Early Community Benefits.



Environmental - Design - Construction

Sears Point to Mare Island Improvement

- Equity
 - *Improve Travel Times and Reliability
 - *Support Transit and Rideshare
 - *Public Access
- Baylands Restoration
- Resilience

Early Benefits



Transition

SR 37 Sea Level Rise Adaptation (I-80 – US 101)

- Long Term Corridor Resilience (Planning and Environmental Linkages Study)
- Multiple Project Implementation (Flood Reduction Project – 101 to Atherton)
- Equity, Bike, Pedestrian, Transit, and Public Access
- Advance Mitigation

RESILIENTSR37



Today

2029

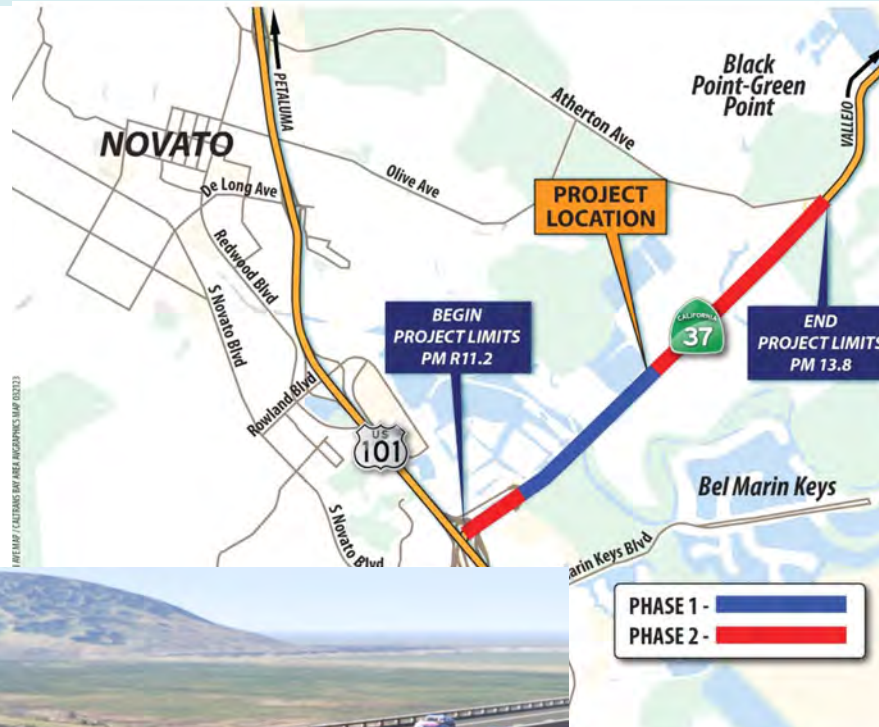
2050

2130+



Flood Reduction

US 101 to Atherton Avenue in Marin County



SCOPE

- Construction of elevated causeway for the most vulnerable section of SR 37 (US 101 to Atherton Ave)
- Address reoccurring flooding and sea level rise of projected year 2130 elevation.
- The first SR 37 ultimate resiliency projects; Novato Creek Bridge Replacement is the first construction package (Phase 1), anticipated begin construction in 2027.

Funding

- \$155.3M IIJA PROTECT to fund Construction for first construction package (Phase 1): Novato Creek Bridge Replacement
- \$1.7B – Causeway from US 101 to Atherton Ave (Phase 2), to be funded.

SCHEDULE

- Environmental Phase: Completed in January 2024 (A)
- Novato Creek Bridge Replacement (Phase 1):
Complete Design: May 2026 (T)
Begin Construction: 2027 (T)



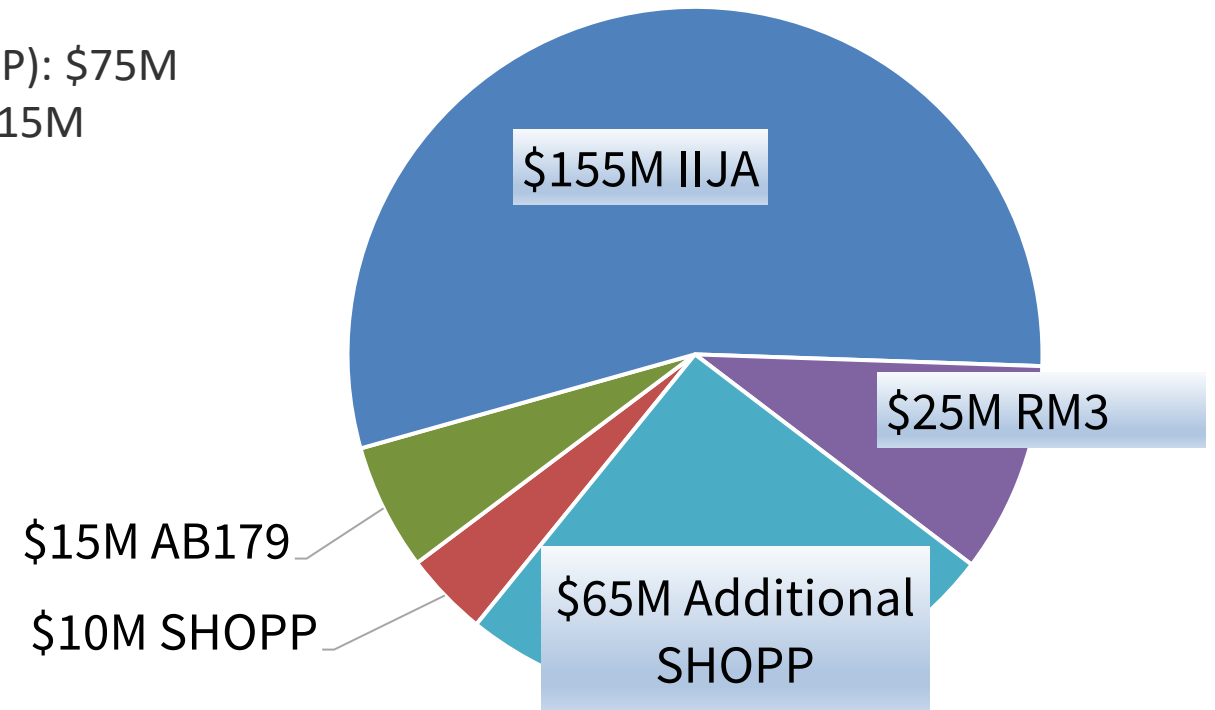


Novato Creek Bridge Replacement Project- Funding

Funding Sources

- State Highway Operation and Protection Program (SHOPP): \$75M
- General Fund by Senator McGuire's Assembly Bill 179: \$15M
- Infrastructure Investment and Jobs Act (IIJA): \$155.3M
- Regional Measure 3: \$25M

Total Project Cost: \$270M



Video



New RM3 Funding Plan

Original Funding Plan

- \$15 million to STA for Fairgrounds Interchange
- \$20 million to SCTCA for Interim Segment B Environmental and Design Phases
- \$4 million to SCTCA for Environmental Phase for SR 37/121 Improvements
- \$58 million to SCTCA and TAM for Ultimate Segment A and Segment B improvements
- \$4 million to TAM for Segment A Levee Study

Revised Funding Plan

- \$15 million to STA for Fairgrounds Interchange
- \$50 million to SCTCA/MTC for near-term improvements from Sears Point to Mare Island
- \$10 million to SCTCA for Environmental Phase for long-term SR 37/121 improvements
- \$25 million to TAM for Flood Reduction Project construction

Actions

Refer to the following to the Board for approval:

- Authorize the TAM Chair to sign the amended MOU, supporting the proposed funding changes including \$25 million in RM3 funds for the Multi-Use Path associated with the Flood Reduction Project (Novato Creek Bridge)
- Authorize the Executive Director to execute a Co-Operative Agreement with Caltrans to transfer the \$25 million in RM3 funding to Caltrans for construction capital
- Authorize amendments to the approved FY26 TAM Budget to account for the Caltrans invoices and RM3 reimbursements

Questions?

Questions & Discussion

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MTC/Caltrans/STA/SCTA/TAM/NVTA/SMART
Memorandum of Understanding
Resilient SR 37 Program
Amendment No. 2

SECOND AMENDED AND RESTATED MEMORANDUM OF UNDERSTANDING

for

THE RESILIENT STATE ROUTE 37 PROGRAM

between

METROPOLITAN TRANSPORTATION COMMISSION
BAY AREA INFRASTRUCTURE FINANCING AUTHORITY
CALIFORNIA DEPARTMENT OF TRANSPORTATION
SOLANO TRANSPORTATION AUTHORITY
SONOMA COUNTY TRANSPORTATION AUTHORITY
TRANSPORTATION AUTHORITY OF MARIN
NAPA VALLEY TRANSPORTATION AUTHORITY
SONOMA-MARIN AREA RAIL TRANSIT DISTRICT

This Memorandum of Understanding (MOU) is entered into and effective as of the last date written below between the Metropolitan Transportation Commission ("MTC"), the Bay Area Infrastructure Financing Authority ("BAIFA"), the California Department of Transportation District 4 ("Caltrans"), the Solano Transportation Authority ("STA"), the Sonoma County Transportation Authority ("SCTA"), Transportation Authority of Marin ("TAM") and Napa Valley Transportation Authority ("NVTA") and Sonoma-Marin Area Rail Transit District ("SMART") referred to herein collectively as the "Parties" or individually as a "Party"), to cooperatively determine their mutual responsibilities in delivering the Resilient State Route 37 Program ("Program").

RECITALS

1. The Resilient SR 37 Program aims to address resiliency of transportation infrastructure to sea level rise and flooding, traffic congestion, and opportunities for habitat restoration, transit, multimodal use and public access along the SR 37 corridor from I-80 to US 101. The Program includes near- and longer-term improvements for a majority of the 20-mile corridor, including the long-term sea level rise vulnerability of several low-lying areas throughout the corridor.
2. The Resilient SR37 Baylands Restoration and Transportation Expanded Partnership was adopted in February 2024 by the SR37 Policy Committee. (See attachment A)
3. The SR 37 Policy Committee is composed of Board Members representing MTC/BAIFA, STA, SCTA, TAM, and NVTA, plus ex officio seats held by Congressional and State legislative officials and Tribal government chairs. Their responsibilities include:
 - a. Provide policy direction on how best to improve the SR37 corridor.
 - b. Receive regular reporting on transportation, equity, public access, and resource restoration projects.
 - c. Provide a venue for active public engagement.
 - d. Advocate for the project and support funding opportunities.

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- e. Meet a minimum of three times annually and select a Chair and Vice Chair every two years.
4. Under the Expanded Partnership the SR 37 Policy Committee, Leadership Committee, Executive Steering Committee ("ESC"), the Project Leadership Team ("PLT"), Interagency Regulatory Coordination group, project and program teams, and the Program Coordination Team have varying roles and responsibilities in the development and delivery of the Program.
5. The Executive Directors of MTC/BAIFA, Caltrans, SMART, STA, SCTA, TAM, and NVTA serve on the ESC to provide strategic direction to the Policy Committee and PLT. Responsibilities include:
 - a. Project level decision making.
 - b. Guide the identification, development, funding plan, and implementation of transportation and related projects through regular coordination.
 - c. Meet regularly and select a Chair every other year to lead the ESC meetings and perform duties related to organizing the meetings and representing the ESC on the Leadership Committee.
 - d. Approve the scope, schedule, budget, and funding plans for individual projects.
 - e. Oversee overall project progress and support reporting of status, risk assessment, costs, and schedule.
6. The staffs of MTC/BAIFA, Caltrans, SMART, STA, SCTA, TAM, and NVTA participate in the PLT to assist the ESC in performance of its duties and coordinate at a management level on funding, cost estimates, risk assessment, scope, schedule, budget, project delivery and reporting.
7. State and regional partners signed a Partnership Agreement in January 2023 supporting the near- and long-term SR37 projects. This agreement includes Partner commitments to:
 - a. Improve travel time reliability and prioritize high occupancy vehicles,
 - b. Introduce bus transit along SR 37,
 - c. Reduce inequities in transportation due to severe travel delays to and from more affordable housing in Solano and Napa counties to and from job opportunities across the four counties,
 - d. Become resilient by reducing existing and future vulnerability to flooding due to storm events and sea level rise,
 - e. Increase public non-motorized and bicycle access along the corridor,
 - f. Preserve a critical regional transportation corridor while integrating ecological resiliency which facilitates adaptation to sea level rise,
 - g. Conserve California's biodiversity and ecosystems,
 - h. Provide important ecosystem services such as improved water quality and flood risk reduction,
 - i. Enhance wildlife and ecological connectivity,
 - j. Reduce historic inequities by ensuring and increasing public recreational access for all,

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- k. Preserve historical and cultural resources, and
 - l. Build climate resiliency.
8. The SR37 Planning and Environmental Linkages (PEL) Study was approved in December 2022 and identified a preferred alternative alignment for the long term SR37 alignment.
 9. The SR 37 Transportation and Sea Level Rise Corridor Improvement Plan the section from Sears Point to the Mare Island Bridge bottleneck as the highest priority. On November 2, 2017, the SR 37 Policy Committee confirmed that Sears Point to Mare Island is the priority segment. Subsequently, a Project Initiation Document (PID) and CEQA/NEPA documents for this project were completed and approved by Caltrans as the lead agency.
 - ~~10. On November 8, 2018, the SR 37 Policy Committee unanimously approved a funding plan and authorized the applicable sponsor(s) to submit Initial Project Reports to the MTC for funding consideration under Regional Measure 3, as follows:~~
 - ~~a. \$15 million to STA for Segment C Fairgrounds Interchange,~~
 - ~~b. \$20 million to SCTA for Interim Segment B Environmental and Design Phases,~~
 - ~~c. \$4 million to SCTA for Environmental Phase for SR 37/121 improvements,~~
 - ~~d. \$3 million to TAM for Segment A levee study, and~~
 - ~~e. \$58 million to SCTA and TAM for Ultimate Segment A and Segment B improvements.~~
 11. Under the Second Amendment to this MOU in 2025 an amended Regional Measure 3 funding plan will be submitted to MTC, as follows:
 - a. \$15 million to STA for Fairgrounds Interchange;
 - b. \$50 million to SCTA/MTC for near-term improvements from Sears Point to Mare Island;
 - c. \$10 million to SCTA for Environmental Phase for long-term SR 37/121 improvements;
 - d. \$25 million to TAM for Flood Reduction Project construction
 12. The Parties wish to organize the delivery of the SR 37 Program wherein:
 - a. MTC, Caltrans, SMART, SCTA and TAM are assigned to and have purview over US 101 to SR121;
 - b. MTC, BAIFA, Caltrans, SCTA, SMART, STA and NVTA are assigned to and have purview over Sears Point to Mare Island Bridge; and
 - c. MTC, Caltrans, SMART and STA are assigned to and have purview over Mare Island Bridge to I-80.

The SR 37 Policy Committee, ESC and PLT continue to perform the same roles and responsibilities except for the technical work, discussions, actions and decisions of the individual Party would be targeted and applicable to the project segment for which that Party is assigned.
 13. The Parties commit to continue to make progress on the delivery of the priority Sears Point to Mare Island near-term and long-term projects, while also

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performing feasibility studies, environmental studies, PIDs, and related studies with the goal of coordinating the longer-term delivery of the SR 37 Program.

14. The Parties acknowledge the likely need for funding above and beyond tolling and as such, intend to develop a financing and funding plan consisting of other traditional and untraditional funding sources to deliver the Program.
15. The Parties wish to work cooperatively to deliver the Program by exploring alternative project delivery methods (including, but not limited to, Construction Management / General Contractor or Design Build contracts), early habitat restoration, and funding and partnerships.
16. SMART is the owner of the railroad corridor that is adjacent to portions of SR 37. The addition of SMART to the Resilient State Route 37 Program is a commitment to the multi-modal nature of the Program beyond bus transit and carpooling.
17. BAIFA has secured tolling authority between Sears Point and Mare Island from the California Transportation Commission in May 2023.

TERMS

I. Term

The term of this MOU shall commence when fully executed, and unless amended earlier, shall terminate at a date agreed upon by the Parties.

II. SR 37 Program Delivery Organizational Structure

A. Executive Steering Committee (ESC)

1. Role

The ESC shall guide the identification, development, funding plan and implementation of projects to improve State Route 37. The ESC will select a Chairperson. The Chairperson will rotate between the members every two years. The Chairperson shall preside over the meetings of the ESC and shall perform all other duties incident to the position or as assigned to her or him by the ESC.

2. Members

- a. Executive Director, MTC/BAIFA (or designee)
- b. District 4 Director, Caltrans (or designee)
- c. Executive Director, STA (or designee)
- d. Executive Director, SCTA (or designee)
- e. Executive Director, TAM (or designee)
- f. Executive Director, NVTA (or designee)
- g. General Manager, SMART (or designee)

3. Assignment

- a. US 101 to SR121: MTC, Caltrans, SMART, SCTA, TAM
- b. Sears Point to Mare Island Bridge: MTC, BAIFA, Caltrans, SMART, SCTA,

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STA, NVTA

- c. Mare Island Bridge to I-80: MTC, Caltrans, SMART, STA

4. Responsibilities

- a. Approve implementation and funding plan(s), which may include one or more projects.
- b. Define agency roles and responsibilities for individual projects, including project managers.
- c. Approve the scope, schedule, budget and funding plan for individual projects within funding levels approved by the MTC, BAIFA or other funding agencies, as applicable.
- d. Oversee overall project progress and reporting of project status, risk assessments, costs and schedule.
- e. Advise the MTC on contract matters.
- f. Review and approve project staffing plans.

5. Decision-making

The ESC will endeavor to make decisions on a consensus basis. To ensure public accountability, transparency and public disclosure, the decisions will be documented.

6. Meetings

Regular meetings of the ESC shall be held quarterly as otherwise determined by the ESC. Notice shall include an agenda of items on which the ESC will act. Each member of the ESC has the right to place a matter on the ESC's agenda for consideration. Meetings to be rotated between MTC, Caltrans, STA, SCTA, NVTA, TAM offices or at a location determined by the ESC.

B. Corridor Director of the ESC

- 1. The Corridor Director serves as staff to the ESC, represents all ESC members and works directly with member agency Executive Directors and their staffs.
 - a. MTC will select, with the ESC, and employ the Corridor Director.
 - b. MTC reserves the right to make decisions regarding hiring, promotion, termination, compensation, and removal of the Corridor Director, in consultation with the ESC.
 - c. The Corridor Director may serve the SR37 Corridor Policy Committee in a similar capacity.
- 2. The Corridor Director shall work with the Project Leadership Team, collaborate and provide direction to the project managers, as appropriate, to:
 - a. Develop an implementation plan(s) and funding plan(s), including delivery methods
 - b. Develop the scope, schedule, budget and funding plan for individual projects.
 - c. Report regularly to the ESC on project status, risks assessments, change, costs

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and schedule.

- d. Develop project staffing plans.
- e. Prepare agendas for ESC meetings.
- f. Deliver progress reports to and consult with the SR 37 Corridor Policy Committee.
- g. Deliver progress reports to ESC and Policy Committee.
- h. Provide oversight and direction to project managers.

The Corridor Director will also advise the SR37 Corridor Policy Committee on the SR 37 program.

C. Project Leadership Team

1. Role

The ESC hereby establishes a Project Leadership Team (PLT) that shall assist the ESC in the performance of its duties. The members of the PLT shall advise the Corridor Director on matters that are to be brought before the ESC.

2. Members

- a. Section Director, Capital Delivery, Asset Management and Roadside Tolling, MTC (or designee)
- b. Chief Deputy Director, Caltrans District 4 (or designee)
- c. Director of Projects, STA (or designee)
- d. Deputy Executive Director, SCTA (or designee)
- e. Director of Project Delivery, TAM (or designee)
- f. Director of Programs, Projects and Planning, NVTA (or designee)
- g. Chief Engineer, SMART (or designee)

3. Assignment

- a. US 101 to SR121: MTC, Caltrans, SMART, SCTA, TAM
- b. Sears Point to Mare Island Bridge: MTC, BAIFA, Caltrans, SMART, SCTA, STA, NVTA
- c. Mare Island Bridge to I-80: MTC, Caltrans, SMART, STA

4. Responsibilities

The PLT shall assist the Corridor Director and ESC in the performance of their duties for their assigned segments by

- a. Developing an implementation plan(s) and funding plan(s)
- b. Developing the scope, schedule, budget, and funding plan for individual projects.
- c. Reviewing cost estimates, risk assessments, and cash flow requirements.
- d. Reviewing project status, scope and budgets, expenditures, staffing and contractor services to anticipate, identify, evaluate, and report to the Corridor Director concerning any project issues.

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- e. Developing project staffing plans and structures.
- f. Preparing other project related reports for ESC review.
- g. Performing such other assignments as appropriate.

5. Meetings

The PLT will meet on an as-needed basis as determined necessary by the members or by the Corridor Director.

III. General

A. Integration Clause

This MOU constitutes the complete and entire understanding among the Committee Members.

B. Amendments

This MOU may be amended in writing from time to time upon agreement of the Committee Members.

C. Counter Parts

This MOU may be executed in counterparts, each one of which will be an original or the equivalent thereof.

D. Miscellaneous

This MOU is intended solely as a guide to the obligations, intentions, and policies of the Committee Members. It does not constitute an authorization for funding a project nor does it constitute a legally binding MOU amongst the Agencies.

IN WITNESS WHEREOF, the Parties hereto have agreed to this MOU on the date opposite their respective names.

David Ambuehl
Acting District 4 Director
Caltrans

Sue Noack
Chair, Metropolitan Transportation Commission

Mitch Mashburn
Chair, Solano Transportation Authority

Lynda Hopkins
Chair, Sonoma County Transportation Authority

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Eric Lucan
Chair, Transportation Authority of Marin

Mark Joseph
Chair, Napa Valley Transportation Authority

Chris Coursey
Chair, Sonoma Marin Area Rail Transit

DATE: October 13, 2025

TO: Transportation Authority of Marin
Administration, Projects and Planning Executive Committee

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

SUBJECT: Authorize a Contract Extension for the Highway 101 Interchange Studies and
Provide Comments on Next Steps (Action), Agenda Item No. 6

RECOMMENDATION

Staff is making the following recommendations:

1. Refer recommendation to the Board to authorize the Executive Director to execute Amendment 4 of contract C-FY20-09 with HNTB Corporation to extend the term until December 31, 2026. The not to exceed amount of \$4,431,000 will remain unchanged.
2. Provide direction as to the next project development steps.

BACKGROUND

TAM has been working with Caltrans and our local partner agencies over the last few years to analyze and study twelve Interchanges along Highway 101 to document existing conditions and propose potential improvements. The overall approach of the study is to identify operational and safety improvements for all users of an interchange and approaching roadways, including adjacent intersections. The twelve independent Interchange studies were further evaluated as part of the program's "Implementation and Prioritization Plan". The Board-approved Plan recommended three Interchange locations be further developed with our partners following Caltrans Project Development Procedures. The project team is in the process of completing a Project Initiation Document (PID) for the following three Interchanges:

- State Route 131 Tiburon Blvd./East Blithedale
- Manuel T. Freitas Parkway/Civic Center Drive
- Alameda del Prado/Nave Drive (short-term improvements)

Staff expects the PID to be completed and approved by Caltrans in the next few months.

DISCUSSION/ANALYSIS

The project team prepared various improvement concepts while coordinating our efforts with the Technical Advisory Committee (TAC) and Caltrans. Using the Highway Design Manual as a guide, the concept features were evaluated to confirm they comply with current Caltrans design standards. Because the interchanges were built many years ago, design exceptions were requested at many locations.

After completion of the PID, the next steps consist of Project Approval and Environmental Document (PAED) followed by Final Design. The team working with the TAC has created two alternatives for Alameda del Prado/Nave Drive, four alternatives for Tiburon Boulevard/East Blithedale and six alternatives for Manuel T. Freitas/Civic Center Drive. Construction estimates for the alternatives range from \$23 to \$92 million. Typically, consultant costs for the PAED phase are approximately \$1.5 million per build alternative when NEPA actions are required. Economies of scale can adjust these estimates slightly. TAM staff costs will be approximately \$0.5 million per project, resulting in the following PAED estimates:

- Alameda del Prado/Nave Drive \$4.0 million
- Tiburon Boulevard/East Blithedale \$6.5 million
- Manuel T. Freitas/Civic Center Drive \$8.5 million

An additional \$6 to \$8 million will be necessary for the design phase of each preferred alternative.

Given these financial parameters, the project team prioritized the three locations using the following evaluation metrics:

- Relieve Local Traffic Congestion
- Improve Multi-Modal Access
- Promote Economic Vitality
- Identified Users Benefits
- Safety
- Schedule
- Right of Way Needs
- Magnitude of Required Permits and Mitigation
- Other Recent Investments

Each project was scored by the project team and the TAC using various weighing factors. In all cases, Alameda del Prado/Nave Drive was scored third. The other two projects came in either first or second depending on the emphasis placed on some of the metrics. The scoring was reviewed by the TAC.

This past spring, before the potential reallocation of 0.5% of interchange funds to the crossing guard program as part of the upcoming Measure AA Expenditure Plan Review, the TAC was asked to provide input on the proposed approach moving forward. Comments were roughly evenly divided between the following approaches:

- Advance all three projects through the PAED phase
- Advance one project through both the PAED and Design phases
- Advance one project through PAED and advance another one through PAED and Design phases

Staff is recommending to advance the Manuel T. Freitas Parkway/Civic Center Drive and the Tiburon Boulevard/East Blithedale projects to completion of the PAED phase, at an estimated cost of \$15 million. These costs may be greatly reduced if alternatives can be eliminated early in the environmental process before substantial funds are expended on the various studies. Other current or planned developments throughout the County may eventually modify this recommendation.

Upon completion of both PAED phases, the Board may have the option to advance one project to design, complete PAED on the remaining project, or evaluate whether any circumstances warrant a change in the priority of the remaining nine projects. The funding outlook will become clearer once PAED costs are finalized. Reducing the number of alternatives in the near future could significantly lower overall costs. Even if the number of alternatives remain unchanged, sufficient funds should be available for one design effort if the Board decides not to transfer 0.5% of Measure AA funding to crossing guards. During the PAED process, it will be necessary to add a nominal amount of federal funding to the projects to enable Caltrans to serve as the NEPA environmental lead agency.

If comfortable, the Committee is asked to provide direction to staff on the various options:

1. Accept the staff recommendation and advance Manuel T. Freitas and Tiburon Blvd./East Blithedale to the PAED phase
2. Pause and wait to see the outcome of the Measure AA Expenditure Plan process
3. Request additional information
4. Recommend other permutations of PAED/Design approaches
5. Revisit the other nine interchanges to verify that conditions have not changed and reassess, potentially to proceed with one PAED at either Manuel T. Freitas or East Blithedale at this time.

Regardless of which option is selected, it will be necessary to extend the term of the consultant contract with HNTB by one year to complete the PID and to help organize the implementation plan. The current contract expires in December 2025 and the extension would be for one year with no additional funding.

RELATIONSHIP TO CTP

These projects fit the goals of multiple elements within the Countywide Transportation Plan. Elements include Safe Travel for All, Easy & Safe School Travel, Accessible & Walkable Communities, Complete Active Transportation Network, Higher Quality Transit, and Connected & Complete Community Corridors.

FISCAL CONSIDERATION

Sufficient funds exist in the FY2025-26 TAM budget to complete the PSR and assist staff with PAED. Any additional work will be placed into the draft FY2026-27 budget. No additional funds are needed with this request.

NEXT STEPS

Execute a Contract Amendment extending the contract duration with HNTB and finalize the Interchange PID.

Create a plan for project development and proceed to implementation.

ATTACHMENTS

Attachment A – PPT Presentation

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Item 6 - Attachment A

U.S. 101 Interchange Improvements at Three Locations

Transportation Authority of Marin

Administration, Projects and Planning
Executive Committee

October 13, 2025

History

During the Expenditure Plan development process for the sales tax renewal, 11 interchanges were identified for potential improvements to allow smoother travel for all users and to improve access to Highway 101 and local roads, as follows:

- Alexander Avenue
- Bridgeway/Gate 6
- Tiburon Boulevard/East Blithedale
- Paradise Drive/Tamalpais Drive
- Sir Francis Drake Boulevard
- San Rafael on-ramps at 2nd Street and Heatherton Avenue
- Merrydale Road/North San Pedro Road
- Manuel T. Freitas Parkway
- Lucas Valley/Smith Ranch Road
- Ignacio Boulevard
- San Marin Drive/Atherton Avenue

During early outreach it was decided to add a twelfth project at Alameda del Prado/Nave Drive

History (Cont.)

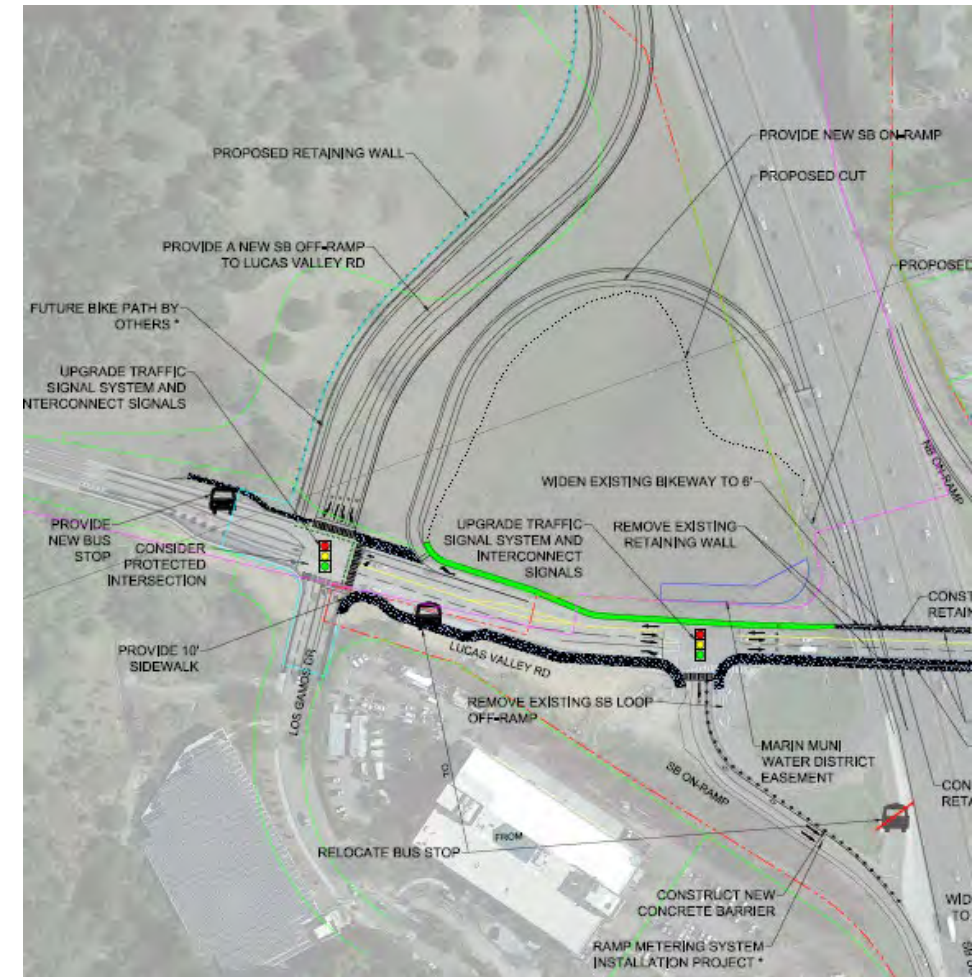
- HNTB was selected to prepare a Caltrans Project Study Report for 3 of the interchanges
- First order of work was to prepare general alternatives for the twelve interchanges and work with local jurisdictions to develop:
 - Existing Conditions Assessments
 - Online Surveys
 - Opportunities & Concept Development
 - Cost Estimates
 - Public Outreach
 - Existing Conditions, Constraints & Opportunities Memos
 - Evaluation & Prioritization
 - Prioritization Recommendations & Draft Implementation Plans



Interchange Concepts Developed to Address Issues

“Long-term” concepts:

- Concept plans are representative of potential long-term measures
- Focus on addressing all identified multimodal needs
- Meet design standards
- Can involve significant infrastructure investment

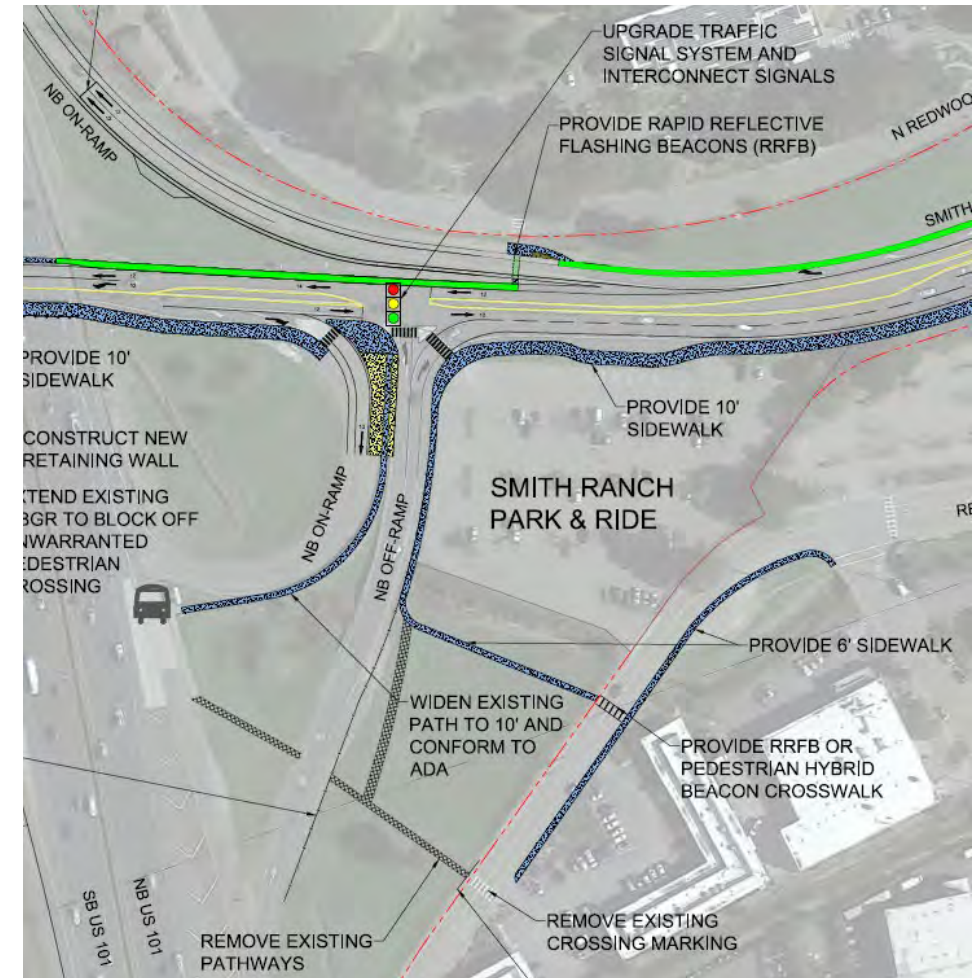


Sample long-term concept: Lucas Valley/Smith Ranch interchange

Interchange Concepts Developed to Address Issues

“Near-term” concepts:

- Concept plans are representative of potential near-term measures
- Focus on addressing pedestrian, bicycle and some transit needs, although some needs would require “long-term” remedies
- May not correct all existing nonstandard conditions
- Designed to transition/phase into long-term plans



Sample near-term concept: Lucas Valley/Smith Ranch interchange

Concepts Evaluation Based on Weighted Goals

All interchange concepts were evaluated against goals weighted by the Executive Committee:

- Enhance health & safety
- Relieve local traffic congestion
- Improve multimodal access to/from & across Highway 101
- Promote economic vitality
- Implementability

Most goals included addressing GHG & VMT reduction and equity measures

Goal	Base Case
Enhance health & safety	23%
Relieve local traffic congestion	22%
Improve multimodal access	20%
Promote economic vitality	15%
Implementability	20%
Total	100%

July 2022 TAM Board Decision

Board chose to **pursue long-term improvements** at:

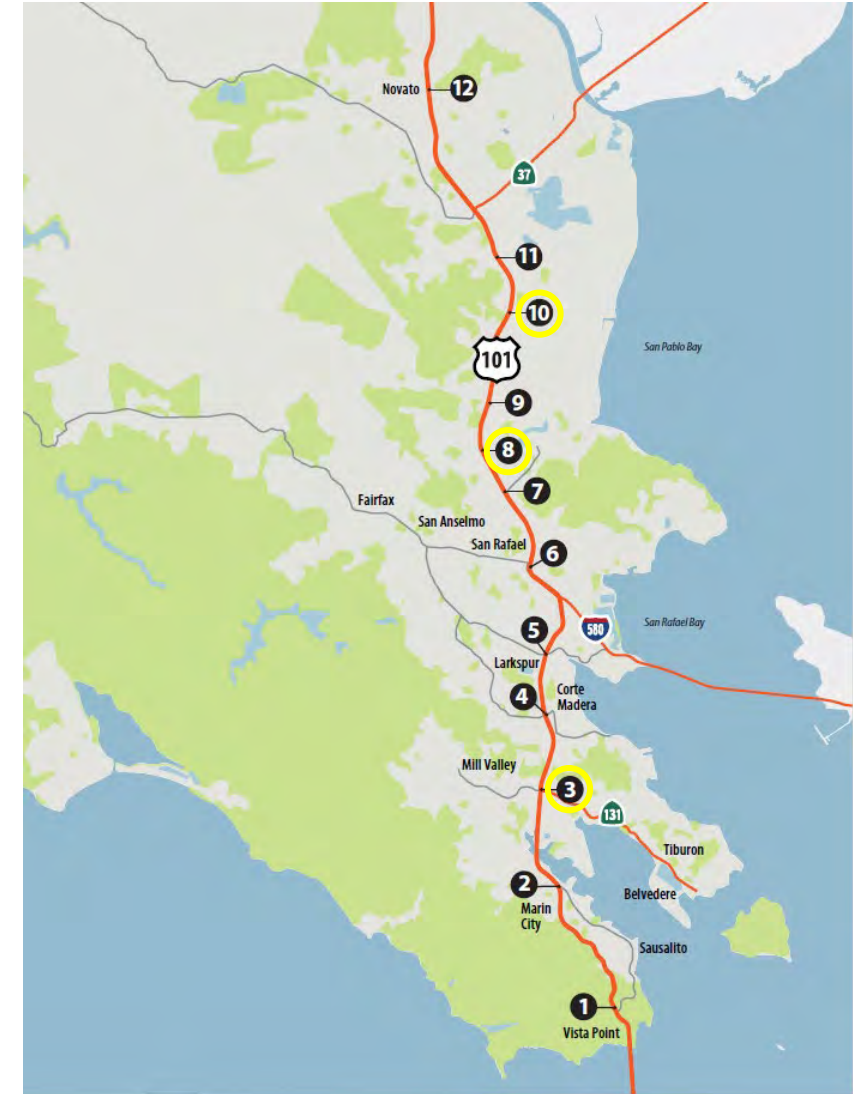
- Tiburon Boulevard/East Blithedale
- Manuel T. Freitas Parkway/Civic Center Drive

and, **near-term improvements** at:

- Alameda del Prado/Nave Drive

Single Project Initiation Document (PID) was prepared for **all three** of the above Projects

- Caltrans approval is expected by early 2026



Summary of Alternatives

Alameda del Prado/Nave Drive (near-term improvements)

- Alternative 1A – Signalized Intersections
- Alternative 1B – Roundabouts

SR 131 (Tiburon Boulevard)/East Blithedale Avenue

- Alternative 2A – Widen Bridge + MUP
- Alternative 2B – MUP Undercrossing Structure
- Alternative 2C – MUP Overcrossing Structure
- Alternative 2D – Replace Bridge + MUP

Manuel T. Freitas Parkway/Civic Center Drive

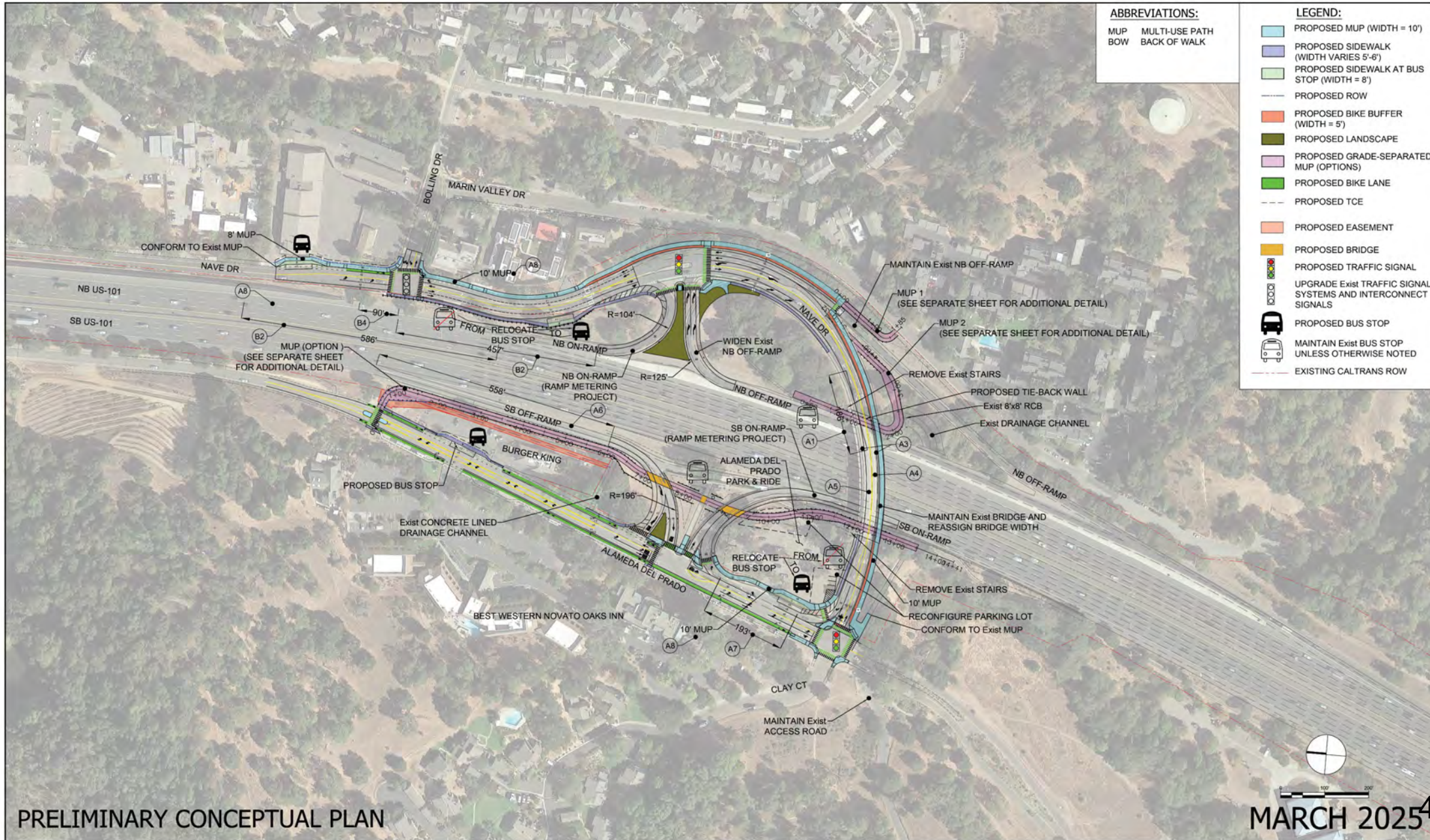
- Alternative 3A – Signalized Intersections
- Alternative 3B – Signalized Intersections + MUP Overcrossing
- Alternative 3C – Signalized Intersection + MUP Undercrossing
- Alternative 3D – Roundabouts
- Alternative 3E – Roundabouts + MUP Overcrossing
- Alternative 3F – Roundabouts + MUP Undercrossing

Alameda del Prado/Nave Drive

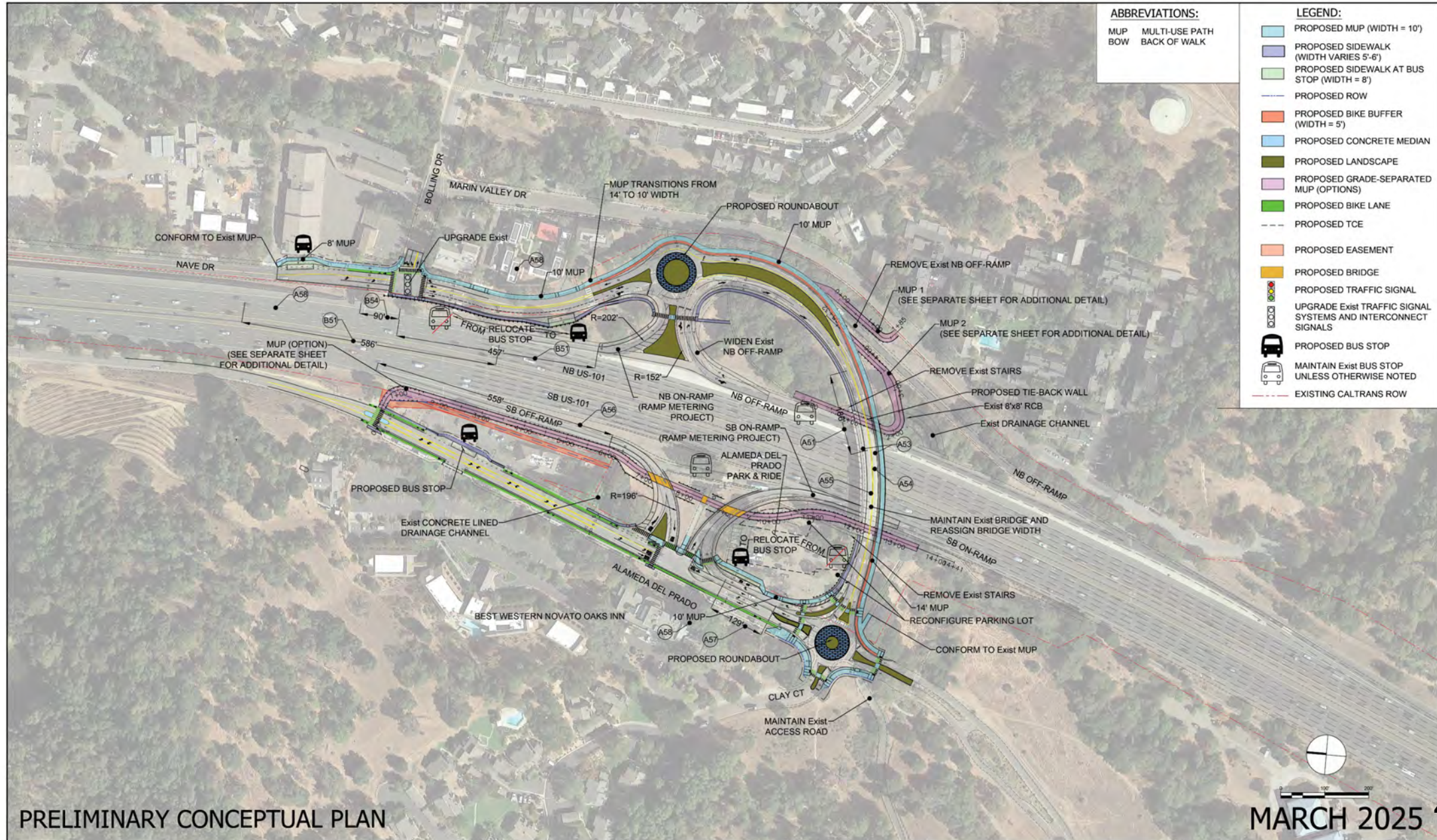
Two Build Alternatives



10



Alameda Del Prado / Nave Drive Alternative 1B: Roundabouts



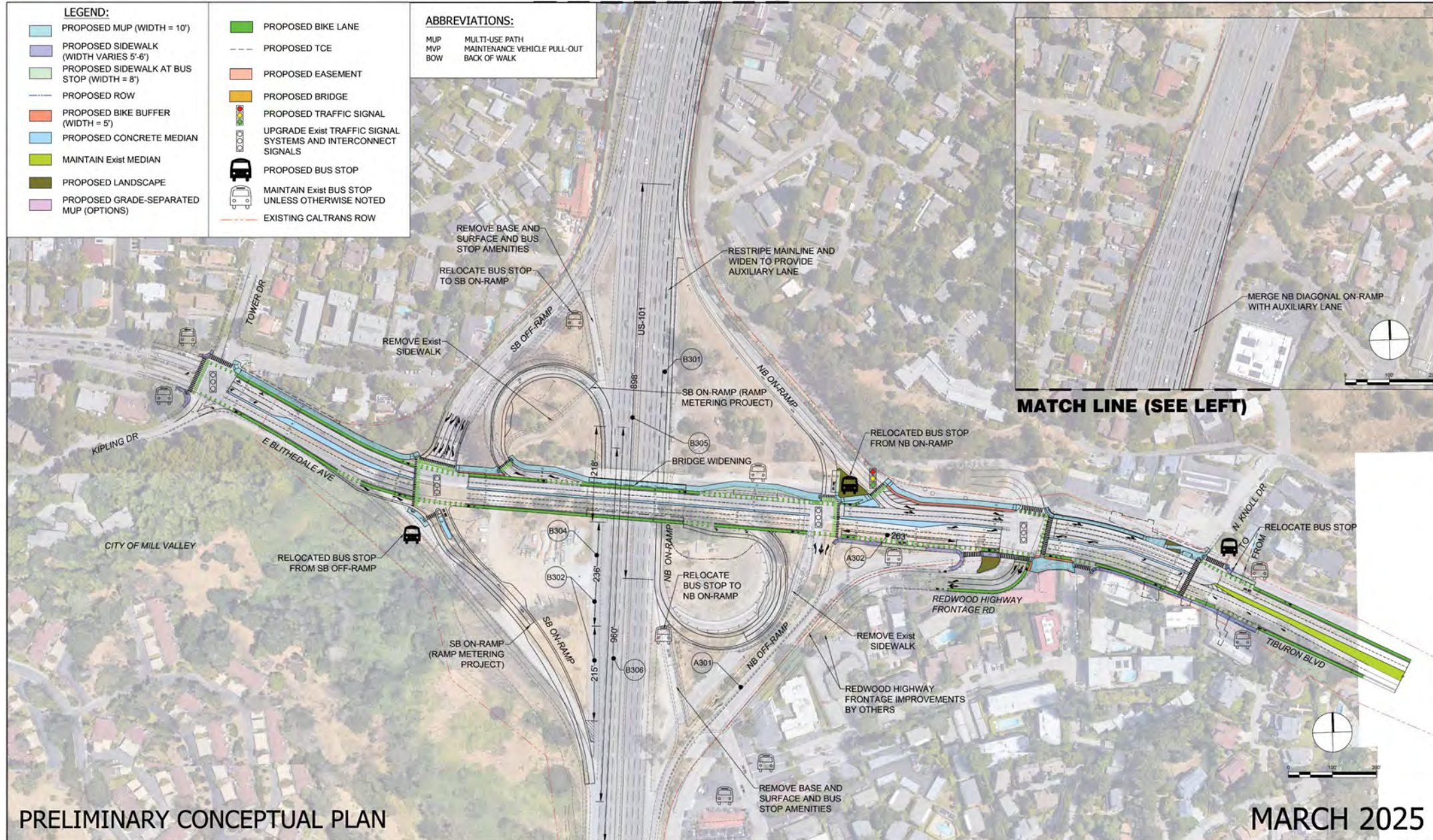
Tiburon Boulevard/East Blithedale

Four Build Alternatives



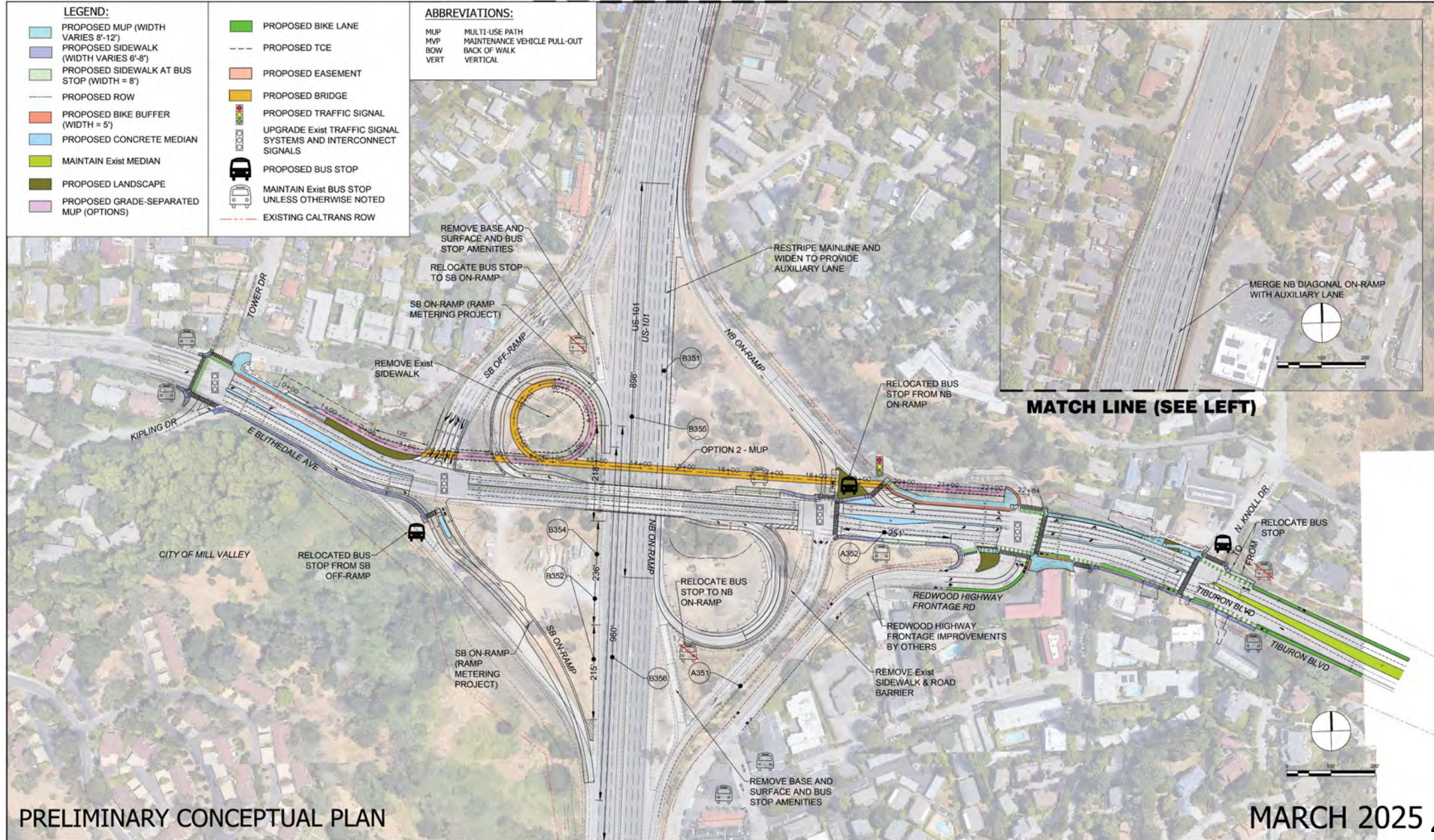
Alternative 2A: Widen Bridge + MUP

MATCH LINE (SEE RIGHT)



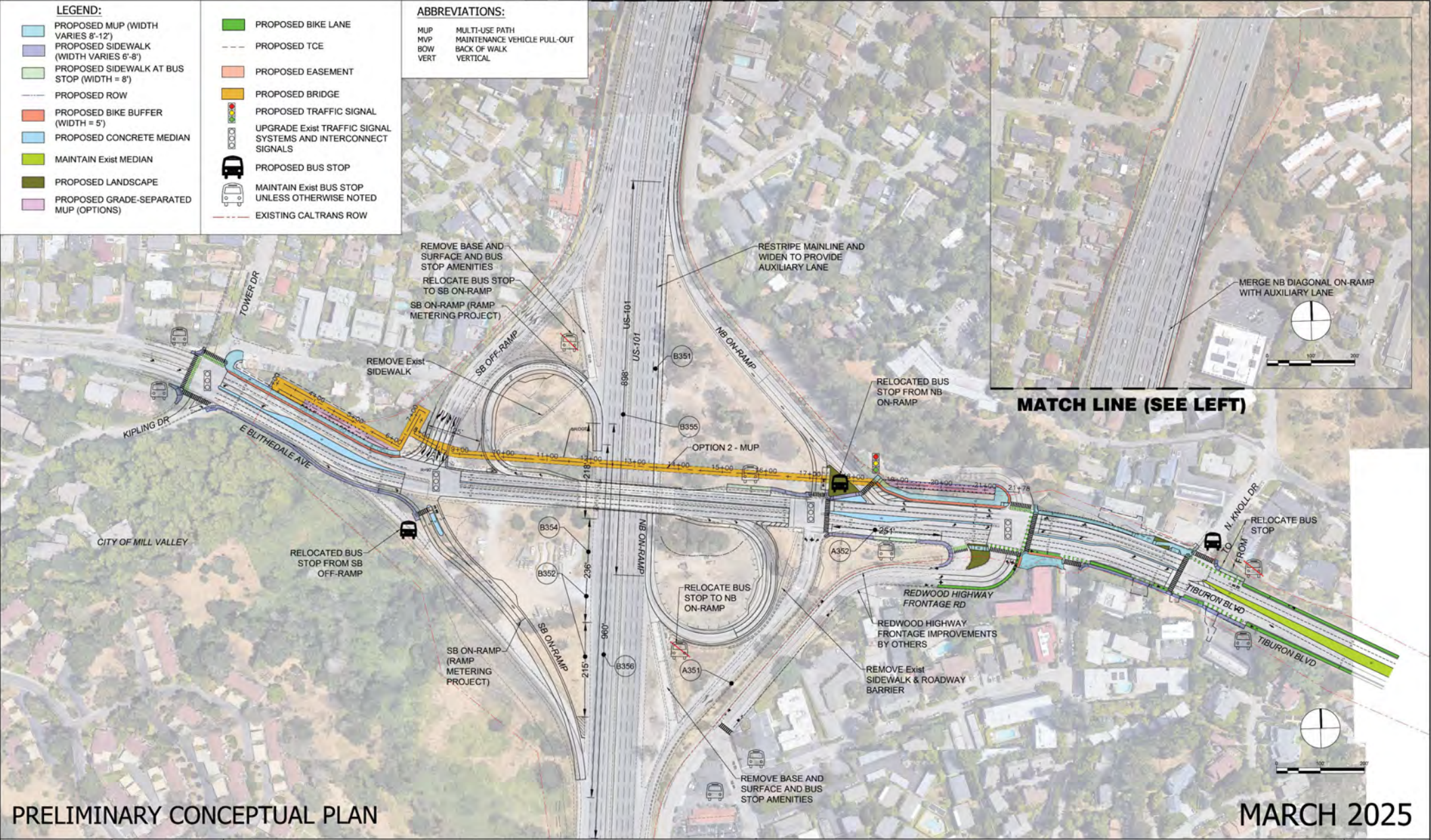
Alternative 2B: MUP Undercrossing Structure

MATCH LINE (SEE RIGHT)



Alternative 2C: MUP Overcrossing Structure

MATCH LINE (SEE RIGHT)



East Blithedale Avenue / Tiburon Boulevard / State Route 131
Alternative 2D: Replace Bridge + MUP
MATCH LINE (SEE RIGHT)

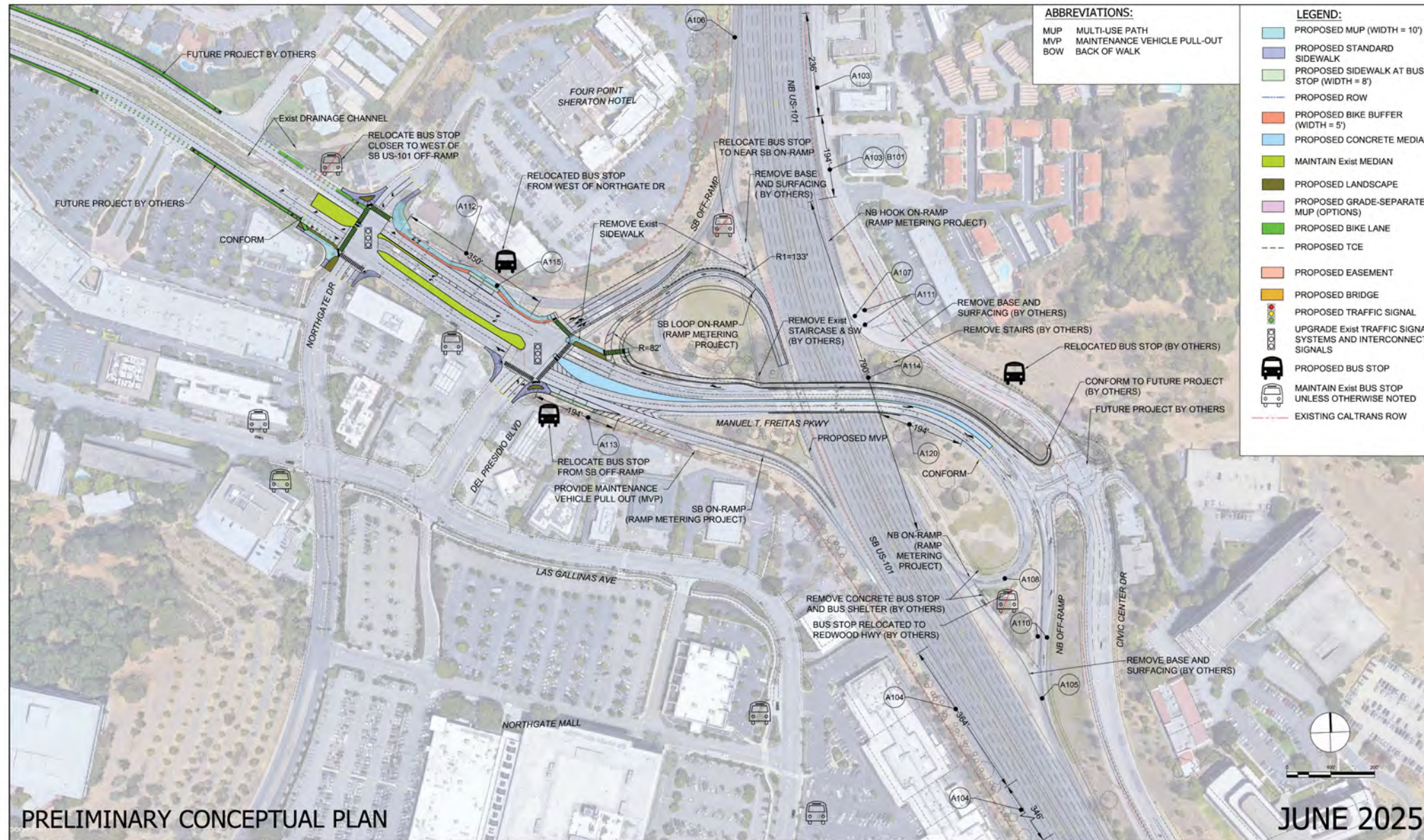


Manuel T. Freitas Parkway

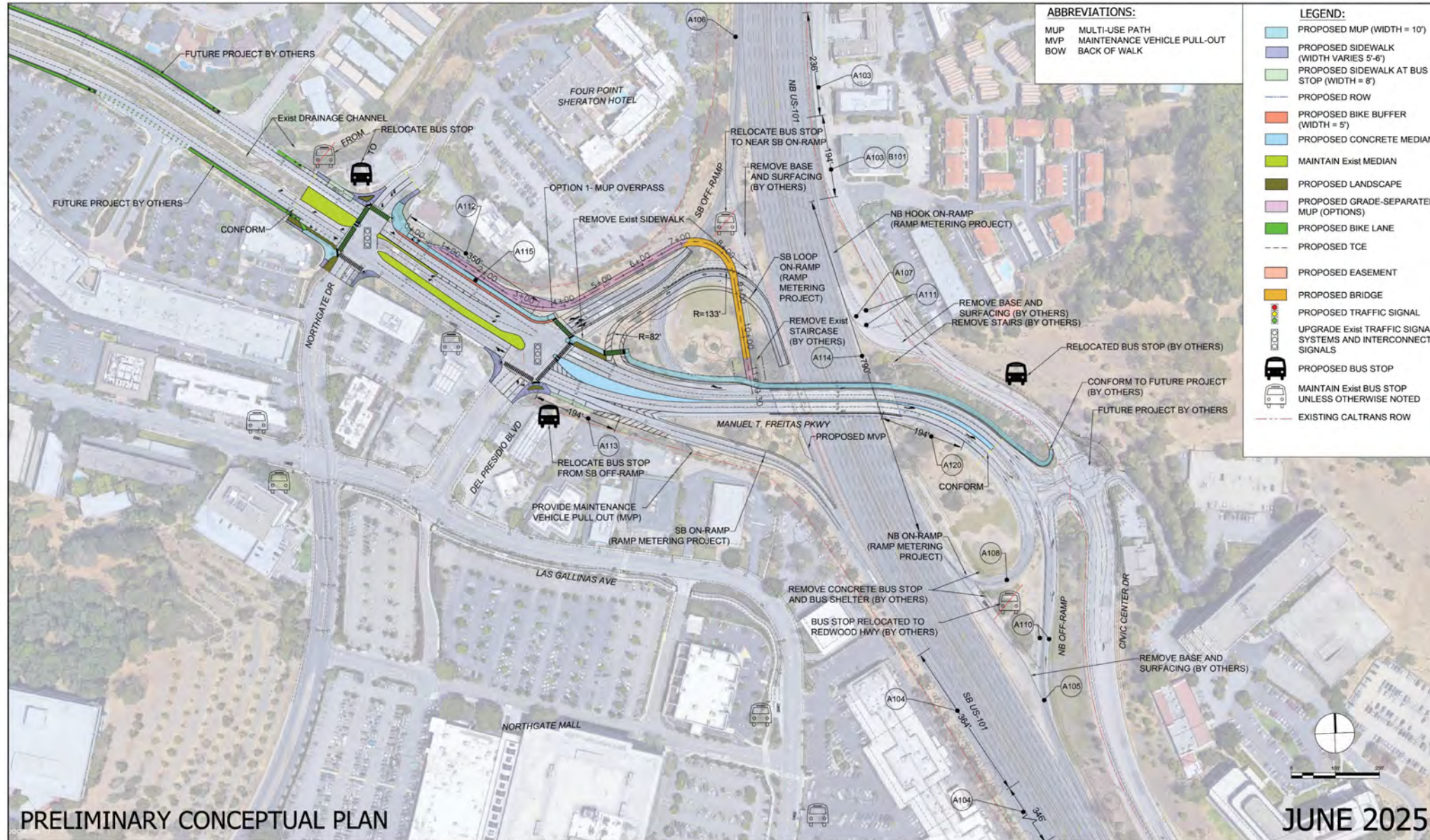
Six Build Alternatives



Manuel T Freitas Parkway / Civic Center Drive Alternative 3A: Signalized Intersections

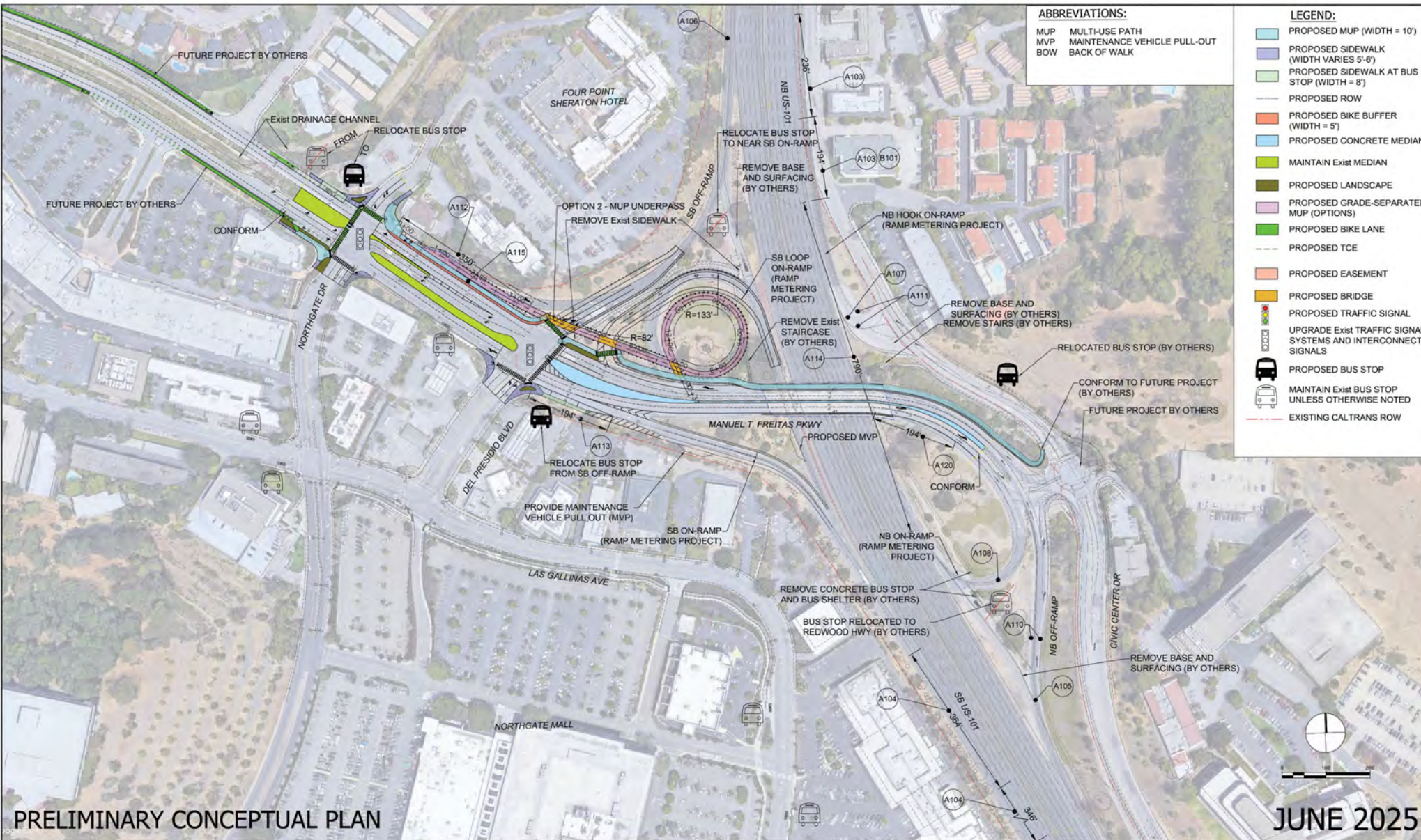


Manuel T Freitas Parkway / Civic Center Drive Alternative 3B: Signalized Intersections + MUP Overcrossing

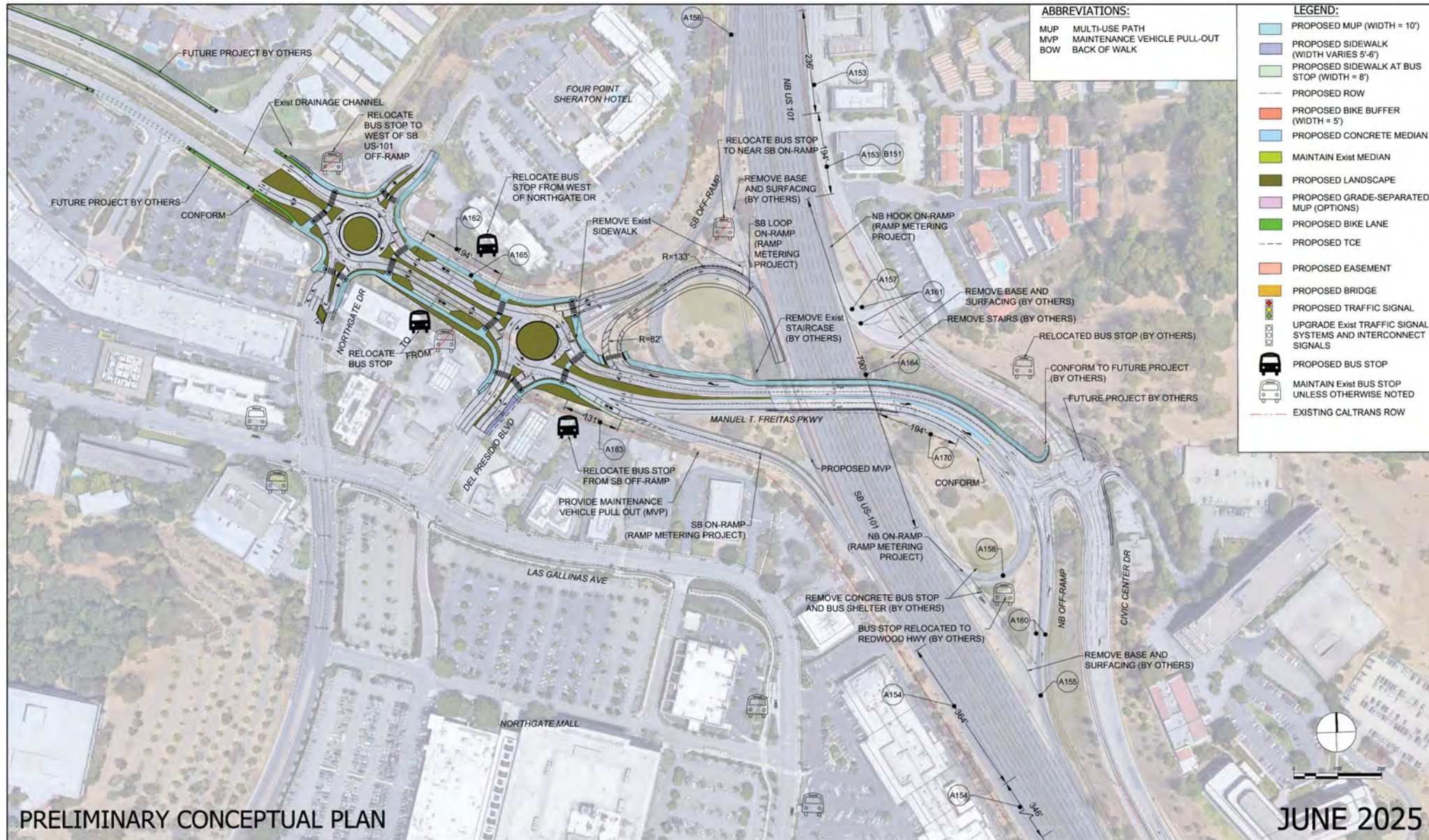


Manuel T Freitas Parkway / Civic Center Drive

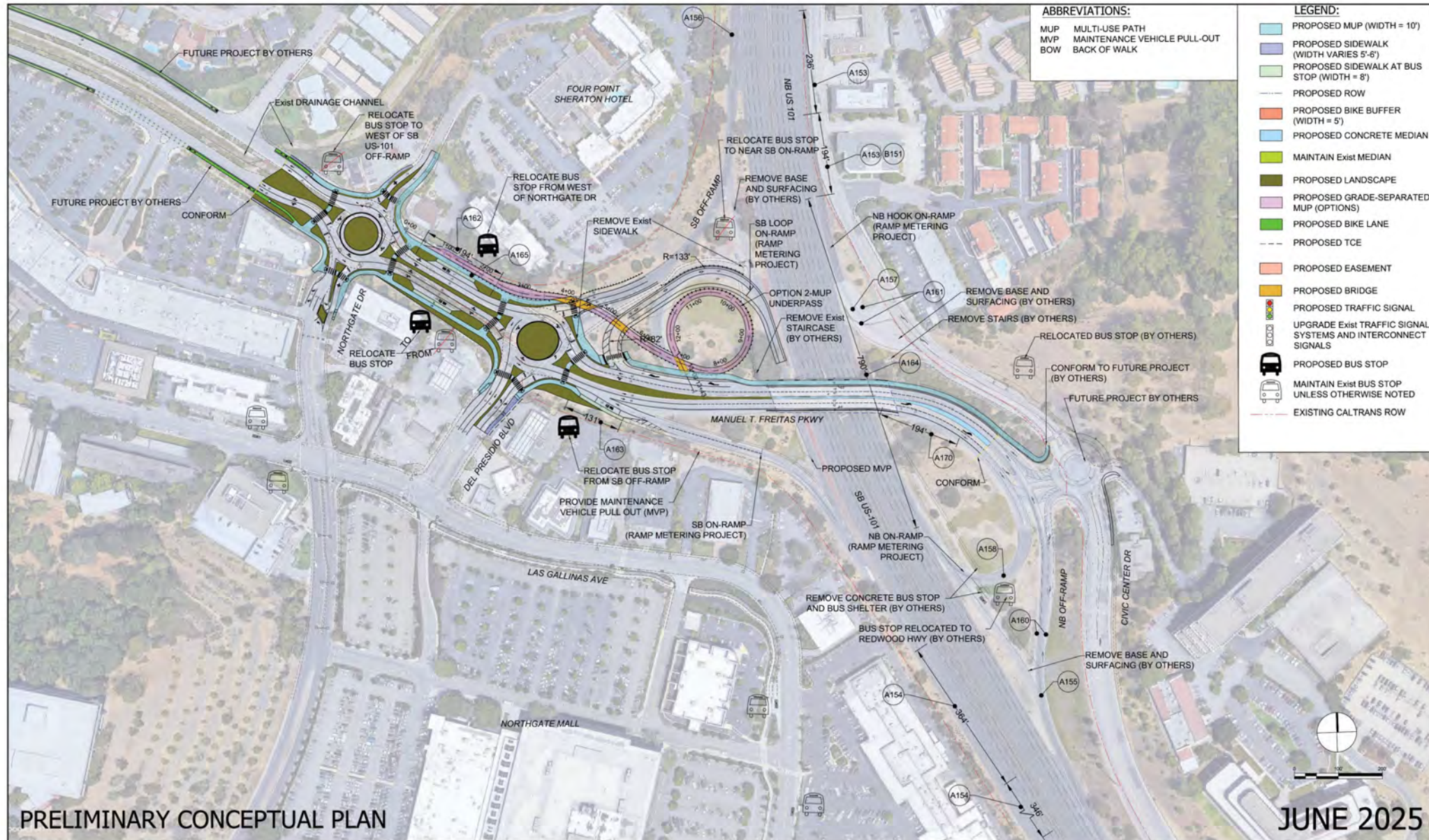
Alternative 3C: Signalized Intersections + MUP Undercrossing

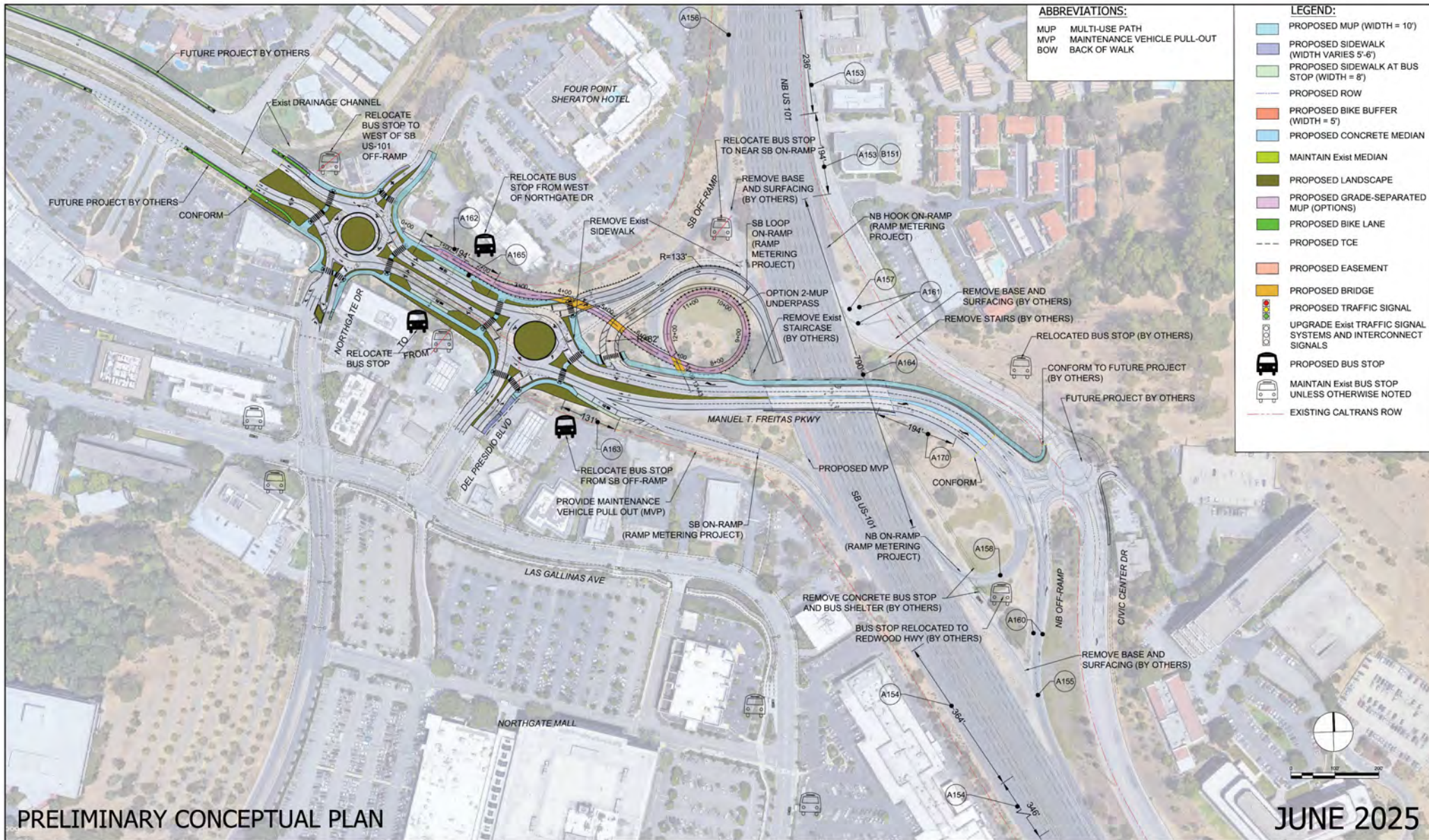


Manuel T Freitas Parkway / Civic Center Drive Alternative 3D: Roundabouts



Manuel T Freitas Parkway / Civic Center Drive Alternative 3E: Roundabouts + MUP Undercrossing





Summary of Alternatives

<u>Alternative</u>	<u>Construction Costs</u>	<u>Right of Way</u>	<u>Total Project Capital Outlay</u>
Alameda Del Prado/Nave Drive			
Alternative 1A: Signalized Intersections	\$48.2M	\$1.1M	\$49.3M
Alternative 1B: Roundabouts	\$52.5M	\$1.7M	\$54.2M
SR 131 Tiburon Blvd/E. Blithedale Ave			
Alternative 2A: Widen Bridge + MUP	\$51.3M	\$1.2M	\$52.5M
Alternative 2B: MUP Undercrossing Structure	\$66.7M	\$1.5M	\$68.2M
Alternative 2C: MUP Overcrossing Structure	\$69.0M	\$2.7M	\$71.7M
Alternative 2D: Replace Bridge + MUP	\$89.9M	\$1.2M	\$91.1M
Manuel T. Freitas Pkwy/Civic Center Dr			
Alternative 3A: Signalized Intersections	\$23.4M	\$0.3M	\$23.7M
Alternative 3B: Signalized Intersections + MUP Overcrossing	\$34.3M	\$0.5M	\$34.8M
Alternative 3C: Signalized Intersections + MUP Undercrossing	\$43.0M	\$0.4M	\$43.4M
Alternative 3D: Roundabouts	\$34.2M	\$0.5M	\$34.7M
Alternative 3E: Roundabouts + MUP Overcrossing	\$44.9M	\$0.6M	\$45.5M
Alternative 3F: Roundabouts + MUP Undercrossing	\$46.5M	\$0.6M	\$47.1M

Project Development Costs

- Typically, consultant costs for PAED phase are approx. \$1.5 million per alternative when NEPA actions are required. Economies of scale can adjust these estimates slightly
- TAM staff costs will be approximately \$0.5 million per project
- Therefore, PAED estimates are:
 - Alameda del Prado/Nave Drive \$4.0 million
 - Tiburon Boulevard/East Blithedale \$6.5 million
 - Manuel T. Freitas/Civic Center Drive \$8.5 million
- An additional \$6 to \$8 million will be necessary for the design phase for each preferred alternative

Revenues and Measure AA Expenditure Plan Review

In September, Staff presented a draft proposal to the Board to reduce the Interchange Program from 3% to 2.5% to fund Crossing Guard Program

- Interchanges = 3% of Measure AA
- \$4.1 M expended to date, ~\$23.9 M remaining expected over life of Measure AA
- Reducing the share by 0.5% would remove ~\$4 M over the remaining years of the Expenditure Plan, may have future impacts
- Construction phase of any of the Interchange projects remain unfunded

Remaining	\$23.9 M
Remaining if 0.5 percent redirected	\$19.9M

Technical Advisory Committee (TAC)

Final alternatives reviewed and recommended by specially formed TAC that also made recommendations to reduce the original 12 interchanges to three.

TAC members included representatives from:

- Marin County
- Mill Valley, Tiburon, San Rafael, Novato, and Belvedere
- Caltrans
- Marin Transit and GGBHTD
- TAM

Project Scoring

Each of the three projects were evaluated utilizing the following metrics:

- Relieve Local Traffic Congestion
- Improve Multi-Modal Access
- Promote Economic Vitality
- Identified Users Benefits
- Safety
- Schedule
- Right of Way Needs
- Magnitude of Required Permits and Mitigation
- Other Recent Investments

Implementation Plan

- Scoring was performed using various weighing factors
 - In all cases, Alameda del Prado/Nave Drive was scored third
 - The other two projects came in either first or second depending on the emphasis placed on some of the metrics
- Scoring reviewed by TAC
- TAC was also requested to weigh in on the approach going forward. Comments were roughly evenly divided between the following approaches:
 - Advance all three projects through the PAED phase
 - Advance one project through both the PAED and Design phases
 - Advance one project through PAED and advance another one through PAED and Design phases
- At the time, TAC unaware of potential reduction of 0.5% of the Measure AA funds.

Estimated Schedule

- December 2025 – Implementation Plan selected
- July 2026 – Caltrans Co-Operative Agreement signed
- July 2026 – Consultants selected
- Mid 2029 – Final Environmental Document(s) approved
- Late 2031 – Design approved
- Late 2032 – Right of Way Agreements signed
- 2034 – Construction complete

Schedule assumes that construction funding can be obtained prior to 2030

Preliminary Staff Recommendation

- Advance Manuel T. Freitas Parkway/Civic Center Drive and Tiburon Boulevard/East Blithedale projects to completion of the PAED phase
- Total estimated cost is \$15 million. Costs will be greatly reduced if alternatives can be eliminated early in the environmental process before substantial funds are expended on the various studies
- Upon completion of both PAED phases, Board may have option to advance one project to design or to complete PAED on the remaining project. Funding picture will be clearer after actual PAED costs are known (the number of alternatives may have been reduced)
- Should the Board decide not to transfer funding to the crossing guard program, or if revenues are greater than expected, sufficient funds should be available for one design effort

Board Options

The following options assume the TAM Board will adopt the 0.5% reduction in Measure AA funding for these projects

1. Accept the staff recommendation and advance Manuel T. Freitas and Tiburon Blvd/E. Blithedale to the PAED phase
2. Pause and wait to see the outcome of the Measure AA Expenditure Plan Review process
3. Request additional information
4. Recommend other permutations of PAED/Design approaches for the three Projects
5. Revisit the other nine interchanges to verify that conditions have not changed and reassess, potentially to proceed with one PAED at either Manuel T. Freitas or East Blithedale at this time

Requested Actions

1. If comfortable, provide direction to staff on the various options for discussion (possible action) at the full Board
2. Recommend to the Board to authorize the Executive Director to extend the current contract with the project consultant (HNTB) by one year to December 2026 to complete the PID and to prepare documentation for the PAED consultant selection exhibits and agreements with Caltrans. Not to Exceed amount of \$4.4M will remain unchanged.

Questions?

Questions & Discussion