



TRANSPORTATION AUTHORITY OF MARIN
BOARD OF COMMISSIONERS MEETING

MAY 28, 2026
6:00 P.M.

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

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

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Kevin Jacobs

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Teri Dowling

San Anselmo
Yoav Schlesinger

San Rafael
Kate Colin

Sausalito
Melissa Blaustein

Tiburon
Alice Fredericks

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

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Webinar ID: 881 5544 9529

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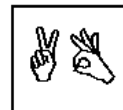
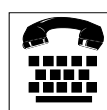
Teleconference: Members of the public wishing to participate via teleconference may do so by dialing the following number at 6:00 p.m. on the day of the meeting: **+1 669 900 6833**; Access Code: **881 5544 9529**; Password: **389590**

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

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

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

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



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

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

AGENDA

1. Chair's Report (Discussion)
 - a. Crossing Guard of the Year
 - b. Recognition of Gwen Froh and Wendi Kallins
2. Metropolitan Transportation Commission (MTC), Marin Transit and Sonoma-Marín Area Rail Transit (SMART) Reports, and Commissioner Matters Not on the Agenda (Discussion)
3. Executive Director's Report (Discussion)
4. Open time for public expression, up to two minutes per speaker, on items not on the agenda that are within the subject matter of the agency's jurisdiction. (While members of the public are welcome to address the Board, under the Brown Act, Board members may not deliberate or take action on items not on the agenda and generally may only listen.)
5. CONSENT CALENDAR (Action) – **Attachments**
 - a. Approve TAM Board Meeting Minutes for April 23, 2026
 - b. Appointments to the TAM Bicycle/Pedestrian Advisory Committee
 - c. Adopt Positions on 2026 State Legislative Bills
 - d. Review the Draft TAM FY2026-27 Annual Budget and Release for Public Comment
 - e. Review and Release for Public Comment the Draft 2026 Measure AA Strategic Plan
 - f. Adopt Title VI Program
 - g. Interagency Agreements with Various School Districts for Reimbursed Crossing Guard Services
 - h. Extension of Crossing Guard Services Contract
 - i. Transportation Fund for Clean Air (TFCA) FY2026-27 Funding Agreement
6. Acceptance of the Safe Routes to Schools Program Evaluation & Summary Report (Action) – **Attachment**
7. Highway 101 Interchange Improvements Implementation Strategy (Action) – **Attachment**
8. Release of Draft Marin County Mobility Hub Plan and Update on MTC's Transit Oriented Community Policy (Discussion) – **Attachment**
9. Receive an Update on the TAM Sea Level Rise Climate Resilient Transportation Design Principles (Discussion) – **Attachment**
10. Public Comment Regarding Closed Session Item
11. Adjourn to Closed Session – **Attachment**
 - a. Conference with legal counsel – Anticipated litigation – Significant exposure to litigation. Pursuant to Government Code section 54956.9(d)(2) there is significant exposure to litigation against the Transportation Agency of Marin because a claim threatening litigation has been received.
Number of Cases: 1
12. Reconvene to Open Session – Announcement from Closed Session



MEETING OF THE
TRANSPORTATION AUTHORITY OF MARIN
BOARD OF COMMISSIONERS

APRIL 23, 2026
6:00 PM

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

MEETING MINUTES

Members Present: Alice Fredericks, Tiburon Town Council
Brian Colbert, Marin County Board of Supervisors
Dennis Rodoni, Marin County Board of Supervisors
Eric Lucan, Marin County Board of Supervisors
Gabe Paulson, Larkspur City Council
Kate Colin, San Rafael City Council, TAM Chair
Kevin Jacobs, Novato City Council
Mary Sackett, Marin County Board of Supervisors, TAM Vice-Chair
Melissa Blaustein, Sausalito City Council
Peter Mark, Belvedere City Council
Rosa Thomas, Corte Madera Town Council
Stephanie Moulton-Peters, Marin County Board of Supervisors
Teri Dowling, Ross Town Council
Urban Carmel, Mill Valley City Council

Members Absent: Yoav Schlesinger, San Anselmo Town Council
Lisel Blash, Fairfax Town Council

Staff Members Present: Anne Richman, Executive Director
Audrey Veyssiere, Assistant Project Delivery Manager
Dan Cherrier, Director of Project Delivery
David Chan, Director of Programming and Legislation
Derek McGill, Director of Planning
Emily Tong, Senior Accountant
Grace Zhuang, Accounting and Payroll Specialist
Jennifer Doucette, Executive Assistant/Clerk of the Board
Melanie Purcell, Director of Finance and Administration
Mikaela Hiatt, Senior Transportation Planner
Molly Graham, Public Outreach Coordinator
Ray Rodriguez, Assistant Project Delivery Manager

Chair Colin called the meeting to order at 6:02 p.m. and Executive Assistant/Clerk of the Board Jennifer Doucette conducted a roll call to confirm a quorum of the Board and provided detailed information about how the public may participate.

1. Chair's Report

None.

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

MTC Report – Commissioner Moulton-Peters

None.

Marin Transit Report – Commissioner Sackett

Commissioner Sackett reported on the MASCOTS service change launch; rider and employee appreciation events; and the upcoming What About Age Transportation Fair scheduled for April 30.

SMART Report – Commissioner Lucan

Commissioner Lucan reported on the result of litigation that affirmed SMART's right to construct the multi-use pathway within its railroad corridor; March ridership totals and weekday ridership increases compared to March 2025; and the upcoming groundbreaking for the Healdsburg Extension scheduled for May 8.

Commissioner Matters Not on the Agenda

Commissioner Sackett reported that Bike to Work or Wherever Day is scheduled for May 14; commissioners were encouraged to participate during the month of May by biking or walking when possible, and those interested in joining the May 14 ride from the Mill Valley Community Center to Larkspur, with stops along the way, were asked to follow up so they may be included in related MTC outreach.

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

3. Executive Director's Report (Discussion)

ED Richman provided highlights from the Executive Director's Report (EDR), which was distributed to the TAM Board and posted on the TAM website as supplemental information.

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

4. Open Time for Public Expression

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

5. CONSENT CALENDAR (Action)

- a. Approve TAM Board Meeting Minutes for March 26, 2026
- b. Review and Accept the FY2025-26 Third Quarter Financial Report and Amend the FY2025-26 Budget

Chair Colin opened the item to public comment and hearing none, asked for a motion.

Commissioner Moulton-Peters made the motion to approve the Consent Calendar. Commissioner Fredericks seconded the motion, which passed unanimously.

6. Crossing Guard Location Selection (Action)

Assistant Project Delivery Managers Audrey Veyssiere and Ray Rodriguez, and Project Delivery Manager Dan Cherrier presented this item, which recommends that the Board adopts the Ranked list of Crossing Guard Locations and the revised lists of locations which no longer will be evaluated due to perennially high and low scoring values.

In response to Commissioner Fredericks, staff clarified that jurisdictions choosing to swap guard locations must accept full liability for the exchange.

In response to Commissioner Mark, staff clarified that a site not currently scheduled for reevaluation would be reevaluated if there were a change in physical conditions.

In response to Commissioner Paulson, staff summarized how accident history is incorporated into the scoring methodology, including the use of crash data and a weighted criterion for sites with recorded pedestrian or bicycle-related crashes.

Chair Colin asked if any members of the public wished to speak.

Reed Union School District (RUSD) Trustee Liz Webb expressed concern regarding the reduction of crossing guard locations in the district, particularly along Tiburon Boulevard; comments focused on the need for crossing guards on public highways and at pedestrian hybrid beacon locations, which were described as uniquely complex and potentially confusing.

RUSD Superintendent Dr. Kimberly McGrath expressed concern about reduced crossing guard locations along Tiburon Boulevard; comments emphasized the roadway's classification as a highway, higher speeds, multiple lanes, and challenging conditions for younger students traveling to district schools.

Bolinas-Stinson School District Superintendent Leo Kostelnik expressed support for the recommendation to restore a crossing guard on Olema-Bolinas Road at the main crossing between the bike path and school campus, and encouraged approval of the staff recommendation.

Former Tiburon Mayor Andrew Thompson reiterated concerns raised by Reed Union School District representatives regarding Tiburon Boulevard; comments emphasized its highway conditions and observations from crossing guards about unsafe driver behavior.

Tiburon resident George Landau expressed concern about crossing guard reductions along Tiburon Boulevard, noting its designation as California Highway 131 and the safety risks for young students crossing near schools; comments urged reconsideration of the budget, priorities, and scoring criteria, and supported retaining or restoring crossing guards at all affected locations.

In response to Chair Colin, staff clarified that the evaluation accounts for factors such as speed limit, sight distance, intersection angles, curves, and accident history; staff further explained that, based on review of the California Manual on Uniform Traffic Control Devices, crossing guards are required along state highway systems with controlled access, but State Route 131 is not controlled access and is considered a major arterial.

In response to Commissioner Fredericks, staff explained that the evaluation may account for school bus stops where they affect crosswalk visibility or create other safety concerns; input from public works directors is used to determine whether such conditions warrant additional points in the scoring process.

Commissioner Mark and staff discussed the evaluation of crossing guard locations on Tiburon Boulevard, including how no-right-turn-on-red signals affect the vehicle-pedestrian conflict criterion; staff clarified that pedestrian counts remain included in the scoring, while Commissioner Mark noted that the observed conditions included both signal controls and a crossing guard, compared with the proposed condition without a crossing guard.

Commissioner Carmel commented that the crossing guard program has been reviewed extensively over time and expressed support for the continued use of the current evaluation rubric; comments noted that controlled intersections may result in changes to crossing guard needs and suggested beginning early discussions with school districts and jurisdictions at lower-ranked locations to identify safety improvements before future funding-related reductions occur.

Commissioner Fredericks and Commissioner Mark discussed the possibility of funding additional crossing guards in Tiburon, potentially through the yellow bus program.

Chair Colin commented on the value of using a rubric to guide decisions; comments supported reviewing the methodology periodically and encouraged early consideration of infrastructure improvements, particularly at locations that remain close to the funding threshold, while acknowledging broader Vision Zero goals to reduce pedestrian-vehicle interactions.

Commissioner Jacobs made the motion to adopt the Ranked list of Crossing Guard Locations and the revised lists of locations which no longer will be evaluated due to perennially high and low scoring values. Commissioner Paulson seconded the motion, which passed unanimously.

7. One Bay Area Grant Cycle 4 (OBAG 4) Call for Projects Framework (Action)

Director of Programming and Legislation David Chan presented this item, which recommends the TAM Board approves the process and schedule and authorizes staff to issue the One Bay Area Grant Program Cycle 4 (OBAG 4) Call for Projects.

In response to Commissioner Paulson, staff explained that sea level rise may be considered within the applicable evaluation criteria and that staff would look into the issue further. Staff also noted that projects would need to meet federal transportation funding eligibility requirements and offered to continue discussions with the jurisdiction about potential funding opportunities.

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

Commissioner Blaustein encouraged Commissioners to help inform their councils and communities about upcoming grant opportunities and identify potential projects for funding.

Commissioner Blaustein made the motion to approve the process and schedule and authorize staff to issue the One Bay Area Grant Program Cycle 4 (OBAG 4) Call for Projects. Commissioner Colbert seconded the motion, which passed unanimously.

8. Review and Approve Artificial Intelligence (AI) Policy (Action)

Director of Finance and Administration Melanie Purcell presented this item, which recommends the TAM Board reviews and approves the Artificial Intelligence (AI) Policy.

Commissioner Fredericks and staff discussed the importance of transparency when AI is used to generate reports or summarize data, including disclosure of source materials, the AI tool and version used, and the questions or prompts used to generate the information.

Commissioner Blaustein and staff discussed AI disclosure, records retention, public records considerations, staff training, procurement standards, and the role of human oversight; staff noted that AI use is intended to be disclosed, that prompt disclosure and records requirements remain an evolving legal area, and that the proposed policy includes human oversight while recognizing that economic and employment impacts may require further consideration in future iterations.

Commissioner Paulson and staff discussed the level of detail in the proposed AI policy, including whether more specific requirements, such as audit logs or use registries, could be incorporated; staff noted that more detailed frameworks from other jurisdictions had been reviewed, but that the proposed policy was scaled to current staffing capacity and intended as an initial approach, with AI use to be disclosed and draft materials identified as AI-generated where applicable.

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

Commissioner Carmel expressed support for the discussion and for staff's efforts to begin incorporating AI into daily operations, noting that AI may provide significant productivity benefits while the policy helps address potential risks.

Commissioner Thomas commented that technology, including AI, should serve the agency and the public rather than drive decision-making or adoption, and encouraged careful selection of any AI tools to ensure they provide clear benefits and do not create additional burdens or risks.

Chair Colin supported regular review of the AI policy, noting that, given the rapidly evolving nature of the field and the level of interest in the topic, an annual review would be appropriate.

Commissioner Fredericks made the motion to approve the Artificial Intelligence (AI) Policy. Commissioner Jacobs seconded the motion, which passed unanimously.

9. Lincoln Avenue Corridor Study Artificial Intelligence Pilot (Discussion)

Director of Planning Derek McGill, Senior Transportation Planner Mikaela Hiatt, and Varun Tandon and Ryan Johnston from Waypoint Transit presented this item for discussion.

Commissioner Colbert expressed support for exploring digital twin technology, noting its potential to improve community engagement, help stakeholders better understand projects over time, and support real-time conversations about mobility priorities, infrastructure investments, and future transportation planning.

Commissioner Jacobs and staff discussed the cost of the study and the potential savings associated with using AI, with staff noting that similar corridor studies typically cost hundreds of thousands of dollars. Commissioner Jacobs expressed support for the use of AI, noting that it can be a useful tool for research and writing.

Vice-Chair Sackett and staff discussed the study's focus on local conditions and adopted policies, including San Rafael's Vision Zero policy, while also drawing from relevant national guidance such as NACTO and AASHTO. The discussion also noted that the recommendations were framed as planning guidance rather than immediate requirements, helping avoid creating unrealistic implementation expectations or liability concerns.

Commissioner Paulson and staff discussed the Lincoln Corridor AI pilot, including how the model used available safety data to identify locations and potential countermeasures rather than predict future conditions. Staff noted that the pilot was intended to test whether this type of study would be useful, and that additional tools such as sensors for bicycle, e-bike, or near-miss data could be considered in future phases.

In response to Commissioner Carmel, staff explained that TAM uses a travel demand model to forecast future conditions based on population, housing growth, and regional forecasts; and also noted that Marin Wildfire Prevention Authority has an AI tool available to member agencies for quick roadway operational analysis.

Chair Colin expressed support for the AI pilot, noting its potential to help communities evaluate safety, housing, and transportation needs in local corridors; and also commented on the significant cost savings, potential to redirect planning funds toward capital improvements, and value of linking project recommendations to available grant funding.

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

The meeting adjourned at 8:12 p.m.



DATE: May 28, 2026

TO: Transportation Authority of Marin Board of Commissioners

FROM: Anne Richman, Executive Director *Anne Richman*
Scott McDonald, Principal Transportation Planner
Jennifer Doucette, Executive Assistant/Clerk of the Board

SUBJECT: Appointments to the TAM Bicycle/Pedestrian Advisory Committee (Action), Agenda Item No. 5b

RECOMMENDATION

The TAM Board reappoints Kristin Drumm as an At-Large Member representing Marin County and Don Magdanz as the San Rafael representative and approves the appointment of April Miller as the Marin Public Works Association (MPWA) representative to the TAM Bicycle/Pedestrian Advisory Committee (BPAC).

BACKGROUND

The BPAC was established in 2008 to advise on the programming of funds that support bicycle and pedestrian projects and programs, and to review and provide comments on project applications seeking funding under TAM's review.

The committee represents bicyclist and pedestrian perspectives, as well as the diversity of Marin County in age, income, gender, and ethnicity. It consists of nine members: six representing bicycle and pedestrian interests within designated geographic areas, one representing the Marin Public Works Association (MPWA), and two serving as at-large representatives, as shown in the TAM Bicycle/Pedestrian Advisory Committee Membership – May 2026 table below.

TAM staff solicits members through an application process and recommends committee appointments to the TAM Board. Members of the BPAC must be Marin County residents, with the exception of the member representing MPWA, who may or may not reside within Marin County.

Recommended Appointees

Kristin Drumm is recommended for reappointment as an at-large member of the BPAC for a new four-year term, based on her extensive experience and long-standing commitment to bicycle and pedestrian issues in Marin County. Ms. Drumm has served on the BPAC since 2007, previously served on the Novato BPAC, and has worked as a Senior Planner with the County of Marin since 2004. A Marin resident since 1975 and cyclist since 1980, Ms. Drumm is interested in helping improve Marin's bicycle infrastructure, enhance safety, and provide input on funding and planning projects. Her background in local planning and her sustained involvement in active transportation issues support her continued service in this role.

Don Magdanz is recommended for reappointment as the San Rafael representative to the BPAC for a new four-year term, based on his substantial transportation experience and continued commitment to bicycle and pedestrian issues in Marin County. Mr. Magdanz is a retired member of the Marin County Bicycle Coalition Board of Directors, where he served for 10 years, and a retired Course Operations Director for the Marin Century with 10 years of service. He has also been a contributing member of Friends of the Alto Tunnel for five years and notes prior advocacy for cycling infrastructure in Marin County. Mr. Magdanz regularly rides his e-trike throughout the populated cities of Marin County, is very familiar with local cycling facilities, and does the vast majority of his errands by trike. Staff has reached out to the TAM commissioners whose jurisdiction covers San Rafael and confirmed the acceptance of Don Magdanz's application to serve as the representative for a new 4-year term.

Staff also recommends Board approval of the MPWA's nomination of April Miller to serve as its representative on the BPAC for the remainder of the current term. Ms. Miller brings a strong combination of public works leadership, technical expertise, and direct experience with active transportation projects in Marin County. As Public Works Director for the City of San Rafael and a civil engineer with more than 20 years of experience, Ms. Miller has worked on bicycle and pedestrian projects throughout the Bay Area, including Marin, and has participated in San Rafael BPAC meetings for more than five years. A Marin resident as well as a walker and cyclist, Ms. Miller also brings a practical, user-based perspective and a demonstrated commitment to protecting vulnerable roadway users and advancing equitable transportation improvements countywide.

TAM Bicycle/Pedestrian Advisory Committee Membership – May 2026

Representing Area/Organization	Member/Candidate	Term Expiration
Ross Valley	Ben Berto	2028
Novato/Northern Marin	Mark Birnbaum (Chair)	2028
Larkspur/Corte Madera	<i>Vacant</i>	2030
West Marin	Mike Howe	2028
<i>San Rafael</i>	<i>Don Magdanz</i>	<i>2030</i>
Southern Marin	<i>Vacant</i>	2030
<i>Marin Public Works Association</i>	<i>April Miller</i>	<i>2028</i>
<i>At-Large – Marin County</i>	<i>Kristin Drumm</i>	<i>2030</i>
At-Large – Marin County	Joe Mulligan (Vice Chair)	2028

FISCAL CONSIDERATION

Not applicable.

NEXT STEPS

Staff will continue to solicit nominations and applications to fill the remaining vacant positions.

ATTACHMENTS

None.

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DATE: May 28, 2026

TO: Transportation Authority of Marin Board of Commissioners

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

SUBJECT: Adopt Positions on 2026 State Legislative Bills (Action), Agenda Item No. 5c

RECOMMENDATION

The TAM Board approves positions on 2026 State Legislative Bills as shown in Attachment A.

On May 11, 2026, the Funding, Programs & Legislation (FP&L) Executive Committee reviewed staff's recommendations and voted unanimously to support and refer the positions shown in Attachment A to the TAM Board for approval.

BACKGROUND

On January 22, 2026, TAM adopted a Legislative Platform in guiding policy decisions and communicating TAM's goals to the Legislature and other agencies. On March 26, 2026, TAM adopted positions on 27 initial bills. Staff and Khouri Consulting, TAM's Legislative Consultant, have been monitoring the progress of these bills. The 2026 Legislative Session is near the mid-term of the session. Notable remaining dates for the 2026 Legislative Session are shown in the table below.

Deadline for Legislature to pass State Budget	June 15, 2026
Last day for the Legislature to pass bills	August 31, 2026
Last day for the Governor to sign or veto bills	September 30, 2026
Statutes take effect, except emergency items that take effect upon signing	January 1, 2027

DISCUSSION/ANALYSIS

TAM Bill Matrix

The table below contains the initial set of 27 state bills with adopted positions by the TAM Board. These bills are being monitored by staff and Mr. Khouri, TAM's Legislative Consultant. As noted in the table, five (5) bills will be removed from the matrix because they already failed passage and three (3) will be removed because they have been drastically amended and are no longer relevant to TAM.

Number 25, AB 1557, with a previously adopted watch/support position is now changed to a recommended watch position. Two bills with previously adopted watch positions – No. 26 on AB 1569 and No. 27 on SB 1167 – are now recommended for a change to a support position.

Seven (7) new bills were also added to the table and matrix in Attachment A. The seven new bills are identified as Nos. 28 – 34 in the table. These new bills are further discussed below because positions are recommended for consideration.

More bills may be added to the matrix in the coming months as they become relevant to TAM or Marin or requested by TAM Commissioners for discussion or action.

Summary of Monitored Bills				
No.	Bill	Author	Subject	Adopted Position
1	AB 939	Schultz	The Safe, Sustainable, Traffic-Reducing Transportation Bond Act of 2026	Watch
2	AB 954	Bennett	Interregional transportation strategic plan: bicycle highways	Watch
3	AB 1421	Wilson	Vehicles: Road Usage Charge Technical Advisory Committee	Watch
4	AB 1599	Ahrens	California Transit Stop Registry	Watch
5	AB 1614	Dixon	Class I Bicycle Path Requirement	Watch
6	AB 1740	Zhur	Urban Multimodal Community Designation – Amended to be only applicable to Santa Monica, will be removed from matrix	Watch
7	AB 1745	Gonzales	Motor Vehicle Fuels Tax Suspension for One Year – Failed passage, will be removed from matrix	Oppose
8	AB 1783	DeMaio	Prohibition on Imposition of Local Taxes based on Vehicle Miles Travelled (VMT) – Failed passage, will be removed from matrix	Oppose
9	AB 1855	Gonzales	CEQA Exemption for Certain Passenger Rail Service – Failed passage, will be removed from matrix	Watch
10	AB 1942	Bauer-Kahan	Class 2 and Class 3 Electric Bicycles Requirement to be Registered with DMV	Watch
11	AB 1944	Lee	Higher Weight Limitations for Zero-Emission Transit Buses	Watch
12	AB 2051	Wicks	Coastal Resilience Permitting Working Group	Watch
13	AB 2184	Wilson	Cap and Invest Program: Nature Based Climate Solutions	Watch
14	AB 2284	Dixon	Identification of Non-compliant Electric Bicycles and Products – Failed Passage, will be removed from matrix	Support
15	AB 2341	Fong	Surplus land: Transit Stops – Amended to non-related issue, will be removed from matrix	Watch
16	AB 2346	Wilson	Speedometer Requirement for Class 1 and Class 2 Electric Bicycles	Support
17	AB 2560	Schultz	Update CAPTI Goals	Watch
18	SB 667	Archuleta	Railroad Requirement for Network of Wayside Detector System	Watch
19	SB 677	Wiener	Transit-Oriented Development (TOD): Redefine High-Frequency Commuter Rail	Watch
20	SB 908	Wiener	TOD: Inclusion of San Francisco Bay Area Ferry Terminals – Amended to non-related issue, will be removed from matrix	Watch
21	SB 922	Laird	Prohibition on Weight Based Charges from Local Agencies	Watch
22	SB 1035	Strickland	Low Carbon Fuel Standard Regulations Suspension for One Year – Failed passage, will be removed from matrix	Oppose
23	SB 1087	Cabaldon	Planning Funding for Sustainable Communities Strategy	Watch
24	SB 1246	Cortese	Autonomous Technology Sensor Data – Amended to issue not subject of TAM support position, will be removed from matrix	Support
Recommended Change to Previously Adopted Positions				
No.	Bill	Author	Subject	Recommended Position
25	AB 1557	Papan	Electric Bicycles: Classification – AB 1557 was held in Committee on May 14 and failed passage, will be removed from matrix	Watch/Support to Watch

26	AB 1569	Davies	Electric Bicycle Safety and Training Program	Watch to Support
27	SB 1167	Blakespear	Electric Bicycle Regulations on Motors and Disclosure	Watch to Support
New Bills Added				
No.	Bill	Author	Subject	Recommended Position
28	AB 1976	Wicks	Pedestrian and Bicycle Facilities	Oppose unless amended
29	AB 2002	Solache	Regional Early Action Plan (REAP) Fund	Watch
30	AB 2059	Wilson	CEQA – Vehicle Miles Traveled	Watch
31	AB 2168	Wicks	Active Transportation Program (ATP) Guidelines	Oppose
32	AB 2748	Quirk-Silva	Affordable Housing Developments – Electric Vehicle Charging	Watch
33	SB 1159	Cabaldon	Artificial Intelligence – Transparency and Governance	Support
34	SB 1423	Stern	State Transportation Improvement Program/Active Transportation Program	Watch

Staff is recommending a watch position for the following new bills:

- AB 2002 – This bill would establish the Regional Early Action Planning (REAP) Fund to provide agencies with one-time funding for planning activities for the regional housing needs assessment. Funds would be distributed on a population basis. While establishing a fund, the bill does not include a source of revenue for the fund.
- AB 2059 – This bill would specify that a transportation project is presumed to have a less than significant transportation impact as determined by the vehicle-miles-traveled metric if at least 80% of the project lies within one or more nonmetropolitan counties, which are those that have a population of less than 200,000 people, for CEQA mitigated negative declaration preparation.
- AB 2748 – This bill would exempt new or existing affordable housing projects from electric vehicle (EV) charging receptacle installation requirements and instead requires the affordable housing project to comply with the EV charging receptacle installation requirements in the 2022 edition of the California Green Building Standards Code.
- SB 1423 – This bill would require the CTC to conduct a study, and submit a report to the Legislature, on opportunities to improve equity, accessibility, cost-effectiveness, and the ease of application for prospective applicants for the Active Transportation Program.

Staff is recommending a watch position for a bill with a different previously adopted position:

- AB 1557 – The TAM Board previously adopted a watch/support position on AB 1557. At its May 11, 2026 meeting, the AP&P Executive Committee recommended changing TAM's position to watch due to concerns that the bill could create confusion. Subsequent to the AP&P Executive Committee's recommendation, **AB 1557 was held in committee on May 14, 2026, and failed passage. As a result, AB 1557 will be removed from the matrix.**

Staff is recommending a support position for the following bills:

- AB 1569 – The TAM Board previously adopted a watch position on AB 1569, but staff is recommending changing the watch to a support position after amended changes have been included to require applicable agencies to develop a standardized electric bicycle safety and training program for pupils in grades 7 to 12.

- SB 1159 – This bill would provide that for the purposes of the California Public Records Act, the Bagley-Keene Open Meeting Act, the Ralph M. Brown Act, the California Environmental Quality Act, the Administrative Procedure Act, and the Political Reform Act of 1974, the terms “person,” “interested person,” “participant,” “member of the public,” and any other similar terms who may engage with governmental agencies, do not include artificial intelligence (AI) systems, autonomous agents, robots, or other nonhuman entities.
- SB 1167 – The TAM Board previously adopted a watch position on SB 1167, but staff is recommending changing the watch to a support position. This bill would impose regulations on “high-powered” electric devices marketed as e-bikes, making it illegal to sell or label motor-driven cycles, mopeds, or electric motorcycles (over 750W) as electric bicycles. The bill requires clear labeling and disclosure of registration/license needs for these faster, non-compliant vehicles.

Staff is recommending an oppose unless amended position for the following:

- AB 1976 – This bill would 1) prohibit a city or county from holding a community input meeting to gather input on a proposed pedestrian or bicycle safety project after the project is included in a general plan that will be implemented and 2) prohibit a city or county from terminating a pedestrian or bicycle safety project after a contract is awarded. Staff is opposing AB 1976 unless it is amended to not impose such extensive limitation on public participation, particularly with the first clause. Unlike projects ready for construction, projects in a general plan may not have sufficient information for the public to productively comment.

Staff is recommending an oppose position for the following:

- AB 2168 – This bill would require the CTC to include in its Active Transportation Program (ATP) guidelines project selection criteria recommendations to maximize the commitments of State Transportation Improvement Program (STIP) funds to projects funded in the ATP. STIP funds are programmed by CTAs and eligibility encompasses more than active transportation projects, such as transit, highway, and local street and road projects. Including ATP guidelines in the STIP process may limit CTAs from funding priority projects that do not have ATP elements.

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

FY 2026-27 State Budget and SB 1087

On May 14, 2026, Governor Newsom released revisions to the proposed 2026-27 State Budget as required by state constitution. The revised proposal includes a \$350 billion spending plan, with \$246.6 billion from the General Fund, which would be the largest state budget in California history. The General Fund proposal is a \$1.8 billion reduction from the original proposal released in January. The revised proposal includes no deficit for FY 2026-27 and FY 2027-28, and no structural deficit through July 2028. The Legislature has a June 15 deadline to pass the FY 2026-27 State Budget. Mr. Khouri has included a memo on the FY 2026-27 State Budget as Attachment B. Mr. Khouri's memo summarizes the impacts of the FY 2026-27 State Budget on transportation funding.

On a separate topic, Mr. Khouri's memo also discusses the proposal and progress of SB 1087 in an effort to modernize SB 375, which is the landmark 2008 bill designed to reduce greenhouse gas (GHG) emissions from passenger vehicles by aligning regional transportation, land use, and housing planning.

RELATIONSHIP TO COUNTYWIDE TRANSPORTATION PLAN (CTP)

The CTP was taken into consideration in the selection of bills and positions recommended.

FISCAL CONSIDERATION

There are no immediate fiscal impacts to TAM by taking positions on these bills.

NEXT STEPS

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

ATTACHMENTS

Attachment A – TAM Bill Matrix – May 2026

Attachment B – Khouri Consulting – State Legislative Update – May 2026

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TAM Bill Matrix – May 2026

Measure	Status	Bill Summary	Recommended Position
AB 939 (Schultz) Housing development: density bonuses: affordability of for-sale units	1/29/26 Senate Rules Two-year bill	Existing law, commonly referred to as the Density Bonus Law, requires a city or county to provide a developer that proposes a housing development, as defined, within the city or county with a density bonus, other incentives or concessions, and waivers or reductions of development standards, as specified, if the developer agrees to construct specified units and meets other requirements. This bill would additionally allow the applicant and the city, county, or city and county to comply with the above-described affordability requirements with respect to a for-sale unit by ensuring that the unit is purchased by a nonprofit corporation for properties to be sold to and occupied by extremely low, very low, or lower income families who participate in a below-market interest rate loan program.	Watch
AB 954 (Bennett) Interregional transportation strategic plan: bicycle highways	8/29/25 Senate Inactive File	This bill requires Caltrans to the extent feasible and consistent with the California Transportation Plan, to assess incorporating bicycle highways into strategic interregional corridors within the interregional transportation strategic plan (ITSP). Since this bill is in the second house, it can be taken up for this purpose or be amended for another purpose, until August 21.	Watch
AB 1421 (Wilson) Vehicles: Road Usage Charge Technical Advisory Committee	1/29/26 Senate Rules	This is a spot bill for a possible gas tax successor source solution. The bill was amended on January 5 to require the California Transportation Commission (CTC), in consultation with the California State Transportation Agency, to consolidate and prepare research and recommendations related to a road user charge or a mileage-based fee system. The bill would require the CTC to submit a report, as specified, on the research and recommendations described above to the appropriate policy and fiscal committees of the Legislature by no later than January 1, 2027.	Watch

TAM Bill Matrix – May 2026

Measure	Status	Bill Summary	Recommended Position
AB 1557 (Papan) Vehicles: electric bikes	4/22/26 Assembly Appropriations <u>Failed passage on May 14, 2026</u>	As amended on March <u>April</u> 16, this bill would strengthen the language regarding the maximum power of the motor on an electric bicycle (750 watts) <u>and provides an exception that cargo bikes may be equipped with an electric motor with a maximum continuously rated power of 750 watts.</u> –The bill would also reduce the speed at which motors cease providing assistance (from 20 to 16 mph) for an electric bicycle to meet the definition of a class 1 or class 2 electric bicycle. <u>The bill would prohibit a person under 16 years of age from operating an electric bicycle with a motor capable of exceeding 250 watts of continuous power.</u>	Watch/Support <u>Watch</u>

TAM Bill Matrix – May 2026

Measure	Status	Bill Summary	Recommended Position
AB 1569 (Davies) Pupil safety: electric bicycle parking: safety program	4/21/26 Assembly Appropriations	<u>As amended on April 13, this bill would require, on or before March 1, 2028, the State Department of Education, in consultation with the Department of the California Highway Patrol, to develop a standardized electric bicycle safety and training program for pupils in grades 7 to 12, inclusive, as provided. In developing the program, the bill would authorize the State Department of Education and the Department of the California Highway Patrol to collaborate with local law enforcement agencies or local governments that have implemented electric bicycle training programs already to ensure the program reflects proven best practices. The bill would encourage local educational agencies and parent organizations to offer training demonstrations to pupils and parents on electric bicycle operations in collaboration with local law enforcement agencies or local governments.</u> This bill would require each school district and county office of education that allows pupils in kindergarten or any of grades 1 to 12, inclusive, to park a class 1, 2, or 3 electric bicycle, as defined, on campus to require pupils to complete the electric bicycle safety and training program developed by the Department of the California Highway Patrol, as provided, or a related safety course, as specified, as a condition for parking on campus. The bill would also require a pupil to submit proof of completion of the above-described course to their school before parking their class 1, 2, or 3 electric bicycle on the school campus. The bill would exempt school districts and county offices of education that adopted a policy related to electric bicycle safety, on or before January 1, 2027, from the above-described requirements.	<u>WatchSupport</u>

TAM Bill Matrix – May 2026

Measure	Status	Bill Summary	Recommended Position
AB 1599 (Ahrens) California Transit Stop Registry	3/23/26 Assembly Appropriations	This bill would require Caltrans to create, on or before December 31, 2026, the California Transit Stop Registry as a centralized, statewide dataset of standardized information regarding transit stops that includes, but is not limited to, each transit stop's name, location, available amenities, and unique identifier, as specified.	Watch
AB 1614 (Dixon) Vehicles: bicycles	4/23/26 Assembly Floor	This bill would prohibit a person from operating a bicycle on a Class I bikeway without a permanent seat being affixed. <u>The purpose of the bill is to prevent "piggybacking" on Class I bikeways.</u>	Watch
AB 1740 (Zbur) Coastal resources: coastal development permits: urban multimodal communities: bicycle facilities <u>Santa Monica</u>	2/23/26 Assembly Natural Resources	This bill would authorize a city to designate itself as an urban multimodal community if the city has (1) at least one high-quality transit corridor or transit priority area in the city, (2) adopted plans that include targets to reduce greenhouse gas emissions and fatal and severe injury crashes, and (3) Class I, Class II, or Class IV bicycle facilities, as defined. If a city meets the criteria to designate itself as an urban multimodal community, the bill would require documentation be submitted to the Office of Land Use and Climate Innovation for review and would require the documentation to be posted on the city's internet website. The bill would provide that a coastal development permit is not required for certain activities and types of development within an urban multimodal community, as specified. <u>As amended on April 15, this bill only impacts projects in Santa Monica. The bill will be deleted from the next list.</u>	Watch

TAM Bill Matrix – May 2026

Measure	Status	Bill Summary	Recommended Position
AB 1745 (Jeff Gonzalez) Motor Vehicle Fuel Tax Law: suspension of tax	2/23/26 Assembly Transportation <u>Failed Passage</u>	This bill would suspend the imposition of the tax on motor vehicle fuels for one year. The bill would require that all savings realized based on the suspension of the motor vehicle fuels tax by a person other than an end consumer, as defined, be passed on to the end consumer, and would make the violation of this requirement an unfair business practice, in violation of unfair competition laws, as provided.	Oppose
AB 1783 (DeMaio) Vehicle miles traveled: local tax and state fund prohibition	3/23/26 Assembly Local Government <u>Failed Passage</u>	This bill would prohibit a city, county, or any political subdivision thereof from imposing a tax, fee, assessment, or charge, that is calculated, in whole or in part, based on the number of miles traveled by a motor vehicle. It would not prohibit the collection of tolls for the use of specific facilities, as provided. The bill would provide that any existing program, pilot program, regulation, or administrative action inconsistent with this prohibition is void and unenforceable. As amended on March 19, this bill would also prohibit a state agency from expending funds for the study, planning, testing, design, implementation, administration, or evaluation of a tax, fee, assessment, or charge based on vehicle miles traveled.	Oppose
AB 1855 (Jeff Gonzalez) California Environmental Quality Act: exemption: passenger rail service	2/23/26 Assembly Natural Resources <u>Failed Passage</u>	This bill would eliminate the condition for a CEQA exemption that the public project be exclusively used by zero-emission trains or certified Tier 4 or cleaner rolling stock or locomotives, thereby expanding the scope of the exemption. For purposes of the exemption, the bill would require that the mainline rail of the project, instead of the whole project, to be located entirely within an existing right-of-way or existing highway right-of-way.	Watch

TAM Bill Matrix – May 2026

Measure	Status	Bill Summary	Recommended Position
AB 1942 (Bauer-Kahan) Electric bicycles: registration and special license plates	4/21/26 Assembly Appropriations	This bill would require class 2 and class 3 electric bicycles to be registered with the Department of Motor Vehicles (DMV) and to display a special license plate issued by the department. The bill would require DMV to adopt regulations to implement these requirements and would make a person operating a class 2 or class 3 electric bicycle in violation of these requirements guilty of an infraction punishable by specified fines. By creating a new crime, the bill would impose a state-mandated local program.	Watch
AB 1944 (Lee) Zero-emission transit buses: axle weight	4/6/26 Senate Rules	This bill would, until January 1, 2032, establish specified higher weight limitations up to 25,000 pounds for zero-emission transit buses procured through a solicitation process pursuant to which a solicitation was issued at various specified periods between January 1, 2027, and December 31, 2031, inclusive.	Watch
AB 1976 (Wicks) <u>Streets and highways: pedestrian and bicycle facilities</u>	4/28/26 Assembly Appropriations	<u>This bill would prohibit a city or county from holding a community input meeting to gather input on a proposed pedestrian or bicycle safety project after the project is included in a plan that will be implemented as a part of its general plan. The bill would also prohibit a city or county from terminating a pedestrian or bicycle safety project after a contract is awarded or staff directed to begin construction, unless specified findings are made at a public meeting.</u>	<u>Oppose unless amended</u>
AB 2002 (Solache) <u>Local government assistance: Regional Early Action Planning Fund</u>	4/22/26 Assembly Appropriations	<u>This bill would establish the Regional Early Action Planning Fund to provide agencies with one-time funding for planning activities for the regional housing needs assessment. Funds would be distributed on a population basis. While establishing a fund, the bill does not include a source of revenue for the fund.</u>	<u>Watch</u>

TAM Bill Matrix – May 2026

Measure	Status	Bill Summary	Recommended Position
AB 2051 (Wicks) Public resources: Coastal Resilience Permitting Working Group	4/15/26 Assembly Appropriations	This bill would require the Secretary of the Natural Resources Agency, in consultation with the Secretary for Environmental Protection, to convene a Coastal Resilience Permitting Working Group for the purpose of developing a Coastal Resilience Permitting Roadmap for coastal resilience projects proposed in specified areas. The bill would require the Coastal Resilience Permitting Working Group to consist of representatives from federal, state, and local agencies, including, among others, the California Coastal Commission, the California Environmental Protection Agency, and the Department of Fish and Wildlife. The bill would, on or before January 1, 2028, require the Secretary of the Natural Resources Agency to submit the Coastal Resilience Permitting Roadmap to the Governor and the relevant fiscal and policy committees of the Legislature.	Watch
<u>AB 2059 (Wilson)</u> <u>California</u> <u>Environmental Quality</u> <u>Act: transportation</u> <u>impacts: vehicle miles</u> <u>traveled: mitigation</u>	4/21/26 Assembly Appropriations	<u>The California Environmental Quality Act (CEQA) requires a lead agency to prepare a mitigated negative declaration for a project that may have a significant effect on the environment if revisions in the project would avoid or mitigate that effect and there is no substantial evidence that the project, as revised, would have a significant effect on the environment. This bill would specify that a transportation project is presumed to have a less than significant transportation impact as determined by the vehicle-miles-traveled metric if at least 80% of the project lies within one or more nonmetropolitan counties, which are those that have a population of less than 200,000 people.</u>	<u>Watch</u>

TAM Bill Matrix – May 2026

Measure	Status	Bill Summary	Recommended Position
<u>AB 2168 (Wicks)</u> <u>Active Transportation Program: guidelines</u>	<u>4/21/26</u> <u>Assembly Appropriations</u>	<u>As amended on April 13, this bill requires the CTC to include in its Active Transportation Program (ATP) guidelines project selection criteria recommendations to maximize the commitments of State Transportation Improvement Program (STIP) funds to projects funded in the ATP to scale funding for larger or network-level active transportation improvements.</u> <u>This could disadvantage ATP project applications from Marin if TAM's STIP capacity was programmed to priority transit or highway projects. The bill requires the ATP guidelines include scoring penalties for applicants that failed to use previously programmed funds in a timely manner, while considering factors that are outside an agency's control. Additionally, the bill requires, rather than making it optional, that the guidelines include incentives to maximize the potential for attracting other funds to eligible projects. This would likely provide an advantage for the largest agencies with the greatest access to funding. The bill expands upon the references to transit in the ATP goals, project eligibility, and criteria, but in a manner that will likely have limited impact on the program.</u>	<u>Oppose</u>
AB 2184 (Wilson) Cap-and-Invest Program: nature-based climate solutions: funding	<u>4/7/26</u> <u>Assembly Appropriations</u>	This bill would annually appropriate up to \$250,000,000 from the Greenhouse Gas Reduction Fund in the annual Budget Act each fiscal year from the 2027–2028 to the 2045–46 fiscal year, inclusive, to achieve nature-based climate solutions on natural, working, and urban lands, including \$150,000,000 to be allocated to the Natural Resources Agency to fund nature-based climate solutions, and the remaining amount to be allocated for nature-based climate solutions at the discretion of the Legislature. The bill would also appropriate \$150,000,000 from the Greenhouse Gas Reduction Fund from 2027-28 to 2045-46 to the Department of Food and Agriculture to fund sustainable agricultural practices and nature-based climate solutions.	Watch

TAM Bill Matrix – May 2026

Measure	Status	Bill Summary	Recommended Position
AB 2284 (Dixon) Vehicles: electric bikes	4/20/26 Assembly Transportation <u>Failed Passage</u>	This bill would require, on or before June 1, 2027, the California Highway Patrol, in partnership with biking nonprofit groups, to compile a list of electric two-wheeled devices that do not comply with the definition of any single class of electric bicycles and that are commonly perceived as electric bicycles. The bill would require the department to make the list available on its internet website and to update the list and internet website, when necessary.	Support
AB 2346 (Wilson) Vehicles: electric bicycles and speed limits.	4/22/26 Assembly Appropriations	As amended on March 26, this bill would authorize a local authority to set a speed limit on a bicycle path of 15 or 20 mph, or on a multiuse trail, of 10,15, or 20 mph, and require the authority place speed limit signs that indicate the limits of the restricted zone. The bill would also establish the prima facie speed limit for a sidewalk of 10 mph and would prohibit a person under 16 years of age from riding an electric bicycle faster than 15 mph on a highway or bicycle path. This bill would require all class 1 and class 2 electric bicycles manufactured, sold, or offered for sale on or after January 1, 2029, to be equipped with a speedometer. The bill would also require all electric bicycles manufactured, sold, or offered for sale on or after January 1, 2029, to be equipped with an integrated front lamp and a rear lamp, as specified. The bill would also require manufacturers and distributors of electric bicycles to include a written description of California’s electric bicycle laws with the bicycle’s packaging to be provided to the consumer.	Support

TAM Bill Matrix – May 2026

Measure	Status	Bill Summary	Recommended Position
AB 2560 (Schultz) Climate Action Plan for Transportation Infrastructure: goals	4/21/26 Assembly Appropriations	<u>As amended on April 15, this bill establishes the Climate Action Plan for Transportation Infrastructure (CAPTI) guiding principles in statute and states that those goals are consistent with state law. Notably, the bill does not include the preface found in CAPTI that, within the state’s “fix-it-first” approach and through existing funding frameworks, the state’s transportation infrastructure investments should be deployed to achieve the goals, where feasible. The bill amends stated the goals of promoting projects that do not significantly increase passenger vehicle miles traveled (VMT) to recognize that highway expansion projects serve different purposes and, as a result, assessing the impact of each project will vary based on context and project-specific analysis. This bill would establish the Climate Action Plan for Transportation Infrastructure (CAPTI) goals and would authorize the California State Transportation Agency to update those CAPTI goals, as specified. The bill would require a project under the above-described programs to apply, where feasible, within the fix-it-first approach, the CAPTI goals as established or updated by the agency, as specified. The purpose of CAPTI is to reduce greenhouse gas emissions (GHGs) and VMT through limiting capacity projects on the state highway system, discouraging the use of single-occupant, gas-powered vehicles, while encouraging mode shift through accelerated investments into public transportation, bicycle and pedestrian programs, and electric vehicle infrastructure. Implementation of this bill could result in denying access to billions of dollars in state funds for projects in rural parts of California. This bill could undermine TAM’s ability to be a funding partner on the state highway system.</u>	Watch

TAM Bill Matrix – May 2026

Measure	Status	Bill Summary	Recommended Position
AB 2748 (Quirk-Silva) <u>Building standards: affordable housing developments: electric vehicle charging</u>	<u>4/23/26</u> <u>Assembly Appropriations</u>	<u>This bill would exempt new or existing affordable housing projects for which a permit application is submitted between January 1, 2025, and December 31, 2035, from specified electric vehicle (EV) charging receptacle installation requirements in the 2025 California Green Building Standards Code, including any subsequent editions, and instead requires the affordable housing project to comply with the EV charging receptacle installation requirements in the 2022 edition of the California Green Building Standards Code.</u>	<u>Watch</u>
SB 667 (Archuleta) Railroads: safety: wayside detectors	<u>1/27/26</u> Assembly Rules	This bill requires a railroad to operate a network of wayside detector systems on or adjacent to any track used by a freight train. By mandating comprehensive detection coverage and communication protocols, it attempts to enhance California's ability to detect potential equipment failures before they result in catastrophic incidents. As amended on January 5, the bill would cap train speed based on whether they fit into one of three classes.-While this bill is intended to enhance safety, it may have an adverse impact on freight operations and, ultimately, scheduling slots for passenger rail service and ridership if enacted.	Watch

TAM Bill Matrix – May 2026

Measure	Status	Bill Summary	Recommended Position
SB 677 (Wiener) Housing development: transit-oriented development	1/26/26 Assembly Rules	Existing law requires that a housing development project, as defined, within a specified distance of a transit-oriented development (TOD) stop, as defined, be an allowed use as a transit-oriented housing development on any site zoned for residential, mixed, or commercial development, if the development complies with certain applicable requirements, such as height limits, density, and residential floor area ratio in accordance with a development's proximity to specified tiers of TOD stops, and labor standards that require that a specified affidavit be signed under penalty of perjury. The term "high-frequency commuter rail" for TOD purposes is defined as commuter rail service operating a total of at least 48 trains per day across both directions, not including temporary service changes of less than one month or unplanned disruptions, and not meeting the standard for very high frequency commuter rail, at any point in the past three years. Existing law also defines the term "Tier 2 transit-oriented development stop" for these purposes to mean a TOD stop within an urban transit county, as defined, excluding a Tier 1 transit-oriented development stop, as defined, served by light rail transit, by high-frequency commuter rail, or by bus service meeting specified standards. This bill would revise the definition of "high-frequency commuter rail" to mean a public commuter or intercity rail station with a total of at least 48 passenger trains on average per weekday across all directions, not including temporary service changes of less than one month or unplanned disruptions, and not meeting the standard for very high frequency commuter rail, at any point in the past three years. SMART current runs 41 trains a day, but with MASCOTs service changes they will be running 48 trains starting in April, Marin rail stations would be covered by the current language.	Watch

TAM Bill Matrix – May 2026

Measure	Status	Bill Summary	Recommended Position
SB 922 (Laird) Vehicles: local agency charges: use of streets or highways.	3/19/26 Senate Floor	Existing law prohibits a local agency from imposing a tax, permit fee, or other charge for the privilege of using its streets or highways, other than a permit fee for an extralegal load unless the local agency had imposed the fee prior to June 1, 1989. This bill would expressly limit this prohibition to charges based on weight. The bill would also explicitly state that a fee, charge, or surcharge imposed by or for a local agency to recover the cost of street maintenance and repair and other costs associated with the use of its streets, roads, or highways to provide public services or public works is not a tax, permit fee, or other charge that is prohibited by the provision above. The bill would provide that nothing in the Vehicle Code prohibits a local agency from imposing or collecting this fee, charge, or surcharge.	Watch
SB 1035 (Strickland) Motor vehicle fuel tax: greenhouse gas reduction programs: suspension	2/18/26 Senate Environmental Quality <u>Failed Passage</u>	This bill would suspend the Low Carbon Fuel Standard regulations for one year. The bill would also exempt suppliers of transportation fuels from regulations for the use of market-based compliance mechanisms for one year.	Oppose

SB 1087 (Cabaldon) Transportation planning: sustainable communities strategies: transportation funding programs	4/22/26 Senate Appropriations	This bill would revise the sustainable communities strategy (SCS) process by proposing the following: <u>Extends the timeline for metropolitan planning organizations to prepare a regional transportation plan, including a sustainable communities strategy, from 4 to 8 years.</u> <u>Removes the requirement for a separate alternative planning scenario (APS) document.</u> <u>Exempts the preparation of a Regional Transportation Plan (RTP) and SCS from CEQA.</u> <u>Shifts oversight responsibility from the Air Resources Board to the California Transportation Commission to determine whether an MPO's sustainable communities strategy will reduce greenhouse gas emissions.</u> <u>Maintains the Air Resources Board (ARB) 's responsibility for setting greenhouse gas targets, but requires establishing a Regional Target Advisory Committee before setting targets, deviating from the one-size-fits-all approach the ARB has taken in setting statewide targets.</u> <u>Emission targets must be based on what is achievable for the region, considering existing conditions, exogenous factors, and financial constraints, including existing resources, the built environment, and access to modes of travel outside of single-occupant passenger vehicles.</u> <u>Targets must also reflect the combined effect of policies, regulations, and investments by cities, counties, special districts, county transportation agencies, air districts, metropolitan planning organizations, the state, and the federal government to improve fleet efficiency and reduce vehicle miles traveled.</u> <u>Establishes a robust public outreach process contained in the bill.</u> For the CTC's Solutions for Congested Corridors Program, this bill would eliminate the requirement for projects to be a part of a comprehensive corridor plan. The bill would also replace the project delivery scoring criterion with a requirement that priority be given to near-term projects in an adopted regional transportation plan that will open before 2035.	Watch
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		This is the SB 375 reform bill, sponsored by the Big Four MPOs. This bill would shift approval of sustainable communities strategies from the Air Resources Board (ARB) to the California Transportation Commission (CTC) and require that the CTC's review of the methodology be completed within 30 days and be limited to whether the methodology aligns with CTC guidelines. The bill would also require the CTC to make one of three determinations within 60 days of submission of a sustainable community strategy: 1) the strategy would, if implemented, achieve the greenhouse gas reduction targets; 2) the strategy would, if implemented, achieve the greenhouse gas reduction targets but minor, non-substantiative corrections must be made; or 3) the strategy would not, if implemented, achieve the greenhouse gas reduction targets. This bill would require, on and after January 1, 2027, every 2nd regional transportation plan (providing eight years rather than the current four) prepared and adopted by those transportation planning agencies to include a sustainable communities strategy prepared by a metropolitan planning organization. The bill would require the CTC's guidelines for the preparations of regional transportation plans and sustainable communities strategies prescribe the acceptable technical methodologies that MPOs and RTPAs may employ to estimate greenhouse gases and the required contents for sustainable communities strategy implementation reports. The bill also specifies that the CTC maintain guidelines for travel demand models used in the development of sustainable communities strategies. The bill would require the ARB appoint a Regional Target Advisory Committee, which shall include practitioners and technical and policy experts, to recommend factors to be considered and methodologies to be used for setting greenhouse gas reduction targets, and how housing, affordability, resilience, economic vibrancy, and land conservation goals should be balanced in setting greenhouse gas emission reduction targets for regions. The bill would require the targets set by ARB reflect the combined effect of policies, regulations, and investments to improve fleet efficiency and reduce vehicle miles traveled, and be based on what is achievable for a region, taking into account existing conditions, exogenous factors, and financial constraints. The bill defines "existing	
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TAM Bill Matrix – May 2026

Measure	Status	Bill Summary	Recommended Position
		conditions” as including, but not limited to, existing resources, the build environment, and access to modes of travel outside of single-occupant passenger vehicles. The bill would also ARB to publish its target methodology and assumptions at least 60 days before the release of a draft target. ARB would also be required to hold two workshops and one hearing in a region to solicit input on the draft target, and to adopt the final target at a public hearing.	
<u>SB 1159 (Cabaldon)</u> <u>Artificial intelligence: transparency and governance</u>	<u>4/8/26</u> <u>Senate Floor</u>	<u>This bill provides that for the purposes of the California Public Records Act, the Bagley-Keene Open Meeting Act, the Ralph M. Brown Act, the California Environmental Quality Act, the Administrative Procedure Act, and the Political Reform Act of 1974, the terms “person,” “interested person,” “participant,” “member of the public,” as applicable, and any other similar terms under each act referring to those who may engage with governmental agencies, do not include artificial intelligence (AI) systems, autonomous agents, robots, or other nonhuman entities, whether physical or digital.</u>	<u>Support</u>
<u>SB 1167 (Blakespear)</u> <u>Vehicles: electric bicycles</u>	<u>4/9/26</u> <u>Senate Appropriations</u>	This bill would impose regulations on “high-powered” electric devices marketed as e-bikes, making it illegal to sell or label motor-driven cycles, mopeds, or electric motorcycles (over 750W) as electric bicycles. The bill requires clear labeling and disclosure of registration/license needs for these faster, non-compliant vehicles.	<u>WatchSupport</u>

TAM Bill Matrix – May 2026			
Measure	Status	Bill Summary	Recommended Position
<u>SB 1423 (Stern)</u> <u>STIP/ATP</u>	<u>4/23/26</u> <u>Senate</u> <u>Appropriations</u>	<u>Existing law establishes the Active Transportation Program in the Department of Transportation for the purpose of encouraging increased use of active modes of transportation, such as biking and walking. Existing law requires the California Transportation Commission to develop guidelines and project selection criteria. This bill would require the commission, on or before January 1, 2028, to conduct a study, and submit a report to the Legislature, on opportunities to improve equity, accessibility, cost-effectiveness, and the ease of application for prospective applicants for the Active Transportation Program, as specified. The bill would repeal these provisions on January 1, 2032.</u>	<u>Watch</u>

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May 14, 2026

TO: Board Members, Transportation Authority of Marin

FROM: Gus Khouri, President
Mitch Weiss, Legislative Advocate
Khouri Consulting LLC

RE: **STATE LEGISLATIVE UPDATE – MAY**

On May 14, Governor Newsom released his proposed May revision to the FY 2026-27 State Budget. Estimated General Fund revenues from the “Big Three” sources (Personal Income, Corporate, and Sales and Use Taxes) are \$16.5 billion higher than projected in January (\$2.9 billion deficit). This upgrade to the forecast is driven by personal income tax—accounting for \$13.6 billion of this total—boosted by a 2025 spike in capital gains realizations, reflected in \$11.9 billion of higher cash receipts through April. After accounting for solutions, General Fund spending at the May Revision is estimated at \$246.6 billion in 2026-27. This is approximately \$1.8 billion lower than the estimate in the Governor’s January Budget. The May Revision provides an operating reserve of \$4.5 billion in FY 2026-27 and \$2.1 billion in FY 2027-28, leaving a balance of \$39.6 billion in the Rainy-Day Fund.

Impact on Transportation

There are no changes to funding for transportation programs, which are predominantly reliant on special funds such as the gas tax, vehicle registration fees, or cap-and-invest auction proceeds. It remains to be seen whether the legislature can fulfill its obligation to fully allocate the remaining balance of SB 125 funding for transit capital and operations, and maintain ongoing commitments to transit capital operations, affordable housing, and air quality programs under Cap and Invest. That will be contingent upon the accrual of auction proceeds, which have been plummeting from an unstable credit market.

The new framework of Cap and Invest includes line items rather than a percentage-based continuous appropriation, and it has a lower priority for programs such as the Transit Capital and Intercity Rail Program (TIRCP) and the Low Carbon Transit Operations Program (LCTOP). Local transit agencies are recipients of TIRCP and LCTOP funds.

TIRCP and LCTOP are capped at \$400 million and \$200 million, respectively, and would only receive those appropriations if other obligations, such as funding for high-speed rail (\$1 billion) and legislative appropriations (\$1 billion), were met first. Under Cap and Trade, which runs through June 30, 2026, TIRCP receives 10%, and LCTOP 5% of all proceeds. In FY 25-26, \$4.4 billion was generated, which results in \$440 million for TIRCP and \$220M for LCTOP.

In September of 2025, with the passage of the Cap and Invest (the rebranded name for the Cap-and-Trade extension), TIRCP and LCTOP were capped at \$400 million and \$200 million, respectively. Cap and Invest was estimated to generate \$4.2 billion in FY 26-27, but that estimate was before an underwhelming Fall auction that was \$600 million short of projections. Therefore, TIRCP and LCTOP were expected to receive \$40 million and \$20 million less, respectively, than in FY 25-26.

The [Legislative Analyst's Office](#) recently reported that Cap and Invest auction proceeds are estimated to generate \$3.7 billion for FY 26-27. This figure may be lower pending an auction on May 20. As a result, TIRCP is estimated at \$283 million, and LCTOP is projected at \$141 million, based on the last two auctions, representing a 36% reduction from FY 25-26 for each program.

On April 14, the California Air Resources Board (CARB) announced that it would consider proposed amendments to the Cap and Invest program at its May 28th meeting to prevent "industry leakage," meaning emission reductions achieved within a cap-and-invest jurisdiction are offset by emissions increases outside that jurisdiction, undermining the program's environmental effectiveness. An example is when a utility switches from regulated in-state power generation to importing electricity from unregulated out-of-state sources.

Additionally, the Governor announced his intention to provide [larger utility credits](#) to ratepayers. Credits have been issued since Cap and Trade's inception in 2014. The combined impact of underwhelming auction proceeds and the increased use of auction proceeds revenue for ratepayers (from \$8 billion to \$10 billion between 2027 and 2030) will eliminate funding for TIRCP, LCTOP, and the Affordable Housing and Sustainable Communities Program. Furthermore, this action would reduce the likelihood of honoring the appropriation of the remaining SB 125 balance (\$690 million, including \$230 million for FY 26-27 and \$460 million for FY 27-28). MTC's remaining share of SB 125 funding is \$230 million, which is dedicated to BART core capacity.

On May 6, the legislature held a [hearing](#) to review the implications of the proposal. This included a [letter](#) and [questions](#) for CARB. Please [click here](#) to view the LAO's analysis. The legislature wants an opportunity to weigh in prior to the ARB meeting on May 28, as this will impact the State Budget.

SB 1087 (Cabaldon) - SB 375 Modernization

Metropolitan Planning Organizations (MPOs), such as MTC, must prepare a Sustainable Communities Strategy (SCS) to be eligible for state grant funding. The SCS is a document that details how a region intends to create livable communities by addressing housing needs and reducing miles traveled and greenhouse gas emissions. CARB, which approves the plans, has become more stringent in its approval process due to ever-changing greenhouse gas reduction targets that do not correlate with a region's density, demographics, or travel patterns. TAM is eligible for SB 1 competitive grant funding if MTC's SCS plans are approved by CARB, and must continue to have access to it to address safety projects on the state highway system and for multimodal investments.

All 18 MPOs statewide have been advocating for greater flexibility and the elimination of duplicative processes in complying with state air quality standards, so that solutions regarding population density, vehicle miles traveled, and housing reflect a region's geography, demographics, travel patterns, and availability of alternative modes.

Senator Christopher Cabaldon (D-Yolo) has introduced [SB 1087](#) to provide greater flexibility in modeling and in meeting state mandates to comply with air quality standards. Currently, the bill does the following:

- Extends the timeline for metropolitan planning organizations to prepare a regional transportation plan, including a sustainable communities strategy, from 4 to 8 years.
- Removes the requirement for a separate Alternative Planning Scenario (APS) document.
- Exempts the preparation of an RTP and SCS from CEQA.
- Maintains CARB's responsibility for setting greenhouse gas targets, and requires CARB to set targets for 2045, but requires establishing a Regional Target Advisory Committee before setting targets, deviating from the one-size-fits-all approach the CARB has taken in setting statewide targets.
- Targets must be based on what is achievable for the region, considering existing conditions, exogenous factors, and financial constraints, including existing resources, the built environment, and access to modes of travel outside of single-occupant passenger vehicles.
- Targets must also reflect the combined effect of policies, regulations, and investments by cities, counties, special districts, county transportation agencies, air districts, metropolitan planning organizations, the state, and the federal government to improve fleet efficiency and reduce vehicle miles traveled.
- Establishes a robust public outreach process contained in the bill.

Concerns remain regarding the inclusion of language requiring an MPO to account for all on-road activity, such as commercial truck traffic, which may drive a more daunting target if funding does not follow. Also, CARB's continued oversight of the targets may still pose issues for smaller MPOs.

The bill is expected to undergo extensive amendments as negotiations continue among the state's 18 MPOS. Of the 18 MPOs, four (the Metropolitan Transportation Commission, Sacramento Area Council of Governments, San Diego Association of Governments, and Southern California Association of Governments) contain 87% of the state's population. The remaining 14 MPOs represent 13% of the state's population. The imbalance in population between the four large MPOs and the remaining MPOs creates challenges such as the jobs-housing imbalance and reducing vehicle miles traveled, particularly in rural areas.

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DATE: May 28, 2026

TO: Transportation Authority of Marin Board of Commissioners

FROM: Anne Richman, Executive Director *Anne Richman*
Melanie Purcell, Director of Finance and Administration

SUBJECT: Review the Draft TAM FY2026-27 Annual Budget and Release for Public Comment (Action), Agenda Item No. 5d

RECOMMENDATION

The TAM Board reviews the Draft FY2026-27 Annual Budget, provides input, and officially releases the proposed budget for public comment. The Administration, Projects and Planning (AP&P) Executive Committee reviewed the Draft FY2026-27 Annual Budget and requested that staff review sales tax revenue information from other jurisdictions to consider a less conservative growth rate.

Staff posted the Draft FY2026-27 Annual Budget on TAM's website for public inspection after the AP&P Executive Committee meeting to begin the 30-day public review period prior to the scheduled June 25, 2026 budget adoption as required by TAM's Administrative Code.

BACKGROUND

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

Staff started the development process for the FY2026-27 Annual Budget in January, and the TAM Board approved the recommended Measure A/AA ½-Cent Transportation Sales Tax and the Measure B \$10 Vehicle Registration Fee (VRF) revenue levels and the budget development schedule at its February 26, 2026 meeting. Prior to the final adoption of the Budget, in addition to the public inspection, the Community Oversight Committee (COC) reviewed and provided comments on the Draft FY2026-27 Annual Budget at its May 18, 2026 meeting. The Draft FY2026-27 Annual Budget will also be shared with the Marin Managers Association (MMA) for its review and comment during May 2026. The TAM Board is scheduled to review and adopt the Proposed FY2026-27 Annual Budget at its June 25, 2026 meeting.

DISCUSSION/ANALYSIS

FY2026-27 Annual Budget Report Structure:

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

The four main sections of the annual budget report are:

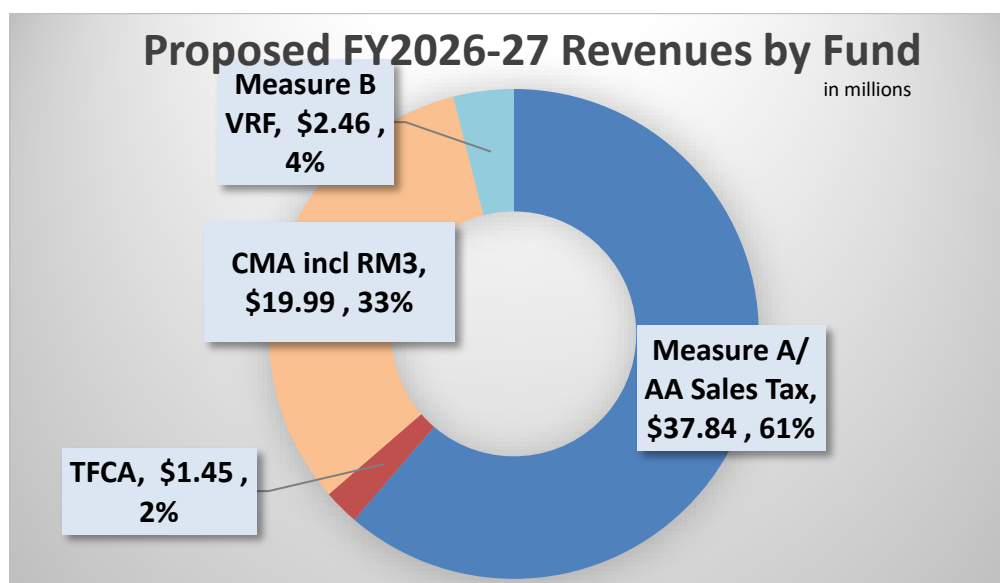
- Executive Director's Message – overview of TAM's budget situation and highlighting major goals and work anticipated for the upcoming year;
- TAM Budget Process General Overview – overview of TAM's budget process and related policies;
- FY2026-27 Annual Budget Highlights – overview of all revenue and expenditure budget line items that are proposed for the fiscal year. This section also includes staffing details;
- FY2026-27 Work Plans by Function – overview and highlighted work items for the fiscal year period for each functional group in the agency.

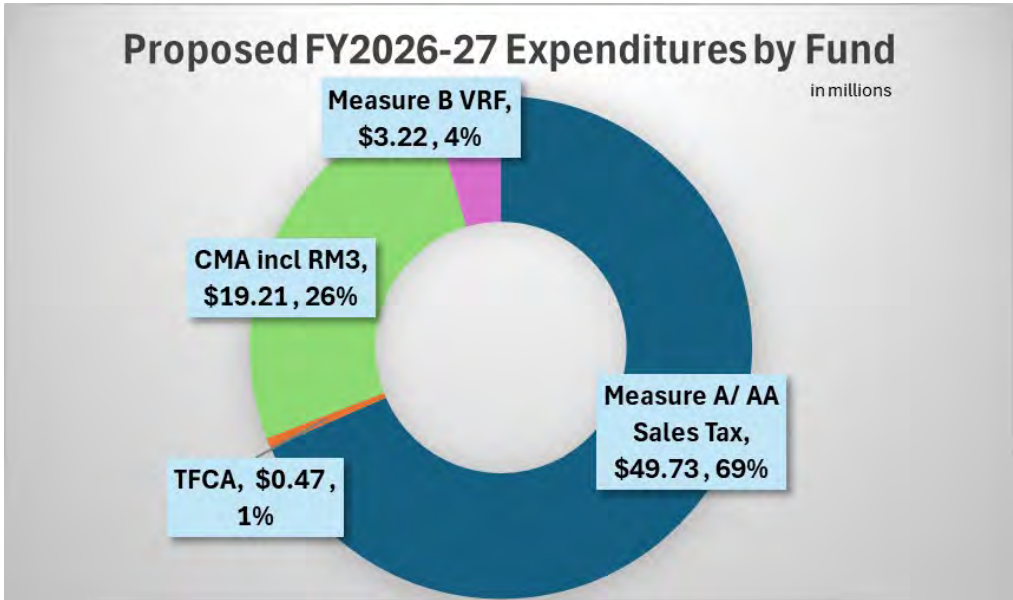
TAM's annual budget development process creates the plan for its agency operations and project/program management and delivery, as well as funding allocations to various project sponsors for the upcoming fiscal year. The process by nature requires the use of various assumptions to project into the future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

Proposed FY2026-27 Annual Budget Overview:

While all detailed budget information is included in Attachment A – Proposed TAM FY2026-27 Annual Budget for Board review and public comment, the following two charts present the total revenues and expenditures for the upcoming year. In summary, TAM's total revenue for FY2026-27 is expected to be \$61.74 million and total expenditure is expected to be \$72.63 million based on current project/program delivery schedules.

As the funding agency that collects the Measure A/AA, Measure B, and the Transportation Fund for Clean Air (TFCA) fund sources in cash but funds most projects/programs on a reimbursement basis, TAM's annual expenditures rely heavily on the project/program delivery plans and schedules managed both in-house and by various partner agencies. Having budgeted expenditures greater than revenues in some years reflects that TAM and its partner agencies are using accumulated fund balances from prior years to deliver more projects and programs in that particular year. Based on the proposed revenues and expenditures for FY2026-27, TAM will spend \$10.89 million more than it will collect in revenue and end the year with a fund balance of \$34.93 million. The charts below illustrate the proposed total revenues and expenditures (in \$ millions) for FY2026-27 by major governmental fund.

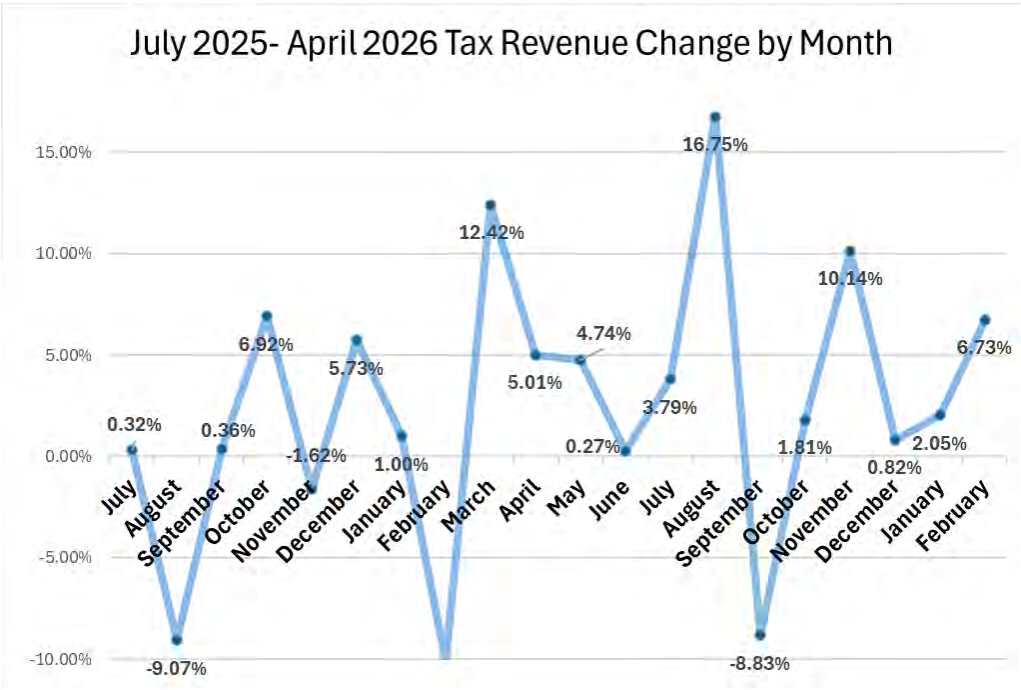




Ongoing revenue challenges and new funding opportunities, as well as the proposed operating and salary/benefit changes for the upcoming year, are summarized below for your review and discussion.

Ongoing Uncertainties with the Sales Tax Revenue

As reported to the TAM Board in February, global and national uncertainties are affecting TAM's sales tax revenues. Interest rates remain high enough to affect housing and investment and inflation remains higher than the Federal Reserve target. There continue to be Bay Area specific job losses, and global and domestic political instability continues to affect market behavior. Marin's sales tax revenue has been slightly higher than anticipated so far during FY2025-26 and will likely continue to be relatively insulated from national market fluctuations. Economic variables continue to be inconsistent, and revenue growth over the same period the prior year has varied greatly month to month as shown in the graph below.



The California Department of Tax and Fee Administration (CDTFA) released its projections for the four quarters of FY2026-27 ranging from 1.8% to 2.4% growth, while HdL, Inc. recently projected annual growth for state-wide sales tax of 2.9% in FY2026-27. Marin County has indicated that 3.0% sales tax growth is included in the FY2026-27 Proposed Budget, while Sonoma-Marín Area Rail Transit (SMART) has included 4.3% for its two-county sales tax forecast.

It is likely that the forecast of 1.5% included in the TAM Draft FY2026-27 Budget will be upgraded to between 2 and 2.5% for the final version. This would increase revenues and category disbursements to our partner agencies. Staff will closely monitor all indicators and update the Board with any notable changes in outlook.

Review of Measure AA Expenditure Plan

The current Measure AA Expenditure Plan was amended in spring 2026, to go into effect July 1, 2026. Significant changes include:

CATEGORY	2018	2026	EXPENDITURE PLAN AMENDMENTS
Category 1.3 Local Interchanges	3.0%	2.5%	Reallocate 0.5% to support the Crossing Guard Program
Category 2.1 Local Transportation Infrastructure	22.0%	18.0%	Reallocate 4% to fund new Category 2.4 Reimagined Roadways
Category 2.3 Sea Level Rise	1.0%	1.0%	Change eligible recipients to include TAM and remove call for projects requirement
Category 2.4 Innovative Technology	0.5%	0.0%	0.5% remains in Category 2.4 but reallocated to Reimagined Roadways from Innovative Technology
Category 2.4 Reimagined Roadway	0.0%	4.5%	New Category. Maintain 0.5% from Category 2.4 plus 4% from Category 2.1
Category 3.2 Crossing Guard Program	7.0%	7.5%	0.5% from Category 1.3, Revise language to specify number of guards rather than number of locations
Category 4.6 Ferries and Regional Transit	0.5%	0.5%	Change eligible recipients and broaden to First/Last Mile at Major Transit Stops
Additional Changes			
COC Membership			Align with Measure B
Review Timeline			Align with Measure B for concurrent review processes

In concert with the Measure AA amendments, the Strategic Plan includes a shift in Category 2.1, Local Transportation Infrastructure, from a payment in arrears to a reimbursement methodology. This creates, in effect, a double allocation of funding in FY2026-27 by aligning payments in Category 2.1 with the tenure of the Measure, similar to the approach used in the other categories.

Continuing Flattening of the Vehicle Registration Fee Revenue

The number of registered vehicles in Marin and related registration revenues have been relatively flat for the past few years. Receipts in FY2025-26 have been slightly higher than anticipated. High gas prices and inventory fluctuations in vehicles may continue to put pressure on vehicle purchase decisions. In concert with Marin County's population decline, these factors support level projections in VRF revenue for the foreseeable future.

Regional Measure 3 (RM3)

TAM received funding in FY2023-24 from the Metropolitan Transportation Commission (MTC) under the Letter of No Prejudice (LONP) process for two of the highest priority projects in Marin that TAM manages directly: the US 101/I-580 Multi-modal and Local Access Improvement Project (\$135 million designated in RM3), and the Marin-Sonoma Narrows (MSN) Project (total of \$120 million for the whole corridor designated in RM3). The FY2026-27 budget includes approximately \$8,000,000 in funding for the work planned for next year.

City/County CMA Fee Agreement

To support the essential functions TAM carries out as the Congestion Management Agency (CMA) for the County, all local jurisdictions in Marin, including the County, have been making an annual formula-based (calculated based on 50% population and 50% lane miles share) fee contribution to TAM since the formation of the CMA. TAM and MMA reached a long-term fee structure agreement in early 2022 that started with a \$550,000 base amount for FY2022-23 and grows annually by the Bay Area Consumer Price Index (CPI). Based on the new agreement, the FY2026-27 City/County CMA fee is set at \$624,342, an increase of 3%.

State and Federal Funding

TAM was awarded an IDEA grant for a county-wide study of traffic signals, with the ultimate goal to inventory, update, and improve the currently fragmented and outdated traffic signal infrastructure throughout Marin County. The project includes both the development of the Marin Countywide Coordinated Signal Modernization Plan (CSMP) and the design services necessary to develop discrete shovel-ready projects. The grant is funded and managed through MTC so is not directly reflected in TAM's budget.

TAM is spearheading the School Access Safety Action Plan funded by a Federal Safe Streets For All (SS4A) award of \$544,000, plus a \$136,000 match from local funds.

In early 2023, TAM and Marin Transit were awarded a \$1.1 million grant from MTC to support development of a Part-Time Transit Lane (PTTL, sometimes also called Bus on Shoulder) project on Southbound U.S. 101 between San Rafael and Novato. This effort follows a feasibility study that TAM completed that showed benefits to transit including travel time savings from a PTTL. This project continues in FY2026-27.

TAM was awarded a \$2.0 million Planning Grant for the US 101/I-580 Multi-modal and Local Access Improvement Project from the Federal Highway Administration (FHWA) to support the project development phase for the 101/580 project including extensive outreach for residents and businesses in East San Rafael. The grant agreement is still under development and is expected to be executed during FY2026-27.

TAM received the following grants from MTC and the State in FY2023-24 that will continue in FY2026-27:

- MTC – Mobility Hubs Planning with MTC administering the \$400,000 award and related professional services contracts
- Caltrans – Planning Grant for development of a Countywide Vehicle Miles Travelled Mitigation Toolkit: \$ 500,000.

The grants that TAM receives directly have been included in the Proposed FY2026-27 Annual Budget or will be incorporated into the Adopted Annual Budget during the budget amendments process throughout the year. Please also note that for the funding awards that TAM receives directly, only the expected expenditures for the upcoming fiscal year are included in the budget, rather than the entire award amounts.

Proposed FY2026-27 Annual Cost of Living Adjustment (COLA) and Staffing

During the FY2021-22 Annual Budget approval process, the TAM Board approved the following long-term COLA adjustment policy: Annual COLA ties to Consumer Price Index (CPI) for the San Francisco Bay Area but capped at the sales tax revenue growth rate and no COLA adjustment during the years the sales tax revenues decrease. The most recent March 2026 Consumer Price Index for All Urban Consumers (CPI-U) released for the San Francisco-Oakland-Hayward Urban Area by the Bureau of Labor Statistics (BLS) is 3.1%. Actual sales tax revenue growth for FY2024-25 was 1.7% and anticipated receipts for FY2025-26 are on track to exceed that growth rate.

As part of the budget review process, staff surveyed Marin County jurisdictions and comparable agencies of whom the majority have indicated COLAs for non-represented employees will be zero to 4.5%. Staff is recommending a 1.7% COLA for FY2026-27, consistent with the policy.

Periodically, position descriptions and salary ranges are evaluated to better meet the needs of the agency and align with market conditions. Concurrent with the FY2026-27 budget, staff is proposing two adjustments to the current salary schedule: 1) addition of a Principal Accountant classification at Range 21, and 2) the shift of the Associate Project Delivery Manager position from Range 20 to Range 21. While both of these roles are currently vacant, it is anticipated that some current staff may become eligible within FY2026-27.

Debt and Investment Policies

Each year, staff reviews the debt and investment policies to confirm they are consistent with applicable laws, regulations, and industry best practices. Staff does not recommend any changes to the existing policies.

RELATIONSHIP TO COUNTYWIDE TRANSPORTATION PLAN (CTP)

The annual budget includes a range of activities and funding supportive of the CTP's goals and strategies. Most Measure A/AA and Measure B categories are related to CTP implementation, including fix-it-first allocations for local street & road maintenance and transit operations and capital funding, the safety-focused Safe Routes to Schools and crossing guard programs, and programs to promote alternative commutes and emission reductions including Marin Commutes and the Alternative Fuels/Electric Vehicle programs. Funding is also set aside for new initiatives including the Marin-Sonoma Coordinated Transit Service (MASCOTS) Plan and the Reimagined Roadways program of projects, and furthering work on sea level rise plans and project concepts.

In addition, the external grants described above are important building blocks for several of the CTP strategies related to modernizing and growing innovation for the transportation network, supporting transit, advancing important transportation safety work, strengthening accessible and walkable communities, and continuing to develop the regional connectivity capital projects identified in Measure AA (Interchanges, 101/580, and completion/closeout of the Marin-Sonoma Narrows program).

FISCAL CONSIDERATION

Expected revenue collection and reimbursement for FY2026-27 is \$61.74 million while the proposed expenditure is \$72.63 million. TAM's fund balance will be reduced by \$10.89 million with \$34.93 million by the end of FY2026-27.

NEXT STEPS

The TAM Board will review and release the budget for public comment at its May 28, 2026 meeting. Staff will continue to review comments from various sources and new revenue and expenditure information and update the proposed budget when necessary. Any changes since the release of public comment in May will be reported at the June 25, 2026 TAM Board Meeting. The TAM Board will conduct a public hearing prior to the final adoption of the FY2026-27 Annual Budget at its June 25 meeting.

ATTACHMENTS

Attachment A – Proposed TAM FY2026-27 Annual Budget

Transportation Authority of Marin

Proposed Annual Budget

Fiscal Year 2026-2027



MAKING THE MOST OF MARIN COUNTY TRANSPORTATION DOLLARS

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Executive Director's Message

I am pleased to present the Transportation Authority of Marin's (TAM's) Annual Budget for Fiscal Year 2026–2027. This document outlines anticipated revenues and expenditures to effectively plan, fund, coordinate, and deliver priority transportation projects and programs throughout Marin County.

The FY26–27 budget continues to support essential mobility programs, long-range planning, and major infrastructure investments identified in TAM's voter-approved Expenditure Plans. Funding is derived from a combination of local, regional, state, and federal sources, with Measure AA and Measure B remaining the cornerstones of TAM's revenue base focused on local priorities. This year's budget reflects ongoing efforts to align programs with updated revenue projections and evolving transportation priorities, including recent updates to the Measure AA Expenditure Plan and dynamic state and federal policy landscapes.

While economic conditions remain somewhat uncertain, voter-approved local funding continues to provide stability and supports key capital improvement planning, including the U.S. 101/I-580 Multimodal and Local Access Improvement Project, Interchange Improvements, and the advancement of Part-Time Transit Lanes to enhance system efficiency and reliability.

Our investments also sustain transit services, walking and biking, and important community-based programs such as Safe Routes to Schools, Crossing Guards, Marin Commutes, and alternative fuels initiatives, which promote safety, reduce emissions, and expand mobility options.

The preparation of this budget reflects the collective efforts of TAM staff and our partner agencies. I extend my appreciation to the TAM Finance & Administration team for their leadership, and to our Board of Commissioners and community for their continued support. Together, we remain committed to delivering meaningful transportation improvements with transparency and accountability.

Respectfully,

Anne Richman

TAM Executive Director

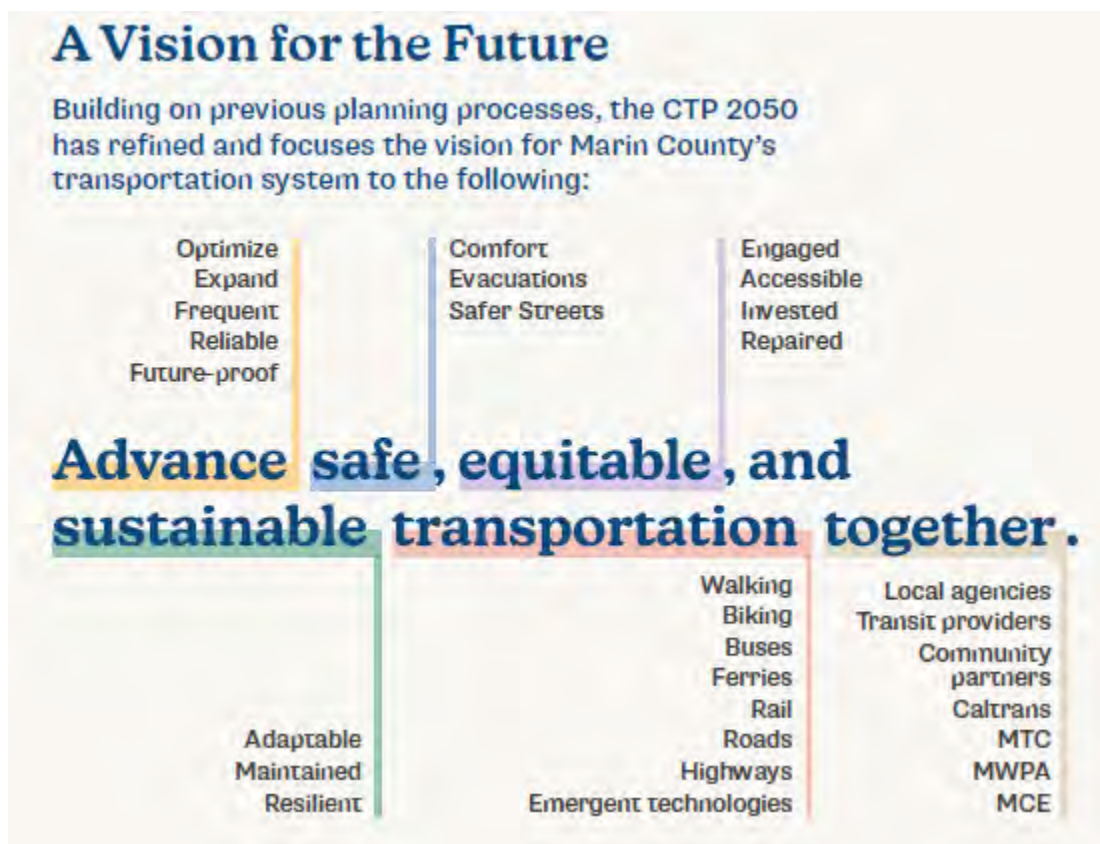
TAM Budget Process General Overview

About TAM

The Transportation Authority of Marin (TAM) was established by Marin County voters to support transportation projects and programs that make the County easier, cleaner, and safer for all to live, work and play. TAM also serves as Marin's Congestion Management Agency (CMA) and is responsible for coordinating funding for many of the transportation projects and programs in the County, including various local, regional, state, and federal funds. TAM partners with other jurisdictions to advance these programs and projects and does not retain ownership of the final assets. TAM's primary roles include developing plans for transportation in the County and region by integrating analysis of its partner jurisdictions and funding major projects and programs to support transportation in Marin County. With a minimal staff, the majority of TAM's activities are conducted through grants and direct support to other agencies in the region or the use of consultants to complete technical components of various plans and programs. The majority of capital investment is conducted through agreements with Caltrans (the State of California) who manages transportation project construction on the state highway system, and with local agencies that are managing and constructing projects.

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

The TAM Board of Commissioners includes the five members of the County Board of Supervisors and a councilmember from each incorporated city and town. *(A list of TAM's current Board members is included in the Appendix.)* On December 9, 2024, the TAM Board adopted the Countywide Transportation Plan (CTP) as a guiding vision of transportation needs and priorities for Marin County. The CTP is the culmination of months of reviewing community and partner feedback and developing a long-term view for transportation in Marin County with TAM as the primary but not only acting agency. The intent is to tie TAM's decision-making and regional considerations back to the CTP Vision, Goals, and Strategies and advance the CTP Implementation Actions.



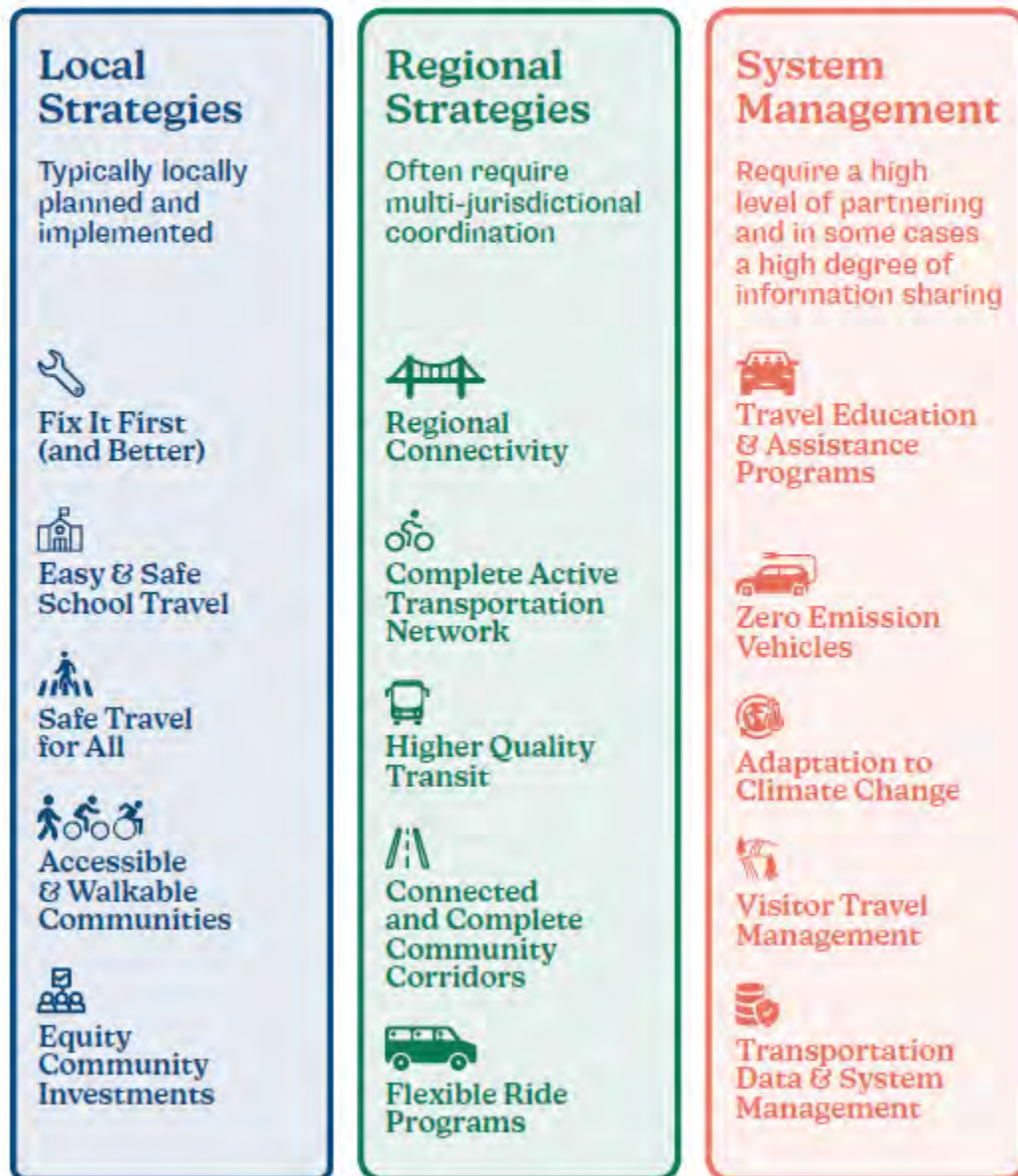
The CTP Includes three primary goals:

- A Safe Network with Multimodal Solutions
- An Equitable System Accessible and Affordable for All
- A Sustainable Future Built on Innovation and Resilience.

Within the CTP, there are a series of strategies to advance these goals that provide a framework for prioritizing programs and projects. Details can be found within the CTP final document located on the TAM website, <https://www.tam.ca.gov/ctp/#overview>.

CTP Strategies

To advance the CTP 2050 Vision, 15 strategies have been identified to guide transportation improvements in Marin County. The Strategies reflect a consensus developed through the CTP on the county transportation needs, and are grouped into the following categories:



Measure A/AA Transportation Sales Tax

TAM administers the expenditure plans for Measure A (2004), the original 20-year ½-Cent Transportation Sales Tax; Measure AA (2018), the 30-year renewal of the ½-Cent Transportation Sales Tax; and Measure B (2010), the \$10 Vehicle Registration Fee (VRF). These revenue sources are dedicated to transportation projects and programs in Marin and were approved by the Marin voters. The use of funds is guided by the individual Expenditure Plans with specific allocations and projections outlined in the strategic plans for each measure.

Measure AA was approved in 2018 with 76.7% approval by Marin County voters and provides the majority of TAM's recurring resources. The goal of Measure AA is:

“Reduce congestion and reduce greenhouse gas emissions, maintain and improve local transportation infrastructure, and provide high quality transportation options for people of all ages who live, work, and travel in Marin County.”

The Expenditure Plan clearly outlines the intended allocation of resources to support specific programs and projects while the Strategic Plan defines many of the logistical details of the allocations.

[Measure AA Expenditure and Strategic Plans – Transportation Authority of Marin](#)

The recommended five-year forecast is estimated in the following chart:

FY2026-27 Measure A/AA Revenue Collection Update and Projection (\$ in millions)							
Year	FY2024-25	FY2025-26 Projected	FY2026-27*	FY2027-28	FY2028-29	FY2029-30	FY2030-31
Estimated Annual Revenue	\$ 35.20	\$ 35.90	\$ 36.44	\$ 36.99	\$ 37.73	\$ 38.48	\$ 39.25
% Growth	1.7%	2.0%	1.5%	1.5%	2.0%	2.0%	2.0%
Category 1: Reduce <u>congestion on Hwy 101</u> and adjacent roadways by leveraging non-local funds to accelerate completion of key multimodal projects. (6.5%)	\$ 2.46	\$ 2.51	\$ 2.39	\$ 2.43	\$ 2.48	\$ 2.53	\$ 2.58
Category 2: Maintain, improve, and manage Marin's <u>local transportation infrastructure</u> , including roads, bikeways, sidewalks, and pathways to create a well-maintained and resilient transportation system. (26.5%)	\$ 9.33	\$ 9.51	\$ 9.66	\$ 9.80	\$ 10.00	\$ 10.20	\$ 10.40
Category 3: Reduce <u>school-related</u> congestion and provide safer access to schools. (12%)*	\$ 4.05	\$ 4.13	\$ 4.37	\$ 4.44	\$ 4.53	\$ 4.62	\$ 4.71
Category 4: Maintain and expand efficient and effective <u>local transit services</u> in marin County, including services to schools and specialized service for seniors and persons with disabilities, to reduce congestion and meet community needs. (55%)	\$ 19.36	\$ 19.75	\$ 20.04	\$ 20.34	\$ 20.75	\$ 21.17	\$ 21.59
*Expenditure Plan allocations amended.							

The Measure AA Expenditure Plan includes the requirement to review the plan every six years during the 30-year lifespan of the Measure. The first review started in 2024 and is concluding in Spring 2026. The tax rate cannot be changed but many of the policies and categories can be modified. The TAM Board as well as the governing bodies for the County and local jurisdictions voted to approve the following changes taking effect in FY2026-27. Additional details can be found on the TAM website, [TAM Measure AA Expenditure Plan](#).

CATEGORY	2018	2026	EXPENDITURE PLAN AMENDMENTS
Category 1.3 Local Interchanges	3.0%	2.5%	Reallocate 0.5% to support the Crossing Guard Program
Category 2.1 Local Transportation Infrastructure	22.0%	18.0%	Reallocate 4% to fund new Category 2.4 Reimagined Roadways
Category 2.3 Sea Level Rise	1.0%	1.0%	Change eligible recipients to include TAM and remove call for projects requirement
Category 2.4 Innovative Technology	0.5%	0.0%	0.5% remains in Category 2.4 but reallocated to Reimagined Roadways from Innovative Technology
Category 2.4 Reimagined Roadway	0.0%	4.5%	New Category. Maintain 0.5% from Category 2.4 plus 4% from Category 2.1
Category 3.2 Crossing Guard Program	7.0%	7.5%	0.5% from Category 1.3, Revise language to specify number of guards rather than number of locations
Category 4.6 Ferries and Regional Transit	0.5%	0.5%	Change eligible recipients and broaden to First/Last Mile at Major Transit Stops
Additional Changes			
COC Membership			Align with Measure B
Review Timeline			Align with Measure B for concurrent review processes

Measure B Vehicle Registration Fee

The Measure B Expenditure Plan was amended by the TAM Board in 2023 with changes to Category 1, and now has the following three areas as focal points:

1. **Enhance and Maintain Bicycle, Pedestrian and Safety Improvements on Local Networks:** Includes bicycle facilities, pathways, crosswalks and access improvements.
2. **Improve Transit for Seniors and Persons with Disabilities:** Includes Paratransit Plus, Volunteer Driver Program support, low-income rider scholarships, Gap-Grant Program, mobility management staffing
3. **Reduce Congestion and Pollution:** Includes school safety and congestion reduction, local Marin County commute alternatives, alternative fuels infrastructure and promotion.

The recommended revenue forecast for Measure B is \$2.36 million for FY2026-27 and for the remaining years of the forecast. This will be adjusted annually as new information is available. Additional information is available online at the TAM website via the following links:

[Marin County Vehicle Registration Fee Expenditure Plan](#)

[2023 Measure B Vehicle Registration Fee \(VRF\) Strategic Plan](#)

Budget Adoption and Amendment Policies

Pursuant to Article VI, Section 106.1 of the TAM Administrative Code, each year no later than its June meeting, the Board shall adopt the Annual Budget(s) for the ensuing fiscal year. Approval by a majority of the Commissioners is required for the adoption of the Annual Budget. In accordance with Section

180108 of the Public Utilities Code governing Local Transportation Authorities including TAM, notice of the time and place of a public hearing on the adoption of the Annual Budget shall be published pursuant to Section 6061 of the California Government Code not later than the 15th day prior to the date of the hearing. A preliminary proposed annual budget shall be available for public inspection at least 30 days prior to adoption.

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

In addition to the expenditure and strategic plans for each measure, the TAM Board has approved financial policies and procedures including:

- TAM Administrative Code
- Investment Policy (Appendix)
- Debt Policy (Appendix)

Additional internal policies and procedures such as finance procedures, human resources personnel policies, and a procurement handbook, are developed and maintained to ensure internal controls and adherence to best practice, regulatory guidelines, and legislative requirements.

Budget Development Process and Timeline

TAM's annual budget development process begins in late February/early March with a kickoff meeting with all staff that are involved in the annual budget process. In February, revenue estimates for the Measure A/Measure AA ½-Cent Transportation Sales Tax and Measure B \$10 VRF funds are prepared based on economic analyses and presented to the TAM Board for consideration. The draft annual budget is presented to the TAM Board and released for public comments in May and the final budget is adopted at the June Board meeting.

The following is the timeline for the FY2026-27 Annual Budget development:

February-June 2026	Budget and Work Plan Development/Review Work Process
February 2026	Review and Acceptance of Measure A/AA & B Revenue Levels
May 2026	Review and Release of Proposed Budget for Comments
June 25, 2026	Public Hearing and Adoption of Final Budget

The FY2026-27 Annual Budget is presented to include the agency's financial, planning, project, communication, and administrative work elements for the upcoming year.

An Historic Overview of TAM's Budget

A three-year historic look at TAM's actual revenue, expenditure, and fund balance, with a comparison to the estimated actuals of the current fiscal year, FY2025-26, is presented below to provide an overview of the collection of revenues as well as delivery of projects/programs over the past few years. Over the

years, TAM and its partner agencies have increased delivery of several major projects/programs, mostly under the Measure A/AA Sales Tax Projects/Programs and the Interagency Agreements Categories. TAM's ending fund balance at the end of FY2025-26 is expected to be around \$45.82 million.

FY 2022-23 through FY 2025-26 Revenues and Expenditures with Fund Balance

	FY2022-23 Actual	FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Adopted	FY2025-26 Expected
Revenues					
Measure A Sales Tax Revenue					
Measure AA Sales Tax Revenue	35,086,472	34,619,869	35,198,522	34,430,000	35,900,000
Measure AA Sales Tax Revenue attributable to RM3 Repayment	-	3,353,333	-	-	-
Measure AA Sales Tax Revenue attributable to Fund Swap	-	-	575,000	-	-
Measure B VRF Revenue	2,320,048	2,290,567	2,341,772	2,250,000	2,360,000
Cities/Town & County Contribution	550,002	576,955	591,951	606,158	606,158
Interest Earnings	1,407,266	3,653,722	3,367,922	2,525,000	2,525,000
BAAQMD/TFCA	375,331	354,750	364,178	633,637	633,637
Federal	878,095	1,369,825	1,308,981	2,096,000	1,618,734
State	376,383	495,917	9,773,151	10,308,885	10,002,000
Regional	1,193,073	38,770,918	21,385,864	33,912,500	20,897,500
Local	-	-	5,968	290,000	120,000
Other Revenue	6,170	456,619	37,160	50,000	2,700,000
Total Revenues	42,192,840	85,942,475	74,950,469	87,102,180	77,363,029
Expenditures					
Personnel/Administration	3,458,580	3,647,879	3,889,458	3,838,487	3,897,487
Professional Services	652,924	2,388,461	1,967,304	5,327,000	4,168,000
Measure A Sales Tax Projects & Programs	2,876,439	1,464,337	165,823	350,000	-
Measure AA Sales Tax Projects & Programs	32,625,417	33,441,953	32,946,956	41,030,481	37,057,481
Measure B VRF Projects & Programs	3,795,799	1,446,788	1,510,171	3,175,000	1,875,000
Interagency Agreements	771,416	38,086,972	32,402,930	46,420,000	31,870,925
TFCA Programs/Projects	-	218,254	924,488	378,493	227,000
Total Expenditures	44,180,575	80,694,645	73,807,130	100,519,461	79,095,893
Net Change in Fund Balance	(1,987,735)	5,247,830	1,143,339	(13,417,281)	(1,732,864)
Ending Fund Balance*	41,627,568	46,156,582	47,556,804	34,139,523	45,823,940

* Ending Fund Balance excludes Net Investment G/L that are unrealized. Unrealized G/L are not budgeted

FY2026-27 Annual Budget Process and Highlights

Budget Summary

TAM's annual budget provides reasonable estimates for revenues and expenditures expected for the upcoming fiscal year. TAM's total expected revenue for FY2026-27 is \$61.74 million and total expected expenditure is \$72.63 million. Revenues are presented in the budget by the source of funds, while expenditures are presented by main spending categories.

Please note that as a funding agency that collects the Measure A/AA ½-Cent Transportation Sales Tax, the Measure B \$10 Vehicle Registration Fee, as well as a few other small fund sources with advance payments, having budgeted expenditures over its budgeted revenues is not an alarming financial situation for TAM. When budgeted expenditures exceed budgeted revenues in certain years, it generally means that TAM and its partner agencies are using prior year accumulated fund balances to deliver more projects and programs in that particular year. In FY2026-27, TAM anticipates using prior year surplus to fund its website upgrade.

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

Staff prepares a revenue analysis for the Board's consideration which evaluates several economic indicators and forecasts from other agencies and local economists. These form the bases of revenue forecasts that support the strategic plans for the respective measures and planning of the designated projects.

FY2026-27 Measure A/AA Revenue Collection Update and Projection

Year	FY2025-26	FY2026-27	FY2027-28	FY2028-2029	FY2029-30	FY2030-31	FY2031-32
Staff Recommendation							
Annual Revenue	35.90	36.44	36.99	37.73	38.48	39.25	40.04
% Growth	2.0%	1.5%	1.5%	2.0%	2.0%	2.0%	2.0%

\$ in millions

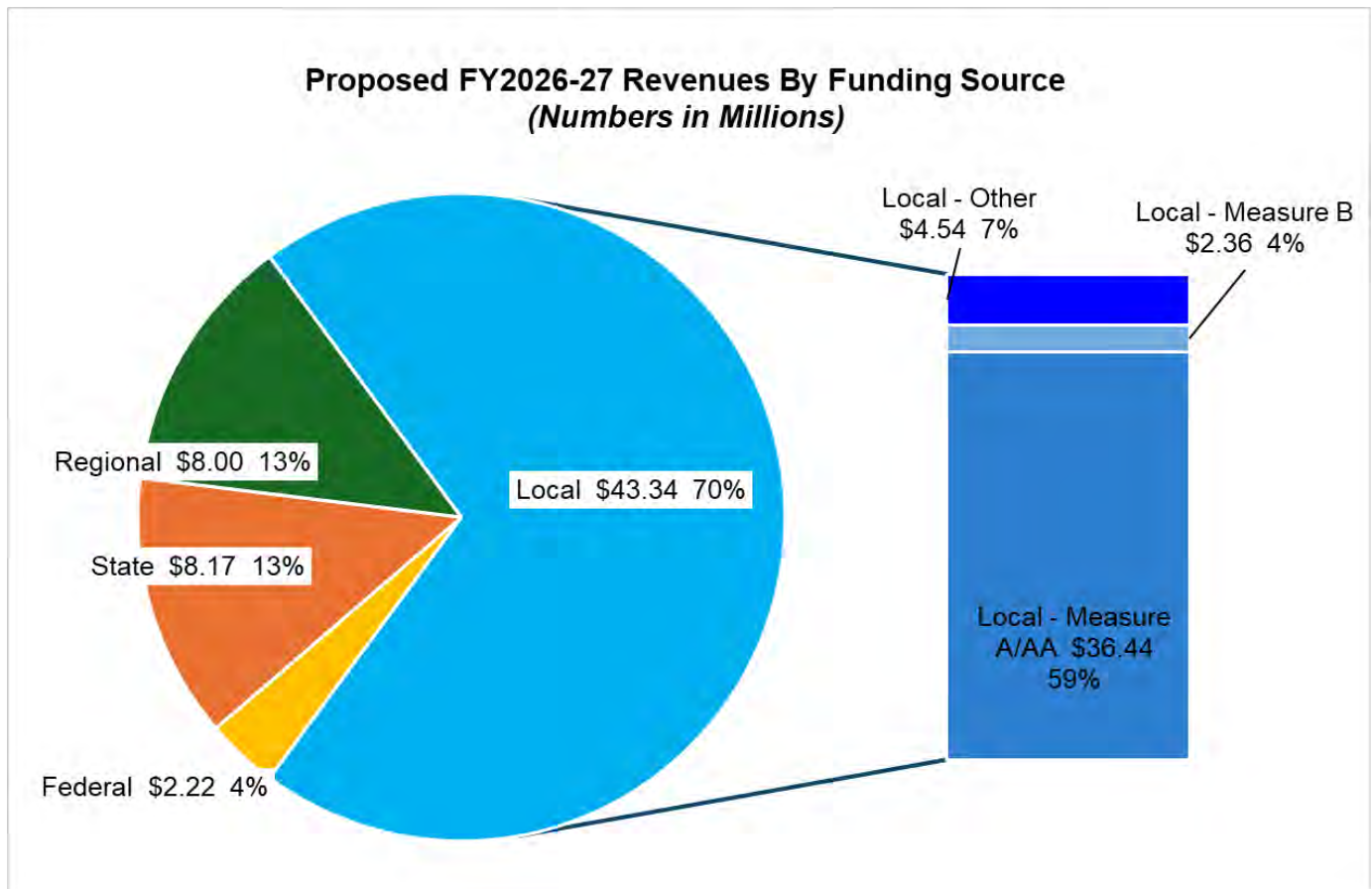
FY2026-27 Revenue Overview

As a transportation planning and funding agency, as well as the administrator of the Measure A/AA ½-Cent Transportation Sales Tax and the Measure B \$10 Vehicle Registration fee, the suite of funding sources TAM manages is complex. In FY2026-27, TAM is expecting a total of \$61.74 million in revenue. This shows a decline in annual revenues as the initial influx of Regional Measure 3 (RM3) receipts was reflected in FY2024-25 and FY2025-26 with more moderate payments expected over the next few years depending on construction progress on the supported projects.

FY2026-27 Annual Budget – Revenue

Budget Line	FY2024-25 Actual	FY2025-26 Final Budget	FY2025-26 Estimates	FY2026-27 Budget
Measure A/AA Sales Tax	35,198,523	34,430,000	35,900,000	36,440,000
Measure B Vehicle Registration Fee Revenue	2,341,772	2,250,000	2,360,000	2,360,000
Cities/Towns and County CMA Fee	591,951	606,158	606,158	624,342
Interest Revenue	3,371,792	2,525,000	2,525,000	2,300,000
MTC STP/CMAQ Planning & OBAG Grant Funds	1,303,577	1,200,000	1,200,000	1,200,000
MTC Regional Measure 2 Fund	-	12,500	12,500	-
MTC Regional Measure 3 Fund	21,385,863	33,900,000	20,885,000	8,000,000
State Earmark	9,221,776	8,600,000	8,460,000	6,000,000
State-SB1 Planning Grant	123,485	359,885	223,000	183,800
State STIP/PPM Fund	328,889	115,000	115,000	-
State TDA Fund	27,000	30,000	-	139,081
STIP/RTIP/ITIP Funds/SB1 Local Partnership Program Fund	-	1,204,000	1,204,000	250,000
Federal SS4A Grant	5,404	216,000	193,734	347,898
Federal STBG Fund for Part Time Transit Lane	-	680,000	225,000	475,000
Federal Reconnecting Communities Grant	-	-	-	200,000
County of Marin Grant	5,968	290,000	120,000	220,000
Realized Highway 101 ROW Excess Fund	33,283	50,000	2,700,000	1,600,000
Marin Transportation For Clean Air Funding	364,178	350,000	350,000	1,400,000
Regional TFCA Competitive Grants	-	283,637	283,637	-
Expired Revenue Line Items	647,000	-	-	-
Total Revenues	74,950,460	87,102,180	77,363,029	61,740,122

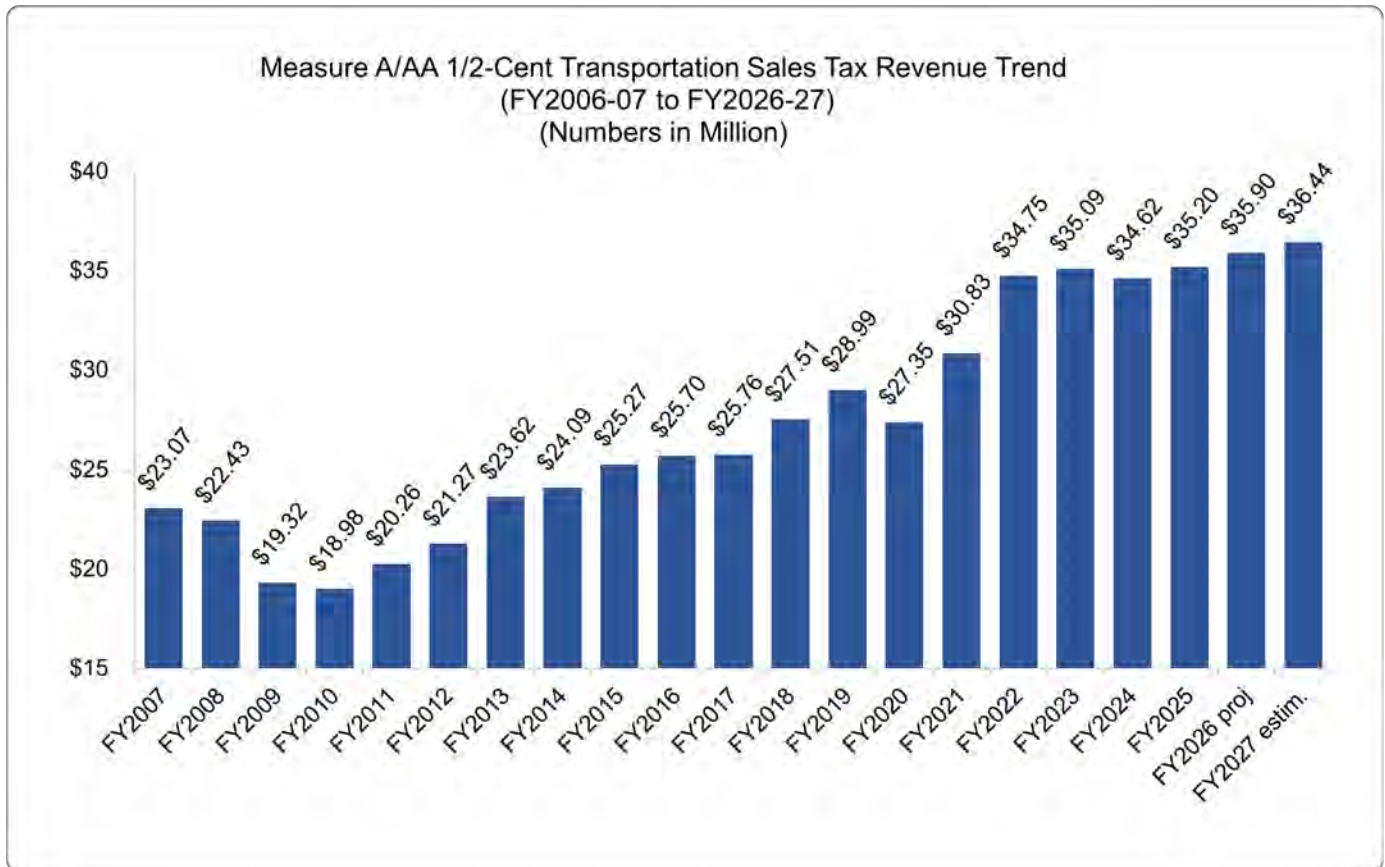
The funding generated by all the voter-approval Expenditure Plans illustrates how important local revenues are to the transportation future of Marin County. For FY2026-27, about 80% of the revenue that TAM expects is from voter approved local and regional measures and interest earnings from the fund balances of those measures, with 13% from Regional Measure 3 (RM3), 59% from Measure A/AA ½-Cent Sales Tax revenue, and 4% from Measure B VRF revenue.



Measure A/AA ½-Cent Transportation Sales Tax Revenue

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

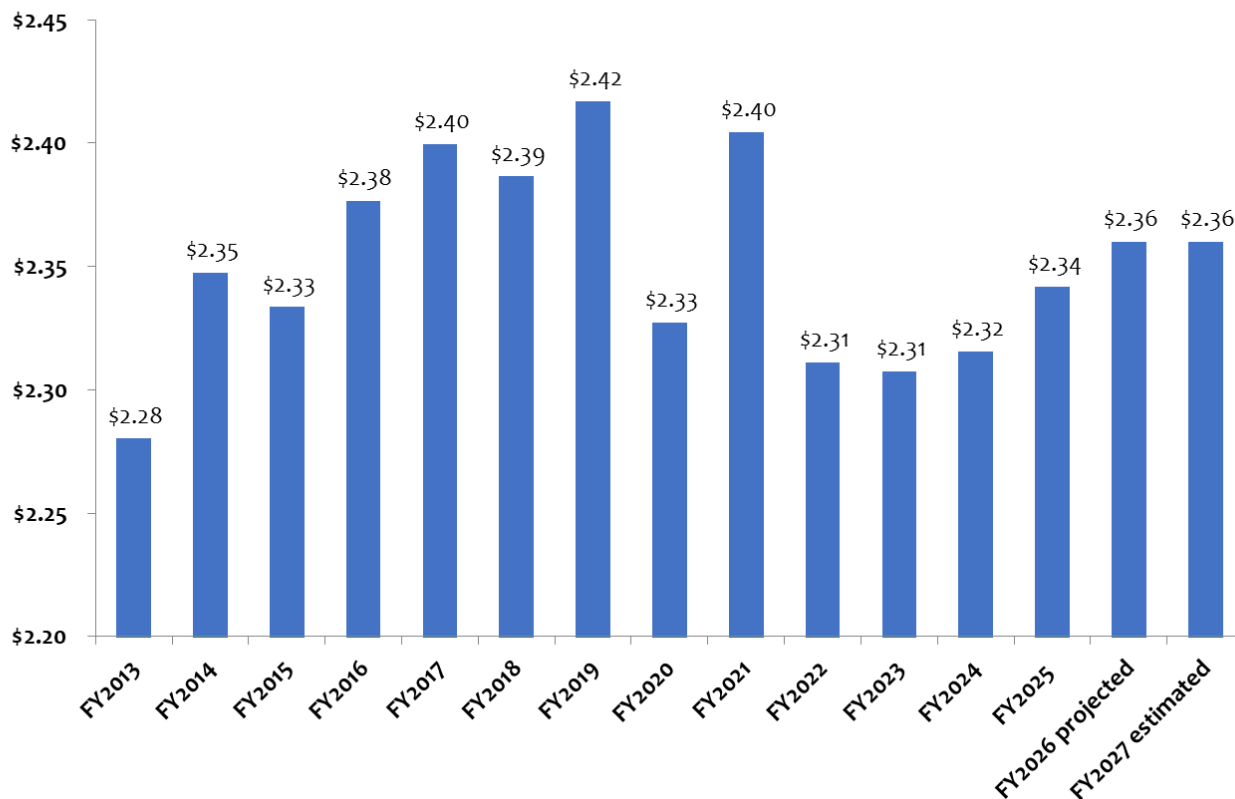
While sales tax revenue during the COVID19 pandemic declined in FY2020 and rebounded well in FY2021, receipts for several years reflect slow if not stagnant growth since FY2022. Current year receipts have been unexpectedly positive. Regional economic forecasts indicate continued uncertainty facing the economy and other Marin County jurisdictions are projecting similarly flat sales tax revenues. At the February 26, 2026 TAM Board meeting, staff recommended, and the TAM Board approved the \$36.44 million revenue level for the Measure A/AA ½-Cent Transportation Sales Tax for FY2026-27. This is a 1.5% increase from the FY2025-26 year-end estimate.



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

Marin County voters approved an increase in the vehicle registration fee in 2010 to help fund transportation improvements in Marin. The number of registered vehicles in Marin County dropped slightly over several years with a marginal increase anticipated for the end of FY2025-26, potentially due to unexpected sales in response to tariffs. Based on this, the budget level for Measure B VRF revenue for FY2026-27 is set at \$2.36 million.

Measure B VRF Revenue Trend (FY2012-13 to FY2026-27)
(Numbers in Million)



City/Town/County CMA Fee Contribution

Cities, towns, and Marin County have historically supported TAM's operations via annual fees. Fees are allocated pro rata based on population share and lane miles within each community. With the recovery of the economy and the improvement of revenue situation for local jurisdictions, TAM staff and MMA reached agreement on the long-term fee structure as of FY2023, which brought the fee structure in line with the efforts required to effectively support all local partners for their transportation project and program related needs. As allowed by the new funding agreement, the total CMA fee for FY2026-27 is set at \$624,342 after adjusting the prior year by the allowed Bay Area Consumer Price Index (CPI), 3.0% as of December 2025.

MTC STP/CMAQ Planning and OBAG Grant Funds

TAM receives a share of planning funds consistent with recent years through the MTC One Bay Area Grants (OBAG) Cycle 2 and Cycle 3 processes. The current funding agreement with MTC covers the core CMA staffing and planning functions. It's a 10-year agreement which provides funds from FY2017-18 to FY2026-27. These revenue items are reimbursement based. Approximately \$850,000 is available for planning and program management while additional funds are available for specific projects. About \$1.2 million in revenue is expected through these grants based on the work planned. The realized revenue will depend on actual program and project expenditures in FY2026-27. TAM is currently preparing for OBAG Cycle 4 with awards anticipated later in FY2026-27.

State Earmark Funds

Approximately \$10 million in direct State funding has been earmarked to TAM for Marin City roadway flood mitigation. \$20 million has also been awarded for SR37 design. A portion of each earmark is included in the FY2026-27 budget.

Regional Measure 3 Revenue

In June 2018, a ballot measure in the nine-county region was approved increasing bridge tolls on all Bay Area bridges except the Golden Gate Bridge. Regional Measure 3 included several key transportation improvement projects. After an extended court challenge was concluded in 2023, funds are being released under the Letter of No Prejudice (LONP) process for two of the highest priority projects in Marin that TAM manages directly: the US 101/I-580 Multi-Modal and Local Access Improvement Project (\$135 million designated in RM3), and the Marin-Sonoma Narrows (MSN) Project (total of \$120 million for the whole corridor designed in RM3). Staff has incorporated the most current reimbursement methodology from the Metropolitan Transportation Commission (MTC), the agency overseeing the disbursement of RM3 proceeds into the FY2026-27 Annual Budget. TAM expects to receive \$8.0 million in FY2026-27.

Transportation Funding for Clean Air (TFCA)

TFCA is a \$4 statewide vehicle registration fee and TAM receives 40% of the TFCA funds collected in Marin as Marin's local share every year. This fund is collected and distributed to TAM in advance every year. The FY2026-27 allocation to TAM includes an additional \$1 million for bike and pedestrian pathways grants for a total of \$1.4 million.

Part-Time Transit Lane Grant

TAM, in partnership with Marin Transit, applied for and was awarded a total of \$1.11 million in Transit Performance Initiative (TPI) Investment Program funds from MTC. About \$475,000 of the grant is expected to be spent and reimbursed in FY2026-27 for the preparation of a Project Initiation Document (PID) and the subsequent phase consisting of Project Approval and Environmental Document (PA/ED) of the Part-Time Transit Lane Project.

Reconnecting Communities Grant

TAM was awarded a \$2.0 million Planning Grant for the US 101/I-580 Multimodal and Local Access Improvement Project from the Federal Highway Administration (FHWA) to support outreach and development of the Environmental Document for the project, with focus on East San Rafael residents and businesses. About \$200,000 of the grant is expected to be spent and reimbursed in FY2026-27.

Safe Schools for All (SS4A)

The FHWA awarded \$544,000 to TAM in late 2024, for the development of a countywide School Safety Access Action Plan to improve student safety and access to and from schools. Approximately \$347,898 of the grant is expected to be spent and reimbursed in FY2026-27.

Realized Highway 101 ROW Excess Fund

TAM programmed \$3.13 million of the total \$6.80 million of the excess right of way sale proceeds from the Highway 101 Gap Closure Project as part of the OBAG 2 process to various projects, and the remaining \$3.67 million to the MSN Project. A total of \$1.6 million is expected to be spent in FY2026-27 to support these projects.

Other Federal and State Grants

TAM applies for specific project and program grants from the federal and state government as well as assists local jurisdictions to apply for support. These grants will be brought forward with budget amendments once details are confirmed.

FY2026-27 Expenditure Overview

In FY2026-27, with the support and cooperation of our federal, state, regional and local partners, TAM is expected to deliver a total of \$72.63 million in projects, programs, and services under the major spending categories of the agency: Personnel and Administration; Professional Services; Measure A Sales Tax Programs/Projects; Measure AA Sales Tax Programs/Projects; Measure B VRF Programs; Interagency Agreements; and TFCA Programs and Projects.

Personnel and Administration

The FY2026-27 total expenditure for the Administration and Personnel Category is \$4.08 million, which is about \$182,724 (4.0%) more than the FY2025-26 estimated amount. Administrative costs are capped under many of TAM's revenue sources so beginning with the FY2026-27 Budget, personnel costs are separated between direct program and project costs and those associated with organization operations. Project and program personnel costs vary significantly year to year based on the actual activities TAM is working on. The increase in Administration is mostly due to anticipated costs related to the website upgrade. A copy of TAM's current organization chart is included on Page 16 of this report.

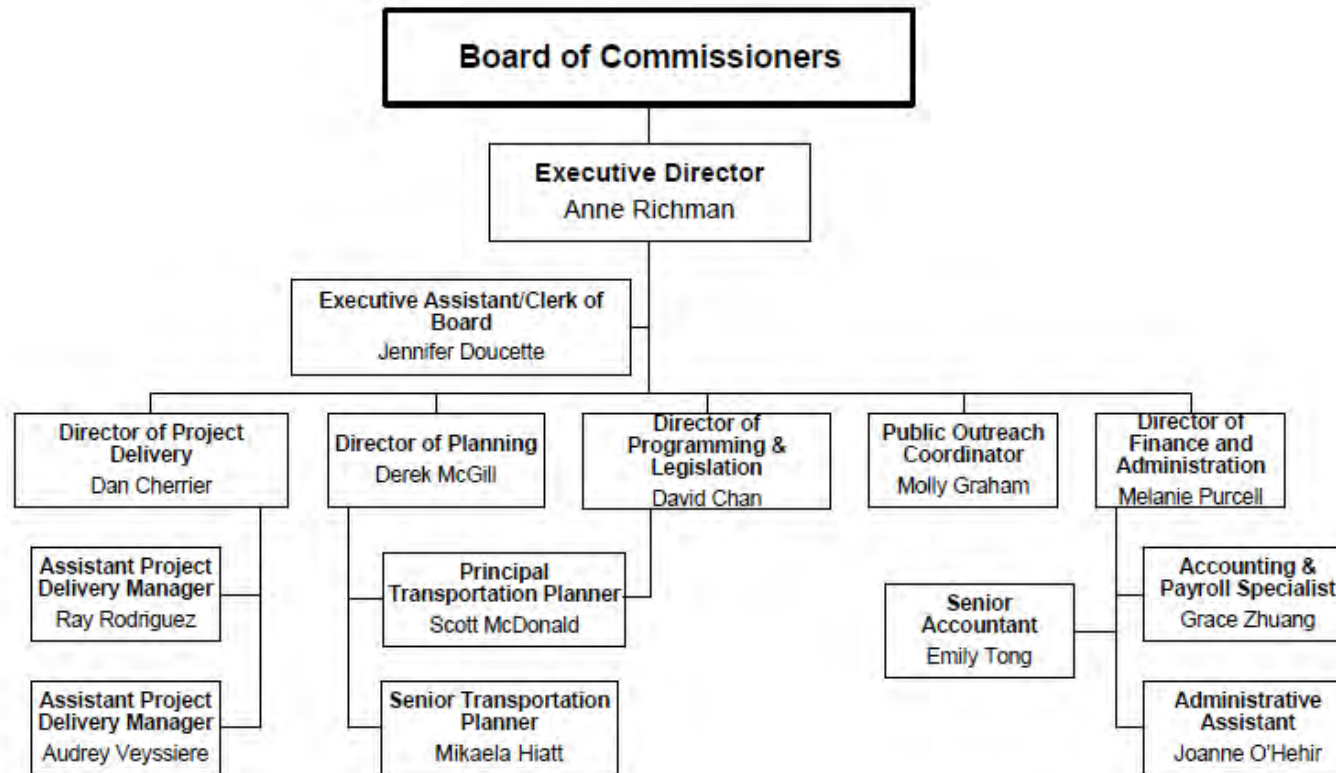
Cost of Living Adjustment (COLA)

Current TAM COLA policy allows staff an annual COLA increase based on the most recent CPI as of May each year, or sales tax growth rate from the prior year, whichever is lower. The most recent March 2026 Consumer Price Index for All Urban Consumers (CPI-U) released for the San Francisco-Oakland-Hayward Urban Area by the Bureau of Labor Statistics (BLS) is at 3.1%. The FY2025-26 revenue estimate for sales tax is higher than originally forecasted and the actual revenue increase for FY2024-25 was 1.7%. Therefore, the budget includes a 1.7% COLA effective July 1, 2026.

FY2026-27 Annual Budget – Expenditure/Personnel and Administration

Budget Line	FY2024-25 Actual	FY2025-26 Final Budget	FY2025-26 Estimates	FY2026-27 Budget
Salaries & Benefits				
<i>Direct Program/Project</i>	643,103	754,516	754,516	896,482
<i>Program Management/Administrative</i>	2,376,993	2,331,499	2,446,499	2,381,383
Subtotal, Personnel	3,020,096	3,086,015	3,201,015	3,277,865
Office Lease	255,975	272,472	272,472	275,346
Agency IT Related Equipment Upgrade	25,117	72,500	50,000	120,000
Equipment Purchase/Lease	4,597	15,000	15,000	20,000
Telephone/Internet/Web Hosting Services	21,266	50,000	40,000	35,000
Office Supplies & Small Miscellaneous Items	32,754	43,000	43,000	38,000
Insurance	17,202	22,000	22,000	23,000
Financial Audit	27,970	28,000	28,000	29,000
Legal Services	2,357	10,500	6,000	7,000
Document/Video/Marketing Material Production	66,994	37,500	30,000	57,500
Memberships	39,913	47,500	42,500	42,500
Travel/Meetings/Conferences	30,326	56,500	55,000	50,000
Professional Development	8,040	25,000	25,000	20,000
Human Resources/Board Support	3,403	5,000	5,000	15,000
Information Technology Support & Subscriptions	39,327	50,000	50,000	55,000
Annual Support & Upgrade of Financial System	8,453	10,000	10,000	10,000
Stipends	-	7,500	2,500	5,000
Expired Expenditure Line Items	1,200	-	-	-
Subtotal, Administration	584,894	752,472	696,472	802,346

Transportation Authority of Marin Organization Chart (As of April 2026)



Department	FY2024	FY2025	FY2026	FY2027
Exec, Admin, & Public Outreach	6.8	7	7	7
Planning	2.75	2.75	2.75	2.75
Project Delivery	3	3	3	3
Programming & Legislation	1.25	1.25	1.25	1.25
TOTAL Full-time Equivalents (FTEs)	13.8	14	14	14

Professional Services

The FY2026-27 expenditure level for the Professional Services Category is \$4.28 million, which is \$115,081 (2.7%) more than the FY2025-26 estimated amount. With the anticipation of RM3 and current and potential federal grants, various work tasks for the Bellam Blvd. Improvement Project, US 101/I-580 Multi-Modal and Local Access Improvement Project, School Access Safety Action Plan, Part-time Transit Lane, and the Vehicle Miles Traveled (VMT) Toolkit are scheduled to continue through FY2026-27.

FY2026-27 Annual Budget – Expenditure/Professional Services

Budget Line	FY2024-25 Actual	FY2025-26 Final Budget	FY2025-26 Estimates	FY2026-27 Budget
Professional Services				
Bellam Blvd 101 Off-ramp Improvements - Design & ROW	462,872	150,000	140,000	30,000
Travel Model Maintenance & Update	176,779	25,000	15,000	25,000
Traffic Monitoring, Reporting & Travel Model Data Requests	197,281	200,000	50,000	100,000
Project Management Oversight	11,779	260,000	175,000	190,000
Public Outreach Service Support	12,427	10,000	10,000	10,000
101/580 Multi-modal and Local Access Improvements	748,291	2,800,000	2,800,000	2,000,000
State Legislative Assistance	50,000	50,000	50,000	55,000
Federal Legislative Assistance	5,000	24,000	24,000	24,000
Measure A/AA Sales Tax Compliance Audit	19,812	25,000	15,000	25,000
Part Time Transit Lane	15,603	500,000	200,000	300,000
Countywide Transportation Plan	187,964	35,000	10,000	-
Expenditure Plan Update	18,734	22,000	8,000	5,000
Equity Planning Support and Outreach	-	25,000	-	25,000
VMT Toolkit	117,685	314,000	200,000	150,000
MSN B7 Construction Design Support	180,911	100,000	35,000	-
School Access Safety Action Plan	7,681	270,000	230,000	415,000
N/S Greenway - Construction Support	11,858	6,000	5,000	-
Marin City Noise Analysis PID	11,935	500,000	190,000	340,000
TAM Junction	-	11,000	11,000	-
Bellam - Outreach	-	-	-	200,000
MSN B8 Bike Path	-	-	-	389,081
Expired Expenditure Line Items	50,526	-	-	-
Subtotal, Professional Services	2,287,136	5,327,000	4,168,000	4,283,081

Capital Projects/Debt

TAM budgets for funding of capital projects identified in the respective expenditure plans or as supported by specific funding streams such as state earmarks. These projects become assets of other jurisdictions and TAM does not record or maintain such assets directly. As a funding and planning agency, TAM does not hold any significant capital assets. TAM does not currently have any debt and does not intend to issue debt in the near future. Major capital projects managed and/or funded by TAM include:

- 101/580 Multi-Modal and Local Access Improvement Project aims to address congestion and enhance connectivity between northbound US 101 and eastbound I-580 to the Richmond-San Rafael Bridge. TAM is currently conducting community engagement and preparing the Environmental Document with the goal of deciding on a preferred alternative by the end of 2027. Once a preferred alternative is chosen, design and construction will take approximately seven years after the environmental document is approved, pending availability of funds. Once complete, the constructed components will be maintained by the

State of California, Marin County, and/or City of San Rafael depending on final ownership and negotiated agreement.

Measure A Sales Tax Programs/Projects

The approval of the Measure AA ½-Cent Transportation Sales Tax Expenditure Plan by the Marin voters in November 2018 marked the end of Measure A revenue collection as of March 31, 2019. A few strategies will continue spending down their fund balances for a total anticipated expenditure of \$350,000 in FY2026-27.

FY2026-27 Annual Budget – Expenditure/Measure A Sales Tax Programs/Projects

Budget Line	FY2024-25 Actual	FY2025-26 Final Budget	FY2025-26 Estimates	FY2026-27 Budget
Strategy 4 - Safer Access to Schools	-	350,000	-	350,000
Strategy 4.3 - Safe Pathways To School				
Safe Pathway Capital Projects	-	350,000	-	350,000
Expired Expenditure Line Items	147,504	-	-	-
Subtotal, Measure A Programs/Projects	147,504	350,000	-	350,000

Measure AA Sales Tax Programs/Projects

TAM conducted a comprehensive review of the Measure AA Expenditure Plan as required every six years under the original plan. Significant activities are ongoing as noted. Changes that were adopted include a shift of net 1.5% from Category 1.3 (Local Interchanges), Category 2.1 (Local Transportation Infrastructure), and Category 2.4 (Innovative Technology) to Category 2.4R (Reimagined Roadway) and Category 3.2 (Crossing Guard Program). Additional details are listed on page 6.

Under Category 1, Reduce Congestion, a total of \$2.53 million of work is planned for FY2026-27, including, \$2.2 million for preliminary design related to interchange enhancements; and \$215,000 for Transportation Demand Management.

Under Category 2, Local Transportation Infrastructure, TAM will release \$15.3 million in local roads funds. With the change from a payment in arrears to a reimbursement model adopted with the updated Measure AA Expenditure plan, the FY2026-27 allocation includes both the amount collected in arrears collected in FY2025-26 and the projected amount to be collected in FY2026-27. TAM expects to spend \$2.0 million on large Safe Pathways projects and \$125,000 on sea-level rise planning. As the Innovation category shifts to the Reimaging Roadways program, TAM plans to use \$200,000 of prior years' resources on innovative technology study and support and \$100,000 to begin work on the Reimaging Roadways initiative.

Under Category 3, Safer Access to Schools, \$3.9 million is expected to be needed under Measure AA after fully spending the funds available under Measure A. These funds will be spent on Safe Routes to Schools (SR2S) Education and Encouragement programs (\$1.3 million), the Crossing Guard program (\$2.35 million), and the Small Safe Pathway Capital projects (\$250,000).

Under Category 4, Transit, Marin Transit plans to request a total of \$21.67 million for its operational and capital needs in FY2026-27 under Categories 4.1 to 4.5, a somewhat smaller request than the current fiscal year (FY2025-26).

FY2026-27 Annual Budget – Expenditure/Measure AA Sales Tax Programs/Projects

Budget Line	FY2024-25 Actual	FY2025-26 Final Budget	FY2025-26 Estimates	FY2026-27 Budget
Measure AA Sales Tax Programs/Projects				
Major Road Set-Aside	1,714,813	2,000,000	-	-
<u>Category 1: Reduce Congestion</u>	<u>1,420,204</u>	<u>2,020,000</u>	<u>292,000</u>	<u>2,535,000</u>
Category 1.1 - Completion of Marin-Sonoma Narrows MSN B7/B8 Design/ROW/Utility Work	68,841	70,000	12,000	20,000
Category 1.2 - Match for Completion of 101/580 Local Access 580/101 Multi-modal and Local Access PID & PAED	22,632	100,000	30,000	100,000
Category 1.3 - Enhance Interchanges	1,221,997	1,710,000	110,000	2,200,000
Category 1.4 - Transportation Demand Management	106,735	140,000	140,000	215,000
<u>Category 2: Local Transportation Infrastructure</u>	<u>6,529,242</u>	<u>7,797,797</u>	<u>8,002,797</u>	<u>15,300,409</u>
Category 2.1 - Local Roads	6,349,508	6,622,797	6,622,797	12,875,409
Category 2.2 - Large Safe Pathway Capital Projects	-	1,000,000	1,000,000	2,000,000
Category 2.3 - Sea Level Rise	159,585	80,000	80,000	125,000
Category 2.4 - Innovative Technology	20,150	95,000	300,000	200,000
Category 2.4R - Reimagined Roadway	-	-	-	100,000
<u>Category 3: Safer Access to Schools</u>	<u>3,316,142</u>	<u>4,350,000</u>	<u>3,900,000</u>	<u>3,900,000</u>
Category 3.1 - Safe Routes to Schools	1,157,553	1,500,000	1,300,000	1,300,000
Category 3.2 - Crossing Guards	2,158,589	2,350,000	2,350,000	2,350,000
Category 3.3 - Small Safe Pathway Capital Projects	-	500,000	250,000	250,000
<u>Category 4: Transit</u>	<u>19,570,313</u>	<u>24,862,684</u>	<u>24,862,684</u>	<u>21,671,497</u>
Category 4.1 - Local Bus Transit Service	13,167,374	17,600,000	17,600,000	13,256,148
Category 4.2 - Rural Bus Transit Service	817,835	884,485	884,485	1,149,828
Category 4.3 - Special Needs Transit Service	2,726,988	3,200,000	3,200,000	3,500,000
Category 4.4 - School Transit Service	1,454,496	1,600,000	1,600,000	1,800,000
Category 4.5 - Bus Transit Facilities	1,250,030	1,427,316	1,427,316	1,373,521
Category 4.6 - Expand Access to Transit	153,591	150,883	150,883	592,000
Subtotal, Measure AA Programs/Projects	32,550,714	41,030,481	37,057,481	43,406,906

Measure B VRF Programs

All expected programs for the upcoming fiscal year under the Measure B Expenditure Plan are presented under the Measure B VRF Programs category. The expected expenditure level for FY2026-27 is \$3.1 million. With the implementation of the amended Measure B Expenditure Plan and new Strategic Plan, a total of 5-year worth of funds were made available under Element 1.1 for eligible bike/pedestrian improvement projects in FY2025-26 but only \$1,100,000 is expected to be needed in FY2026-27. For Element 1.2, Bike/Pedestrian Pathways Maintenance, about \$615,000 is made available to eligible project sponsors. Marin Transit is planning to request a total of \$800,000 under Element 2, Improving Transit for Seniors and People with Disabilities. The FY2026-27 spending level for Element 3, Reduce Congestion and Pollution, is \$590,000, which includes a share of the Crossing Guard program, various employer/employee TDM programs under Marin Commutes, and for the alternative fuels/ electric vehicle program.

FY2026-27 Annual Budget – Expenditure/Measure B VRF Programs

Budget Line	FY2024-25 Actual	FY2025-26 Final Budget	FY2025-26 Estimates	FY2026-27 Budget
Element 1 - Maintain Local Streets & Pathways	357,453	1,615,000	365,000	1,715,000
Element 1.1 - Bicycle, Pedestrian, and Safety Improvements	271,377	1,000,000	250,000	1,100,000
Element 1.2 - Bike/Ped Pathways Maintenance	86,076	615,000	115,000	615,000
Element 2 - Seniors & Disabled Mobility	882,180	800,000	800,000	800,000
Element 2.1 - Mobility Management Programs	100,000	100,000	100,000	100,000
Element 2.2 - Paratransit & Low-Income Scholarships	197,180	175,000	175,000	200,000
Element 2.3 - Paratransit Plus	320,000	325,000	325,000	300,000
Element 2.4 - Volunteer Drive & Gap Grant	265,000	200,000	200,000	200,000
Element 3 - Reduce Congestion & Pollution	635,638	760,000	710,000	590,000
Element 3.1 - Safe Routes to School/Street Smart Program	175,000	175,000	175,000	175,000
Element 3.2 - Commute Alternative Programs	210,370	285,000	285,000	215,000
Element 3.3 - Alternative Fuel Vehicle Program	250,268	300,000	250,000	200,000
Subtotal, Measure B Programs	1,875,270	3,175,000	1,875,000	3,105,000

Interagency Agreements

The Interagency Agreements category covers fund agreements between TAM and its transportation partners for the implementation of various transportation projects/programs. It includes a total of \$17 million for FY2026-27, of which the majority is for contract services and construction related funding agreements with various agencies that will help TAM deliver construction projects, including the US 101/I-580 Multi-Modal and Local Access Improvement Project, Marin City Flood Mitigation, and the MSN projects.

FY2026-27 Annual Budget – Expenditure/Interagency Agreements

Budget Line	FY2024-25 Actual	FY2025-26 Final Budget	FY2025-26 Estimates	FY2026-27 Budget
Interagency Agreements				
Various Agencies - Bike/Ped Path Maintenance	-	45,000	36,000	50,000
Marin Transit - Bus Facility Lease or Purchase Contribution	-	1,100,000	-	1,100,000
Caltrans - MSN B8 PS&E/ROW Support & Capital	44,833	2,700,000	2,700,000	100,000
Caltrans - MSN B7 PS&E/ROW Support & Capital	640,657	500,000	-	2,500,000
Caltrans - MSN B7 Construction Capital & Support	19,253,469	15,350,000	15,350,000	4,000,000
Caltrans - 101 Interchange Studies PID	137,014	35,000	20,000	-
Caltrans - SR-37 Segment A1 Design/ROW coop	7,500,000	7,500,000	7,500,000	-
Caltrans - SR-37 Construction Capital-Phase 1	-	12,500,000	-	3,000,000
Caltrans - Part Time Transit Lane	-	180,000	25,000	175,000
Caltrans - Marin City Noise Analysis PID	-	80,000	50,000	100,000
Caltrans - Marin City Flood Mitigation - Second Culvert	-	200,000	-	2,000,000
County of Marin - Marin City Flood Mitigation	1,670,972	960,000	960,000	4,000,000
County of Marin - Bellam Ramp Construction	3,170,075	5,140,000	5,129,925	-
Sausalito Gate 6 Intersection Modification Project	-	100,000	100,000	-
Expired Expenditure Line Items	-	30,000	-	-
Subtotal, Interagency Agreements	32,417,021	46,420,000	31,870,925	17,025,000

TFCA Programs/Projects

This category includes anticipated reimbursement requests for various TFCA capital projects funded by the Marin local share of TFCA funding at \$381,493, close to the FY2025-26 Budget amount. The actual expenditures will depend on the project cash flows.

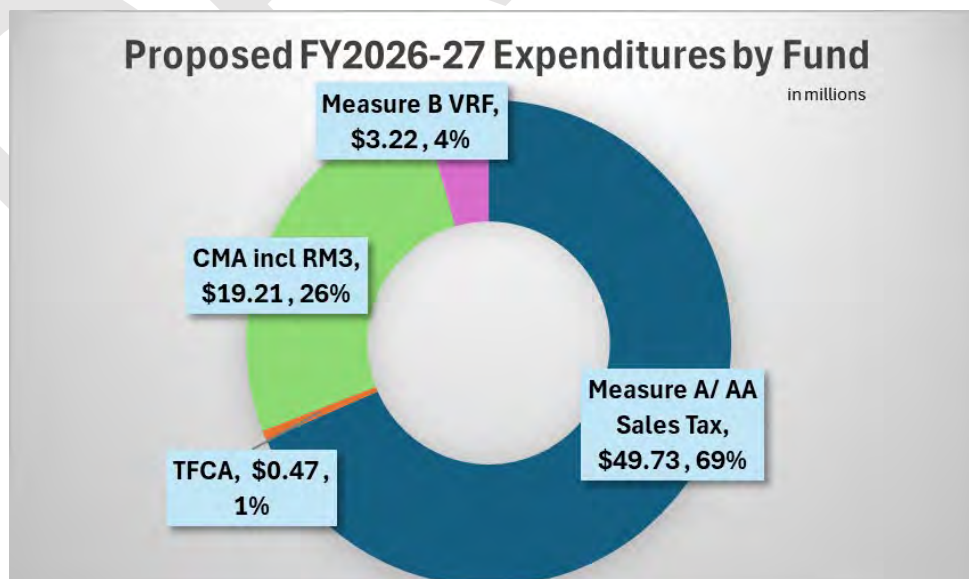
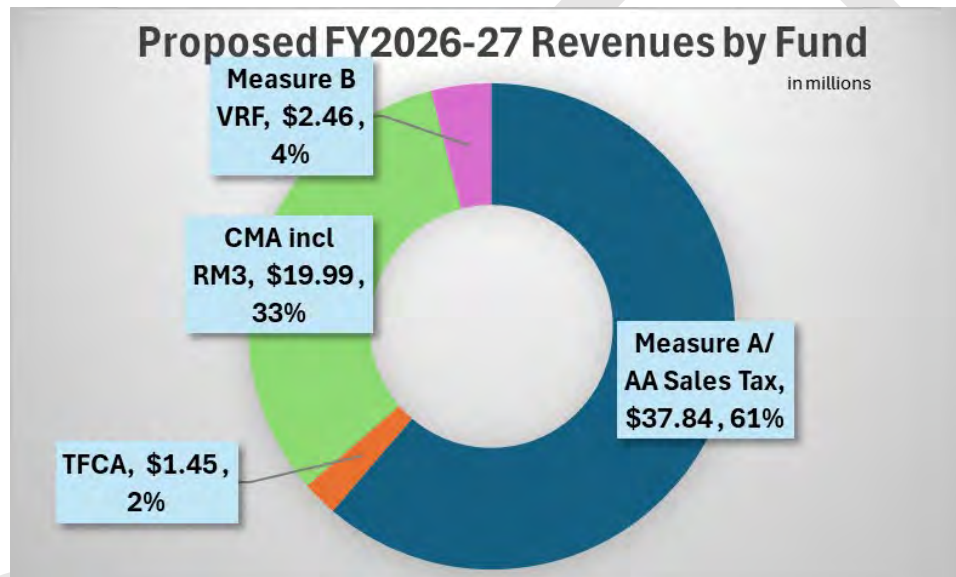
FY2026-27 Annual Budget – Expenditure/TFCA Programs/Project

Budget Line	FY2024-25 Actual	FY2025-26 Final Budget	FY2025-26 Estimates	FY2026-27 Budget
TFCA - Reimbursement of Various Capital Projects	924,488	378,493	227,000	381,493
Subtotal, TFCA Programs/Projects	924,488	378,493	227,000	381,493

FY2026-27 Annual Budget by Fund

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

The budget represents the process through which certain policy decisions are made, implemented, and controlled by fund. Budget authorities can be adjusted during the year according to the budget amendment policy. The legal level of budgetary control by TAM is the total expenditures at the agency level with the adjustments among the different funds required to comply with the specific expenditure requirements of each funding source. This section of the budget document provides the details of the FY2026-27 budget at the individual fund level. The budget at the fund level presents the spending priorities in the upcoming fiscal year and provides specific information by fund.



Measure A/AA Sales Tax Fund Budget

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

The Measure AA Fund accounts for revenues and expenditures for the projects and programs set forth by the voters in Measure AA ½-Cent Transportation Sales Tax Expenditure Plan, approved by Marin voters in November 2018, and further described in the TAM Measure AA Strategic Plan, which will be brought forward to the TAM Board for review and approval as a separate action annually. The Expenditure Plan was amended in March 2026, effective July 1, 2026, with the changes explained earlier on page 6.

Measure B Fund Budget

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

CMA Fund Budget

The CMA Fund accounts for revenues and expenditures for TAM's congestion management activities, primarily the local planning and programming work elements. Major revenue sources for this fund are various federal, state, regional and the City/County CMA Fee revenues. The RM3 and federal grant projects are reflected in the CMA Fund.

TFCA Fund Budget

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

Budget Summaries

- Annual Budget Combined Funds
- ½-Cent Transportation Sales Tax
- Measure B Vehicle Registration Fee
- CMA – Congestion Management Agency
- TFCA – Transportation Fund for Clean Air

FY2026-27 Annual Budget – Combined

Budget Line	FY2024-25 Actual	FY2025-26 Final Budget	FY2025-26 Estimates	FY2026-27 Budget
<u>Beginning Balance</u>	<u>46,413,464</u>	<u>47,556,800</u>	<u>47,556,800</u>	<u>46,023,937</u>
REVENUE				
Measure A/AA Sales Tax	35,198,523	34,430,000	35,900,000	36,440,000
Measure B Vehicle Registration Fee Revenue	2,341,772	2,250,000	2,360,000	2,360,000
Cities/Towns and County CMA Fee	591,951	606,158	606,158	624,342
Interest Revenue	3,371,792	2,525,000	2,525,000	2,300,000
MTC STP/CMAQ Planning & OBAG Grant Funds	1,303,577	1,200,000	1,200,000	1,200,000
MTC Regional Measure 2 Fund	-	12,500	12,500	-
MTC Regional Measure 3 Fund	21,385,863	33,900,000	20,885,000	8,000,000
State Earmark	9,221,776	8,600,000	8,460,000	6,000,000
State-SB1 Planning Grant	123,485	359,885	223,000	183,800
State STIP/PPM Fund	328,889	115,000	115,000	-
State TDA Fund	27,000	30,000	-	139,081
STIP/RTIP/ITIP Funds/SB1 Local Partnership Program Fund	-	1,204,000	1,204,000	250,000
Federal SS4A Grant	5,404	216,000	193,734	347,898
Federal STBG Fund for Part Time Transit Lane	-	680,000	225,000	475,000
Federal Reconnecting Communities Grant	-	-	-	200,000
County of Marin Grant	5,968	290,000	120,000	220,000
Realized Highway 101 ROW Excess Fund	33,283	50,000	2,700,000	1,600,000
Marin Transportation For Clean Air Funding	364,178	350,000	350,000	1,400,000
Regional TFCA Competitive Grants	-	283,637	283,637	-
Expired Revenue Line Items	647,000	-	-	-
<u>Total Revenues</u>	<u>74,950,460</u>	<u>87,102,180</u>	<u>77,363,029</u>	<u>61,740,122</u>
EXPENDITURES				
Personnel				
Salaries & Benefits				
<i>Direct Program/Project</i>	643,103	754,516	754,516	896,482
<i>Program Management/Administrative</i>	2,376,993	2,331,499	2,446,499	2,381,383
<u>Subtotal, Personnel</u>	<u>3,020,096</u>	<u>3,086,015</u>	<u>3,201,015</u>	<u>3,277,865</u>
Administration				
Office Lease	255,975	272,472	272,472	275,346
Agency IT Related Equipment Upgrade	25,117	72,500	50,000	120,000
Equipment Purchase/Lease	4,597	15,000	15,000	20,000
Telephone/Internet/Web Hosting Services	21,266	50,000	40,000	35,000
Office Supplies & Small Miscellaneous Items	32,754	43,000	43,000	38,000
Insurance	17,202	22,000	22,000	23,000
Financial Audit	27,970	28,000	28,000	29,000
Legal Services	2,357	10,500	6,000	7,000
Document/Video/Marketing Material Production	66,994	37,500	30,000	57,500
Memberships	39,913	47,500	42,500	42,500
Travel/Meetings/Conferences	30,326	56,500	55,000	50,000
Professional Development	8,040	25,000	25,000	20,000
Human Resources/Board Support	3,403	5,000	5,000	15,000
Information Technology Support & Subscriptions	39,327	50,000	50,000	55,000
Annual Support & Upgrade of Financial System	8,453	10,000	10,000	10,000
Stipends	-	7,500	2,500	5,000
Expired Expenditure Line Items	1,200	-	-	-
<u>Subtotal, Administration</u>	<u>584,894</u>	<u>752,472</u>	<u>696,472</u>	<u>802,346</u>

**FY2026-27 Annual Budget – Combined
(Continued)**

Budget Line	FY2024-25 Actual	FY2025-26 Final Budget	FY2025-26 Estimates	FY2026-27 Budget
Professional Services				
Bellam Blvd 101 Off-ramp Improvements - Design & ROW	462,872	150,000	140,000	30,000
Travel Model Maintenance & Update	176,779	25,000	15,000	25,000
Traffic Monitoring, Reporting & Travel Model Data Requests	197,281	200,000	50,000	100,000
Project Management Oversight	11,779	260,000	175,000	190,000
Public Outreach Service Support	12,427	10,000	10,000	10,000
101/580 Multi-modal and Local Access Improvements	748,291	2,800,000	2,800,000	2,000,000
State Legislative Assistance	50,000	50,000	50,000	55,000
Federal Legislative Assistance	5,000	24,000	24,000	24,000
Measure A/AA Sales Tax Compliance Audit	19,812	25,000	15,000	25,000
Part Time Transit Lane	15,603	500,000	200,000	300,000
Countywide Transportation Plan	187,964	35,000	10,000	-
Expenditure Plan Update	18,734	22,000	8,000	5,000
Equity Planning Support and Outreach	-	25,000	-	25,000
VMT Toolkit	117,685	314,000	200,000	150,000
MSN B7 Construction Design Support	180,911	100,000	35,000	-
School Access Safety Action Plan	7,681	270,000	230,000	415,000
N/S Greenway - Construction Support	11,858	6,000	5,000	-
Marin City Noise Analysis PID	11,935	500,000	190,000	340,000
TAM Junction	-	11,000	11,000	-
Bellam - Outreach	-	-	-	200,000
MSN B8 Bike Path	-	-	-	389,081
Expired Expenditure Line Items	50,526	-	-	-
Subtotal, Professional Services	2,287,136	5,327,000	4,168,000	4,283,081
Measure A Sales Tax Programs/Projects				
<u>Strategy 4 - Safer Access to Schools</u>	-	350,000	-	350,000
Strategy 4.3 - Safe Pathways To School				
Safe Pathway Capital Projects	-	350,000	-	350,000
Expired Expenditure Line Items	147,504	-	-	-
Subtotal, Measure A Programs/Projects	147,504	350,000	-	350,000
Measure AA Sales Tax Programs/Projects				
<u>Major Road Set-Aside</u>	1,714,813	2,000,000	-	-
<u>Category 1: Reduce Congestion</u>	1,420,204	2,020,000	292,000	2,535,000
Category 1.1 - Completion of Marin-Sonoma Narrows				
MSN B7/B8 Design/ROW/Utility Work	68,841	70,000	12,000	20,000
Category 1.2 - Match for Completion of 101/580 Local Access				
580/101 Multi-modal and Local Access PID & PAED	22,632	100,000	30,000	100,000
Category 1.3 - Enhance Interchanges	1,221,997	1,710,000	110,000	2,200,000
Category 1.4 - Transportation Demand Management	106,735	140,000	140,000	215,000
<u>Category 2: Local Transportation Infrastructure</u>	6,529,242	7,797,797	8,002,797	15,300,409
Category 2.1 - Local Roads	6,349,508	6,622,797	6,622,797	12,875,409
Category 2.2 - Large Safe Pathway Capital Projects	-	1,000,000	1,000,000	2,000,000
Category 2.3 - Sea Level Rise	159,585	80,000	80,000	125,000
Category 2.4 - Innovative Technology	20,150	95,000	300,000	200,000
Category 2.4R - Reimagined Roadway	-	-	-	100,000
<u>Category 3: Safer Access to Schools</u>	3,316,142	4,350,000	3,900,000	3,900,000
Category 3.1 - Safe Routes to Schools	1,157,553	1,500,000	1,300,000	1,300,000
Category 3.2 - Crossing Guards	2,158,589	2,350,000	2,350,000	2,350,000
Category 3.3 - Small Safe Pathway Capital Projects	-	500,000	250,000	250,000
<u>Category 4: Transit</u>	19,570,313	24,862,684	24,862,684	21,671,497
Category 4.1 - Local Bus Transit Service	13,167,374	17,600,000	17,600,000	13,256,148
Category 4.2 - Rural Bus Transit Service	817,835	884,485	884,485	1,149,828
Category 4.3 - Special Needs Transit Service	2,726,988	3,200,000	3,200,000	3,500,000
Category 4.4 - School Transit Service	1,454,496	1,600,000	1,600,000	1,800,000
Category 4.5 - Bus Transit Facilities	1,250,030	1,427,316	1,427,316	1,373,521
Category 4.6 - Expand Access to Transit	153,591	150,883	150,883	592,000
Subtotal, Measure AA Programs/Projects	32,550,714	41,030,481	37,057,481	43,406,906

**FY2026-27 Annual Budget – Combined
(Continued)**

Budget Line	FY2024-25 Actual	FY2025-26 Final Budget	FY2025-26 Estimates	FY2026-27 Budget
Measure B VRF Programs				
<u>Element 1 - Maintain Local Streets & Pathways</u>	357,453	1,615,000	365,000	1,715,000
Element 1.1 - Bicycle, Pedestrian, and Safety Improvements	271,377	1,000,000	250,000	1,100,000
Element 1.2 - Bike/Ped Pathways Maintenance	86,076	615,000	115,000	615,000
<u>Element 2 - Seniors & Disabled Mobility</u>	882,180	800,000	800,000	800,000
Element 2.1 - Mobility Management Programs	100,000	100,000	100,000	100,000
Element 2.2 - Paratransit & Low-Income Scholarships	197,180	175,000	175,000	200,000
Element 2.3 - Paratransit Plus	320,000	325,000	325,000	300,000
Element 2.4 - Volunteer Drive & Gap Grant	265,000	200,000	200,000	200,000
<u>Element 3 - Reduce Congestion & Pollution</u>	635,638	760,000	710,000	590,000
Element 3.1 - Safe Routes to School/Street Smart Program	175,000	175,000	175,000	175,000
Element 3.2 - Commute Alternative Programs	210,370	285,000	285,000	215,000
Element 3.3 - Alternative Fuel Vehicle Program	250,268	300,000	250,000	200,000
Subtotal, Measure B Programs	1,875,270	3,175,000	1,875,000	3,105,000
Interagency Agreements				
Various Agencies - Bike/Ped Path Maintenance	-	45,000	36,000	50,000
Marin Transit - Bus Facility Lease or Purchase Contribution	-	1,100,000	-	1,100,000
Caltrans - MSN B8 PS&E/ROW Support & Capital	44,833	2,700,000	2,700,000	100,000
Caltrans - MSN B7 PS&E/ROW Support & Capital	640,657	500,000	-	2,500,000
Caltrans - MSN B7 Construction Capital & Support	19,253,469	15,350,000	15,350,000	4,000,000
Caltrans - 101 Interchange Studies PID	137,014	35,000	20,000	-
Caltrans - SR-37 Segment A1 Design/ROW coop	7,500,000	7,500,000	7,500,000	-
Caltrans - SR-37 Construction Capital-Phase 1	-	12,500,000	-	3,000,000
Caltrans - Part Time Transit Lane	-	180,000	25,000	175,000
Caltrans - Marin City Noise Analysis PID	-	80,000	50,000	100,000
Caltrans - Marin City Flood Mitigation - Second Culvert	-	200,000	-	2,000,000
County of Marin - Marin City Flood Mitigation	1,670,972	960,000	960,000	4,000,000
County of Marin - Bellam Ramp Construction	3,170,075	5,140,000	5,129,925	-
Sausalito Gate 6 Intersection Modification Project	-	100,000	100,000	-
Expired Expenditure Line Items	-	30,000	-	-
Subtotal, Interagency Agreements	32,417,021	46,420,000	31,870,925	17,025,000
TFCA Programs/Projects				
TFCA - Reimbursement of Various Capital Projects	924,488	378,493	227,000	381,493
Subtotal, TFCA Programs/Projects	924,488	378,493	227,000	381,493
Total Expenditures	73,807,124	100,519,461	79,095,893	72,631,691
Net Change in Fund Balance	1,143,336	(13,417,281)	(1,732,864)	(10,891,569)
Ending Balance	47,556,800	34,139,519	45,823,937	34,932,368

The significant change in fund balance is due to the carry forward of projects funded in prior years that are anticipated to be completed or advanced in the budget year including the first phase of the website upgrade, continuation of the MSN project, and the SR-37 Novato Creek Bridge design.

FY2026-27 Annual Budget - ½-Cent Transportation Sales Tax

Budget Line	FY2024-25 Actual	FY2025-26 Final Budget	FY2025-26 Estimates	FY2026-27 Budget
<u>Beginning Balance</u>	<u>38,884,050</u>	<u>37,932,293</u>	<u>37,932,293</u>	<u>32,049,915</u>
REVENUE				
Measure A/AA Sales Tax	35,198,523	34,430,000	35,900,000	36,440,000
Interest Revenue	1,766,642	1,500,000	1,500,000	1,400,000
Expired Revenue Line Items	575,000	-	-	-
<u>Total Revenues</u>	<u>37,540,164</u>	<u>35,930,000</u>	<u>37,400,000</u>	<u>37,840,000</u>
EXPENDITURES				
Personnel				
Salaries & Benefits				
<i>Direct Program/Project</i>	335,224	327,954	327,954	497,505
<i>Program Management/Administrative</i>	1,049,314	922,046	1,037,046	1,181,088
<u>Subtotal, Personnel</u>	<u>1,384,538</u>	<u>1,250,000</u>	<u>1,365,000</u>	<u>1,678,593</u>
Administration				
Office Lease	255,975	272,472	272,472	275,346
Agency IT Related Equipment Upgrade	25,117	72,500	50,000	120,000
Equipment Purchase/Lease	4,597	15,000	15,000	20,000
Telephone/Internet/Web Hosting Services	21,266	50,000	40,000	35,000
Office Supplies & Small Miscellaneous Items	30,426	40,000	40,000	35,000
Insurance	17,202	22,000	22,000	23,000
Financial Audit	27,970	28,000	28,000	29,000
Legal Services	1,951	7,500	5,000	5,000
Document/Video/Marketing Material Production	66,994	15,000	15,000	45,000
Memberships	17,413	25,000	20,000	20,000
Travel/Meetings/Conferences	29,053	55,000	55,000	50,000
Professional Development	8,040	25,000	25,000	20,000
Human Resources/Board Support	3,403	5,000	5,000	15,000
Information Technology Support & Subscriptions	39,327	50,000	50,000	55,000
Annual Support & Upgrade of Financial System	8,453	10,000	10,000	10,000
Stipends	-	7,500	2,500	5,000
<u>Subtotal, Administration</u>	<u>557,187</u>	<u>699,972</u>	<u>654,972</u>	<u>762,346</u>
Professional Services				
Bellam Blvd 101 Off-ramp Improvements	462,872	150,000	140,000	30,000
Measure A/AA Sales Tax Compliance Audit	19,812	25,000	15,000	25,000
Project Management Oversight	1,551	115,000	30,000	90,000
Public Outreach Service Support	12,427	10,000	10,000	10,000
Expenditure Plan Update	18,734	22,000	8,000	5,000
Marin City Noise Analysis PID	5,968	250,000	95,000	170,000
Expired Expenditure Line Items	23,526	-	-	-
<u>Subtotal, Professional Services</u>	<u>544,888</u>	<u>572,000</u>	<u>298,000</u>	<u>330,000</u>
Measure A Sales Tax Programs/Projects				
<u>Strategy 4 - Safer Access to Schools</u>	<u>-</u>	<u>350,000</u>	<u>-</u>	<u>350,000</u>
Strategy 4.3 - Safe Pathways To School				
Safe Pathway Capital Projects	-	350,000	-	350,000
Expired Expenditure Line Items	147,504	-	-	-
<u>Subtotal, Measure A Programs/Projects</u>	<u>147,504</u>	<u>350,000</u>	<u>-</u>	<u>350,000</u>

**FY2026-27 Annual Budget - ½-Cent Transportation Sales Tax
(Continued)**

Budget Line	FY2024-25 Actual	FY2025-26 Final Budget	FY2025-26 Estimates	FY2026-27 Budget
Measure AA Sales Tax Programs/Projects				
Major Road Set-Aside	1,714,813	2,000,000	-	-
<u>Category 1: Reduce Congestion</u>	<u>1,420,204</u>	<u>2,020,000</u>	<u>292,000</u>	<u>2,535,000</u>
Category 1.1 - Completion of Marin-Sonoma Narrows MSN B7/B8 Design/ROW/Utility Work	68,841	70,000	12,000	20,000
Category 1.2 - Match for Completion of 101/580 Local Access 580/101 Multi-modal and Local Access PID & PAED	22,632	100,000	30,000	100,000
Category 1.3 - Enhance Interchanges	1,221,997	1,710,000	110,000	2,200,000
Category 1.4 - Transportation Demand Management	106,735	140,000	140,000	215,000
<u>Category 2: Local Transportation Infrastructure</u>	<u>6,529,242</u>	<u>7,797,797</u>	<u>8,002,797</u>	<u>15,300,409</u>
Category 2.1 - Local Roads	6,349,508	6,622,797	6,622,797	12,875,409
Category 2.2 - Large Safe Pathway Capital Projects	-	1,000,000	1,000,000	2,000,000
Category 2.3 - Sea Level Rise	159,585	80,000	80,000	125,000
Category 2.4 - Innovative Technology	20,150	95,000	300,000	200,000
Category 2.4R - Reimagined Roadway	-	-	-	100,000
<u>Category 3: Safer Access to Schools</u>	<u>3,316,142</u>	<u>4,350,000</u>	<u>3,900,000</u>	<u>3,900,000</u>
Category 3.1 - Safe Routes to Schools	1,157,553	1,500,000	1,300,000	1,300,000
Category 3.2 - Crossing Guards	2,158,589	2,350,000	2,350,000	2,350,000
Category 3.3 - Small Safe Pathway Capital Projects	-	500,000	250,000	250,000
<u>Category 4: Transit</u>	<u>19,570,313</u>	<u>24,862,684</u>	<u>24,862,684</u>	<u>21,671,497</u>
Category 4.1 - Local Bus Transit Service	13,167,374	17,600,000	17,600,000	13,256,148
Category 4.2 - Rural Bus Transit Service	817,835	884,485	884,485	1,149,828
Category 4.3 - Special Needs Transit Service	2,726,988	3,200,000	3,200,000	3,500,000
Category 4.4 - School Transit Service	1,454,496	1,600,000	1,600,000	1,800,000
Category 4.5 - Bus Transit Facilities	1,250,030	1,427,316	1,427,316	1,373,521
Category 4.6 - Expand Access to Transit	153,591	150,883	150,883	592,000
Subtotal, Measure AA Programs/Projects	32,550,714	41,030,481	37,057,481	43,406,906
Interagency Agreements				
Marin Transit - Bus Facility Lease or Purchase Contribution	-	1,100,000	-	1,100,000
Caltrans - 101 Interchange Studies PID	137,014	35,000	20,000	-
Caltrans - MSN B7 Construction Capital & Support	-	-	-	2,000,000
Caltrans - Marin City Noise Analysis PID	-	40,000	25,000	50,000
County of Marin - Bellam Ramp Construction	3,170,075	3,936,000	3,925,925	-
Sausalito Gate 6 Intersection Modification Project	-	100,000	100,000	-
Various Agencies - Bike/Ped Path Maintenance	-	45,000	36,000	50,000
Subtotal, Interagency Agreement	3,307,089	5,256,000	4,106,925	3,200,000
Total Expenditures	38,491,921	49,158,453	43,482,378	49,727,845
Net Change in Fund Balance	(951,757)	(13,228,453)	(6,082,378)	(11,887,845)
Ending Balance	37,932,293	24,703,840	31,849,915	19,962,070

The significant change in fund balance is due to the carry forward of projects funded in prior years that are anticipated to be completed or advanced in the budget year including the first phase of the website upgrade, continuation of the MSN project, and the initial phases of the Interchanges project.

FY2026-27 Annual Budget - Measure B Vehicle Registration Fee

Budget Line	FY2024-25 Actual	FY2025-26 Final Budget	FY2025-26 Estimates	FY2026-27 Budget
<u>Beginning Balance</u>	<u>2,164,561</u>	<u>2,564,650</u>	<u>2,564,650</u>	<u>3,034,235</u>
REVENUE				
Measure B Vehicle Registration Fee Revenue	2,341,772	2,250,000	2,360,000	2,360,000
Interest Revenue	105,459	100,000	100,000	100,000
<u>Total Revenues</u>	<u>2,447,231</u>	<u>2,350,000</u>	<u>2,460,000</u>	<u>2,460,000</u>
EXPENDITURES				
Personnel				
Salaries & Benefits				
Program Management/Administrative	169,544	113,415	113,415	106,428
<u>Subtotal, Personnel</u>	<u>169,544</u>	<u>113,415</u>	<u>113,415</u>	<u>106,428</u>
Administration				
Office Supplies & Small Miscellaneous Items	2,328	2,000	2,000	2,000
Legal Services	-	2,000	-	1,000
Document/Video/Marketing Material Production	-	2,500	-	2,500
<u>Subtotal, Administration</u>	<u>2,328</u>	<u>6,500</u>	<u>2,000</u>	<u>5,500</u>
Measure B Programs				
<u>Element 1 - Maintain Local Streets & Pathways</u>	<u>357,453</u>	<u>1,615,000</u>	<u>365,000</u>	<u>1,715,000</u>
Element 1.1 - Bicycle, Pedestrian, and Safety Improvements	271,377	1,000,000	250,000	1,100,000
Element 1.2 - Bike/Ped Pathways Maintenance	86,076	615,000	115,000	615,000
<u>Element 2 - Seniors & Disabled Mobility</u>	<u>882,180</u>	<u>800,000</u>	<u>800,000</u>	<u>800,000</u>
Element 2.1 - Mobility Management Programs	100,000	100,000	100,000	100,000
Element 2.2 - Paratransit & Low-Income Scholarships	197,180	175,000	175,000	200,000
Element 2.3 - Paratransit Plus	320,000	325,000	325,000	300,000
Element 2.4 - Volunteer Drive & Gap Grant	265,000	200,000	200,000	200,000
<u>Element 3 - Reduce Congestion & Pollution</u>	<u>635,638</u>	<u>760,000</u>	<u>710,000</u>	<u>590,000</u>
Element 3.1 - Safe Routes to School/Street Smart Program	175,000	175,000	175,000	175,000
Element 3.2 - Commute Alternative Programs	210,370	285,000	285,000	215,000
Element 3.3 - Alternative Fuel Vehicle Program	250,268	300,000	250,000	200,000
<u>Subtotal, Measure B Programs</u>	<u>1,875,270</u>	<u>3,175,000</u>	<u>1,875,000</u>	<u>3,105,000</u>
<u>Total Expenditures</u>	<u>2,047,142</u>	<u>3,294,915</u>	<u>1,990,415</u>	<u>3,216,928</u>
Net Change in Fund Balance	400,089	(944,915)	469,585	(756,928)
<u>Ending Balance</u>	<u>2,564,650</u>	<u>1,619,735</u>	<u>3,034,235</u>	<u>2,277,307</u>

The significant change in fund balance is due to the carry forward of projects funded in prior years that are anticipated to be completed or advanced in the budget year.

FY2026-27 Annual Budget – CMA

Budget Line	FY2024-25 Actual	FY2025-26 Final Budget	FY2025-26 Estimates	FY2026-27 Budget
<u>Beginning Balance</u>	<u>4,237,307</u>	<u>6,469,381</u>	<u>6,469,381</u>	<u>9,940,274</u>
REVENUE				
Cities/Towns and County CMA Fee	591,951	606,158	606,158	624,342
Interest Revenue	1,452,583	900,000	900,000	750,000
MTC STP/CMAQ Planning & OBAG Grant Funds	1,303,577	1,200,000	1,200,000	1,200,000
MTC Regional Measure 2 Fund	-	12,500	12,500	-
MTC Regional Measure 3 Fund	21,385,863	33,900,000	20,885,000	8,000,000
State Earmark	9,221,776	8,600,000	8,460,000	6,000,000
State-SB1 Planning Grant	123,485	359,885	223,000	183,800
State STIP/PPM Fund	328,889	115,000	115,000	-
State TDA Fund	27,000	30,000	-	139,081
STIP/RTIP/ITIP Funds/SB1 Local Partnership Program Fund	-	1,204,000	1,204,000	250,000
Federal STP Fund	-	-	-	-
Federal SS4A Grant	5,404	216,000	193,734	347,898
Federal STBG Fund for Part Time Transit Lane	-	680,000	225,000	475,000
Federal Reconnecting Communities Grant	-	-	-	200,000
County of Marin Grant	5,968	290,000	120,000	220,000
Realized Highway 101 ROW Excess Fund	33,283	50,000	2,700,000	1,600,000
Expired Revenue Line Items	72,000	-	-	-
<u>Total Revenues</u>	<u>34,551,779</u>	<u>48,163,543</u>	<u>36,844,392</u>	<u>19,990,122</u>
EXPENDITURES				
Personnel				
Salaries & Benefits				
<i>Direct Program/Project</i>	307,879	426,562	426,562	398,977
<i>Program Management/Administrative</i>	1,134,267	1,273,438	1,273,438	1,006,232
<u>Subtotal, Personnel</u>	<u>1,442,146</u>	<u>1,700,000</u>	<u>1,700,000</u>	<u>1,405,209</u>
Administration				
Office Supplies & Small Miscellaneous Items	-	1,000	1,000	1,000
Legal Services	407	1,000	1,000	1,000
Document/Video/Marketing Material Production	-	20,000	15,000	10,000
Memberships	22,500	22,500	22,500	22,500
Travel/Meetings/Conferences	1,273	1,500	-	-
Expired Expenditure Line Items	1,200	-	-	-
<u>Subtotal, Administration</u>	<u>25,379</u>	<u>46,000</u>	<u>39,500</u>	<u>34,500</u>
Professional Services				
Travel Model Maintenance & Update	176,779	25,000	15,000	25,000
Traffic Monitoring, Reporting & Travel Model Data Requests	197,281	200,000	50,000	100,000
Project Management Oversight	10,228	145,000	145,000	100,000
101/580 Multi-modal and Local Access Improvements	748,291	2,800,000	2,800,000	2,000,000
State Legislative Assistance	50,000	50,000	50,000	55,000
Federal Legislative Assistance	5,000	24,000	24,000	24,000
Part Time Transit Lane	15,603	500,000	200,000	300,000
Countywide Transportation Plan	187,964	35,000	10,000	-
Equity Planning Support and Outreach	-	25,000	-	25,000
VMT Toolkit	117,685	314,000	200,000	150,000
MSN B7 Construction Design Support	180,911	100,000	35,000	-
MSN B8 Bike Path	-	-	-	389,081
School Access Safety Action Plan	7,681	270,000	230,000	415,000
N/S Greenway - Construction Support	11,858	6,000	5,000	-
Marin City Noise Analysis PID	5,968	250,000	95,000	170,000
TAM Junction	-	11,000	11,000	-
Bellam - Outreach	-	-	-	200,000
Expired Expenditure Line Items	27,000	-	-	-
<u>Subtotal, Professional Services</u>	<u>1,742,248</u>	<u>4,755,000</u>	<u>3,870,000</u>	<u>3,953,081</u>

FY2026-27 Annual Budget – CMA

(Continued)

Budget Line	FY2024-25 Actual	FY2025-26 Final Budget	FY2025-26 Estimates	FY2026-27 Budget
Interagency Agreements				
Caltrans - MSN B8 PS&E/ROW Support & Capital	44,833	2,700,000	2,700,000	100,000
Caltrans - MSN B7 PS&E/ROW Support & Capital	640,657	500,000	-	2,500,000
Caltrans - MSN B7 Construction Capital & Support	19,253,469	15,350,000	15,350,000	2,000,000
Caltrans - SR-37 Segment A1 Design/ROW coop	7,500,000	7,500,000	7,500,000	-
Caltrans - SR-37 Construction Capital-Phase 1	-	12,500,000	-	3,000,000
Caltrans - Part Time Transit Lane	-	180,000	25,000	175,000
Caltrans - Marin City Noise Analysis PID	-	40,000	25,000	50,000
Caltrans - Marin City Flood Mitigation - Second Culvert	-	200,000	-	2,000,000
County of Marin - Marin City Flood Mitigation	1,670,972	960,000	960,000	4,000,000
County of Marin - Bellam Ramp Construction	-	1,204,000	1,204,000	-
Expired Expenditure Line Items	-	30,000	-	-
Subtotal, Interagency Agreements	29,109,931	41,164,000	27,764,000	13,825,000
Total Expenditures	32,319,704	47,665,000	33,373,500	19,217,790
Net Change in Fund Balance	2,232,074	498,543	3,470,892	772,331
Ending Balance	6,469,381	6,967,924	9,940,274	10,712,605

FY2026-27 Annual Budget – TFCA

Budget Line	FY2024-25 Actual	FY2025-26 Final Budget	FY2025-26 Estimates	FY2026-27 Budget
<u>Beginning Balance</u>	<u>1,127,546</u>	<u>590,477</u>	<u>590,477</u>	<u>999,514</u>
REVENUE				
Marin Transportation For Clean Air Funding	364,178	350,000	350,000	1,400,000
Regional TFCA Competitive Grants	-	283,637	283,637	-
Interest Revenue	47,108	25,000	25,000	50,000
<u>Total Revenues</u>	<u>411,287</u>	<u>658,637</u>	<u>658,637</u>	<u>1,450,000</u>
EXPENDITURES				
Personnel				
Salaries & Benefits				
<i>Program Management/Administrative</i>	23,868	22,600	22,600	87,634
<u>Subtotal, Personnel</u>	<u>23,868</u>	<u>22,600</u>	<u>22,600</u>	<u>87,634</u>
TFCA Programs/Projects				
TFCA - Reimbursement of Various Capital Projects	924,488	378,493	227,000	381,493
<u>Subtotal, TFCA Program/Project Expenditures</u>	<u>924,488</u>	<u>378,493</u>	<u>227,000</u>	<u>381,493</u>
<u>Total Expenditures</u>	<u>948,356</u>	<u>401,093</u>	<u>249,600</u>	<u>469,127</u>
Net Change in Fund Balance	(537,069)	257,544	409,037	980,873
<u>Ending Balance</u>	<u>590,477</u>	<u>848,021</u>	<u>999,514</u>	<u>1,980,387</u>

The TFCA fund balance is expected to increase due to the receipt of additional grant funds to support bicycle and pedestrian pathway projects which will be constructed in subsequent fiscal years.

FY2026-27 Appropriation Limit

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

TAM Ordinance 2018-01, the ordinance that adopted the Measure AA ½-Cent Transportation Sales Tax Expenditure Plan, set the FY2019-20 appropriation limit for the sales tax at \$70 million, to be adjusted annually based on two factors: change in the cost of living and population of the County. The appropriation limit for FY2026-27 is \$91.8 million.

Calculation of FY2026-27 Appropriation Limit

FY2025-26 Appropriation Limit		\$	87,809,330
Inflation Factor (Per capita income change, 2023-2024)*	X		1.0566
Population Factor (Population change, 2024-2025)**	X		0.9894
FY2026-27 Appropriation Limit		\$	91,802,368

Appropriations Subject to the Limit

FY2026-27 Appropriation Limit		\$	91,802,368
FY2026-27 Appropriations Subject to Limit		\$	36,440,000
Amount under Limit		\$	55,362,368

Data Sources:

* FRED St. Louis FED: Per Capita Personal Income by County, Annual
<https://fred.stlouisfed.org/release/tables?rid=175&eid=266305#snid=266326>

** Marin County population change data is from the US Census.
<http://www.census.gov/quickfacts/table/PST045215/06041>

FY2026-27 Work Plans by Function

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

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

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

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

Highlights of the FY2026-27 work plans and prior year accomplishments for all major functions are included as follows.

Administration & Finance Function:

Under the direction of the TAM Board and Executive Director, the Administration and Finance function manages the agency's core financial, administrative, and operational activities in support of TAM's annual work program. This includes oversight of financial and accounting systems for Measure A/AA, Measure B, and grant-funded disbursements; preparation of the agency's financial statements, annual budget, quarterly financial reports, and budget adjustments; and completion of financial analyses that support agency planning, decision-making, and long-range fiscal stability.

This function also supports agency operations by managing finance, audit, human resources, information technology, records management, and other administrative needs. Ongoing responsibilities include administration of employee benefits and open enrollment, recruitment and performance evaluation processes, staff training and organizational development, policy handbook updates, IT coordination, cybersecurity training, and day-to-day office operations necessary to maintain effective agency services.

In addition, the Administration and Finance function provides critical support to TAM's governance and public administration responsibilities. This includes preparation of Board and committee meeting packets and materials, coordination of in-person, hybrid, and remote meetings, and administration of Public Records Act requests. Work in this area ensures timely, accurate, and effective support for the TAM Board, its committees, and overall agency operations throughout the fiscal year.

Major Ongoing Work Items:

- Manage the expansion of meeting management software through the County (Granicus) and continue evaluating agenda and document management options for the agency
- Continue assessing the agency's records management system and governance, including electronic files
- Monitor economic conditions and revenue sources and explore options for the agency and funding recipients in recognition of the complexity of current market and regulatory conditions
- Manage financial tracking and required reporting for federal, state, regional, and local grants received; monitor evolving grantor requirements and standards; and develop strategies in response to emerging directives
- Manage and report required federal and state regulatory filings, including regular and quarterly payroll and compensation reporting
- Monitor project and program revenues and expenditures and assist project and contract managers with preparation of grant reports and reimbursement invoices
- Conduct cash flow and funding analyses for major capital projects and explore financial tools to meet the cash flow needs of infrastructure projects, including the 101-580 Multi-Modal and Local Access Improvement project
- Continue improving the financial and payroll system to increase workflow efficiency
- Continue managing the agency's benefits program and explore options to improve cost-effectiveness and competitiveness
- Manage the agency's sublease with MGSA and other ongoing operational needs
- Continue the regional training program and Brown Bag Lunch & Learn events

- Continue finalizing and managing distribution of RFP/Qs on behalf of departments
- Update Title VI, ADA, and DBE policies, plans, and procedures, as needed, particularly as the regulatory environment evolves
- Continue the IT governance assessment and implementation of the Artificial Intelligence (AI) policy
- Evaluate job descriptions and classification compensation

Expected Deliverables:

- Manage and lead the FY2027-28 Annual Budget development process, including any needed improvements and adjustments, and refine the Budget-in-Brief document
- Manage and coordinate the FY2025-26 annual financial audit, single audit, and other required regulatory audits and reviews with outside auditors
- Manage the 2026 Measure A/AA Compliance Audit process and provide necessary support to fund recipients and the auditor
- Manage the website update and maintenance contract, update content and governance, and launch the new website
- Conduct an RFP process for the Information Technology Managed Services contract and the on-call outreach and marketing contract
- Update administrative and financial policies and develop related procedures, including revisions to RFP and contract templates
- Update office furnishings to improve ergonomic support

Key Accomplishments:

- Supported the Measure AA Expenditure Plan review process, including developing financial forecasts, managing the public comment process, and scheduling city and town meetings
- Oversaw clerk duties and meeting management for the State Route 37 Policy Committee
- Completed management and administration of more than 20 Public Records Act requests during the fiscal year
- Organized and hosted the Board Innovation Workshop and Redwood Bikeshare Tour
- Completed the RFP process and contract award for TAM website update and maintenance services
- Prepared the 2025 Annual Comprehensive Financial Report, which received an unmodified opinion
- Coordinated the 2025 Measure AA Compliance Audits and addressed one audit finding
- Designed the first Budget-in-Brief document to accompany the FY2026-27 Annual Budget
- Completed an ongoing round of IT security training for all staff, conducted three Brown Bag Lunch & Learn sessions, and implemented mandatory training required under changes in state law
- Initiated regional training programs hosted onsite
- Implemented new Brown Act and Code of Ethics requirements, including amendments to the Administrative Code to reflect changes in state law

- Updated Human Resources Personnel Policies to reflect changes in state law and implemented the Bicycle/Walk/Carpool stipend
-

Public Information and Outreach Function:

Under the direction of the TAM Board and Executive Director, the Public Information and Outreach Unit manages TAM's public information, community engagement, media relations, and project-related information, meetings and events. The Unit coordinates with regional and local partners to ensure consistent messaging and effective outreach. It also supports the Executive Director and Board members by preparing briefing materials, key messages, and event logistics to ensure clear, coordinated communication and successful public engagement.

Expected Deliverables:

- Work with internal team and consultant team to redesign, revise content and launch a new TAM website
- Support outreach and media communications for key TAM initiatives, including the Measure AA Review, CTP implementation, Marin Commutes, Safe Routes to Schools, the Part-Time Transit Lane project development, the Alternative Fuels Program, Sea Level Rise Program, the Regional Bikeshare Program, and the Mobility Hubs Plan;
- Assist in managing outreach for the Crossing Guard location evaluation and communication for new and discontinued crossing guard locations
- Support special events and celebrations including Earth Day, Bike to Work Day, Crossing Guard of the Year, International Walk to School Day, Bay Area Transit Relay and other events as needed
- Conduct public engagement efforts for major capital improvement programs including the Highway 101-580 Multimodal and Local Access Improvements Project, Interchange Improvements and State Route 37
- Support outreach activities and partner coordination for shared project initiatives including Ramp Metering, the Marin City Noise Analysis, Marin City Flood Protection Projects

Major Ongoing Work Items:

- Manage proactive communication of TAM's projects and programs, coordinate media communication, public outreach activities, partner agency coordination, meetings and events, and special activities
- Support the Executive Director with presentations, event preparation, speaking points and media coordination
- Participate in presentations to community-based organizations and other outreach efforts including panel discussions and conference participation
- Create public information material including the Annual Report, factsheets, website content, press releases, social media and the TAM Traveler newsletter
- Manage the Community Oversight Committee agendas, communication and membership in coordination with the Clerk of the Board and Executive Director
- Maintain and update content on TAM's public information channels such as the TAM website and share TAM's communication materials with agency and community partners

- Coordinate closely with jurisdictions and partner agency partners regarding projects and programs that address common issues, programs, regional improvements including the Richmond-San Rafael Bridge, SR-37 and North Bay transit initiatives
- Coordinate with the media and community partners to provide timely information regarding TAM's projects, programs and funding allocations

Key accomplishments:

- Supported robust outreach for the Marin-Sonoma Narrows HOV opening including the ribbon-cutting and extensive information regarding HOV hours and ramp metering
- Created a coordinated outreach and marketing campaign with SCTCA Go Sonoma program and Marin Commutes to incentivize use and awareness of alternative transportation options and support new HOV hours
- Supported the Measure AA Review process and outreach efforts
- Supported outreach to public groups to provide presentations regarding Marin Commutes, Redwood Bikeshare, 101-580 Project and TAM initiatives
- Supported the Community Oversight Committee as staff liaison and worked with the Annual Report subcommittee for improvements to the TAM 2025 Annual Report
- Participated in the MASCOTS communication/marketing committee and supported coordination among North Bay transportation agencies including SCTA, SMART, Marin Transit, Sonoma County Transit, Petaluma Transit, Santa Rosa City Bus and Golden Gate Transit
- Participated in the SR 37 Communications Committee and supported the ongoing development of the SR 37 integrated Communications Plan
- Helped coordinate and launch the E-bike Youth Safety Education Campaign
- Initiated the TAM website redesign effort
- Supported the kick-off for the Marin City Noise Analysis, development of the communication plan, partnership development and initiated community outreach

Planning and Program Management:

Under the direction of the Executive Director, the Planning department administers TAM's planning activities and programs and reviews local and regional plans. The range of work includes the development of plans and studies, reporting on travel information, transportation modeling, regional and local coordination, and management of ongoing transportation programs. The department convenes regular meetings of TAM BPAC, TAM Technical Advisory and Equity Working Groups; coordinates with regional and local agencies on plans and programs, and participates in local and regional stakeholder and technical advisory meetings including Marin Climate and Energy Partnership (MCEP), Marin Wildfire Prevention Authority (MWPA), Marin SLR, and other local planning efforts as applicable. The Department coordinates and supports applications for transportation planning grants to maximize outside funding awarded for Marin County transportation planning and program needs. The Planning department supports implementation of, and seeks funding for, completed plans. The department continues to monitor and review TAM programs to reflect travel patterns, CTP implementation, funding and coordination changes, and adjusts programs as necessary.

Planning Activities

Major Ongoing Work Items:

- Advance Countywide Transportation Plan Implementation efforts, including near term actions and measuring progress for CTP performance monitoring. Support alignment of current plans and programs with established CTP Goals, Strategies and Performance measures, and coordinate on local development and transportation planning activities for alignment with the CTP
- Facilitate discussion and implementation plan for Reimagined Roadway program
- Coordinate with MTC on regional planning activities related to Marin County transportation, including the implementation of Plan Bay Area 2050+, the development of PBA 2060, active transportation planning, PDA planning, and Transit Oriented Communities (TOC) policy among others
- Coordinate with Marin and Sonoma Transit Operators on MASCOTS Service Changes and Evaluation and related efforts;
- Coordinate with MTC, Golden Gate Transit & Marin Transit on Transit Priority Initiatives and policies
- Support development of Southeast San Rafael PDA plan and Northgate PDA plan, serve on TAC and coordinate on transportation planning issues
- Support local agencies' traffic studies and transportation plans using TAM's Travel Demand Model (TAMDM) and coordinate with regional and local agencies on travel demand forecasting methods and data
- Implement the Sea Level Rise Program policy and program actions in coordination with Marin SLR, the County of Marin, MTC, BCDC, Caltrans, US Army Corps of Engineers, local jurisdictions, and others
- Support programming staff with OBAG 4 program administration and policy compliance
- Continue to advance road safety planning in the county through Local Road Safety Plan Implementation and relevant planning efforts
- Advance items identified in the Draft Innovation Roadmap including monitoring of AV deployments
- Scope update to School Transportation Study and convene School Transportation Committee

Expected Deliverables:

- Complete VMT Toolkit to support local jurisdiction compliance with California Environmental Quality Act (CEQA) transportation review requirements
- Complete mobility hubs plan for all rail and ferry stations in Marin County
- Initiate bike/ped counting program and traffic monitoring efforts
- Finalize the TAM Climate Resilient Transportation Design Principles
- Substantially complete School Access Safety Action Plan in Marin County
- Procure new on call modeling contract
- Procure contractor for Marin City Community Based Transportation Plan Update
- Substantial progress on Coordinated Countywide Traffic Signal Plan for Marin County

Program Management Activities**Major Ongoing Work Items:**

- Continue to review and assess programs to ensure alignment with the CTP
- Manage the Marin County Safe Routes to Schools Program including implementation of 2026 program evaluation recommendations
- Manage and deliver TAM's Alternative Fuel Vehicle Program, including EV fleet and infrastructure rebate programs and technical assistance programs. Conduct Clean Fleet Expo & focused engagement efforts. Monitor and participate in an RFP for EV Charger Management and Installation across Marin County led by MCEP
- Manage and deliver Marin Commutes public engagement program, including commute alternative incentives programs, vehicle trip reduction programs such as Vanpool Incentive Program, Emergency Ride Home Program, and first/last mile programs and program evaluations
- Monitor and participate in E-bike safety planning and policy work
- Manage Bikeshare ongoing implementation and program growth

Expected Deliverables:

- Complete funding plan for next phase Marin and Sonoma County Bike Share Pilot Program;
- Complete procurement process for the next phase of Marin Commutes program including program management, outreach, incentives, and software services software and app selection
- Complete EV Charging Station Siting Plan

Key Accomplishments:

- Supported implementation of Countywide Transportation Plan through programming and project delivery processes
- Regular meetings of the TAM Technical Advisory Working Group
- Growth of Redwood Bikeshare system in Marin and Sonoma Counties
- Initiation of the Climate Resilient Transportation Design Principles
- Completion of Seasonal Incentive Campaigns through Marin Commutes
- Completion of US 101 HOV Hours of Operation review and revised hours
- Completion of Measure AA Expenditure Plan Six Year Review Process
- Conducted innovation Workshop, awarded Innovation program funds and development of an Innovation Roadmap for the Agency
- Completion of an AI Corridor Study for Lincoln Avenue
- Completion of TAM Travel Demand model update
- Initiation of Countywide Traffic Signal Study
- Draft Development of Mobility Hub Plan for Marin County
- Draft Development of Strategic Data Plan
- Scoping of the EV Charging Station Siting Plan Update
- Initiation of the School Access Safety Action Plan
- Conducted the Safe Routes to Schools Program Summary Report and Evaluation

Programming & Legislation Function:

Under the direction of the TAM Board and Executive Director, the Programming & Legislation department administers TAM's fund programming activities, including local, regional, state, and

federal funds, and monitors pertinent state legislative activities. The range of work includes programming and allocation of TAM funds for projects and programs, competing for discretionary grants, and assisting local agencies in securing funds and providing ongoing support necessary to deliver funded improvements.

Major Ongoing Work Items:

- Manage the Measure A/AA Transportation Sales Tax Program and the Measure B Vehicle Registration Fee Program
- Review and process reimbursement requests for TAM local funded projects
- Review Measure B Strategic Plan and update as needed
- Manage the BAAQMD Bikeway, TFCA, and TDA Article 3 Program funds - participate in regional policy discussions, coordinate funding progress reports, review and process invoices, and develop programming recommendations on BAAQMD Bikeway, TFCA, and TDA funds, including support audits
- Maintain the Transportation Improvement Program (TIP) database for Marin projects, including the 2027 TIP Update
- Oversee implementation and support local agency projects funded with One Bay Area Grant Cycle 3 (OBAG 3) funds
- Manage the 2028 State Transportation Improvement Program (STIP) when the process begins in 2027
- Assist TAM and partner agencies in seeking discretionary funds such as IJJA grants and complying with regional, state, and federal requirements related to those funds
- Monitor and apply for federal and state earmark opportunities
- Monitor regional funding opportunities, including RM3, Regional OBAG, and BAAQMD programs
- Monitor delivery of TAM local funded projects
- Coordinate with local agencies, including Marin Transit and GGBHTD, on submitting required reports for TAM, MTC, and State funds
- Work with Marin Transit to reconcile year end expenditures and carry-overs on TAM local funds
- Monitor annual obligation status and potential inactive status on state and federal funded projects with Caltrans
- Coordinate with partner agencies, including for TAM projects, for SB1 competitive programs where applicable
- Collect performance data regarding Measure B Elements
- Participate in pertinent local, regional, state, and federal working groups and meetings, including but not limited to MTC, CTC, BAAQMD, MPWA, etc
- Manage Safe Pathway Program and project delivery
- Review current work efforts for alignment with CTP and identify opportunities to advance implementation of CTP goals, strategies, and performance measures
- Advance near term CTP implementation items and initiate discussions on mid to longer term CTP implementation items
- Convene TAM's BPAC as needed to evaluate funding recommendations and to review complete streets checklists and project updates
- Act as the liaison with the Marin Public Works Association (MPWA)
- Manage State Legislative Program and consultant
- Manage Federal Legislative Program and consultant

Expected Deliverables:

- Prepare allocation request forms and resolutions for TAM Board adoption in July for local infrastructure projects and transit programs and projects funded with TAM local funds including Measures AA and B
- Prepare the Measure AA Strategic Plan for TAM Board adoption to reflect the amended Measure AA Expenditure Plan
- Administer and manage OBAG 4 funds including:
 - o develop schedule and process
 - o incorporate BAAQMD Bikeway CARE Technical Assistance and CARE Participatory Budgeting funds into OBAG 4 Call
 - o evaluate applications
 - o present nominated applications for TAM Board approval
 - o develop outreach Plan for MTC's review and
 - o process approval applications for through federal process
- Develop programming and allocation requests for the San Antonio Road Project with TAM's Formulaic LPP funds
- Manage submittals for state and federal earmarks
- Develop annual legislative platform, monitor relevant state legislation and communicate TAM's platform to stakeholders key legislators and partnering agencies
- Issue the second RM3 North Bay Transit Access Call for Projects
- Update Marin Transportation Infrastructure Project list to identify grant ready projects in local jurisdictions
- Participate in E-bike legislation and safety policy work reviews
- Manage Safe Routes Program evaluation and consider improvements from evaluation
- Coordination of Regional Measure 3 (RM3) Safe Routes to Transit and Bay Trail Program (SR2TBT) application submittals to MTC based on supporting agencies with grant resources
- Convert Measure AA Category 2.1 from upfront distribution to reimbursement
- Establish the program framework for the amended Category 4.6 under the amended Measure AA Expenditure Plan
- Establish program framework for newly established Reimagine Roadway category from the amended Measure AA Expenditure Plan

Key Accomplishments:

- Managed the review process and prepared the amended Measure AA Expenditure Plan for TAM Board approval
- Developed the Measure AA Strategic Plan to reflect the amended Measure AA Expenditure Plan
- Processed and allocated FY 2025/26 Measures AA and B funds to designated recipients, including Marin Transit and local jurisdictions
- Issued all funding agreements for Measures AA and B programs and projects approved by the TAM Board
- Issued funding agreements for approved projects from the Safe Pathways Call for Projects
- Coordinated applications for the first cycle of Competitive RM3 Safe Routes to Transit and Bay Trail Program (SR2TBT) Grant Program, producing a grant award for San Rafael's Canal Neighborhood Bellam Gateway Local Access Improvement Project for \$6.84 million

- Submitted two applications for state earmarks and three applications for federal earmarks
- Programmed TFCA and TDA 3 funds for FY2025-26 and FY2026-27 based on revenue estimates
- Coordinated Priority Conservation Area (PCA) Program application submittals to MTC based on supporting agencies with grant resources
- Coordinated the applications development for Active Transportation Program (ATP) Cycle 8 with five applicants
- Worked with the County to retain new federal legislation consulting support
- Supported agencies to secure funds from grants such as Build and ATP

Project Management and Delivery Function:

Under the direction of the TAM Board and Executive Director, oversee project development from concept through completion. Projects span state highways and local roads and include education, mode shift, and safety initiatives.

TAM directly manages some projects and partners with local and regional agencies on others, representing Marin's interests. Staff participate in key coordination forums to align efforts, provide technical input, and track funding and policy updates.

Projects and Programs support the 15 Marin CTP Strategies advancing safe, equitable, and sustainable transportation together.

Core Responsibilities

- Project management: scope, schedule, budget, and issue resolution
- Agency coordination and stakeholder engagement
- Consultant procurement and contract administration
- Planning, environmental review, design, and permitting
- Construction oversight and project close-out

Program Management: Includes oversight of TAM-sponsored programs such as the Safe Routes to School Crossing Guard Program.

Major Ongoing Work Items:

Highway Related:

- Coordinate close-out and oversee mitigation monitoring for environmental permit compliance of the Marin Sonoma Narrows (MSN) carpool lane extension from northern Novato to the Sonoma County line, including continuing to seek funding for stormwater mitigation projects with Caltrans and Marin County
- Continue monitoring impacts of the new HOV hours on US 101 to potentially activate more ramp meters and implement adaptive ramp metering on US 101
- Seek funding for the Marin Sonoma Narrows South Utility Relocation project
- Coordinate and collaborate with the SR 37 Policy Committee partners to plan and implement short and long-term projects to mitigate flooding and congestion along the entire 21-mile corridor
- Partner with Caltrans to deliver the final design for the SR 37 new bridge over Novato Creek with design completion expected in Fall 2026

- Partner with MTC and Caltrans on funding construction of the Novato Creek Bridge Multi-Use path
- Monitor the Richmond-San Rafael (RSR) Bridge upper deck modified Pilot Study and potential HOV lane
- Collaborate and monitor the final design for the Tamalpais Overcrossing Seismic and ADA Improvement Project
- Assist Caltrans with the Horse Hill Bike Path potential Project Study Report
- Coordinate with Caltrans on the SHOPP program

Local Roads Related

- Assist the County of Marin in advancing improvements to the San Antonio Road bridge
- Assist San Rafael in their Safe Routes to Transit/Bay Trail grant implementation plan
- Monitor the close-out of the access improvements approaching the RSR Bridge along Francisco Blvd East
- Continue to work with the County of Marin on several regionally significant projects, including Sir Francis Drake Boulevard Multi-Modal Access, Redwood Highway Multi-Modal Access in southern Marin, and improvements along Shoreline Highway

Local Programs:

- Assemble an AdHoc Committee to evaluate and update the scoring methodology of the Crossing Guard Program
- Provide Project/Program Management Oversight of minor contracts and on-call services
- Continue updating our project controls management system by creating GIS user-friendly maps or investigating the implementation of a searchable database
- Work with Marin jurisdictions to assist with adoption of the Local Road Safety Plan
- Assist local agencies with grant application development

Transit Related

- Monitor the relocation of the San Rafael (Bettini) Transit Center and the new Marin Transit maintenance facility
- Continue work with Caltrans and Marin Transit on improvements/relocation of various US 101 bus stops

Sea Level Rise/ Flooding Issue

- Collaborate with the Marin County Flood Control District to implement a series of projects in the Marin City area and manage the state earmark funding budget
- Continue to work with Caltrans on delivery of the Second Culvert Project in Marin City
- Monitor the progress of the Caltrans US 101 Manzanita Park-n-Ride and Southern Marin Sea Level Rise Project

Expected Deliverables:

- Procure consultants and initiate PA/ED phase for US 101 Interchanges Projects
- Complete preliminary noise study evaluation for the Marin City Noise Analysis Project
- Complete administrative Draft CEQA Environmental Impact Report and NEPA Environmental Assessment for the US 101/I-580 Multi-Modal and Local Access Improvement Project, with final approval expected in 2028
- Complete a Project Initiation Document for a Part Time Transit Lane from Novato to San Rafael on southbound US 101
- Complete design of the MSN B8 San Antonio Road Class II bike facilities
- Complete close-out activities on previously constructed projects, including Brookdale Park, Central Marin Ferry Connector, Redwood Highway, Tamalpais Junction, and additional elements of North-South Greenway
- Conduct an RFP/RFQ to provide a new Program Management Oversight consultant
- Update the projects section of the new TAM website to be rolled out early 2027
- Complete the Supplemental Project Report for the Class IV Bikeway on the Sir Francis Drake Blvd off-ramp from westbound I-580

Key Accomplishments:

- Completed construction of the Marin Sonoma Narrows carpool lane, including the opening of continuous HOV Lanes from Marin to Sonoma
- Activated six of ten Phase 1 ramp meters from Spencer Avenue to Sir Francis Drake Boulevard northbound
- Updated the HOV signage and hours of operation on the US101 corridor
- Completed the MSN B8 Northern Segment Utility Relocation Project
- Completed construction of Bellam Boulevard safety improvements from Northbound US 101 to separate regional traffic from local traffic
- Worked on grant agreement for a previously awarded Reconnecting Communities Grant for improvements along Bellam Boulevard in San Rafael
- Continued work on a Draft CEQA Environmental Impact Report and NEPA Environmental Assessment for the US 101/I-580 Multi-Modal and Local Access Improvement Project In addition, executed MOU with the City of San Rafael
- Worked to update language in the RM3 project description for the US 101/I-580 Multi-Modal and Local Access Improvement Project
- Assisted the City of Corte Madera in project development of the Tamalpais Overcrossing Project
- Completed the US 101 Interchange Project Initiation Document for three interchanges located at SR131 Tiburon Blvd/ East Blithedale, Manuel T Freitas Parkway/ Civic Center Drive, and Alameda Del Prado/Nave Drive
- Submitted BUILD Grant for the US 101 Interchanges and supporting documentation

- Worked with Caltrans to design Phase 1 of the Novato Creek Bridge Project Executed agreement with partner agencies to utilize RM3 funding to allow for the ultimate Multi-use Path to be part of Phase 1
- Prepared crossing guard ranked list of locations and developed funding plan
- Hired new Assistant Project Delivery Manager
- Procured consultant and negotiated cooperative agreement with Caltrans for the Part Time Transit Lane Project PID preparation
- Procured a consultant and entered into a cooperative agreement with Caltrans to provide oversight of the Marin City Noise Analysis Project PID preparation
- Completed final close-out of TFCA funding for the North-South Greenway Project
- Updated Quality Assurance Plan with Caltrans
- *Negotiated a contract extension with the Crossing Guard vendor*

Appendices:

- TAM Board of Commissioners
- Staffing
- Financial Policies
- Acronyms
- Glossary of Terms

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Appendix: TAM Board of Commissioners

Belvedere: **Peter Mark**, Council Member

Corte Madera: **Rosa Thomas**, Council Member

County of Marin: **Mary Sackett**, Supervisor District 1

County of Marin: **Brian Colbert**, Supervisor District 2

County of Marin: **Stephanie Moulton-Peters**, Supervisor District 3

County of Marin: **Dennis Rodoni**, Supervisor District 4

County of Marin: **Eric Lucan**, Supervisor District 5

Fairfax: **Lisel Blash**, Council Member

Larkspur: **Gabe Paulson**, Council Member

Mill Valley: **Urban Carmel**, Council Member

Novato: **Kevin Jacobs**, Council Member

Ross: **Teri Dowling**, Council Member

San Anselmo: **Yoav Schlesinger**, Council Member

San Rafael: **Kate Colin**, Mayor

Sausalito: **Melissa Blaustein**, Council Member

Tiburon: **Alice Fredericks**, Council Member

Appendix: Staffing

Salary Schedule (effective 07/01/2026)

Classification Title	FY26-27 Salary Range	FY26-27 Maximum Monthly Salary	Budgeted FTEs
Accounting and Payroll Specialist	14	\$ 9,155	1
Administrative Assistant	10	\$ 7,532	1
Assistant Project Delivery Manager	18	\$ 11,128	2
Associate Project Delivery Manager	20	\$ 12,268	0
Associate Transportation Planner	18	\$ 11,128	1
Deputy Executive Director	31	\$ 20,982	0
Director of Finance & Administration/ CFO	30	\$ 19,984	1
Director of Planning	29	\$ 19,032	1
Director of Programming & Legislation	29	\$ 19,032	1
Director of Project Delivery	30	\$ 19,984	1
Executive Assistant- Clerk of the Board	16	\$ 10,093	1
Principal Accountant	21	\$ 12,882	0
Principal Project Delivery Manager	26	\$ 16,441	0
Principal Transportation Planner	24	\$ 14,912	0
Public Outreach Coordinator*	18	\$ 11,128	1
Senior Accountant	18	\$ 11,128	1
Senior Project Delivery Manager	23	\$ 13,923	1
Senior Transportation Planner	21	\$ 12,882	0
* Incumbent salaries are currently outside range.			
Note: Executive Director salary is negotiated directly by the Board.			<u>1</u>
			14

Appendix: Financial Policies

Transportation Authority of Marin INVESTMENT POLICY

ADOPTED APRIL 26, 2007
REVISED JUNE 22, 2023

I. PURPOSE

This Investment Policy (the Policy) sets forth the investment guidelines for all general, special revenue, trust, agency and enterprise (Invested Funds) of the Transportation Authority of Marin (TAM). The objective of this Policy is to ensure that TAM funds that are not required for the immediate needs of TAM are prudently invested to preserve principal and provide necessary liquidity, while earning a market average rate of return.

The TAM Policy conforms to applicable California Government Code provisions as well as customary standards of prudent investment management. Irrespective of these Policy provisions, should the provisions of the Code be or become more restrictive than those contained herein, such provisions will be considered, immediately incorporated into this Policy, and adhered to.

As of April 2016, the TAM Board authorized staff to invest most of its funds that are not immediately needed in the Investment Trust of California (CalTRUST), a joint powers authority created by California public agencies and sponsored by the California Special Districts' Association, League of California Cities and California State Association of Counties Finance Corporation to provide a convenient method for local agencies to pool their assets for investment. It is intended that this Policy cover all invested funds and investment activities under the direction of the TAM Board and deposited with CalTRUST. TAM investments in CalTRUST are also governed by the CalTRUST Investment Policy, which is consistent with all applicable California Government Code provisions.

II. OBJECTIVES

All funds not required for the immediate needs of TAM shall be invested in accordance with the California Government Code and this Policy to ensure:

- (a) **Preservation of capital** through high quality investments and by continually evaluating the credit of financial institutions approved for investment transactions, and securities considered and held in safekeeping;
- (b) Maintenance of sufficient **liquidity** to enable the participants and other depositors to meet their operating requirements; and
- (c) A **rate of return** consistent with the above objectives.

These objectives are to be achieved through the utilization of various investment options provided by CalTRUST, and any Special Purpose Investments authorized by the Board. The combination CalTRUST and the Special Purpose Investments will provide diversification, safety of principal and liquidity for TAM funds.

III. RESPONSIBILITIES

The TAM Board of Commissioners is responsible for establishing this Policy as the governing board of the agency. This Policy shall be reviewed annually by the Board of Commissioners at a public meeting. The Finance and Policy Executive Committee is responsible for reviewing and monitoring the agency's investment activities and report to the full Board.

The management responsibility of the investment program is hereby delegated to the Executive Director and the Chief Financial Officer who shall monitor and review all investments for consistency with this Investment Policy.

The Chief Financial Officer is responsible for the day-to-day management of investments and the preparation of cash flow forecasts for TAM funds. The Chief Financial Officer may also recommend specific individual investments for the Special Purpose Investments, if any, to be approved by the TAM Board of Commissioners.

IV. IMPLEMENTATION

TAM's Board of Commissioners or persons authorized to make investment decisions on behalf of TAM are trustees and fiduciaries subject to the Prudent Investor Standard.

The standard of prudence to be used by investment officials shall be the "prudent person" standard as defined in the Code below and shall be applied in the context of managing an overall portfolio. TAM's investment professionals acting in accordance with written procedures and the Policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control developments.

The Prudent Person Standard: When investing, reinvesting, purchasing, acquiring, exchanging, selling, or managing public funds, a trustee shall act with care, skill, prudence, and diligence under the circumstances then prevailing, including but not limited to, the general economic conditions and the anticipated needs of the agency, that a prudent person acting in a like capacity and familiarity with those matters would use in the conduct of funds of a like character and with like aims, to safeguard the principal and maintain the liquidity needs of the agency.

Invested Funds are idle or surplus funds of TAM including all segregated funds. The Cash Flow Horizon is the time period in which the TAM cash flow can be reasonably forecast. This Policy establishes the Cash Flow Horizon for TAM idle or surplus funds to be at least five (5) years. The TAM Cash Flow Horizon must be updated annually.

With the authorization of the TAM Board of Commissioners, after the Chief Financial Officer determines that the cash flow needs of various projects and programs can be met, she/he may invest up to 100% of the unneeded funds in CalTRUST or any approved Special Purpose Investments.

V. Bids & Purchases

Prior to the purchase of an investment pursuant to this Policy the persons authorized to make investments shall assess the market and market prices using information obtained from available sources including investment services, broker/dealers, and the media. When evaluating various investments, preservation of capital shall be considered as the most important factor, liquidity as the second most important factor and lastly, yield. Investments in commercial paper, bankers acceptances and certificates of deposit for each issuer shall be

limited to five percent (5%) of Treasury assets, determined using the Treasury balance at the time of purchase, except that investments in overnight commercial paper shall be limited to seven percent (7%) of Treasury assets for any one issuer. The investment selected for purchase shall be that investment which in the opinion of the purchaser most clearly meets these objectives. All security transactions shall be documented at the time the transaction is consummated.

VI. Term

The maximum remaining term to maturity for an investment shall be two (2) years; except that, subject to the limitations set forth in the California Government Code, the Chief Financial Officer may authorize investments in U.S. Treasury obligations and/or U.S. Agency obligations with a maximum remaining term to maturity that shall not exceed five (5) years.

TAM may decide to make specific investments in a Special Purpose Investment. No Special Purpose Investment shall have a remaining maturity in excess of five (5) years. The weighted average maturity of the Special Purpose Investment separate account portfolio may not exceed three (3) years. Maturity shall mean the nominal maturity of the security, or the unconditional optional redemption date, if the security contains such provision. Term or tenure shall mean the remaining time to maturity when purchased.

VII. Allowed Investments

Pursuant to California Government Code the Chief Financial Officer may invest in the following subject to the limitations as set forth:

- (a) United States Treasury obligations.
- (b) United States Agency obligations.
- (c) Securities of U.S. Government Agencies & Instrumentalities
- (d) State of California Bonds and Registered Warrants, or any other state
- (e) Bonds, Notes, Warrants or other evidence of indebtedness of a local agency within the State of California.
- (f) Bankers acceptances not to exceed one hundred eighty (180) days to maturity or at the time of purchase thirty percent (30%) of the treasury fund balance.
- (g) Commercial paper of "prime" quality of the highest letter and numerical rating as provided for a nationally recognized statistical-rating organization ("NRSRO"), to be chosen from among corporations organized and operating within the United States with assets in excess of \$500,000,000.00 and having an "A" or higher rating for the issuer's debt, other than commercial paper, as provided for a NRSRO. Purchases of eligible commercial paper may not exceed two hundred seventy (270) days in maturity and may not exceed twenty-five percent (25%) of the treasury fund balance.
- (h) Negotiable certificates of deposit issued by a nationally or state-chartered bank, a state or federal association or by a state-licensed branch of a foreign bank selected on the basis of financial stability and credit rating criteria employed by the Chief Financial Officer. Negotiable certificates of deposit may not exceed thirty percent (30%) of the treasury fund balance.

(i) Non-negotiable certificates of deposit (Time Deposits) with a nationally or state-chartered bank or a state or federal association selected on the basis of financial stability, credit rating and reputation using criteria employed by the Chief Financial Officer, fully collateralized at one hundred ten percent (110%) of market value with U.S. Government Securities, high-grade Municipal Bonds, instruments of federal agencies, including mortgage backed securities at one hundred fifty percent (150%) of market value with promissory notes secured by first deeds of trust upon improved residential real property as provided by the Government Code.

(j) Medium-term Notes rated "A" or better, to be chosen from among corporations with assets in excess of \$500,000,000.00 with a maturity not to exceed two years from the date of purchase. Purchase of eligible medium-term notes may not exceed thirty percent (30%) of the treasury fund balance.

(k) Shares of beneficial interest issued by diversified management companies that are money market funds investing in securities and obligations as authorized by this investment policy. To be eligible for investment these companies shall attain the highest ranking or the highest letter and numerical rating provided by no less than two nationally recognized statistical rating organizations and have assets under management in excess of \$500,000,000.00. The purchase price may not include any commissions that these companies may charge, and the purchase of shares in any one money market fund may not exceed ten percent (10%) of the treasury balance and the total invested may not exceed twenty percent (20%) of the treasury balance.

(m) Repurchase agreements on any investment authorized by this investment policy where the term of the agreement does not exceed one year. The market value of securities that underlay a repurchase agreement shall be valued at one hundred two percent (102%) or greater of the funds borrowed against those securities, and the value shall be adjusted daily. The Executive Director or designee must approve any collateral substitution by the seller, and any new collateral should be reasonably identical to the original collateral in terms of maturity, yield, quality and liquidity.

(n) California State Local Agency Investment Pool (LAIF) operated by the State Treasurer's office.

(o) Shares of beneficial interest issued by the Investment Trust of California (CalTRUST), a joint powers authority established pursuant to California Government Code Section 6509.7, and eligible for local agency investment pursuant to California Government Code Section 53601 (p).

(p) Securities issued by or unconditionally guaranteed by the International Bank for Reconstruction and Development, International Finance Corporation, or Inter-American Development Bank (Supranationals), with a maximum remaining maturity of five years or less, and eligible for purchase and sale with the US, as authorized for local agency investment pursuant to California Government Code Section 53601(q). Purchase of eligible supranational securities shall not exceed thirty percent (30%) of the treasury fund balance.

Where a percentage limitation is specified for a particular category of investments, that percentage is applicable only at the time of purchase.

VIII. WITHDRAWALS

Requests for redemptions from the CalTRUST funds shall be made in accordance with the provisions established by the CalTRUST Board of Trustees in the CalTRUST Information Statement. Such redemptions shall be made through the CalTRUST web portal or through the submission of a Cash Transaction Notice provided by CalTRUST. The present liquidity schedule for the CalTRUST funds is as follows:

- a) For the CalTRUST Government Money Market Fund, same-day liquidity provided notice is received prior to 1:00 pm Pacific Time any business day;
- b) For the CalTRUST Prime Money Market Fund (currently the Liquid Environmentally Aware Fund), same-day liquidity provided notice is received prior to 11:00 am Pacific Time any business day;
- c) For the CalTRUST Liquidity Fund, same-day liquidity provided notice is received prior to 12:00 pm Pacific Time any business day;
- d) For the CalTRUST Short-Term Fund, same-day liquidity provided notice is received prior to 9:30 am Pacific Time any business day; and
- e) For the CalTRUST Medium-Term Fund, two-day liquidity provided notice is received prior to 9:30 am Pacific Time any business day.

IX. LOSSES

Losses are acceptable on a sale before maturity, and may be taken if the reinvestment proceeds will earn an income flow with a present value higher than the present value of the income flow that would have been generated by the original investment, considering any investment loss or foregoing interest on the original investment.

X. DELIVERY & SAFEKEEPING

The CalTRUST third-party custodian shall hold all shares purchased through the CalTRUST program.

For securities purchased through a Special Purpose Investment, delivery of all securities shall be through a third party custodian. Non-negotiable certificates of deposit may be held in the TAM's safe. No security shall be held in safekeeping by the broker/dealer from whom it was purchased. Settlement payment in a securities transaction will be against delivery only, and a Due Bill or other substitution will not be acceptable. Persons authorized under Section Three (3) who did not originate the investment transaction shall review all confirmations for conformity with the original transaction. Confirmations resulting from securities purchased under a repurchase agreement shall state the exact and complete nomenclature of the underlying securities purchased.

XI. APPORTIONMENT OF INTEREST

Net interest income for each of the CalTRUST Funds is declared as a dividend at the close of business each business day (net interest income for Saturdays, Sundays, and holidays are declared on the next business day). Dividend income for each investor in the CalTRUST funds accrues on a daily basis and posts to investor accounts on the first business day of each subsequent month.

XII. CONFLICT OF INTEREST

A Commissioner of the TAM Board, the Executive Director and the Chief Financial Officer shall not accept honoraria, gifts, and/or gratuities, which are in violation of state law, from advisors, brokers, dealers, bankers, or other persons with whom TAM conducts business.

XIII. REPORTS

The Chief Financial Officer shall prepare a quarterly investment report to the TAM Board of Commissioners. The quarterly report shall be submitted within 30 days following the end of the quarter with the exception of the year-end report, which will be presented as part of the Annual Comprehensive Financial Report (ACFR).

XIV. REVIEW OF INVESTMENT POLICY

TAM's investment policy shall be adopted by a resolution of the TAM Board of Commissioners. This policy shall be reviewed annually by staff and any modifications to this policy must be approved by the TAM Board at a regular meeting.

Transportation Authority of Marin DEBT POLICY

1. Introduction and Objective

The purpose of this Policy is to organize and formalize debt issuance-related policies and procedures for the Transportation Authority of Marin (TAM) and to establish a systematic debt policy. The debt policy and practices of TAM are, in every case, subject to and limited by applicable provisions of state and federal law and to prudent debt management principles.

The primary objectives of TAM's debt and financing related activities are to

- Maintain cost-effective access to the capital markets through prudent yet flexible policies;
- Manage debt principal and debt service payments through effective planning and project cash management in coordination with Authority project sponsors; and
- Achieve the highest practical credit ratings.

2. Scope and Delegation of Authority

This Debt Policy shall govern, except as otherwise covered by TAM's Investment Policy, the issuance and management of all debt funded through the capital markets, including the selection and management of related financial and advisory services and products.

The Debt Policy shall be reviewed and updated at least annually and presented to the Board for approval if any update is necessary. The Executive Director and the Chief Financial Officer are the designated administrators of the Debt Policy. The Chief Financial Officer shall have the day-to-day responsibility and authority for structuring, implementing and managing the debt and finance program in accordance with the Board authorized programs. The Debt Policy requires that the Board specifically authorize each debt financing. Each financing shall be presented to the Board in the context of and consistent with the TAM Strategic Plan and the Annual Budget.

While adherence to this Policy is required in applicable circumstances, TAM recognizes that changes in the capital markets, agency programs and other unforeseen circumstances may from time to time produce situations that are not covered by the Policy and require modifications or exceptions to achieve policy goals. In these cases, management flexibility is appropriate, provided specific authorization from the Board is obtained.

3. Ethics and Conflicts of Interest

Officers and employees of TAM involved in the debt management program will not engage in any personal business activities or investments that would conflict with proper and lawful execution of the debt management program, or which could impair their ability to make impartial decisions.

4. Strategic Plan Integration

TAM's long-range Strategic Plan (Strategic Plan), which programs the Measure A Sales Tax revenues, shall be used in combination with TAM's Debt Policy to ensure proper allocation and financing of Measure A eligible projects. The Strategic Plan sets priorities and strategies for allocating Measure A funds under its guiding principles, while the Debt Policy provides policy direction and limitations for proposed financing. Debt issuance for capital projects shall not be recommended for Board approval unless such issuance has been incorporated into the Strategic Plan.

5. Standards for Use of Debt Financing

TAM's debt management program will promote debt issuance only in those cases where public policy and economic efficiency favor debt over cash (pay-as-you-go) financing.

Credit Quality- Credit quality is an overriding consideration. All TAM's future debt management activities will be conducted in a manner conducive to receiving the highest credit ratings possible consistent with TAM's debt management objectives.

Long-Term Capital Projects- Debt should be used to provide funding for long-term capital projects. The debt repayment period should relate to the expected useful life for the facilities or equipment being financed, and should, as a general matter, be concurrent with the stream of benefits from these facilities. When TAM finances capital projects by issuing bonds, the debt repayment period should not exceed 120% of the useful life of the project being financed or the term of the current sales tax Expenditure Plan. Long-term debt financing shall not be used to fund operating costs.

Debt Financing Mechanism- TAM will evaluate the use of financial alternatives available including, but not limited to, long-term debt, short-term debt, commercial paper, sales tax revenue and grant anticipation notes, and inter-fund borrowing. TAM will utilize the most cost advantageous financing alternative consistent with limiting TAM's risk exposure and appropriate to the cash flow needs of the project.

6. Financing Criteria

New Money Financing- New money issues are financings that generate funding for capital projects. Eligible capital projects for allocation of Authority funds include the acquisition, construction or major rehabilitation of capital assets. The funding requirements are outlined in the Annual Budget and the Strategic Plan, which are consistent with the Measure A Transportation Sales Tax Expenditure Plan.

Refunding Financing- Refunding bonds are issued to retire all or a portion of an outstanding bond issue or other debt. Refunding issuances can be used to achieve present-value savings on debt service, to moderate interest rate risk, or to restructure the payment schedule, type of debt instrument used, or covenants of existing debt. TAM shall analyze each refunding issue on a present-value basis to identify economic effects before approval.

Types of Debt- When TAM determines that the use of debt is appropriate, the following criteria will be utilized to evaluate the type of debt to be issued.

- o **Long-Term Debt-** TAM may issue long-term debt (e.g. revenue bonds or variable rate bonds) when funding allocations cannot be financed from current revenues. The proceeds derived from long-term borrowing will not be used to finance current operations or normal maintenance. Long-term debt will be structured such that the

obligations do not exceed 120% of the expected average useful life of the project(s) financed or the sunset date of the current sales tax Expenditure Plan.

- o **Short-Term Debt-** Short-term borrowing may be utilized for the temporary funding of anticipated revenues, where anticipated revenues are defined as an assured revenue source with the anticipated amount based on conservative estimates. TAM will determine and utilize the least costly method for short-term borrowing.
- o **Variable Rate Debt-** To maintain a predictable debt service burden, TAM may give preference to debt that carries a fixed interest rate. An alternative to the use of fixed rate debt is floating or variable rate debt. It may be appropriate to issue short-term or long-term variable rate debt to diversify TAM's debt portfolio, reduce interest costs, provide interim funding for capital projects and improve the match of assets to liabilities. Variable rate debt typically has a lower initial cost of borrowing than fixed rate financing and shorter maturities. Under no circumstances will TAM issue variable rate debt solely for the purpose of earning arbitrage.
- o **Financial Derivative Products-** Financial Derivative Products will be considered appropriate in the issuance or management of debt only in instances where it has been demonstrated that the derivative product will either provide a hedge that reduces the risk of fluctuations in expense or revenue, or alternatively where the derivative product will reduce total project cost.

7. Terms and Conditions of Bonds

TAM shall establish all terms and conditions relating to the issuance of bonds, based on prevailing condition of the market, and may direct the trustee to administer and invest all bond proceeds. Unless otherwise authorized by TAM, the following shall serve as bond requirements:

Maturity of Debt- The maturity of the debt shall be equal to or less than 120% of the expected average useful life of the assets being financed, and in no event should exceed the period of time until sunset of the current Measure A sales tax.

Debt Service Structure- TAM shall determine, with the assistance of its financing team, all terms and conditions of the debt structure to achieve TAM's financial goals in keeping with current market conditions.

Lien Levels- Senior and Junior Liens for each revenue source will be utilized in a manner that will maximize the most critical constraint, typically either cost or capacity, thus allowing for the most beneficial use of the revenue source securing the bonds.

Capitalized Interest- Unless required by the market, rating agencies, or credit enhancers (if utilized), capitalized interest will not be employed. This avoids unnecessarily increasing the bond size.

Discount and Premium Bonds- While discount and deep discount bonds may slightly reduce the interest cost of the bonds below that of non-discount bonds, the amount of discount will be structured to minimize the negative impact of discounting on the ability to subsequently refund bonds for interest savings. The impact from use of premium bonds that can be redeemed prior to maturity will be analyzed, as well as the price on these bonds, and thus the amount received, may be proportionally less in comparison to par bonds, or bonds with slight discounts or premiums. The price of redeemable premium bonds will be compared to the yield savings, if any, and consider the higher potential for future refunding savings.

Call Provisions- In general, TAM's securities will include a call feature, which is no later than ten (10) years from the date of delivery of the bonds.

Derivative Products- TAM will consider the use of derivative products only in instances where it has been demonstrated that the derivative product will either provide a hedge that reduces risk of fluctuations in expense or revenue, or alternatively, where the derivative product will reduce the total project cost. If interest rate swaps are considered, TAM shall develop and maintain an Interest Rate Swap Policy governing the use of these derivative products. For derivatives other than interest rate swaps, TAM will undertake an analysis of early termination costs and other conditional terms given certain financing and marketing assumptions. Such analysis will document the risks and benefits associated with the use of a particular derivative product. Derivative products will only be utilized with prior approval from the Board.

Multiple Series- In instances where multiple series of bonds are to be issued, TAM shall make a final determination as to which allocations have the highest priority. Projects chosen for priority financing, based on funding availability and proposed timing, will generally be subject to the earliest or most senior of the bond series.

8. Credit Enhancements

TAM will consider the use of credit enhancement on a case-by-case basis, evaluating the economic benefit versus cost for each case. Only when a clearly demonstrable savings can be shown shall enhancement be considered. TAM will consider each of the following enhancements as alternatives by evaluating the cost and benefit of such enhancement.

Bond Insurance- TAM shall purchase bond insurance when such purchase is deemed prudent and advantageous. The predominant determination shall be based on such insurance being less costly than the present value of the difference in the interest expense on insured bonds versus uninsured bonds.

Letters of Credit- TAM shall enter into a letter-of-credit agreement when such an agreement is deemed prudent and advantageous. Only those financial institutions with long-term ratings greater than or equal to that of the Authority, and short-term ratings of not less than VMIG 1/A-1 F1, by Moody's Investor Services, Standard & Poor's and Fitch Rating, respectively, may participate in Authority letter of credit agreements.

9. Methods of Issuance

There are two methods of issuing debt obligations, competitive sale and negotiated sale. In a competitive sale, underwriters submit sealed bids and the underwriter or underwriting syndicate with the lowest True Interest Cost (TIC) is awarded the sale. In a negotiated sale, the underwriter or underwriting syndicate is selected through a Request for Proposal (RFP) process. The interest rate and underwriter's fee are negotiated prior to the sale, based on market conditions. TAM will determine, on a case-by-case basis, whether to sell its bonds competitively or through negotiation. When determining whether to use a competitive or negotiated sale, the following criteria shall be used.

Issuer Characteristics

Market Familiarity- A frequent issuer can generally sell most issues through a competitive sale since investors and underwriters are familiar with its credit quality. A successful sale does not require as much pre-marketing from frequent issuers. A negotiated sale may be appropriate if extensive pre-marketing to investors is advantageous.

Credit Strength- The higher the credit quality of the issuer, the less likely the need for a negotiated sale due to the demand for high quality municipal bonds. Strong issuers fare well in competitive bidding compared to issuers with credit ratings below "A."

Policy Goals- The competitive sale does not provide the issuer influence over choosing the underwriting syndicate. If the issuer finds that influencing the composition of the syndicate and the distribution of bonds are worthwhile policy objectives for a particular financing, then the issuer may have a negotiated sale. If the issuer chooses a negotiated sale for this policy reason, the issuer should then clearly specify the rationale and criteria for the selection of the underwriters to avoid the appearance of favoritism.

Financing Characteristics

- a) **Type of Debt Instrument.** The market responds well to familiar debt instruments and is often leery of innovations. New types of instruments may require an education process that is more conducive to the negotiated sale. Thus, as the market becomes more familiar with the issuer's debt instrument, the need to educate the market diminishes.
- b) **Issue Size.** The bond size influences both investor interest and the market's ability to absorb the bonds. In general, if the bond amount is too small or too large, then the issuer should consider a negotiated sale. A small bond sale may not attract market attention without a sales effort while a large sale may be difficult for the market to absorb without the presale activity offered by the negotiated sale process.

Market Conditions. When the market has interest rate stability, flexibility in the timing of the sale is not critical. However, the timing of the sale is critical when there is a volatile market. If this is the case, then a negotiated sale could be more appropriate.

Story Bonds. When bonds are unique or have a "story" associated with them, then the pre-marketing process is essential. These bonds require additional explanation and are called "story" bonds because to develop sufficient market interest, the issuer has to "tell a story" and explain why the bonds are a solid investment

10. Investment of Bond Proceeds

Purchase and Sale of Investments- TAM shall competitively bid the purchase of securities, investment agreements, float contracts, forward purchase contracts and any other investment products used to invest bond proceeds. Compliance shall be maintained with all applicable Federal, State, and contractual restrictions regarding the use and investment of bond proceeds.

Collateralized or Uncollateralized Investment Contracts- The investment agreement provider should hold an AA+ or above rating. Should the provider experience a downgrade, it will be at TAM's discretion to require the investment agreement provider to collateralize the investment contracts.

Disclosure- It shall be that all fees resulting from investment services or sale of products be fully disclosed to ensure that there are no conflicts of interest and investments are being purchased at a fair market price. Underwriters of the bonds, but not the financial or investment advisor, may bid on the sale of investment products for the proceeds. The financial or investment advisor shall document the bidding process and results and shall certify in writing that a competitive and fair market price was received.

11. Market Relationships

Rating Agencies and Investors- The Executive Director and the Chief Financial Officer shall be responsible for maintaining TAM's relationships with Moody's Investors Service, Standard & Poor's and Fitch Ratings. TAM may, from time-to-time, choose to deal with only one or two of these agencies as circumstances dictate. In addition to general communication, the Executive Director and the Chief Financial Officer shall communicate with the analysts of each rating agency providing an underlying rating at least annually, and prior to each competitive or negotiated sale.

Authority Communication- As a means of providing feedback from rating agencies and/or investors regarding TAM's financial strengths and weaknesses as perceived by the marketplace, information will be provided to the TAM Board as material information develops.

12. Continuing Disclosure

After entering into a Continuing Disclosure undertaking, TAM shall remain in compliance with Rule 15c2-12, by filing its annual financial statements and other financial and operating data for the benefit of its bondholders within 270 days of the close of the fiscal year.

13. Financing Team

TAM shall select its primary financing team members by competitive qualifications-based process through Request for Proposals. The Executive Director will make recommendations for all financing team members, with the Board providing final approval.

Financial Advisor- TAM shall utilize a financial advisor to assist in its debt issuance and administration processes. Selection of TAM's financial advisor(s) shall be based on, but not limited to, the following criteria:

- a. Experience in providing financial services to complex issuers
- b. Knowledge and experience in structuring and analyzing complex issues
- c. Experience and reputation of assigned personnel
- d. Fees and expenses
- e. Advice, assistance and preparation for presentations with rating agencies and investors
- f. Assisting in preparation of official statements

Financial advisory services provided to TAM shall include, but not be limited to the following:

- g. Evaluating risks and opportunities associated with debt issuance
- h. Monitoring marketing opportunities
- i. Evaluating proposals submitted to TAM by investment banking firms
- j. Reviewing the structure and pricing of bond insurance
- k. Assisting in the preparation of request for proposals for other financial services and investment agreement
- l. Reviewing presentation and materials for rating agencies, investor, and issuer
- m. Assisting in the preparation of official statements

TAM also expects its financial advisor to provide TAM with objective advice and analysis, maintain the confidentiality of Authority financial plans, and be free from any conflicts of interest.

Bond Counsel- Authority debt will include a written opinion by legal counsel affirming that TAM is authorized to issue the proposed debt, that TAM has met all constitutional and statutory requirements necessary for issuance, and a determination of the proposed debt's

federal income tax status. The approving opinion and other documents relating to the issuance of debt will be prepared by nationally-recognized counsel with extensive experience in public finance and tax issues. The counsel will be selected by TAM through its request for proposal process.

Disclosure Counsel- When undertaking a competitive bond sale, disclosure counsel may be retained to prepare the official statement if additional independence or expertise is needed. Disclosure counsel will be responsible for ensuring that the official statement complies with all applicable rules regulations and guidelines. Disclosure counsel will be a nationally recognized firm with extensive experience in public finance. The counsel will typically be selected from the pool of bond counsel firms. Most frequently, the disclosure counsel function will be administered by either bond counsel or underwriter. The counsel will be selected by TAM through its request for proposal process.

Underwriter Selection- TAM shall have the right to select a senior manager for a proposed negotiated sale. The criteria shall include but not be limited to the following:

- n. The firm's ability and experience in managing complex transactions
- o. Demonstrated ability to structure debt issues efficiently and effectively
- p. Prior knowledge and experience with TAM
- q. The firm's willingness to risk capital and demonstration of such risk
- r. The firm's ability to sell bonds
- s. Quality and experience of personnel assigned to TAM's engagement
- t. Financing plan presented

Trustee- TAM will choose a trustee for its debt financing (typically a trust department of a commercial bank) based on experience, fees and references in the administration tax exempt bond financings, and the monitoring of compliance with the covenants, terms and conditions as set forth in the trust indenture.

Evaluation of Financing Team Performance- TAM will evaluate each bond sale after its completion to assess the following: costs of issuance, including underwriters' compensation, pricing of the bonds in terms of the overall interest cost and on a maturity-by-maturity basis, and the distribution of bonds and sales credits.

Following each sale, TAM shall provide a description of the investment of the Bond proceeds and a post-sale evaluation on the results of the sale to the Board.

Disclosure by Financing Team Members- All financing team members will be required to provide full and complete disclosure, relative to agreements with other financing team members and outside parties. The extent of disclosure may vary depending on the nature of the transaction. However, under no circumstances will agreements be permitted which could compromise the firm's ability to provide independent advice which is solely in TAM's best interests, or which could reasonably be perceived as a conflict of interest.

Appendix: Acronyms

Transportation Acronyms

Acronym	Full Term
ABAG	Association of Bay Area Governments
ADA	Americans with Disabilities Act
BAAQMD	Bay Area Air Quality Management District
BATA	Bay Area Toll Authority
BART	Bay Area Rapid Transit
BCDC	Bay Conservation and Development Commission
BPAC	Bicycle / Pedestrian Advisory Committee
BRT	Bus Rapid Transit
Caltrans	California Department of Transportation
CEQA	California Environmental Quality Act
CIP	Capital Investment Program
CMA	Congestion Management Agency
CMAQ	Congestion Mitigation and Air Quality
CMFC	Central Marin Ferry Connection
CMP	Congestion Management Program
CO-OP	Cooperative Agreement
CTC	California Transportation Commission
DPW	Department of Public Works
EIR	Environmental Impact Report
EV	Electric Vehicle
FHWA	Federal Highway Administration
FTA	Federal Transit Administration
FY	Fiscal Year
GGT	Golden Gate Transit
GGBHTD	Golden Gate Bridge Highway and Transportation District
HOT Lane	High Occupancy Toll Lane
HOV Lane	High Occupancy Vehicle Lane

Transportation Acronyms

Acronym	Full Term
ITIP	Interregional Transportation Improvement Program
ITS	Intelligent Transportation Systems
LOS	Level of Service
MCBC	Marin County Bicycle Coalition
MPO	Metropolitan Planning Organization
MPWA	Marin Public Works Association
MT	Marin Transit
MTC	Metropolitan Transportation Commission
MTS	Metropolitan Transportation System
Neg Dec	Negative Declaration
NEPA	National Environmental Policy Act
NOP	Notice of Preparation
NTPP	Non-motorized Transportation Pilot Program
OBAG	One Bay Area Grant
PAED	Project Approval and Environmental Document
PCA	Priority Conservation Area
PCI	Pavement Condition Index
PDA	Priority Development Area
PS&E	Plans, Specifications and Engineers Estimate
PSR	Project Study Report
RHNA	Regional Housing Needs Allocation
RM2	Regional Measure 2 (Bridge Toll)
RM3	Regional Measure 3 (Bridge Toll- 2018)
RTIP	Regional Transportation Improvement Program
RTP	Regional Transportation Plan
SCS	Sustainable Communities Strategy
SMART	Sonoma Marin Area Rail Transit
SR	State Route
SR2S/SRTS	Safe Routes to Schools

Transportation Acronyms

Acronym	Full Term
STA	State Transit Assistance
STIP	State Transportation Improvement Program
STP	Surface Transportation Program
TCM	Transportation Control Measures
TCRP	Transportation Congestion Relief Program
TDA	Transportation Development Act
TDM	Transportation Demand Management
TFCA	Transportation Fund for Clean Air
TIP	Federal Transportation Improvement Program
TMP	Traffic Management Plan
TMS	Transportation Management System
TNC	Transportation Network Company
TOD	Transit-Oriented Development
TOS	Transportation Operations Systems
VMT	Vehicle Miles Traveled
VRF	Vehicle Registration Fee

Appendix: Glossary of Terms

AB 2766 - Motor Vehicle Fee Program: A program that permits air districts to allocate vehicle registration surcharge fees of up to \$4.00, per vehicle, per year to projects that reduce motor vehicle emissions, such as zero-emission vehicles, roundabouts/traffic circles, and trip reduction programs.

Active Transportation Program (ATP): Funding program established in 2013 for projects that increase bicycling and walking. Consolidates several federal and state programs - including the federal Transportation Alternatives program (TAP), Safe Routes to Schools, and Bicycle Transportation Account.

Auxiliary Lane: Freeway lanes linking adjacent interchanges to reduce weaving conflicts between exiting and entering vehicles.

Base Year: Year used in performance analysis as a reference point for current conditions.

Baseline: Future scenario which includes only projects currently underway or programmed funds.

Bikeway: Facility designated for use by bicyclists. There are three types of bicycle facilities.

1. Bike Path or Bike Trail (Class I Bikeway) — Provides a completely separated right-of-way designated for the exclusive use of bicyclists and pedestrians with cross-flows by motorists minimized.
2. Bike Lane (Class II Bikeway) — Provides a striped and/or signed right-of-way for use by bicycles, but with occasional adjacent vehicle parking and cross-flows by pedestrians and motorists permitted.
3. Bike Route (Class III Bikeway) — Highlights direct or scenic routes for bicyclists using signs or permanent markings. Routes may be shared with pedestrians or motorists.

Buffered Bike/Pedestrian Facility: A bicycle or pedestrian facility that has additional space between the motor vehicle travel lane and the bicycle and pedestrian facility. A buffered facility offers a more comfortable biking or walking environment.

California Department of Transportation (Caltrans or CT): State agency which builds and maintains state highways, some state railways, and administers multi-modal transportation programs within the state.

California Environmental Quality Act (CEQA): Legislation which requires private entities, state and local agencies to disclose, consider and mitigate the environmental impacts of various actions.

California Transportation Commission (CTC): A board appointed by the governor and state legislature that sets spending priorities for highways and transit, reviews Regional Transportation Plans (RTPs) and Regional Transportation Improvement Programs (RTIPs) and allocates funds to transportation projects from several funding programs.

Capital Improvements: Physical infrastructure improvements such as pavement, sidewalks, bridges, signals and purchases of equipment, vehicles.

Commute: The trip to/from a regular location, usually work or school.

Complete Streets: Streets designed and operated to enable safe access for all users. Pedestrians, bicyclists, motorists, and bus riders of all ages and abilities are able to safely move along and across a complete street.

Conformity: A demonstration of whether a federally-supported activity is consistent with the Clean Air Act. Transportation conformity applies to plans, programs, and projects approved or funded by the Federal Highway Administration or the Federal Transit Administration.

Congestion Management Agency (CMA): State designated county-level policy body

Congestion Mitigation and Air Quality Improvement Program (CMAQ): Federal funding program established specifically for projects and programs that contribute to the attainment of a national ambient air quality standard. Funds distributed to regions based on population, Air Quality maintenance/attainment category and air pollution severity.

Congestion: Congestion is usually defined as travel time or delay in excess of what is normally experienced under free-flow traffic conditions. Congestion is typically accompanied by lower speeds, stop-and-go travel conditions, or queuing.

Constrained (Fiscal Constraint/Financially Constrained): Denotes a funding scenario under which projects, programs, expenditures in a plan or programming document that can be implemented within the constraints of committed, available or reasonably available revenue sources.

Corridor: A major transportation route which can consist of one or more highways, arterial streets, transit lines, rail lines and/or bikeways.

Dedicated Funds: Federal, state or local funds which can be used only for specific purposes or by specific agencies.

Department of Transportation (DOT): At the federal level, the cabinet agency headed by the Secretary of Transportation is responsible for highways, transit, aviation, and ports. The DOT includes the Federal Highway Administration (FHWA), the Federal Transit Administration (FTA), the Federal Aviation Administration (FAA), and other agencies. The state DOT is Caltrans.

Environmental Document (ED): The draft or final Environmental Impact Statement or Environmental Impact Report, Finding of No Significant Impact, Environmental Assessment or Negative Declaration.

Environmental Impact Report (EIR): An assessment of the environmental effects and mitigations for a proposal or decision which, under the California Environmental Quality Act (CEQA), has been determined may significantly impact the environment.

Environmental Impact Statement (EIS): Document that details any adverse economic, social and environmental effects of a proposed transportation project prepared pursuant to the National Environmental Policy ACT (NEPA), roughly analogous to an EIR under CEQA.

EPA - Environmental Protection Agency: Federal agency established to develop and enforce regulations that implement environmental laws enacted by Congress to protect human health and safeguard the natural environment.

Fiscal Year (FY): The 12-month period established for budgeting purposes. The fiscal year for state and most local governments in California begins July 1 and ends June 30. The federal fiscal year begins October 1 and ends September 30.

Highway Safety Improvement Program (HSIP): Formerly the Hazard Elimination and Safety Program (HES). Federal funding program administered by Caltrans for improving safety.

Highway: A general term which includes roads, streets, and parkways and all their appurtenances. In this document "highway" typically refers only to roads on the State Route System however (e.g. Highway 37).

Local Streets: Streets that provide direct access to adjacent residential areas, on which traffic is generally discouraged.

Low Emission Vehicles: Vehicles using alternative fuel sources which emit little or no tailpipe exhaust, e.g., electric, hybrid electric, and fuel cell.

Mass Transit: A common carrier service provided for transporting passengers on established routes, with fixed schedules, published rates of fares. Includes buses and rail.

Mitigation: Project or program intended to offset impacts of a transportation project on an existing natural resource such as a stream, wetland, and/or endangered species.

Mitigation Banking: The preservation, enhancement, restoration or creation of a wetland, stream, or habitat conservation area which offsets, or compensates for, expected adverse impacts to similar nearby ecosystems.

Mixed Flow Lane: Travel lanes shared by autos, trucks, buses, and motorcycles (as compared to restricted lanes, such as HOV lanes).

Mode: Method of travel, e.g., private automobile, walking, bicycle, transit, airplane, bus, train.

Network: A planned recreation, transportation and interpretive pathway that links existing and new trail segments into a continuous trail.

Multi-modal: Using or addressing more than one transportation mode.

Obligate: The act of securing a commitment from Federal or State government (e.g. FHWA or Caltrans) to pay or reimburse entities for a project's eligible costs. Many funding programs require a project sponsor to obligate funds in a timely manner or lose the funds.

Right-of-Way (ROW): The area of property owned by a public or private entity used for transportation purposes.

Safe Routes to Transit: Strategies to address the challenges of getting to and from a transit stop or station. These include sidewalks and curb cuts to bus stops, pedestrian crosswalks near transit stations, bicycle lanes that connect to transit and bike parking at transit stations, feeder-distributor bus/shuttle routes, car sharing/station cars, and ridesharing.

Surface Transportation Program (STP): Federal flexible funding program that may be used by states and localities for projects on any federal aid highway (includes road, bike, pedestrian, highway), bridge projects on any public road, transit capital projects, and intracity and intercity bus terminals and facilities.

Transit: Travel by bus, rail, or other vehicle, either publicly or privately owned, that provides general or specialized service on a regular or continuing basis.

Transit Dependent: An individual who because of age, income, physical/mental condition, geographic location, or personal choice, does not have a private vehicle available and relies on transit for his/her transportation needs.

Vehicle Miles Traveled (VMT): The term used for the total number of miles traveled by motor vehicles within a specified region during a particular time period.

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DATE: May 28, 2026

TO: Transportation Authority of Marin Board of Commissioners

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

SUBJECT: Review and Release for Public Comment the Draft 2026 Measure AA Strategic Plan (Action), Agenda Item No. 5e

RECOMMENDATION

The TAM Board opens a 30-day public comment period for the Draft 2026 Measure AA Strategic Plan (hereinafter referred as “Strategic Plan”), as shown in Attachment A.

On May 11, 2026, the Administration, Projects and Planning (AP&P) Executive Committee reviewed the draft Strategic Plan and voted unanimously to refer it to the TAM Board to open the required 30-day public comment period.

BACKGROUND

On November 6, 2018, Marin voters approved Measure AA by 76.7% to renew and extend the original Measure A Transportation Sales Tax. The Measure AA Expenditure Plan includes directions to fund Marin’s core transportation needs, including local street and road maintenance, Safe Routes to Schools programs, transit service, and highway and interchange improvements.

In Measure AA, a policy was included for TAM to review the Expenditure Plan every six years on the rationale that four reviews can be conducted before expiration. Staff began the process for the first Measure AA Expenditure Plan Review in the fall of 2024 and is concluding the amendment process this spring with jurisdiction considerations/approvals following the March 26, 2026 TAM Board approval of the amended Measure AA Expenditure Plan.

Measure AA Strategic Plan

The Measure AA Expenditure Plan (page 30) also directs TAM to prepare the Measure AA Strategic Plan to identify the timing and process of funding allocations for project and program implementation based on project readiness, ability to generate matching or leveraged funds, need for borrowing and other relevant criteria and policies. The Strategic Plan for Measure AA has been in existence since 2019 and updated periodically.

In 2021, the Strategic Plan was developed to combine Measure A and Measure AA funds into a single document since Measure AA was an extension of Measure A, and both measures were collecting the same transportation sales tax revenue stream over a consecutive period with generally the same project/program priorities. It was necessary to monitor and track Measure A funds until all funds were exhausted through allocations.

The 2023 Strategic Plan included residual Measure A funds for transit under Strategy 1. However, the remaining Measure A funds for transit were allocated to Marin Transit in July 2023 for FY23/24 implementation, thereby fulfilling the commitment to exhaust Measure A funds under the 2023 Strategic Plan.

The 2023 Strategic Plan also tracked the Measure A reserve funds that were incrementally released by the TAM Board. The remaining Measure A reserve funds were fully allocated to all strategies of the Measure A Expenditure Plan in July 2024 for FY24/25 implementation.

As anticipated in the 2023 Strategic Plan, tracking Measure A funds in the 2026 Strategic Plan is no longer needed after fulfilling the remaining commitments on Measure A Strategy 1 and Measure A reserve funds. Therefore, the 2026 Strategic Plan under the amended Measure AA Expenditure Plan only includes Measure AA funds.

DISCUSSION

The Strategic Plan outlines how the revenues are distributed to projects and programs, as well as the oversight process. It establishes the timing of allocations and addresses funding priorities. It also reconciles the timing of expected revenues with the schedule for when those revenues are needed in order for sponsors to deliver projects and services. The Strategic Plan also incorporates policies periodically adopted by the TAM Board to guide the continuing implementation of Measure AA funds. In general, the Strategic Plan provides the overall structure for the management of the revenues and guidance to sponsors on requesting, utilizing, and reporting on the spending of the funds allocated.

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

The Strategic Plan contains the following sections:

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

The 2026 Strategic Plan is consistent with the adopted amended Measure AA Expenditure Plan. The changes from the previously adopted Strategic Plan in 2023 primarily include updating the language, revenue numbers, and new policies from the adopted amended Measure AA Expenditure Plan. Policies, programming, and implementation guidelines that were not mandated for change by the adopted amended Measure AA Expenditure Plan were primarily retained in the 2026 Strategic Plan.

Below are the notable changes included in the 2026 Strategic Plan:

Amended Measure AA Expenditure Plan

The amended Measure AA Expenditure Plan was adopted by the TAM Board on March 26, 2026. It is required to go to every jurisdiction for consideration. The amended Measure AA Expenditure Plan must be approved by the majority of the jurisdictions representing the majority of the incorporated population, as well as by a majority of the Board of Supervisors.

As of May 21, 2026, the following jurisdictions have approved the amended Measure AA Expenditure Plan, satisfying the vote requirement:

- Belvedere
- Corte Madera
- Fairfax
- Larkspur
- Mill Valley
- Novato
- San Anselmo
- San Rafael
- Sausalito
- Tiburon
- County of Marin

The amended Measure AA Expenditure Plan becomes effective July 1, 2026 and the 2026 Strategic Plan, upon approval, will effectuate the newly established policies.

Staff will continue to work with the remaining jurisdiction (Ross) to provide information as requested for consideration.

The following changes have been incorporated in the 2026 Strategic Plan as shown in the table below to reflect the amended Measure AA Expenditure Plan.

Categories with Changes	2018 EP	Rev EP	Approved Changes in Strategic Plan
Category 1.3 Local Interchanges	3.0%	2.5%	Reduction of 0.5%.
Category 2.1 Local Transportation Infrastructure	22.0%	18.0%	Funding for new Category 2.4
Category 2.3 Sea Level Rise	1.0%	1.0%	Change eligible recipients to include TAM and remove call for projects requirement
Category 2.4 Innovative Technology	0.5%	0.0%	Fold into funding for new Reimagined Roadways.
Category 2.4 Reimagined Roadway	0.0%	4.5%	New Category. Maintain 0.5% from 2.4 plus 4% from Category 2.1.
Category 3.2 Crossing Guard Program	7.0%	7.5%	Add 0.5% from Category 1.3, Revise language to specify number of guards rather than number of sites/locations.
Category 4.6 Ferries and Regional Transit	0.5%	0.5%	Change eligible recipients and broaden to First/Last Mile at Major Transit Stops.

Measure AA Revenue Forecast

The revenue projection for the 2023 Strategic Plan was prepared on a \$35.68 million (FY2023-24) base year with a 2% annual growth rate, which yields a \$1.3 billion estimated total revenue collection over the 30-year period, compared to \$1.2 billion in the original 2019 Strategic Plan.

Staff have prepared updated financial forecasts for the remaining years of Measure AA as part of the Measure AA Expenditure Plan review to confirm approximate funds available for each category with TAM's consultant, HdL, Inc. In August 2025, the TAM Board was presented with two scenarios for Measure AA revenue collection for the 30-year period: the optimistic scenario assumes growth between 2.8 and 3.0%, and the pragmatist scenario assumes 0% growth for two years, 1% growth for the three subsequent years, and 2% thereafter, similar to TAM's recent annual budget documents.

Measure AA Revenue Projections			
	FY18-24	FY25-30	Measure Total
2018 Estimate	151,624,034	198,746,290	1,200,330,289
Actual	168,417,962		
2025 Optimist		221,607,056	1,376,928,205
2025 Pragmatist		207,786,343	1,194,455,529

It was also reported that many uncertainties both globally and nationally are casting a shadow on the economic future. Therefore, these projections are just a snapshot in time. Actual collection may continue to fluctuate due to unforeseen circumstances. Given such tenuous conditions, Marin has been fortunate to benefit from more fiscal stability than many other counties in the state.

Because of this stability, it is likely that Marin's sales tax revenue will not fluctuate greatly in the upcoming years. Over the long term, the strong sales tax drivers, including per capita personal income and the relatively low Marin unemployment rate, are expected to continue to support strong taxable sales growth.

Based on these conditions, the TAM Board in February 2026 adopted Measure AA revenue for FY26/27 at \$36.44 million with a modest growth factor of 1.5% for FY27/28 and 2.0% annually thereafter, resulting in a 30-year revenue collection at \$1.26 billion for the 2026 Strategic Plan, which is coincidentally near the midpoint between the Optimist and Pragmatist projections noted in the above table. Note that when the Administration, Projects and Planning (AP&P) Executive Committee reviewed the Draft FY2026-27 Annual Budget at their meeting on May 11, the Committee requested that staff review sales tax revenue information from other jurisdictions to consider a less conservative growth rate. Should the Budget projection be updated, the Strategic Plan would also need to be updated to maintain consistent forecasts. Staff will report to the Board on any changes between the Draft and Final documents.

While the 2026 Strategic Plan projection of \$1.26 billion for the 30-year period is less than the projection from the 2023 Strategic Plan, it is still greater than the 2019 Strategic Plan and far greater than projections during the post-pandemic period.

Category 2.1 Local Transportation Infrastructure

Category 2.1 Local Transportation Infrastructure of Measure AA currently provides annual funding in arrears (collect funds before allocating) to jurisdictions. As such, Category 2.1 funds can be distributed upfront before projects commence. However, every other category in Measure AA and Measure B allocate funds are allocated based on projected collection and funds are reimbursed after expenses have been incurred.

Under the 2026 Strategic Plan, Category 2.1 funds will be converted from allocating in arrear to reimbursement-based, making Category 2.1 consistent with the other categories of Measure AA and Measure B. The consistency would help avoid confusion with managing the funds and reduce reporting requirements for recipients, needed for upfront fund distribution. MPWA does not object to the conversion.

In order to reconcile the allocate in arrear and reimbursement processes, already collected funds from FY25/26, and projected to be collected FY26/27 funds will be requested and allocated together, amounting to a "double allocation" of Category 2.1 funds for FY26/27.

In addition to providing consistency with other Measure categories, the shift to a reimbursement-based process could assist local agencies with the transition in category 2.1 and 2.4 funding shifts.

The “double allocation” would more than offset the reduction in category 2.1 for FY27, and agencies could use the additional funds in one year or spread them out over several years depending on what best meets their needs.

Language to Allow Future Community Oversight Committee (COC) Membership Change

The current 12-member COC membership structure was originally established in the 2004 Measure A Transportation Sales Tax Expenditure Plan. To accurately represent the voices of the communities in Marin, especially to timely address the needs and voices of Equity Priority Communities (EPCs), the TAM Board has the authority to review and amend the COC membership structure when necessary. This authority is noted in the Strategic Plan.

Measure AA Expenditure Plan Review Schedule

The Measure AA Expenditure Plan must be reviewed periodically to ensure that it responds to a rapidly evolving transportation landscape, incorporates innovations, and reflects current priorities. Under the amended Measure AA Expenditure Plan, the TAM Board directed the timing of the Measure AA Expenditure Plan review and the Measure B Expenditure Plan review to occur together for one consolidated, concurrent review for efficiency and effectiveness. The timing of the two review processes will occur concurrently during the second scheduled review for both Measures B and AA in 2032 to 2033 and will establish an eight-year cycle for both thereafter. This would provide four review cycles for Measure AA, including a final one the year before the measure is due to sunset in 2049.

Strategic Plan Update

The Strategic Plan is scheduled for update every other year with 2028 as the next scheduled update. Strategic Plan updates must be approved by the TAM Board, following a noticed public hearing and a 30-day public comment period.

RELATIONSHIP TO COUNTYWIDE TRANSPORTATION PLAN (CTP)

The CTP was factored into the development of the amended Measure AA Expenditure Plan, which is also reflected in the development of the 2026 Strategic Plan.

FISCAL CONSIDERATION

There are no immediate fiscal impacts associated with opening a 30-day public comment period on the draft 2026 Strategic Plan. After the 30-day public comment period and after the 2026 Strategic Plan is adopted, Measure AA funds will be made available upon requests from eligible recipients, and the requested amounts will be included in TAM’s Annual Budget.

NEXT STEPS

Staff will continue to review comments from various sources and new revenue and expenditure information and update the proposed Strategic Plan as necessary. Any changes since the release of public comment in May will be reported at the June 25, 2026 TAM Board Meeting. Upon adoption by the TAM Board, the 2026 Strategic Plan will be posted on TAM’s website and communicated to local agencies and stakeholders. Initial allocation requests of Measure AA funds from the 2026 Strategic Plan will be presented to the TAM Board for adoption in June or July 2026 for Local Infrastructure Projects and Marin Transit’s Annual Operations and Capital Request.

ATTACHMENTS

Attachment A – Draft 2026 Measure AA Strategic Plan

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2026 Measure AA Sales Tax Strategic Plan

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TAM Board of Commissioners

(June 2026)

Chairperson

San Rafael - Kate Colin

Vice Chairperson

County of Marin - Mary Sackett

Commissioners

Belvedere - Peter Mark

Corte Madera - Rosa Thomas

Fairfax - Lisel Blash

Larkspur - Gabe Paulson

Mill Valley - Urban Carmel

Novato - Kevin Jacobs

Ross - Teri Dowling

San Anselmo - Yoav Schlesinger

Sausalito - Melissa Blaustein

Tiburon - Alice Fredericks

County of Marin - Eric Lucan

County of Marin - Brian Colbert

County of Marin - Dennis Rodoni

County of Marin - Stephanie Moulton-Peters

Community Oversight Committee

(June 2026)

Chairperson

League of Women Voters of Marin - Kevin Hagerty

Vice Chairperson

Major Marin Employers - Peter Pelham

Committee Member/Alternate

Central Marin Planning Area - Jeffrey Olson/Philip Mooney

Northern Marin Planning Area - Charley Vogt/Jessica Deakyne

Ross Valley Planning Area - Paul Roye/Susannah Saunders

Southern Marin Planning Area - vacant/Charlie Vogelheim

West Marin Planning Area - Scott Tye/vacant

Bicyclist & Pedestrian Groups – Dave Rhoads/vacant

Environmental Organizations - Kate Powers/Nancy Okada

Marin County Paratransit Coordinating Council – Allen Bortel/Jane Gould

School Districts - Heather McPhail Sridharan/vacant

Taxpayer Group - vacant/vacant

League of Women Voters of Marin - Susan Clark (Alternate)

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1. EXECUTIVE SUMMARY

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

Guiding Principles of the Strategic Plans

The 2021 Strategic Plan was the first time that the Measure A (2004) and Measure AA (2018) ½-cent Transportation Sales Taxes were combined into one document that served as the programming/allocation document for all projects/programs receiving sales tax funding. The 2023 Strategic Plan follows the same format established by the 2021 Strategic Plan. Since all Measure A funds have been exhausted through allocations, tracking Measure A funds in the 2026 Strategic Plan is no longer needed after fulfilling the remaining commitments under the 2023 Strategic Plan. The 2026 Strategic Plan serves as the guide, resource book, and manual for expenditure of the valuable local sales tax dollars that Marin voters entrusted with TAM and are developed under the following guiding principles.

a. Maximize Leveraging of Outside Fund Sources

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

b. Support Cost-Effective Project Delivery

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

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

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

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

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

e. Promote High Environmental and Conservation Awareness

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

f. Promote Equity

TAM Board discussions in recent years have directed staff to focus on equity in all TAM activities. The 2026 Strategic Plan incorporated the 2017 Vision Plan direction to focus on “providing transportation that is accessible, affordable, and convenient for all residents and workers in Marin County.”

g. Support Community Safety in Wildfire Evacuation Planning

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

Overview of the 2026 Strategic Plan

The 2026 Strategic Plan is a 5-year planning and programming document that also includes important policies. It provides a snapshot of commitment of funds to specific projects and programs for a five-year period. The revenue projections and funding commitments will be updated annually while the Strategic Plan document will be updated every other year. This Executive Summary provides an overview of the entire document.

Section 1-Executive Summary: highlights all the guiding principles for the development of the Strategic Plan and the framework of the 2026 Strategic Plan.

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

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

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

Section 5-Programming/Allocation to Projects/Programs: provides an overview of the fund programming to date and plans for the near-term future for each category of Measure AA. Project sponsors can find the up-to-date funding commitment information over the 5-year period in Section 5, for each of the projects and programs identified in the Expenditure Plan.

2. BACKGROUND

About TAM

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

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

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

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

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

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

The Measure AA Expenditure Plan

On November 6, 2018, 76.7% of Marin voters approved the renewal and 30-year extension of the 1/2-cent transportation sales tax and Measure AA Expenditure Plan. The Measure AA Expenditure Plan, like the Measure A Expenditure Plan that came before, reconfirmed the core transportation needs in the County, including local street and road maintenance, Safe Routes to Schools programs, high quality transit service and highway and interchange improvements.

In Measure AA, a policy was included for TAM to review the Expenditure Plan every six years on the rationale that four reviews can be conducted before expiration. The review process for the first Measure AA Expenditure Plan Review began in the fall of 2024 and concluded the amendment process on March 26, 2026 when the TAM Board approved the amended Measure AA Expenditure Plan that goes into effect on July 1, 2026.

The original and amended Measure AA Expenditure Plans provide funding for the four categories as shown in the table below.

Measure AA Expenditure Plan		
	Original EP	Amended EP Effective July 1, 2026
Highway 101 Improvements	7.0%	6.5%
Local Infrastructure Maintenance and Improvements	26.5%	26.5%
Safe Access to Schools Program	11.5%	12.0%
Transit Operation and Capital Improvement	55.0%	55.0%
Total	100.0%	100.0%

Accountability

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

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

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

The Community Oversight Committee (COC), originally created in 2004 as part of the requirement of the Measure A Expenditure Plan, will continue to play a critical role as the citizens watchdog to monitor and report the expenditure of the sales tax in accordance with the Measure AA Expenditure Plan. The COC is designed to reflect the diversity of the county. It consists of 12 members (current memberlist is presented in Appendix 1) and each organization represented on the COC nominates its representative, with final appointment by the TAM Board. To accurately represent the voices of the communities in Marin, especially to timely address the needs and voices of Equity Priority Communities (EPCs), the TAM Board has the authority to review and amend the COC membership structure when necessary.

3. POLICIES GUIDING THE PLAN

TAM has incorporated the following policies to guide the continuing implementation of the 2026 Strategic Plan, ensuring prudent stewardship of the funds. Policies incorporated into this document will guide the financial decisions of TAM in managing Measure AA funds.

3.1 Separation of Categories & Subcategories Policy

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

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

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

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

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

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

3.2 Reserve Policy

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

The establishment of a reasonable sales tax reserve allows TAM the ability to provide funding or cash flow support to eligible high priority projects and programs during economic difficult times, or under unforeseen emergency funding crises. Under Measure A, 5% of the first five-years of full revenue collection was set aside to allow TAM a reserve of \$5.39 million, which helped the agency weather the 2008 economic recession and meet urgent project funding and cash needs. This reserve policy was maintained with Measure AA and \$5.39 million in Measure AA reserve funds have been collected.

3.3 Bond Financing Policy

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

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

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

Objectives of TAM's debt financing policy are to:

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

3.4 Leveraging and Funding Swap Policy

The Expenditure Plan envisioned the role of other fund sources to help meet Marin's transportation needs. It recognized that the sales tax funding opened new opportunities to compete for state and federal grants that require a local match. Matching or leveraging of outside funding sources is strongly encouraged. Any additional

transportation sales tax revenues made available through their replacement by matching funds will be spent based on the principles outlined above. Funds shall remain in the major category unless all needs in the category are met, whereupon TAM can program funds to another category following the amendment procedures.

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

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

3.5 Audit Policy

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

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

3.6 Expenditure Plan Amendment

The Expenditure Plan must be reviewed periodically to ensure that it responds to a rapidly evolving transportation landscape, incorporates innovations, and reflects current priorities. The timing of the Measure AA Expenditure Plan review and the Measure B Expenditure Plan review have been merged to occur together for one consolidated, concurrent review for efficiency and effectiveness. The timing of the two review processes will occur concurrently during the second scheduled review for both Measures B and AA in 2032 to 2033 and will establish an eight-year cycle for both thereafter. This would provide four review cycles for Measure AA, including a final one the year before the measure is due to sunset in 2049. The TAM Board may consider an amendment at the point of the review or at any time deemed necessary during the life of the Expenditure Plan.

3.7 Investment of Cash Balance and Interest Fund Policy

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

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

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

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

3.8 New Agency Policy

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

3.9 Funding Restriction Policy

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

3.10 Cash Flow and Use of Sales Tax Fund Policy

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

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

3.11 Advancement of Fund Policy

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

Most of the Measure AA funds are distributed annually over the 30-year life of the measure. This is true with all

of the categories except Category 1, of which several of the highway improvement projects are expected to need funds over a shorter period of time.

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

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

3.12 Staffing and Administration Policy

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

3.13 Strategic Plan Amendment Policy

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

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

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

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

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

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

In all cases, the noticing shall comply with the Brown Act. Any changes to policies contained in the Strategic Plan will also necessitate an amendment to the Strategic Plan, done simultaneously with changes to the policy.

4. REVENUE FORECAST

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

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

2026 Revenue Forecast

The revenue projection for the 2023 Strategic Plan was established at a \$35.68 million (FY2023-24) base year with a 2% annual growth rate, which yields a \$1.3 billion estimated total revenue collection over the 30-year period, compared to \$1.2 billion in the original 2019 Strategic Plan.

Staff have prepared updated financial forecasts for the remaining years of Measure AA as part of the Measure AA Expenditure Plan review to confirm approximate funds available for each category with TAM's consultant. In August 2025, the TAM Board was presented two scenarios for Measure AA revenue collection for the 30-year period: the optimistic scenario assumes growth between 2.8 and 3.0%, and the pragmatist scenario assumes 0% growth for two years, 1% growth for the three subsequent years, and 2% thereafter, similar to TAM's recent annual budget documents.

Measure AA Revenue Projections			
	FY18-24	FY25-30	Measure Total
2018 Estimate	151,624,034	198,746,290	1,200,330,289
Actual	168,417,962		
2025 Optimist		221,607,056	1,376,928,205
2025 Pragmatist		207,786,343	1,194,455,529

Many uncertainties both globally and nationally are casting a shadow on the economic future. Actual collection may continue to fluctuate due to unforeseen circumstances. Given such conditions, Marin has been fortunate to benefit from more fiscal stability than many other counties in the state.

Because of this stability, it is likely that Marin's sales tax revenue will not fluctuate greatly in the upcoming years. Over the long term, the strong sales tax drivers, including per capita personal income and the relatively low Marin unemployment rate, are expected to continue to support strong taxable sales growth.

Based on these conditions, the TAM Board adopted Measure AA revenue for FY 26/27 at \$36.44 million with a modest growth factor of 1.5% for FY 27/28 and 2.0% annually thereafter, resulting in a 30-year revenue collection at \$1.26 billion for the 2026 Strategic Plan.

5. PROGRAMMING/ALLOCATION TO PROJECTS/PROGRAMS

Reserve Funds

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

TAM collected \$5.39 million in reserve funds in the first five years of the Measure A Program. In June 2019, the TAM Board adopted a policy to release Measure A reserve funds at a rate that does not exceed the amount collected for Measure AA reserve funds, to maintain a minimum \$5.39 million reserve level.

TAM has since allocated all Measure A reserve funds to each strategy in the proportionate rates that were collected. TAM has also collected the \$5.39 million in Measure AA funds to replenish the returned Measure A reserve funds.

Measure AA Projects/Programs

The Measure AA Strategic Plan was based on the expectation that the ½-cent sales tax would generate approximately \$1.2 billion over 30 years. The current projected revenues generated by Measure AA have slightly risen to \$1.26 billion compared to \$1.3 billion projected in the 2023 Strategic Plan. With allowable deductions for administration and program/project management, approximately \$1.1567 billion for programming.

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

IMPLEMENTATION CATEGORY	Share	Current 30-year Amount (in millions)
Category 1 Reduce Congestion on Hwy 101 & Adjacent Roadways	6.5%	\$76.2
1.1 Provide matching funds for the MSN Project	1.5%	\$16.0
1.2 Provide matching funds for Hwy 101/I-580 Direct Connector	2.0%	\$21.3
1.3 Improve Hwy 101 local interchanges and freeway access routes	2.5%	\$27.5
1.4 Implement commute alternatives and trip reduction strategies	0.5%	\$5.3
Category 2 Maintain, Improve, and Manage Marin's Local Transportation Infrastructure	26.5%	\$306.5
2.1 Maintain and manage local roads	18.0%	\$214.2
2.2 Provide safe pathways for safe walking and biking access to schools	3.0%	\$34.3
2.3 Develop projects to address transportation impacts from sea level rise	1.0%	\$11.4
2.4R Develop and advance projects for the Reimagined Roadway category	4.5%	\$42.3

Category 3 Reduce School-Related Congestion and Provide Safer Access to Schools	12.0%	\$137.8
3.1 Maintain the Safe Routes to Schools Program	3.5%	\$38.4
3.2 Expand the Crossing Guard Program	7.5%	\$81.4
3.3 Provide capital funding for small school safety related projects	1.0%	\$11.0
Category 4 Maintain and Expand Local Transit Services	55.0%	\$626.2
4.1 Maintain and improve existing transit service	33.0%	\$380.2
4.2 Maintain and expand rural and recreational bus services	3.0%	\$34.6
4.3 Maintain and expand transit services for those with special needs	9.5%	\$109.5
4.4 Provide transit services to schools	5.0%	\$57.6
4.5 Invest in bus transit facilities	4.0%	\$46.1
4.6 Expand access to ferries and regional transit, managed by Golden Gate Transit	0.5%	\$5.7
TOTAL	100%	\$1,156.7*

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

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

Category 1: Reduce Congestion on Hwy 101 & Adjacent Roadways

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

1.1 Provide Matching Funds for the MSN Project

The US101 Marin-Sonoma Narrows project has largely been completed with the HOV lanes opened in 2025; only some off-highway work remains. A total of \$12.4 million in Measure AA funds, representing 1.5% of the overall sales tax measure, was used to augment other funds to complete the MSN Project. The distribution of Measure AA funds is shown in the below table.

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

Funds were secured to fully fund the construction phase of approximately \$121 million.

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

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

1.3 Improve Hwy 101 Local Interchanges and Freeway Access Routes

The Measure AA Expenditure Plan directs 2.5% of revenues towards a program to study potential improvements to Highway 101 interchanges and approaching local roadways. The studies will investigate enhancements for all users including vehicles, bicycles, pedestrians, and transit users. The funds are intended to be used as “seed money” to leverage possible federal, state, regional or local grant sources. Studies at the twelve interchanges listed below were initiated in FY 20/21 and completed in FY22/23.

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

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

- SR131 Tiburon Blvd. / East Blithedale Avenue
- Manuel T. Freitas Parkway /Civic Center Drive
- Alameda del Prado/Nave Drive

1.4 Implement Commute Alternatives and Trip Reduction Strategies

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

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

[Category 2: Maintain, Improve, and Manage Marin’s Local Transportation Infrastructure](#)

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

2.1 Maintain and Manage Local Roads

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

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

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

The Expenditure Plan recognized that each jurisdiction has unique needs and that local priorities are best identified at the local level. Because of this, Local Road funds are distributed on a programmatic basis. Funds are allocated to local agencies based on a formula weighted 50% by the population of the local agency's jurisdiction and 50% by the number of lane miles within the limits of that agency's jurisdiction. This formula is updated on a biennial basis to address changes in population and lane mile figures. The distribution shares will use the most current population data from the California Department of Finance and lane miles from MTC.

Category 2.1 Local Transportation Infrastructure of Measure AA in prior Strategic Plans provide annual funding in arrears (collect funds before allocating) to jurisdictions. As such, Category 2.1 funds can be distributed upfront before projects commence. However, every other category in Measure AA and Measure B allocate funds are allocated based on projected collection and funds are reimbursed after expenses have been incurred.

Category 2.1 funds will be converted in the 2026 Strategic Plan from allocating in arrear to reimbursement-based, making Category 2.1 consistent with the other categories of Measure AA and Measure B.

In order to reconcile the allocate in arrear and reimbursement processes, already collected funds from FY25/26, and projected to be collected FY26/27 funds will be requested and allocated together, amounting to a "double allocation" of Category 2.1 funds for FY26/27.

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

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

or traffic safety devices.

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

Category 2.2 is intended to fund larger projects. The allocation of funds under Category 2.2 is recommended to be capped up to \$450,000 to assure equitable distribution of available funds but this amount can be adjusted depending on the amount of funds available and the bidding environment. A Call for Projects will be conducted approximately once every four years when the accumulation of funds has reached a sufficient level to fund more than seven projects. Smaller safe pathway projects discussed under Category 3.3 are generally included in a Call for Projects with Category 2.2.

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

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

All projects will come from approved Safe Routes plans. Approved Safe Routes plans are developed in a cooperative effort of schools’ Safe Routes to Schools teams, which can include local Safe Routes Task Forces, school officials and staff, parents and children, local elected officials, and representatives of public works departments of local jurisdictions, and at times, neighborhood representatives. The next Call for Projects with Categories 2.2 and 3.3 funds is anticipated to commence in 2029.

2.3 Develop Projects to Address Transportation Impacts from Sea Level Rise

The funds in this category are reserved for the planning of infrastructure improvements to address sea-level rise, or as matches to grants sought for that purpose, as spelled out in the adopted Measure AA Expenditure Plan. The funds are likely insufficient for design or construction of these solutions but can be used to plan for improvements and serve as matching funds to grants from other sources.

TAM staff have been working closely with local agencies to consider future needs and opportunities. Consultant support was retained to conduct a review of existing plans and studies at identified transportation locations vulnerable to sea level rise and begin conceptual design efforts at vulnerable locations in Marin County both on major transportation facilities and adjacent to these facilities, and the TAM Board adopted the Plan in 2025. Follow on tasks are now underway.

2.4 R Develop and advance projects for the Reimagined Roadway Category

This new category will receive 4.5% of Measure AA funds. The purpose of this program is to:

- Get Projects “Shovel Ready” - Advance large roadway capital projects through environmental clearance to best compete for future construction funds
- Create an avenue for multi-jurisdiction, multi-agency, and multi-modal project development
- Advance CTP goals and strategies and tackle functional purpose and modal priority tradeoffs through a holistic project development process

- Identify and prioritize corridor projects with countywide significance

TAM will manage the initial planning phase to identify key corridors collaboratively with local agencies and key stakeholders, such as transit agencies. Within the key corridors, prioritized projects and project elements will be identified with project partners. These prioritized projects will be advanced to the environmental and preliminary engineering phases before they are transitioned to local agencies to proceed with final design and construction.

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

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

3.1 Maintain the Safe Routes to Schools Program

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

3.2 Expand the Crossing Guard Program

Since county voters approved transportation sales taxes, TAM has expanded its crossing guard program to nearly 100 locations throughout the county. These services are contracted to a professional company that specializes in crossing guard programs to ensure that there are trained crossing guards with back-ups for every prioritized intersection, and the program is professionally managed with reduced risk and liability.

3.3 Provide Capital Funding for Small School Safety Related Projects

While Category 2.2 funds “large” Safe Pathway projects with allocation of funds of \$450,000 or more, funds for “small” Safe Pathway projects are covered by Category 3.3. Small Safe Pathway projects are limited to \$100,000 per project maximum.

Small-scale safety improvement devices that may not compete well for larger grant programs such as signal upgrades, rectangular rapid flashing beacons, and other flexible technology improvements would be included in this program. Small Safe Pathways funds will be available to local jurisdictions and will be distributed on a competitive basis following a Call for Projects managed by TAM. As noted above, the next Call for Projects with Categories 2.2 and 3.3 funds is anticipated to commence in 2029.

Category 4: Maintain and Expand Local Transit Services

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

The goal of the Expenditure Plan is to support diverse, efficient, and sustainable transportation options that promote mobility and maintain the quality of life for residents of Marin County. This category contains a variety

of transit programs that work together with the other Expenditure Plan strategies to develop sustainable and responsive alternatives to driving for a variety of trip purposes in Marin.

It provides Marin with an efficient transit system that reduces greenhouse gas emissions and meets the needs of those who travel between and within the county's many communities.

4.1 Maintain and Improve Existing Transit Service

Category 4.1 allows Marin Transit to plan long term and contract Marin's local transit service. Funding will ensure that service levels are maintained and increased in the long term, with focus on the leveraging of other funds. This category will provide funding to maintain and improve intercommunity bus transit service and service along major bus transit corridors throughout Marin County.

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

4.2 Maintain and Expand Rural and Recreational Bus Services

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

4.3 Maintain and Expand Transit Services for Those with Special Needs

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

Services for seniors and persons with disabilities are planned with the support of the Marin Mobility Consortium, which advises Marin Transit on the needs of these communities and receives public input from all areas of the county. Measure AA funding will allow these innovations to continue and expand to serve Marin's aging population.

4.4 Provide Transit Services to Schools

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

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

4.5 Invest in Bus Transit Facilities

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

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

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

4.6 Expand Access to Ferries and Regional Transit

Expand and maintain shared mobility services, and new transit connections to address first and last mile connections to rail and ferry stations.

Marin County residents and workers now have expanded regional transportation options to improve regional mobility, particularly during commute hours. Local residents and workers often require first and last mile connections to make these regional options accessible, including access to the ferry and express bus services. This category helps to expand and maintain first and last mile solutions that provide access to regional transit stops for Marin's residents and commuters. The funds can be accessed by TAM, Marin Transit or Golden Gate Bridge Highway and Transit District as sponsors of shared mobility services such as bikeshare systems or new first/last mile connections (e.g. Shuttle service, new transit connections, or other shared mobility services) at major transit stops working in coordination with TAM.

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

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

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

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

The Bond Debt reserve was used to pay back the MTC loan, completed in 2015. From 2015 to 2018, and projected

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

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

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

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

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

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

The Novato Boulevard Rehabilitation Project is currently in the design phase. Novato will request the remaining available funds for the construction phase when the design phase is complete.

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

Implementation Guidelines

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

A. Claimant Policies

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

1. Eligibility for Funding

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

2. Application Process

- There are two paths for the allocation of funds:
 - a. Programmatic funding, such as Category 2.1, Local Roads.
 - b. Project specific funding, such as Category 1.3, Local Interchange projects.
- Allocations for programmatic funding will be made on an annual basis, in accordance with formulas specified in the Strategic Plan. For Local Roads projects, sponsors need to submit an allocation request form that specifies projects anticipated for implementation. The proposed projects should come from sponsors' Capital Improvement Programs (CIP) or equivalent. Sponsors may also use Local Roads funds for unanticipated emergency projects not in their CIP. If sponsors use such funds for projects not mentioned in the allocation request form, a revised allocation request form needs to be submitted to TAM before proceeding to implementation. Sponsors are also required to document the changes in the annual report.
- For an allocation of project specific Measure AA funds, project sponsors will need to submit a complete application package, consisting of the following information:
 - a. Identification of Lead Sponsor
 - b. Inclusion in local and/or regional plans (as required)
 - c. Status of environmental review (as required)
 - d. Notice of impediments to project or program
 - e. Scope of Work / Description of Service
 - f. Adherence to Performance Measures (as required)
 - g. Delivery Schedule (by Phase)
 - h. Funding Plan
 - i. Cost and funding for each phase of the project, including the status on non-Measure AA funds on whether these funds have been secured or have expiring deadlines
 - ii. Cash flow needed on Measure AA funds
 - iii. Expenditures to Date

3. Allocation and Disbursement of Funds

- All allocations of Measure AA funds by TAM will be reviewed for the following:
 - a. Consistency with the Strategic Plan [Program of Projects]
 - b. Completeness of the application via the Allocation Request Form and consistency with Strategic

Plan requirements.

- All allocations of Measure AA funds will be governed by a funding agreement between TAM and the sponsoring agency. The TAM Board will approve such allocations. TAM's Executive Director will have the authority to execute funding agreements.
- Programmatic funding will be approved annually, and project specific funding will be approved based on project readiness. For multi-year projects, funding allocations and funding agreements may be for the term of project phases (i.e., environmental, design, construction).
- All agreements will document the following (See Appendix 3b):
 - a. Scope of Work
 - b. Project Schedule
 - c. Funding Plan
 - d. Adherence to Performance Measures (if applicable)
 - e. Reporting requirements
 - f. Acceptance of TAM's Claimant Policies
- Funding agreements shall be executed by resolution of the sponsor's governing board.
- Prior to the disbursement of funds, a project must have:
 - a. an approved allocation resolution from the TAM Board
 - b. an executed funding agreement between the sponsoring agency and TAM.
- The standard method of payment will be through reimbursement, with the exceptions of Category 4.1, 4.2, 4.3, and 4.4, which can be distributed one month before costs have been incurred. Project advances will require approval from the TAM Board.
- Funds may be accumulated by TAM over a period of time to pay for larger and long-term projects. All interest income generated by these proceeds will be used for the transportation purposes described in the Expenditure Plan and Strategic Plan as approved by the TAM Boards.
- Timely use of funds requirement will be specified in each agreement.
- Project reimbursement requests must be accompanied by evidence of payment. Reimbursement requests shall be submitted no more frequently than monthly.
- Measure AA funds will not substitute for another fund source that has been programmed or allocated previously to the project or program without prior approval of TAM.
- Other fund sources committed to the project or program will be used in conjunction with Measure AA funds. To the maximum extent practicable, other fund sources will be spent down prior to Measure AA funds. Otherwise, Measure AA funds will be drawn down at a rate proportional to the Measure AA share of the total funds programmed to that project phase or program.
- After a multi-year allocation of funds has been made to a project phase, the release of funds in any subsequent fiscal year will be subject to the submittal and acceptance by TAM's Executive Director of a complete Progress Report meeting the requirements for progress reports as adopted by the TAM Board.
- Measure AA funds will be allocated to phases of a project or to a program based on demonstrated readiness to begin the work and ability to complete the project phase.
- Measure AA allocations for right-of-way and construction will be contingent on a completed environment document.

4. Monitoring and Reporting Requirements

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

- Audit requirements will be specified in the agreement.

5. Eligible and Ineligible Costs

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

6. Other

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

Appendix

Appendix 1 - Measure AA Five-Year Programming

Appendix 2 - Measure AA Category 2.1 Local Road Infrastructure Programming by Agencies

Appendix 3 - Measure AA Expenditure Plan ([available for download](#))

Appendix 4 - Comments and Responses on Strategic Plan (if any)

DRAFT

Appendix 1 - Measure AA Five-Year Programming

		Numbers in '000's						
			Five Year Programming Availability					
Measure AA 1/2 Cent Sales Tax Programming		Prior	FY26/27	FY27/28	FY28/29	FY29/30	FY20/31	5-Year Total
Major Road Set-Aside								
Active Projects								
	Novato - Novato Blvd - Segment 1		8,300			-		8,300
	Total		8,300					8,300
Category 1 - Reduce Congestion								
Category 1.1	Completion of Marin-Sonoma Narrows ¹	12,400						-
Category 1.2	Match for Completion of 101/580 Direct Connector ¹	7,560	100	100	100	100	100	500
Category 1.3	Enhance Interchanges	4,743	750	1,000	1,000	1,500	1,500	5,750
Category 1.4	Transportation Demand Management	506	175	175	175	175	175	875
	Total	25,209	1,025	1,275	1,275	1,775	1,775	7,125
Category 2 - Local Transportation Infrastructure								
Category 2.1	Local Infrastructure	37,731	12,876	5,817	5,943	6,072	6,204	36,912
Category 2.2	Large Safe Pathway Capital Projects	6,121	954	969	991	1,012	1,034	4,960
Category 2.3	Sea Level Rise	2,040	318	323	330	337	345	1,653
Category 2.4	Innovative Technology	1,020						-
Category 2.4R	Reimagined Roadway		1,431	1,454	1,486	1,518	1,551	7,440
	Total	46,912	15,579	8,563	8,750	8,939	9,134	50,965
Category 3 - Safer Access to Schools								
Category 3.1	Safe Routes to Schools	1,005	1,029	1,052	1,077	1,101	1,127	5,386
Category 3.2	Crossing Guards	2,011	2,057	2,105	2,153	2,202	2,253	10,770
Category 3.3	Small Safe Pathway Capital Projects	287	294	301	308	315	322	1,540
	Total	3,303	3,380	3,458	3,538	3,618	3,702	17,696
Category 4 - Transit								
Category 4.1	Local Bus Transit Service	67,573	10,356	10,580	10,809	11,041	11,279	54,065
Category 4.2	Rural Bus Transit Service	5,196	963	978	999	1,020	1,043	5,003
Category 4.3	Special Needs Transit Service	19,453	3,048	3,097	3,164	3,232	3,301	15,842
Category 4.4	School Transit Service	10,238	1,604	1,630	1,665	1,701	1,738	8,338
Category 4.5	Bus Transit Facilities	8,191	1,283	1,304	1,332	1,361	1,390	6,670
Category 4.6	Expand Access to Transit	1,024	160	432	101	170	174	1,037
	Total	111,675	17,414	18,021	18,070	18,525	18,925	90,955

Appendix 2 - Measure AA Category 2.1 Local Road Infrastructure Programming by Agencies

Measure AA Sales Tax Programming			PRIOR ¹	FY26/27 ⁴	FY27/28	FY28/29	FY29/30	FY30/31	TOTAL ²
Category 2 - Local Transportation Infrastructure		POP/Mile³							
Category 2.1	Local Roads								
	Belvedere	0.97%	368,007	125,213	56,484	57,713	58,966	60,244	726,626
	Corte Madera	3.70%	1,380,728	474,542	215,451	220,136	224,915	229,789	2,745,560
	Fairfax	2.78%	1,042,591	356,687	161,700	165,216	168,803	172,461	2,067,459
	Larkspur	4.10%	1,518,107	525,429	238,304	243,486	248,772	254,164	3,028,261
	Mill Valley	5.51%	2,103,603	709,316	320,393	327,360	334,467	341,716	4,136,854
	Novato	17.90%	6,789,757	2,309,050	1,041,155	1,063,797	1,086,891	1,110,447	13,401,097
	Ross	0.98%	380,251	126,370	56,816	58,052	59,312	60,597	741,398
	San Anselmo	4.43%	1,673,198	571,318	257,522	263,122	268,834	274,660	3,308,654
	San Rafael	19.81%	7,429,362	2,552,330	1,152,257	1,177,315	1,202,873	1,228,943	14,743,080
	Sausalito	2.76%	1,041,030	353,338	160,461	163,950	167,510	171,140	2,057,429
	Tiburon	3.39%	1,291,138	435,200	197,187	201,475	205,849	210,310	2,541,158
	County	33.68%	12,713,441	4,336,929	1,958,814	2,001,411	2,044,860	2,089,178	25,144,633
	Total	100.00%	37,731,213	12,875,722	5,816,543	5,943,032	6,072,050	6,203,649	74,642,209
1 - Collection of Measure AA commenced April 1, 2019. Prior includes 15 months of funds collected from April 1, 2019 to June 30, 2025.									
2 - Total includes Prior and 5-Years of Programmed Funds.									
3 - The Population/Lane Miles Percentage was updated in 2026 with the latest available population data from the Department of Finance and lane miles data from MTC.									
4 - Includes actual funds collected for FY 25/26 and projected funds collected for FY 26/27 based on 22% and 18% of total Measure AA revenue, respectively.									

Appendix 3 - Measure AA Expenditure Plan

The Measure AA Expenditure Plan and amendments are available for download at:

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

https://www.tam.ca.gov/wp-content/uploads/2026/03/7b-Attachment-B-Measure-AA-EP-Proposed-Amendments_Revised.pdf

DRAFT



DATE: May 28, 2026

TO: Transportation Authority of Marin Board of Commissioners

FROM: Anne Richman, Executive Director *Anne Richman*
Melanie Purcell, Director of Finance and Administration

SUBJECT: Adopt Title VI Program (Action), Agenda Item No. 5f

RECOMMENDATION

The TAM Board reviews and approves the proposed Title VI program with the planned amendments to the “safe harbor” languages effective on June 1, 2026. The Administration, Projects and Planning (AP&P) Executive Committee reviewed the proposed Title VI program at its May 11, 2026 meeting and referred it to the TAM Board for adoption.

BACKGROUND

In early 2023, TAM and Marin Transit were awarded a \$1.1 million Transit Performance Initiative (TPI) Investment Program grant from the Metropolitan Transportation Commission (MTC) to support development of a Part-Time Transit Lane (PTTL, sometimes also called Bus on Shoulder) project on Southbound U.S. 101 between San Rafael and Novato. This effort follows a feasibility study that TAM completed that showed benefits to transit including travel time savings from a PTTL. The source of the TPI grant funds is federal, specifically from the Federal Transit Administration (FTA). This project continues in FY2026-27.

Title VI of the Civil Rights Act of 1964 states that “No person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance.” The Marin Transit Title VI Program addresses both the general and transit-specific requirements per Federal Transit Administration (FTA) Title VI guidance issued on October 1, 2012 (Appendix A of FTA circular 4702.1B).

As a subrecipient of federal funds, TAM is required to comply with and submit Title VI Programs to the primary recipient from whom they receive funding in order to assist the primary recipient in its compliance efforts. Subrecipients may choose to adopt the primary recipient’s notice to beneficiaries, complaint procedures and complaint form, public participation plan, and language assistance plan where appropriate. Operational differences between the primary recipient and subrecipient may require, in some instances, that the subrecipient tailor its language assistance plan.

DISCUSSION/ANALYSIS

Because of the nature of its public interactions and use of federal funding, Marin Transit has developed a detailed Title VI Program including a Limited English Language Assistant Plan (LEP). While TAM will need its own Title VI Program in the next year to fully comply with recent federal awards, staff recommend utilizing the subrecipient provision to take advantage of our partner agency’s expertise with our overlapping constituents. While Marin Transit has more extensive Title VI requirements than TAM, the two agencies share a base residency that allows for some near mirror elements to comply with Title VI.

Title VI requires, at minimum:

- Title VI Notice to the Public, including a list of locations where the notice is posted
- Title VI Complaint Procedures (i.e., instructions to the public regarding how to file a Title VI discrimination complaint) including a Title VI Complaint Form
- Public Participation Plan, including information about outreach methods to engage minority and limited English proficient populations (LEP), as well as a summary of outreach efforts made since the last Title VI Program submission
- Language Assistance Plan for providing language assistance to persons with limited English proficiency (LEP), based on the DOT LEP Guidance

Additional requirements include reports on population and board and committee demographics, and documentation of Board adoption of the program and any complaints and resolution of such complaints.

All of the required materials are located on Marin Transit's website, [Title VI Civil Rights Program | Marin Transit](#), and are available at its office. Marin Transit is in the process of updating its Title VI program to alter the "safe harbor" languages to only include Spanish. This more accurately represents the current demographics of the population. Not all of the elements of the Marin Transit Title VI program apply to TAM due to the nature of the respective services provided by each agency. A specific exception to the Marin Transit program that TAM will use is a separate complaint process with complaints coming directly to the TAM Director of Finance and Administration. The process and form will be posted on the TAM website along with links to the Marin Transit program for more details.

FISCAL CONSIDERATION

Federal funding requires compliance with Title VI. The Part-time Transit Lane (PTTL) grant is \$1.1 million.

NEXT STEPS

Once approved, a separate complaint process will be posted on the TAM website along with links to the Marin Transit Title VI program. All required reports will be provided to Marin Transit as the primary recipient reporting on the grant. Staff will return to the Board with a Title VI program tailored to TAM as a primary recipient within a year as part of its compliance with its directly awarded federal grants.

ATTACHMENTS

Attachment A – Marin Transit Title VI Program Document



Title VI Program Update 2023-2026

Adopted by Marin Transit Board of Directors

June 2023

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1. Introduction

Marin Transit is committed to ensuring that no person is excluded from participation in, denied the benefits of, or discriminated against under its projects, programs, or activities on the basis of race, color, creed, national origin, sex or age, as provided in Title VI of the Civil Rights Act and 49 United States Code Section 5332. The Marin Transit Title VI Program addresses both the general and transit-specific requirements per Federal Transit Administration (FTA) Title VI guidance issued on October 1, 2012 (Appendix A of FTA circular 4702.1B).

Overview of Marin Transit

Marin County Transit District (Marin Transit or the District) was formed by a vote of the people of Marin County in 1964 and was given the responsibility for providing local transit service within Marin County. Although Marin Transit has responsibility for local transit services, it does not employ its own drivers. Instead, Marin Transit contracts with public, private, and nonprofit providers for local bus and paratransit services and maintenance. Staff are directly responsible for planning, capital investments, financial management, and operations oversight. Marin Transit is financially supported by Marin County Measure AA Funds, State Transportation Development Act Funds, fares, property taxes and Federal Section 5311 rural transit funds. Marin Transit services encompass all public bus routes that begin and end within Marin County.

Marin Transit offers services under the following broad categories:

- Traditional local fixed route service operated in high-capacity transit vehicles on major travel corridors.
- Community shuttle service operated in smaller vehicles and tailored to serve lower density neighborhoods.
- Rural fixed route service providing a link between rural west Marin County and the major activity centers in the county.
- Muir Woods Shuttle – a service operated in partnership with the National Park Service to relieve congestion around the Muir Woods National Monument.
- School services, offered through Supplemental transit routes and a dedicated home to school yellow school bus service.
- Demand-response paratransit services for those eligible under the Americans with Disabilities Act (ADA).
- Specialized services and programs for the older adult and disability community through its Marin Access program.

In addition, the District utilizes over 600 bus stops in Marin County that serve regional and/or local bus routes. While Marin Transit does not own any of these bus stops, it shares responsibility for maintaining and improving most stops throughout the County.

Overview of Title VI Program

The commitment to comply with Title VI is an essential element of Marin Transit's service operation. Marin Transit's Title VI Program will continue to evolve through lessons learned while conducting planning analyses, evaluating service impacts, and putting into place inclusive participation programs and outreach activities. Every three years, Marin Transit updates this document for the Federal Transit Administration as a record of the District's most current Title VI Program.

The efforts associated with updating the Language Assistance Plan and the Public Participation Plan that fed into this program have assisted the District in developing strategies and practices that will continue to ensure on-going compliance with Title VI principles. These include:

1. Updated Language Assistance Plan and Public Participation Plans that focus on improving upon and integrating language assistance measures into day-to-day activities.
2. Developing staff training materials and practices to ensure that staff and contracted staff are familiar with Title VI requirements, policies, and procedures.
3. Updating Title VI materials and agency vital documents to include expanded safe harbor languages including Vietnamese and Chinese (Written Simplified Chinese).¹
4. Continuing to ensure that all federal compliance activities, including Title VI, are included in future work plans.

¹ Based on a census-based analysis of languages spoken by Limited English Proficient (LEP) populations, Marin Transit found that Chinese (including Mandarin and Cantonese speakers) should be included for translation services, as Chinese is spoken by greater than 1,000 LEP individuals in the county and rises to the level of a "safe harbor" language under federal guidelines. Due to the greater prevalence of Mandarin speakers in Marin County, documents will be translated into Simplified Chinese which is the written form of Mandarin.

2. Title VI Notice to Beneficiaries

Marin Transit District provides a Title VI notice to beneficiaries in key locations including the District's administrative offices, the District's contractor offices that are open to the public, on the Marin Transit website, on Marin Transit vehicles, and at major transit hubs. With this update of the Title VI Program, text of the notice has been revised to include the new safe harbor languages of English, Spanish, Vietnamese, and Chinese (Written Simplified Chinese). Marin Transit will update this Notice in all relevant locations upon adoption of this updated Title VI Program.

English

Marin Transit Passenger – Non-Discrimination Policy

Marin Transit grants all citizens equal access to transportation services and is committed to ensuring that no person is excluded from participation in or denied the benefits of its services on the basis of race, color, or national origin as protected by Title VI of the Civil Rights Act of 1964. For more information on our Title VI program or how to file a complaint, contact (415) 226-0855 or TDD 711, email info@marintransit.org or visit our offices at 711 Grand Avenue, Suite 110, San Rafael, CA 94901.

For more information about Marin Transit's Title VI program, please visit www.marintransit.org/titlevi or call (415) 226-0855 or TDD 711.

If information is needed in another language, contact Marin Transit at (415) 226-0855.

Spanish

Pasajero de Marin Transit - Política de no discriminación

Marin Transit otorga a todos los ciudadanos la igualdad de acceso a sus servicios de transporte. Marin Transit tiene el compromiso de garantizar que ninguna persona sea excluida de participar o que se le nieguen los beneficios de sus servicios sobre la base de raza, color u origen nacional, según se proteja por el Título VI de la Ley de Derechos Civiles de 1964. Para obtener más información sobre nuestro programa Título VI o cómo presentar una queja, comuníquese con (415) 226-0855 o TDD 711, envíe un correo electrónico a info@marintransit.org o visite nuestras oficinas en 711 Grand Avenue, Suite 110, San Rafael, CA 94901.

Para obtener más información sobre el programa Título VI de Marin Transit, visite <http://www.marintransit.org/titlevi> o llame al (415) 226-0855 o TDD 711.

Si necesita información en otro idioma, comuníquese con Marin Transit al (415) 226-0855.

Vietnamese

Hành khách sử dụng xe buýt Marin Transit – Chính sách không phân biệt đối xử

Marin Transit cho phép mọi công dân tiếp cận bình đẳng với các dịch vụ vận chuyển và cam kết đảm bảo rằng không ai bị loại trừ khỏi việc tham gia hoặc bị từ chối các lợi ích từ các dịch vụ của Marin Transit trên cơ sở chủng tộc, màu da hoặc nguồn gốc quốc gia như được bảo vệ bởi Tiêu đề VI của Đạo luật về Quyền Công dân năm 1964. Để biết thêm thông tin về chương trình Tiêu đề VI của chúng tôi hoặc cách nộp đơn khiếu nại, hãy liên lạc với số điện thoại (415) 226-0855 hoặc TDD 711, hoặc truy cập vào info@marintransit.org hoặc đến văn phòng của chúng tôi tại 711 Grand Avenue, Suite 110, San Rafael, CA 94901.

Để biết thêm thông tin về chương trình Tiêu đề VI của Marin Transit, vui lòng truy cập vào <http://www.marintransit.org/titlevi> hoặc gọi (415) 226-0855 hoặc TDD 711.

Nếu cần thông tin bằng ngôn ngữ khác, hãy liên lạc với Marin Transit theo số (415) 226-0855.

Chinese (Written Simplified Chinese)

馬林縣公共交通乘客–非歧視政策

馬林縣公共交通(Marin Transit)致力於確保所有公民都能平等獲得公交服務，並承諾不會因種族、膚色或原國籍而排除任何人參與或享受其服務的權益，這些權益受到《1964年民權法案》(Civil Rights Act of 1964)第六章 (Title VI) 的保護。如需了解有關我們的第六章計劃或如何提出投訴的更多信息，請通過以下方式聯繫我們：致電 (415) 226-0855 或 TDD 711，發電郵至 info@marintransit.org，或者親臨我們辦公室（地址是711 Grand Avenue, Suite 110, San Rafael, CA 94901）。

如需了解有關馬林縣公共交通(Marin Transit)第六章計劃的更多信息，請訪問 <http://www.marintransit.org/titlevi>，或者致電(415) 226-0855 或TDD 711。

如需其他語言的信息，請致電Marin Transit (415) 226-0855。

3. Title VI Complaint Procedures and Complaint Form

As a recipient of federal dollars, Marin Transit is required to comply with Title VI of the Civil Rights Act of 1964 and ensure that services and benefits are provided on a nondiscriminatory basis. Marin Transit has developed a Title VI Complaint Procedure that outlines a process for the disposition of Title VI complaints and is consistent with guidelines found in the FTA Circular 4702.1B.

The following Complaint Procedure is posted on the www.marintransit.org website:

Title VI Complaint Procedure

If you believe that you have received discriminatory treatment by Marin Transit on the basis of your race, color, or national origin, you have the right to file a complaint with the Civil Rights Officer. The complaint must be filed no later than 180 calendar days of the alleged discriminatory incident. This document and the Title VI complaint form are available on Marin Transit website www.marintransit.org/titlevi.html

The preferred method is to file your complaint in writing using the Title VI Complaint Form, and send it to:

Civil Rights Officer
Marin Transit
711 Grand Avenue, Suite 110
San Rafael, CA 94901

Verbal complaints will be accepted and transcribed by the Civil Rights Officer. To make a verbal complaint, call (415) 226-0855 or TDD 711.

You also have the right to file a complaint with an external entity such as the Department of Transportation (DOT), a federal or state agency, or a federal or state court. Should a complaint be filed with Marin Transit and an external entity simultaneously, the external complaint shall supersede Marin Transit complaint and Marin Transit's complaint procedures will be suspended pending the external entity's findings.

The Marin Transit Civil Rights Officer will review and investigate all Title VI complaints that are complete. Once the complaint is received, Marin Transit will review it to determine if our office has jurisdiction. The complainant will receive an acknowledgement letter informing her/him whether the complaint will be investigated by our office. Reasonable measures will be undertaken to preserve any information that is confidential. The investigation may include a review of all relevant documents, practices and procedures as well as discussion(s) of the complaint with all affected parties to determine the nature of the problem. The investigation will be conducted and generally completed within 60 days of receipt of a formal complaint.

Based on the information received, an investigation report will be prepared by the Civil Rights Officer for submittal to the Marin Transit General Manager. On behalf of the General Manager, the Civil Rights Officer will issue one of two letters to the complainant: 1) a closure letter or a 2) a Letter of Finding. A closure letter summarizes the allegations and states that there was not a Title VI violation and that the

case will be closed. A Letter of Finding summarizes the allegations and the interviews regarding the alleged incident, and explains whether any disciplinary action, additional training of the staff member or other action will occur. Parties will have 14 calendar days from the date of the outcome letter to appeal. If the complainant wishes to appeal the decision, he or she may appeal directly to the United States Department of Transportation, the Equal Employment Opportunity Commission or the California Department of Fair Employment and Housing, as appropriate.

A person may also file a complaint directly with the Federal Transit Administration, at FTA Office of Civil Rights, 1200 New Jersey Avenue SE, Washington, DC 20590.

Investigation Procedures

The Civil Rights Officer will maintain a log of Title VI complaints received that shall include the date the complaint was filed, a summary of the allegations, the status of the complaint, and actions taken by Marin Transit in response to the complaint.

If requested, documents describing Marin Transit's Title VI Policy Statement and Complaint Procedures can be translated into languages other than English.

Title VI Complaint Forms

Marin Transit provides Title VI Complaint Forms in English, Spanish, Vietnamese and Chinese (Written Simplified Chinese), as shown below.

Figure 1 Title VI Complaint Form-English

Marin Transit Title VI Complaint Form

Marin Transit is committed to ensuring that no person is excluded from participation in, or denied the benefits of its services on the basis of race, color or national origin as protected by Title VI of the Civil Rights Act of 1964, as amended ("Title VI").

Please provide the following information necessary in order to process your Title VI complaint. Assistance is available upon request.

1. Complainant's Name _____
2. Address _____
3. City, State and Zip Code _____
4. Telephone Number (home) _____ (business) _____
5. Electronic Mail Address _____
6. Accessible Format Requirements? Large Print Audio Tape
 a. TDD Other
7. Person discriminated against (if someone other than the complainant)
 Name _____
 a. Address _____
 b. City, State and Zip Code _____
8. Which of the following best describes the reason you believe the discrimination took place? Was it because of your:
 a. Race _____
 b. Color _____
 c. National Origin _____
9. What date did the alleged discrimination take place? _____

10. In your own words, describe the alleged discrimination. Explain as clearly as possible what happened and why you believe you were discriminated against. Describe all persons who were involved. Include the name and contact information of the person(s) who discriminated against you (if known) as well as names and contact information of any witnesses. Include the date of the encounter, the route number and direction of travel, and the time the incident occurred. If you have it, include the bus number. Please use the back of this form if additional space is required

11. Have you filed this complaint with any other federal, state, or local agency; or with any federal or state court? _____ Yes _____ No

12. If yes, check all that apply: _____ Federal agency _____ Federal court _____ State agency _____ State court _____ Local agency

13. Please provide information about a contact person at the agency/court where the complaint was filed.

Name _____
 Address _____
 City, State, and Zip Code _____
 Telephone Number _____

14. Please sign below. You may attach any written materials or other information that you think is relevant to your complaint.

 Complainant's Signature Date

Mail or Deliver the Completed Form to:

Civil Rights Officer
 Marin Transit
 711 Grand Avenue, Suite 110
 San Rafael, CA 94901

Figure 2 Title VI Complaint Form-Spanish

Formulario de Queja conforme al Título VI de Marin Transit

Marin Transit tiene el compromiso de garantizar que a ninguna persona se le excluya de participar en sus servicios o se le nieguen los beneficios de sus servicios sobre la base de raza, color u origen nacional, según se proteja por el Título VI de la Ley de Derechos Civiles de 1964, y sus enmiendas ("Título VI").

Por favor, proporcione la siguiente información necesaria para procesar su queja conforme al Título VI. Se puede obtener ayuda al solicitarla.

1. Nombre de quien presenta la queja _____
2. Dirección _____
3. Ciudad, estado, código postal _____
4. Número telefónico (casa) _____ (empresa) _____
5. Dirección de correo electrónico _____
6. ¿Requiere formatos accesibles? Letra grande Cinta de audio
 TDD Otro
7. Persona discriminada (si no es quien presenta la queja)
 Nombre _____
 a. Dirección _____
 b. Ciudad, estado, código postal _____
8. ¿Cuál de las siguientes describe mejor la razón por la que cree que ocurrió la discriminación? ¿Fue por su...?
 a. Raza _____
 b. Color _____
 c. Origen nacional _____
9. ¿En qué fecha ocurrió la presunta discriminación? _____

10. En sus propias palabras, describa la presunta discriminación. Explique lo más claramente que pueda lo que pasó y por qué cree usted que le discriminaron. Describa todas las personas que estaban involucradas. Incluya el nombre y la información de contacto de la(s) persona(s) que le discriminaron (si se los sabe) así como los nombres y la información de contacto de los testigos que hubiera. Incluya la fecha del incidente, el número de la ruta y la dirección del viaje, y la hora en que ocurrió el incidente. Incluya el número de autobús si lo tiene. Por favor, use la parte de atrás de este formulario si necesita más espacio

11. ¿Ha presentado esta queja con otra agencia federal, estatal o local, o ante alguna corte federal o estatal? ☐ Sí ☐ No

12. Si es así, marque todas las que apliquen: ☐ Agencia federal ☐ Corte federal
☐ Agencia estatal ☐ Corte estatal ☐ Agencia local

13. Por favor proporcione la información de contacto de una persona en la agencia o corte donde se presentó la queja.

Nombre
 Dirección
 Ciudad, estado, código postal
 Número telefónico

14. Por favor firme abajo. Puede adjuntar cualquier material escrito u otra información que crea pertinente para su queja.

Firma de la persona que presenta la queja

Fecha

Envíe o entregue el formulario llenado a:

Civil Rights Officer
 Marin Transit
 711 Grand Avenue, Suite 110
 San Rafael, CA 94901

Figure 3 Title VI Complaint Form - Vietnamese

Mẫu Đơn Khiếu nại Tiêu đề VI của Marin Transit

Marin Transit cam kết đảm bảo rằng không ai bị loại trừ khỏi việc tham gia hoặc bị từ chối các lợi ích của các dịch vụ của mình trên cơ sở chủng tộc, màu da hoặc nguồn gốc quốc gia như được bảo vệ bởi Tiêu đề VI của Đạo luật Dân quyền năm 1964, như đã được sửa đổi ("Tiêu đề VI").

Vui lòng cung cấp thông tin cần thiết sau đây để giải quyết khiếu nại Tiêu đề VI của bạn. Trợ giúp điền đơn có sẵn theo yêu cầu.

1. Tên Người Khiếu nại _____
2. Địa chỉ _____
3. Thành phố, Tiểu bang, Mã Zip _____
4. Số điện thoại (nhà) _____ (số) _____
5. Địa chỉ email _____
6. Đòi hỏi Dạng thức Tiếp cận? Chữ in to Bảng âm thanh
 a. TDD Khác
7. Người bị phân biệt đối xử (nếu không phải là người khiếu nại)
 Tên _____
 a. Địa chỉ _____
 b. Thành phố, Tiểu bang, Mã Zip _____
8. Điều nào sau đây mô tả đúng nhất lý do bạn tin rằng sự phân biệt đối xử đã diễn ra? Có phải vì:
 a. Chủng tộc _____
 b. Màu da _____
 c. Nguồn gốc Quốc gia _____
9. Hành vi phân biệt đối xử bị cáo buộc diễn ra vào ngày nào? _____

10. Bằng ngôn từ của riêng bạn, hãy mô tả sự phân biệt đối xử bị cáo buộc. Giải thích càng rõ ràng càng tốt điều gì đã xảy ra và tại sao bạn tin rằng mình bị phân biệt đối xử. Mô tả tất cả những người có liên quan. Bao gồm tên và thông tin liên lạc của (những) người đã phân biệt đối xử với bạn (nếu biết) cũng như tên và thông tin liên lạc của bất cứ nhân chứng nào. Bao gồm ngày xảy ra vụ việc, số tuyến đường và hướng di chuyển cũng như thời gian xảy ra vụ việc. Nếu bạn có nó, bao gồm số xe buýt. Vui lòng sử dụng mặt sau của mẫu này nếu cần thêm chỗ.

11. Bạn đã nộp đơn khiếu nại này với bất cứ cơ quan liên bang, tiểu bang hoặc địa phương nào khác chưa; hoặc với bất cứ tòa án liên bang hoặc tiểu bang nào khác chưa?
☐ Có ☐ Không

12. Nếu có, hãy đánh dấu vào tất cả các mục phù hợp: ☐ Cơ quan liên bang ☐ Tòa án liên bang ☐ Cơ quan tiểu bang ☐ Tòa án tiểu bang ☐ Cơ quan địa phương

13. Vui lòng cung cấp thông tin về người liên hệ tại cơ quan/tòa án nơi nộp đơn khiếu nại.

Tên
 Địa chỉ
 Thành phố, Tiểu bang, Mã Zip
 Số điện thoại

14. Vui lòng ký tên bên dưới. Bạn có thể đính kèm bất cứ tài liệu bằng văn bản hoặc thông tin nào khác mà bạn cho là có liên quan đến khiếu nại của mình.

 Chữ ký Người Khiếu nại

 Ngày

Gửi qua đường bưu điện hoặc gửi Mẫu đã điền về:

Civil Rights Officer
 Marin Transit
 711 Grand Avenue, Suite 110
 San Rafael, CA 94901

Figure 4 Title VI Complaint Form – Simplified Written Chinese

Marin Transit Title VI 投訴表

Marin Transit 致力於確保任何人都不會因種族、膚色或原國籍而被排除在其服務之外，或被剝奪其服務權益，這些權益受到《1964 年民權法案》(Civil Rights Act of 1964) 第六章 (Title VI) 修正案的保護。

請提供以下必要信息，以便處理您的 Title VI 投訴。可應要求提供協助。

1. 投訴人姓名 _____
2. 地址 _____
3. 城市、州和郵政編碼 _____
4. 電話號碼 (家) _____ (公司) _____
5. 電子郵件地址 _____
6. 無障礙格式要求？ ☐ 大字體 ☐ 錄音帶
☐ 其他 ☐ TDD
7. 被歧視者 (如果是投訴人以外的人)
 姓名 _____
 a. 地址 _____
 b. 城市、州和郵政編碼 _____
8. 以下哪一項最能描述您認為發生歧視的原因？是因為您的：
 a. 種族 _____
 b. 膚色 _____
 c. 原國籍 _____
9. 指控歧視發生的日期？ _____

10. 請用您自己的話來描述所指控的歧視情況。請盡可能清楚地說明發生了什麼，以及您認為自己受到歧視的原因。請描述所有的涉及人員，包括歧視您的人的姓名和聯繫信息（如果知道），以及任何證人的姓名和聯繫信息。請提供事件發生的日期、路線編號和行進方向，以及發生的時間。如果您記得，請提供公交車號碼。如果需要更多空間，請使用此表格的背面。

11. 您是否已向任何其他聯邦、州或地方機構，或者任何聯邦或州法院提交了該投訴？
 是 _____ 否 _____

12. 如回答是，請勾選所有適用項： _____ 聯邦機構 _____ 聯邦法院 _____ 州機構
 _____ 州法院 _____ 地方機構

13. 請提供有關提出投訴的機構/法院的聯繫人信息。

姓名 _____
 地址 _____
 城市、州和郵政編碼 _____
 電話號碼 _____

14. 請在下面簽名。您可以附上任何您認為與投訴相關的書面材料或其他信息。

投訴人簽名 _____ 日期 _____

將填妥的表格郵寄或遞交至：

Civil Rights Officer
 Marin Transit
 711 Grand Avenue, Suite 110
 San Rafael, CA 94901

4. List of Transit-Related Title VI Investigations, Complaints, and Lawsuits

There have been no specific Title VI investigations, complaints or lawsuits that have been filed against Marin Transit between May 1, 2020 and March 31, 2023. Title VI complaints, if any, are tracked via the District's centralized feedback repository, TransTrack. Complaints are reviewed internally by the District's Civil Rights Officer and summarized on an annual basis in the following format, as presented in Table 1.

Table 1 Title VI investigations, complaints, and lawsuits summary form (none for this period)

	Date (Month, Day, Year)	Summary (include basis of complaint: race, color, or national origin)	Status	Action(s) Taken
Investigations				
1.				
2.				
Lawsuits				
1.				
2.				
Complaints				
1				
2.				

5. Public Participation Plan

Marin Transit takes an expansive approach to public engagement and seeks to engage with and address the needs of the wide range of stakeholders across the County. Agency goals for public engagement are aimed at amplifying the voices that have been historically underrepresented or left out of the decision-making process. Marin Transit's goals for public engagement are to:

1. Educate and Inform;
2. Encourage Broad Participation;
3. Ensure Engagement Activities are Inclusive and Accessible for All; and
4. Evaluate the Effectiveness and Impact of Engagement Activities

The concerns, issues, ideas, and needs of community members gathered through the public participation process will inform Marin Transit's projects, plans and/or activities and will lead to improved and more inclusive decision making. The full Public Participation Plan can be found in [Appendix A](#).

The *Public Participation Plan* describes the scope of the District's approach to community participation when Marin Transit undertakes planning activities, project development, and local bus service and fare changes. The Plan details numerous communication strategies and tactics to offer early and continuous opportunities for the public to participate and influence decision-making.

The plan relies on robust partnerships with Community Based Organizations, social service agencies, neighborhood groups, advocacy organizations and other local partners that can help amplify our engagement. A list of examples of these groups can be found in [Appendix B](#).

Outreach undertaken since the last Title VI Program Update is included in [Appendix C](#).

6. Language Assistance Plan

Marin Transit is committed to providing meaningful access to public transit services for Limited English Proficient (LEP) customers. Marin Transit uses various methods to accomplish this goal and is planning to enhance those methods to include all necessary languages. Eliminating any potential barriers to participation by persons of limited-English-speaking abilities will have a positive impact not only on LEP individuals themselves, but also on the impact that Marin Transit is able to have in the community. Marin Transit's goal is to make all reasonable efforts to ensure that members of our customer base are not denied access to public transit services due to a limited ability to speak, read, write and/or understand English.

To assist in understanding the needs of those who speak English less than very well, the District undertook an individualized agency assessment that considers the following four factors as recommended by FTA guidance:

1. The number or proportion of LEP persons eligible to be served or likely to encounter a program, activity, or service of the recipient or grantee;
2. The frequency with which LEP individuals come in contact with the program;
3. The nature and importance of the program, activity, or service provided by the recipient to people's lives; and
4. The resources available to the recipient and costs for translation services.

The assessment revealed that Spanish continues to be the predominant language spoken by those who speak English "less than very well" as required by the federal guidance. At a much lower rate, both Chinese (Mandarin and Cantonese) and Vietnamese are languages spoken by greater than 1,000 persons in the county; as such, translating vital documents into these languages is recommended.²

The full Language Assistance Plan can be found in [Appendix D](#).

² Based on a census-based analysis of languages spoken by Limited English Proficient (LEP) populations, Marin Transit found that Chinese (including Mandarin and Cantonese speakers) should be included for translation services, as Chinese is spoken by greater than 1,000 LEP individuals in the county and rises to the level of a "safe harbor" language under federal guidelines. Due to the greater prevalence of Mandarin speakers in Marin County, documents will be translated into Simplified Chinese which is the written form of Mandarin.

7. Membership of Decision-Making Bodies

As of June 2023, Marin Transit does not have non-elected committees or councils with membership chosen by Marin Transit.

8. Subrecipient Monitoring

As of June 2023, Marin Transit does not have any subrecipients for Federal Transit Administration funding.

9. Facility Equity Analysis

During the last three years, Marin Transit has undertaken several Facility Equity Analyses for proposed transit facilities that Marin Transit has purchased (3000 Kerner Blvd, 3010 Kerner Blvd, and 3020 Kerner Blvd.). The full Board reports for the proposed purchases can be found in [Appendix E](#).

10. Service Standards and Service Policies

Introduction

All fixed route transit providers are required to set quantitative service standards and policies for each specific fixed-route mode of service they provide. These standards and policies must address how service is distributed across the transit system and must ensure fair distribution across different populations; transit service and amenities must be allocated without regard to race, color or national origin.

Marin Transit adapted and refined the system-wide service standards from its Short Range Transit Plan (S RTP) to reflect FTA guidance and Marin Transit's system-wide policies. These service standards will be used in the required Service Performance Monitoring contained in Chapter 13.

The existing standards address:

- *Vehicle load for each mode*: Generally expressed as the ratio of passengers to the number of seats on a vehicle.
- *Vehicle headways for each mode*: The amount of time between two vehicles traveling in the same direction on a given line or combination of lines.
- *On-time performance for each mode*: A measure of runs that reach their timepoint stops at the scheduled times.
- *Service availability for each mode*: A general measure of the distribution of routes within an agency's service area.

The existing policies address:

- *Siting of Transit Amenities*, i.e. shelters and benches, within the jurisdiction of the operator; and
- *Vehicle Assignment* for the type of service offered.

Vehicle Load Standard

A vehicle load factor is the ratio of the number of seats on a vehicle to the number of passengers on-board. Load factor is an indicator of the extent of or potential for overcrowding. It may indicate a need for additional service or larger vehicles to provide quality service. Marin Transit works closely with its contractors to ensure passengers are not left behind due to overcrowding or overloads. Overcrowding is particularly monitored on routes to and from the Canal area of San Rafael (one of the highest ridership areas in the service area), routes that provide service along Highway 101, routes that provide supplemental school service, and West Marin Stagecoach routes that provide weekend Summer service. Shadow, or back-up, buses have been deployed on Marin Transit services to accommodate peaks in demand based on weather and traffic conditions and during social distancing due to the COVID-19 pandemic.

Standard: Marin Transit’s system-wide goal is to have an average maximum load factor for local service not to exceed 1.25, as measured by a ratio of total passengers to seats on board the vehicles. This equates to a maximum of approximately 10 standees on a 40’ vehicle.

Vehicle Headway Standard

Vehicle headways are the frequency at which individual routes travel in one direction. In the most densely populated areas or peak travel times, it is more desirable to provide more frequent service (shorter headways) to accommodate higher demand. In less densely populated or rural areas, or at non-peak times of day, it is common to have less frequent service as demand warrants. Additionally, some service types may not have a standard, as they respond to events or seasonal travel time periods. Marin Transit provides frequent bus service in the high-ridership Canal area of San Rafael to minimize overcrowding and ensure passengers wait no longer than a combined 15 minutes for the next bus (including a variety of routes) during peak periods, and often wait times are shorter.

Standard: Marin Transit’s system-wide goal is to provide service at least every 60 minutes during the peak and off-peak times with additional frequency warranted by demand. As many routes provide overlapping service within a given corridor, corridor frequencies are typically much higher than route level frequencies. Services in rural areas will be deployed as demand warrants.

On-Time Performance

Service that runs on time provides riders with a sense that the bus will be there as scheduled. Marin Transit defines “on time” as up to 5 minutes late and 1 minute early.

Standard: To ensure reliable services, Marin Transit aims to have an 80% on-time performance target at timepoint stops for fixed route operations. In addition, the agency standard is less than 1% of fixed-route trips missed or removed from the daily schedule. (Altered slightly from SRTTP for purposes of this report.)

Service Availability

Service availability reflects the route design and service frequency and can be influenced by population density, service frequency, and stop spacing.

Standard: Marin Transit’s goal is to provide transit within ½ mile of 85% of all County residents, 80% of all jobs within the County, and 90% of residential units in large multifamily housing developments, as well as ensuring that 90% and 75% of middle and high schools are within ½ mile and ¼ mile, respectively, of transit service.

Transit Amenities

Transit amenities policies ensure that improvements to the riders’ waiting experience at stops and stations are distributed according to rider need. Transit amenities include items such as benches, shelters, signage or real-time passenger information signs.

Policy: When resources allow for improvements at multiple stop locations, Marin Transit will prioritize resources based on passenger activity – e.g. boarding and alighting activity – and transfer opportunities.

Vehicle Assignment

Assigning vehicles by policy helps ensure that vehicles are placed into service based on service type, ridership demand or roadway requirements rather than by other conditions, such as neighborhood demographics, that could result in discriminatory outcomes. All vehicles used in local service are Americans with Disabilities Act (ADA) accessible, accommodating at least two wheelchairs and two bicycles.

Policy: Vehicle size and capacity will be assigned based on demand and passenger load factors. Those routes with the lowest passenger demand will be assigned a 24-foot cutaway, those with medium and high demand will be assigned a 30-foot, 35-foot, or 40-foot vehicle. Due to challenging terrain and roadways in rural West Marin, vehicle assignments and features may be adjusted to allow for safe operations.

11. Demographic and Service Profile Maps

Introduction

Demographic and service profile maps representing Marin Transit's service area are presented below. Marin Transit's service area boundary is coterminous with Marin County.

Methodology

To create minority and low-income maps, staff calculated the share of the total service area population that is low-income and minority. Minority population is defined as anyone self-identifying as something other than Non-Hispanic White only. Low-income population is defined as any household with an annual income that is below 200% of the federal poverty guidelines. The Marin Transit service area (Marin County) is 30.3% minority and 15.8% low income – these are the “countywide baseline averages.” Any block group with a share of minority or low-income population greater than the countywide baseline average is considered a “minority block group” or “low-income block group” respectively. The 2017-2021 American Community data was used for minority and income designations.

Maps

The maps below show key attractors and generators of bus trips in the Marin Transit service area and county, including schools, libraries and medical facilities as well as Marin Transit routes and major transit facilities.

Figure 5 highlights the census block groups that have a higher percentage of minority residents than the countywide baseline average.

Figure 6 highlights the census block groups that have a higher percentage of low-income residents than the countywide baseline average.

Figure 5 Minority Map

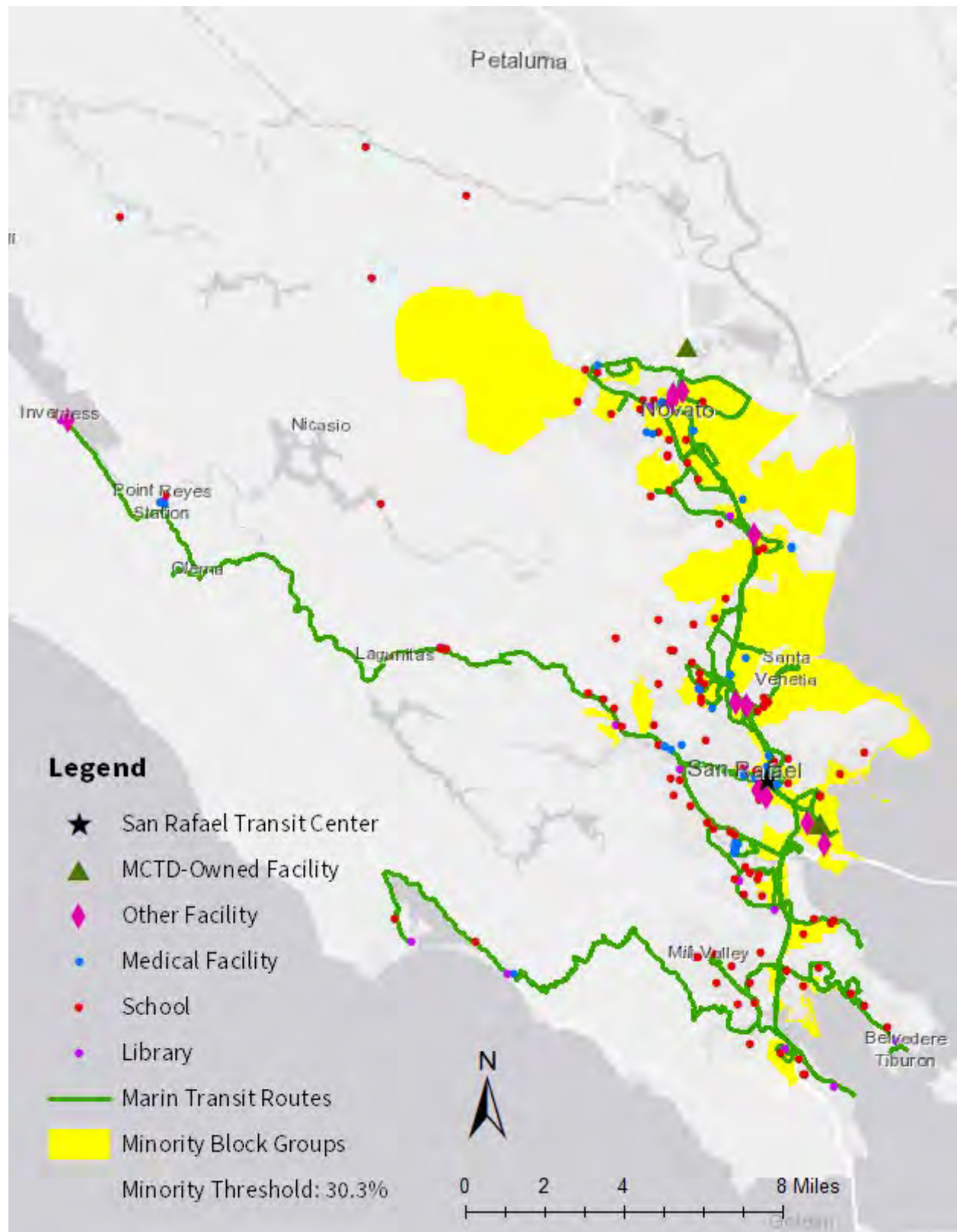


Figure 6 Low Income Block Groups Map



12. Demographic Ridership and Travel Patterns

Introduction

In Spring 2017, Marin Transit conducted a passenger survey in partnership with the Metropolitan Transportation Commission (MTC) in both English and Spanish to better understand characteristics of riders, including transfer activity, rider origins, demographics, and stop-level information. A rider survey was planned to occur in 2020; however, due to the COVID pandemic, the survey was delayed to address social distancing procedures and ridership changes with the region's transit operators. The next on-board ridership survey to be conducted by MTC is scheduled to occur in the spring of 2026.

Absent updated onboard survey data, Marin Transit reviewed census and ridership data to determine if any underlying demographic changes may have occurred in the years since the last survey. The data presented below suggests that no significant demographic changes have taken place in the county. As a result, the 2017 on-board survey data represents the most accurate and timely data available.

Demographic and Ridership Comparison 2017-2020

Census Data

American Community Survey (ACS) data from table S0102 was analyzed to assess if there are differences in select population characteristics between the 2017 and 2021 ACS 5-year samples. This included characteristics that may influence transit ridership (such as employment status, disability, and poverty status) as well as general population characteristics such as ethnicity, Limited English Proficiency, and educational attainment. There was very little difference between the 2017 and 2021 5-year samples in Marin County, most estimates changing less than 2%. This provides justification for using prior on-board survey results in this analysis. Table 2 presents the census comparison.

Table 2 2017 - 2021 Population Comparisons

Characteristic	2017 Estimate	2021 Estimate	Difference
Total Population			
Population	260,814	262,387	1,573
Sex And Age			
Male	48.90%	49.20%	0.3%
Female	51.10%	50.80%	-0.3%
Median age (years)	46.1	47.1	1.00
Race and Hispanic or Latino Origin			
One race	95.30%	92.20%	-3.1%
White	78.20%	75.30%	-2.9%
Black or African American	2.20%	2.30%	0.1%
American Indian and Alaska Native	0.30%	0.40%	0.1%

Asian	5.70%	6.10%	0.4%
Native Hawaiian and Other Pacific Islander	0.20%	0.20%	0.0%
Some other race	8.70%	8.00%	-0.7%
Two or more races	4.70%	7.80%	3.1%
Hispanic or Latino origin (of any race)	15.90%	16.40%	0.5%
White alone, not Hispanic or Latino	71.50%	69.70%	-1.8%
Educational Attainment			
Population 25 years and over	191,055	192,700	1,645
Less than high school graduate	6.80%	6.60%	-0.2%
High school graduate, GED, or alternative	11.20%	10.20%	-1.0%
Some college or associate's degree	24.50%	23.10%	-1.4%
Bachelor's degree or higher	57.50%	60.10%	2.6%
Disability Status			
Civilian noninstitutionalized population	256,100	258,462	2,362
With any disability	9.20%	9.20%	0.0%
No disability	90.80%	90.80%	0.0%
Language Spoken at Home And Ability to Speak English			
Population 5 years and over	248,260	250,639	2,379.00
English only	77.30%	78.60%	1.3%
Language other than English	22.70%	21.40%	-1.3%
Speak English less than "very well"	8.90%	8.30%	-0.6%
Employment Status			
Population 16 years and over	213,034	216,621	3,587
In labor force	64.30%	63.60%	-0.7%
Civilian labor force	64.20%	63.60%	-0.6%
Employed	61.30%	60.30%	-1.0%
Unemployed	2.90%	3.30%	0.4%
Percent of civilian labor force	4.50%	5.20%	0.7%
Armed forces	0.10%	0.10%	0.0%
Not in labor force	35.70%	36.40%	0.7%
Income in The Past 12 Months (In Inflation-Adjusted Dollars)			
Households	104,846	103,751	-1,095
With earnings	79.00%	77.90%	-1.10%
Mean earnings (dollars)	\$153,568	\$188,574	\$35,006
Poverty Status in the Past 12 Months			
Population for whom poverty status is determined	254,628	257,160	2,532
Below 100 percent of the poverty level	8.10%	6.90%	-1.2%
100 to 149 percent of the poverty level	5.10%	4.00%	-1.1%
At or above 150 percent of the poverty level	86.90%	89.10%	2.2%

Source: American Community Survey (ACS) Table S0102

Ridership Comparison

We also reviewed recent Marin Transit ridership data to determine whether changes in route-level ridership patterns would suggest that demographic or travel trends would render significant changes to the demographic assumptions. As shown in Table 3, below, while there was an 18% reduction in ridership associated with the COVID-19 pandemic, there was very little change in route-level ridership as a percentage of total ridership. This signals that even though ridership is still recovering, similar travel patterns exist between 2017 and 2022. This provides even greater confidence that using the 2017 on-board survey for demographic analysis is appropriate until new data is available.

Table 3 Route Level Ridership Comparison (2017-2022)

Route	Ridership FY 2017	Ridership FY 2022	% Change (2017-2022)	Route % of Total Ridership FY 2017	Route % of Total Ridership FY 2022	Difference
17	247,998	181,285	-27%	10%	9%	-1%
22	215,758	118,390	-45%	8%	6%	-3%
23	199,150	163,184	-18%	8%	8%	0%
23X	49,255	56,299	14%	2%	3%	1%
29	40,103	36,792	-8%	2%	2%	0%
35	658,869	511,590	-22%	25%	24%	-1%
36	342,178	235,339	-31%	13%	11%	-2%
49	237,236	196,555	-17%	9%	9%	0%
61	36,328	36,118	-1%	1%	2%	0%
68	76,598	64,318	-16%	3%	3%	0%
71	121,141	237,842	96%	5%	11%	7%
219	50,449	35,760	-29%	2%	2%	0%
228	71,340	52,605	-26%	3%	2%	0%
233	42,798	27,666	-35%	2%	1%	0%
245	49,766	39,924	-20%	2%	2%	0%
251	95,506	77,729	-19%	4%	4%	0%
257	69,126	51,241	-26%	3%	2%	0%
Total	2,603,599	2,122,637	-18%			

Finding

The 2017 on-board survey represents the most comprehensive data available, and this data appears to still be valid based on the comparisons shown above. While it's ideal to have current demographic and ridership data, using this data for comparison and analysis is warranted until new on-board survey data can be collected. A summary of the 2017 On-Board Survey is provided below.

2017 On-Board Survey

The following provides a summary of the 2017 on-board survey results. The full survey, including sampling plan and methodology, is presented in [Appendix F](#).

Travel/Usage Patterns

- **Transfers:** About 40% of riders say they will use two or more transit vehicles (buses, trains, ferries) on their one-way trip. This is most commonly another Marin Transit bus or a Golden Gate Transit bus.
- **Access Mode:** Most riders walk to reach their first bus/transit vehicle (94%), and most riders also walk from their last bus/other transit vehicle to their final destination (93%).
- **Fare Payment:** More than half of Marin Transit riders paid for their trip with cash (60%), while only 15% said they used a Clipper card.
- **Usage Frequency:** Nearly two-thirds of riders (64%) use Marin Transit five or more days per week. Most riders (93%) use Marin Transit at least once per week.

Marin Transit Riders

The following is a summary of key characteristics of Marin Transit riders.

- **Internet Access:** While 80% of riders say they access the Internet on a smartphone or tablet, 13% say they do not access the Internet at all.
- **Youth riders:** Youth, including high school and college students, are a key audience for Marin Transit.
 - Notably, 15% of Marin Transit riders pay a youth fare.
 - In addition, 14% pay with either a K-12 pass (7%) or a Marin College pass (7%)
- **Spanish-speaking riders:** Hispanic riders/Spanish or bilingual speakers are another key audience for Marin Transit.
 - 23% of respondents completed the survey in Spanish; Route 36 had the highest share of respondents completing the survey in Spanish, while Route 61 had the lowest share of respondents completing a Spanish language survey.
 - In addition, more than half of respondents (52%) said they are of Hispanic, Latino, or Spanish ethnicity.
- **Vehicle Ownership:** The average Marin Transit rider household has only 1 vehicle.
- **Household Size:** Three to four people live in the average rider household and 2 of them are working.

13. Service Performance Monitoring

The FTA requires providers of public transportation that operate 50 or more fixed route vehicles in peak service and are located in a UZA of 200,000 or more in population to monitor the performance of their transit system relative to their system-wide service standards and service policies (described in Chapter 10) no less than every three years.

Marin Transit has a robust performance monitoring program that includes a variety of performance metrics. Every quarter, the Marin Transit Board reviews the performance of services against established standards. However, these standards are separate from the Title VI standards and policies outlined in this report.

There are two components of the Title VI monitoring program: service standards and service policies. The service standards are used to compare the performance of Marin Transit routes that are primarily operated in minority areas ("minority routes") with lines that are primarily operated in non-minority areas ("non-minority routes"). The Marin Transit service policies are designed to monitor the results of vehicle assignment practices and the distribution of transit amenities to ensure that such practices are not conducted in a discriminatory manner.

It should be noted that Marin Transit is scheduled to implement service changes in June 2023 that affect about half of the current routes. This may change minority route designations and/or result in changes in the performance monitoring results. It should be further noted that Marin Transit is contemplating fare changes over the next several years that could change service performance monitoring results, as well.

The entire Service Performance Monitoring program, including results, is included in [Appendix G](#).

14. Major Service Change, Disparate Impact and Disproportionate Burden Policies

In 2013, Marin Transit adopted its Title VI policies which include the following:

- **Major Service Change Policy:** Defines what constitutes a “major service change” for Marin Transit; only “major service changes” are subject to a service equity analysis.
- **Disparate Impact Policy:** Establishes a threshold to determine when adverse effects of proposed service or fare changes are borne disproportionately by minority populations.
- **Disproportionate Burden Policy:** Establishes a threshold to determine when adverse effects of proposed service or fare changes are borne disproportionately by low-income populations.

To allow for public review of the policies and associated thresholds when the policies were initially established, Marin Transit conducted extensive public engagement. A public hearing was held on May 20, 2013, which initiated a 45-day public comment period. Four public meetings were held in advance of the May 20, 2013 public hearing; Novato on May 2, San Rafael on May 4 and 8, and Marin City on May 7. The May 4 meeting was organized in cooperation with Asian Advocacy; it included over 20 Vietnamese residents and was conducted through a translator. The May 8 meeting was organized by Grassroots Leadership Network and was conducted simultaneously in Spanish; it included approximately 25 participants. Staff sent out media announcements and distributed posters in Spanish and English to advertise the meetings, and the three proposed Title VI policies were made available and presented at the public meetings. Throughout this engagement, staff received constructive feedback and thoughtful input to assist in developing ongoing Title VI-related outreach.

Marin Transit’s Board of Directors held a second public hearing at the June 24, 2013 meeting to consider revised policies that had been updated to reflect public input. In preparation for the June hearing, staff issued public hearing notices in English and Spanish, incorporated input received at the May 20 public hearing, and consulted with representatives of community and advocacy organizations in Marin. At the June meeting, these policies were presented in draft final form with the intent to consider any additional public input regarding these policies in the development of the District’s full Title VI Program throughout the remainder of 2013. The Board officially adopted the policies with approval of the full Title VI Program on April 21, 2014.

In spring of 2023, staff made administrative revisions to the Major Service Change, Disparate Impact and Disproportionate Burden policies. These changes were made to: 1) streamline and clarify language to ensure clear understanding of the intent of the policies and consistent application across staff and over time, 2) update formatting and 3) extract them from the Title VI Program to be stand-alone official Board policies that are easier to view and access. At the April 3, 2023 Marin Transit Board of Directors meeting, Board members considered and adopted these administrative updates.

The revisions do not make any substantive changes to the meaning of the policies. No changes were made to the thresholds that establish when a major service change or fare change would result in a Disparate Impact to minority populations or a Disproportionate Burden to low-income populations.

The current adopted policies are included in [Appendix H](#).

15. Results of Service and/or Fare Equity Analyses

There have been three Service and Fare Equity Analyses completed since the last Title VI Program Update that are included in Appendix I:

1. Marin Transit Fixed Route Pass Programs (Feb. 2020)
2. Marin Transit Fixed Route Fares for Eligible Low-Income Riders on the Regional Electronic Fare Payment System (October 2020)
3. Systemwide Service Changes (March 2023)

16. Board Adoption of the Title VI Program

Appendix K presents the resolution that reflects the Board adoption of the 2023 Title VI Program Update in June 2023.

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DATE: May 28, 2026

TO: Transportation Authority of Marin Board of Commissioners

FROM: Anne Richman, Executive Director *Anne Richman*
Ray Rodriguez, Assistant Project Delivery Manager

SUBJECT: Interagency Agreements with Various School Districts for Reimbursed Crossing Guard Services (Action), Agenda Item No. 5g

RECOMMENDATION

The TAM Board authorizes the Executive Director to:

1. Enter into Amendment 10 of Interagency Agreement A-FY17-02 with Larkspur-Corte Madera School District for reimbursement of one crossing guard for the 2026/2027 school year. The not to exceed amount will be increased by \$25,500 to \$223,000, and the termination date will be extended to July 31, 2027.
2. Enter into Amendment 11 of Interagency Agreement A-FY15/16-001 (FA) with Kentfield School District for reimbursement of one crossing guard for the 2026/2027 school year. The not to exceed amount will be increased by \$25,500 to \$181,000, and the termination date will be extended to July 31, 2027.
3. Enter into Amendment 4 of Interagency Agreement A-FY23-16 with Novato Unified School District for reimbursement of two crossing guards for the 2026/2027 school year. The not to exceed amount will be increased by \$51,000 to \$191,000, and the termination date will be extended to July 31, 2027.
4. Enter into Interagency Agreement A-FY26-19 with Mill Valley School District for reimbursement of one crossing guard for the 2026/2027 school year. The not to exceed amount will be \$25,500, and the termination date will be July 31, 2027.

BACKGROUND

The TAM Crossing Guard Program provides trained crossing guards for critical intersections throughout Marin County. As stipulated in the original Transportation Sales Tax (Measure A) Expenditure Plan, the Program provides trained crossing guards by contracting with a professional company that specializes in crossing guard services. Under contract, All City Management Services (ACMS) currently provides crossing guards under the general supervision of TAM staff. The 2026/2027 school year will be the 21st year during which crossing guards have been funded by the TAM Crossing Guard Program.

In April 2026, the TAM Board approved the Program to fund 96 guards for the 2026/2027 through 2029/2030 school years with the expectation that the funding level will need to be reduced for the 2030/2031 school year.

DISCUSSION

In addition to funding the top 96 ranked locations, the TAM Crossing Guard Program includes provisions for local agencies, schools, or school districts to arrange for crossing guard services to be provided through the TAM contract at locations below the funding cutoff by reimbursing TAM for the cost of the services.

The current cost for a crossing guard is approximately \$25,500 for a regular school year. This amount assumes a modest increase in the paid rate effective August 1, 2026.

The following sites will be covered by the above agreements:

- One by the Larkspur-Corte Madera School District (at Paradise Drive & Seawolf Passage).
- One by the Kentfield School District (at Sir Francis Drake Boulevard & College Avenue).
- Two by the Novato Unified School District (one at Arthur Street & Cambridge Street and the other at Leafwood Drive (North of Sunset Pkwy.)).

All three school districts have indicated they wish to continue the guards at the above locations.

Also, one additional guard location has been requested to be funded in this manner by the Mill Valley School District (at Tiburon Blvd & East Strawberry Dr.).

Altogether, five locations will have a guard placed by TAM beginning in August 2026.

RELATIONSHIP TO COUNTYWIDE TRANSPORTATION PLAN (CTP)

The Crossing Guard Program is consistent with the “Safe Travel for All”, “Accessible and Walkable Communities”, and “Complete Active Transportation” elements.

FISCAL CONSIDERATION

The cost of providing crossing guard services for the four locations will be reimbursed 100% by the applicable school districts during the 2026/2027 school year and has no impact on the FY2026-27 TAM Annual Budget.

NEXT STEPS

Upon Board approval, staff will execute the four interagency agreements, (three existing agreements and one new agreement). Note, two additional sites are expected to be paid by the Tiburon Peninsula Traffic Relief Joint Powers Agency (JPA) in Tiburon, and agreements may be brought before the TAM Board in June.

ATTACHMENTS

None.



DATE: May 28, 2026

TO: Transportation Authority of Marin Board of Commissioners

FROM: Anne Richman, Executive Director *Anne Richman*
Ray Rodriguez, Assistant Project Delivery Manager

SUBJECT: Extension of Crossing Guard Services Contract (Action), Agenda Item No. 5h

RECOMMENDATION

The TAM Board authorizes the Executive Director to execute Addendum 2 to Contract C-FY23-12 to exercise a two-year extension to July 31, 2028 and to increase the Not to Exceed amount by \$5,020,000. The amended Not to Exceed total amount (since contract inception) would be increased to eleven million seven-hundred and twenty thousand dollars (\$11,720,000).

BACKGROUND

The TAM Crossing Guard Program provides trained crossing guards for critical intersections throughout Marin County. As stipulated in the original Transportation Sales Tax (Measure A) Expenditure Plan, the Program provides trained crossing guards by contracting with a professional company that specializes in crossing guard services. Under contract, All City Management Services (ACMS) currently provides crossing guards under the general supervision of TAM staff. The Program is currently funded with funding from both Measure AA and Measure B, the \$10 Vehicle Registration Fee.

Contracting a professional company allows TAM to remain focused on its main mission of providing safer access to schools for pedestrians and bicyclists between the ages of 4 to 14, thus serving schools offering transitional kindergarten, elementary, and middle school programs. The separation of running the day-to-day operations from the program management and delivery functions is an approach that augments TAM's oversight capabilities and ensures allocation of staff's resources is maximized.

At its June 22, 2023 meeting, the TAM Board of Commissioners approved the award of a three-year contract to ACMS, with an option for extension(s). The Not to Exceed amount for the initial 3-year period was \$6.7 million.

In April 2026, the TAM Board approved the Program to fund 96 guards for the 2026/2027 through 2029/2030 school years with the expectation that the funding level will need to be reduced for the 2030/2031 school year.

DISCUSSION

The current contract allows for a renegotiation of the compensation terms annually. ACMS has requested to increase its pricing by 4% for the 2026-2027 and 2027-2028 school years, respectively. This increase was previously factored into TAM's financial projections.

The TAM Crossing Guard Program is the third largest in the state, and during the last procurement search, ACMS was the only firm to apply. Another contractor was interested but would only have been able to consider a smaller contract (approximately 30 guards maximum). Therefore, a new vendor would probably experience growing pains. Unfortunately, the other known firms have pulled out of the Northern California market.

ACMS has been the TAM contractor from 2006 to 2009 and from 2015 to the present. During that time, its service has steadily improved and site absences have been reduced. Also, ACMS has improved their recruitment efforts and is doing a better job of keeping sites staffed and providing trained personnel. The ACMS team has developed a proprietary online database that allows for efficient scheduling, check-in/out, and monitoring of absenteeism rates. This web-based tool has been utilized by ACMS to improve deployment of substitute guards and to supply real-time notifications to TAM, as required by contract.

A recent policy update has led to six sites being assigned two guards due to multi-lane crossings and other safety factors identified through on-site inspections by ACMS. This change to the one-to-one ratio of guards to locations means that the 96 guards will be placed at 90 distinct locations. Despite this recent change, all other contract terms remain unaltered. Each guard location will continue to be staffed for a minimum of one hour per shift and receive four hours of payment per staffed day.

RELATIONSHIP TO COUNTYWIDE TRANSPORTATION PLAN (CTP)

The Crossing Guard Program is consistent with the “Safe Travel for All”, “Accessible and Walkable Communities”, and “Complete Active Transportation” elements.

FISCAL CONSIDERATION

The negotiated ACMS pricing is within the estimates utilized by staff's cash-flow analysis when determining the Board approved modifications to the Measure AA Expenditure Plan. Together, the financial analysis and modified Measure AA allocation confirm a level of 96 guards over the next four-year period is sustainable and consistent with the proposed 2026/2027 TAM Budget.

NEXT STEPS

Pending Board approval, the Executive Director will execute Addendum 2 to Contract C-FY23-12 to extend the current 3-year term by two additional years for crossing guard services. The existing crossing guards are already employed by ACMS and will continue in their roles.

ATTACHMENTS

None.



DATE: May 28, 2026

TO: Transportation Authority of Marin Board of Commissioners

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

SUBJECT: Transportation Fund for Clean Air (TFCA) FY2026-27 Funding Agreement (Action),
Agenda Item No. 5i

RECOMMENDATION

The TAM Board authorizes the Executive Director to enter into a funding agreement with the Bay Area Air Quality Management District (BAAQMD) for the programming of Transportation Fund for Clean Air (TFCA) funding for FYE2026-27.

BACKGROUND

As part of a new pilot program administered by the BAAQMD, TAM is being awarded \$1,000,000 in Transportation Fund for Clean Air (TFCA) funding to support bicycle and active transportation improvements in Marin County. Of this amount, \$938,000 is available for the programming and delivery of bicycle projects throughout the county, while the remaining \$62,000 will support TAM staff oversight, program administration, coordination, and reporting requirements associated with the management of the funds.

This new allocation represents a significant increase in available TFCA funding for Marin County bikeway projects and will supplement approximately \$400,000 in TFCA funds previously programmed by TAM for FY2026-27. With the addition of this pilot funding, TAM is budgeting a total of approximately \$1.4 million in TFCA funding in the proposed FY2026–27 budget to support the development and implementation of bicycle and active transportation infrastructure projects.

TFCA Bikeway funds may be used toward the construction and implementation of new bicycle facilities and related active transportation improvements that help reduce vehicle emissions and encourage alternative modes of transportation.

DISCUSSION/ANALYSIS

TAM will program TFCA Bikeway funds to eligible project(s) submitted through the OBAG 4/TFCA Call for Projects released earlier this month, consistent with the competitive requirements and eligibility criteria established for TFCA Bikeway funding. The Call for Projects process provides an open and competitive framework for identifying projects that support regional and local active transportation goals while advancing greenhouse gas and emissions reduction objectives.

Under the TFCA Bikeway program, the BAAQMD retains final discretion to approve projects proposed by TAM based on each nominated project's demonstrated ability to reduce vehicle emissions and encourage shifts to alternative modes of transportation. Project evaluation will consider factors such as anticipated reductions in vehicle trips, improved bicycle connectivity and safety, and overall air quality benefits.

While project funding recommendations will be presented to the TAM Board for consideration around October 2026, per usual practice the BAAQMD funding agreement is provided for TAM's execution before the start of the FY2026-27 fiscal year. Therefore, authority is being requested for the Executive Director to execute this agreement, which is larger than the typical TFCA agreement and is not yet in an approved TAM Budget.

RELATIONSHIP TO COUNTYWIDE TRANSPORTATION PLAN (CTP)

Many of the principles and objectives of the TFCA program align closely with TAM's CTP, particularly goals related to reducing emissions, improving multimodal mobility, and increasing bicycle and pedestrian connectivity.

FISCAL CONSIDERATION

There are no immediate fiscal impacts to TAM associated with authorizing the Executive Director to enter into a funding agreement with the BAAQMD. Upon execution of the agreement, TAM's FY2026-27 Budget reflect \$1.4 million in TFCA funding.

NEXT STEPS

Upon approval by the TAM Board, the Executive Director will enter into a funding agreement with the BAAQMD for the administration and programming of TFCA funds.

ATTACHMENTS

None.



DATE: May 28, 2026

TO: Transportation Authority of Marin Board of Commissioners

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

SUBJECT: Acceptance of the Safe Routes to Schools Program Evaluation & Summary Report (Action), Agenda Item No. 6

RECOMMENDATION

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

At its May 11, 2026 meeting, the Funding, Programs & Legislation (FP&L) Executive Committee reviewed the item, provided comments regarding the Program, and voted unanimously to refer this item to the TAM Board for acceptance.

BACKGROUND

The Marin SR2S Program was established in 2000 as an education and incentive program that encourages children and parents to use active transportation, such as walking and bicycling, or other green modes such as carpooling or transit, particularly for trips to/from schools. The SR2S Program is designed to decrease traffic and pollution and increase the health of children and the community. The Program addresses parents' safety concerns by educating children and the public, partnering with local public works department staff and traffic law enforcement, and developing plans to create safer streets. Marin County pioneered the national SR2S Program that has spread across the United States.

Marin's Program has served as a model for many counties around the Bay Area, the state and the nation. The program consists of education classes, encouragement events, infrastructure improvements, and other strategies that aim to increase the number of active green (walking and rolling programs) and green (carpooling, school bus, and transit) trips to and from schools.

Marin's SR2S Program has been in operation for more than 25 years. With the passage of a dedicated funding source from the Measure A/AA ½-Cent Transportation Sales Tax, TAM became the administrator of the program in 2005. Under TAM's administration, the program expanded to include 60 schools during the 2022/23-2024/25 evaluation period and included over 29,000 students.

Often done on a triennial basis, a comprehensive evaluation/summary report has been developed to detail many of the trends that have occurred during the time period and to develop new strategies for meeting the program's goals. The first program evaluation report was prepared in 2007, and updated reports were developed in 2011, 2013, 2016, 2020, and 2023.

Following the 2023 evaluation/summary report developed by TAM and the program contractor Parametrix, staff and the TAM Safe Routes to Schools Ad Hoc Committee explored new ways to evaluate the program in the future. It was determined that for the next evaluation period from 2022/23-2024/25, it would be helpful to have a separate consultant provide an evaluation of the program along with the program summary provided by Parametrix.

For the independent evaluation, TAM retained TYLin through TAM's on call contract. Their work included research into comparable programs, program trends, national guidance, and stakeholder interviews to identify program gaps, strengths and recommendations. Parametrix also compiled a summary report for the same three-year period to document the program's reach and activities.

DISCUSSION/ANALYSIS

The combined program summary report (Attachment A) and program evaluation (Attachment B) provide essential information to assess the SR2S Program's impact and to plan for continued effective delivery of the program. The TAM SR2S Program is a mature, well-established, and highly regarded program with a strong foundation of partnerships, visibility, and successful implementation across Marin County.

Through this evaluation, stakeholder feedback highlighted the program's strong name recognition, effective education and encouragement activities, and meaningful collaboration with schools and local jurisdictions. The program's fundamental structure aligns well with national best practices, including a multi-agency approach, application of the six E's framework, and a strong emphasis on safety, equity, and data-informed planning while supporting the Countywide Transportation Plan (CTP). As a result, the evaluation findings do not indicate a need for major program redirection, but rather an opportunity to build strategically on an already successful model.

The program summary report includes data on green trips and active transportation trends, allowing for analysis of program growth, school participation, and enrollment changes over time. It also examines the relationship between school engagement levels, infrastructure improvements, and resulting transportation mode shift. Additional data sources including caregiver surveys and dot maps of student travel distance further strengthen the program's ability to understand and promote school routes to support walking and rolling to school.

Equity remains a developing focus of the program. Recent efforts, such as the Youth Leading Active Communities (YLAC) Pilot Program and student leadership initiatives implemented this reporting period, demonstrate a commitment to expanding program reach in underserved communities. These efforts have supported education and encouragement activities at schools where previous engagement has been limited, particularly in communities with higher proportions of non-English-speaking families. This has led to modest but notable increases in sustainable travel modes at schools where this supplemental pilot program is offered, including walking, biking, carpooling, and school bus use. Several schools saw gains in bus ridership and carpooling, while others experienced growth in active transportation, with Lu Sutton Elementary showing increases across all green modes. Overall, the data reflects a positive trend toward increased use of alternative transportation options.

Despite these strengths, several challenges and opportunities for improvement were identified through stakeholder engagement and peer review. These include funding constraints, limited volunteer capacity, uneven participation across schools and grade levels, and the need for more high school curriculum, especially with the advent of electric bikes, as traditional Safe Routes to Schools strategies are often less effective for older students without targeted adaptation. Additionally, while the program benefits from strong data collection, there are opportunities to further streamline and centralize data systems to improve usability and decision-making while working with school partners.

Peer case studies from the Bay Area and national examples such as Seattle and Portland reinforce that TAM is performing well relative to similar programs, while also highlighting opportunities to enhance data integration, expand volunteer and school-level support, strengthen youth leadership models, and improve access to tools and public-facing resources.

Funding

Revenue for the SR2S program has remained relatively stable at approximately \$1 million annually in recent years provided through Measure AA. In contrast, program expenditures have consistently outpaced this revenue, reaching closer to \$1.3 million per year. Since the pandemic, staff have been able to draw on accumulated reserves to sustain the program at its current level of service, particularly to support the most resource-intensive components and the YLAC program. While this approach allowed the program to provide a greater level of support in the near-term, it may not be a long-term solution. Prior to the last contract procurement, in which Parametrix was selected as program operator in 2023, TAM staff determined there were sufficient reserves to fund the program at the \$1.3 million level for the upcoming five years (covering the period in which the program contract can be extended through June 2028). However, when the contract is required to go back out to bid next time, the contract scope would either need to be trimmed or other mechanisms such as grants or program efficiencies would need to be identified.

Over the past three years, reserves have steadily declined as they have been used to bridge the gap between ongoing revenues and costs. At the current expenditure level, the reserves will be depleted by 2030, and decisions will need to be made in advance of the next contract procurement in early 2028. At that time, the program will either need to be scaled back to align with the \$1 million annual revenue baseline or supplemented with additional funding sources. While grants may provide some opportunities for supplemental support, they are typically limited in duration and scope and many are not well suited to cover ongoing operational costs for an established program.

The program evaluation identified a range of recommendations aimed at enhancing the effectiveness and reach of SR2S. While these recommendations provide a clear roadmap for strengthening the program, many of the proposed enhancements would come with additional costs beyond the program's current funding capacity. The evaluation does include several lower-cost, near-term actions that could be implemented more readily within existing resources. However, the medium- to longer-term recommendations, particularly those that expand program scope, staffing, or infrastructure, would require additional funding to fully realize.

To support planning and implementation, the project team developed cost estimates for each recommendation, drawing on existing SR2S program expenditures and, where applicable, comparisons to peer programs. These costs are incorporated into the implementation timeline and categorized using general ranges: low cost (under \$10,000), medium cost (\$10,000 to \$50,000), and high cost (over \$50,000). Note that these are planning level estimates and future costs are to be determined. The final set of recommendations was organized to align with the program's goals and structured across the six E's framework – education, encouragement, engineering, engagement, evaluation, and equity – providing a comprehensive approach to program improvement while highlighting the financial considerations associated with each step forward.

Equity-focused recommendations identified in the evaluation tend to fall at the higher end of the cost range, particularly those planned for the medium to long term. For example, EQ-1 calls for continued collaboration with community partners to assess and improve bike access in low-income schools, including expansion of bike donation and distribution efforts building on prior pilot programs and models from peer jurisdictions. Longer-term recommendations such as EQ-5 and EQ-6 focus on ongoing monitoring and refinement of the YLAC program to ensure it effectively advances equity and supports higher need schools. These efforts would also require more staffing and reporting and while they are expected to yield meaningful outcomes, they would also require sustained investment and resources to implement and maintain effectively.

RELATIONSHIP TO COUNTYWIDE TRANSPORTATION PLAN (CTP)

This program supports the core strategy of the CTP 'Easy and Safe School Travel', which includes the implementation of Safe Routes to Schools and calls for planning and investment in safe routes and implementation of safe school-related transportation. The program promotes safe walking, biking, and other green modes while advancing equity by directing resources to underserved schools.

FISCAL CONSIDERATION

There are no specific fiscal impacts associated with this presentation. Various implementation actions recommended in the program evaluation will have associated costs, and TAM staff would return to the TAM Board for any needed budget or approval items as part of future SR2S program updates.

NEXT STEPS

Staff will initially work with the program contract team to identify opportunities to implement near-term programmatic and administrative actions from the evaluation within the next two years. These short-term actions will prioritize strengthening existing program elements through expanding support to schools and volunteers to sustain and build on the program. Medium to long-term efforts beyond two years, will be considered under a future scope of services for the program, under the next procurement in two years' timeframe, and staff will meet with the TAM Safe Routes to Schools Ad Hoc Committee in the meantime to explore those opportunities further.

ATTACHMENTS

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

MARIN COUNTY SAFE ROUTES TO SCHOOLS

Program Summary Report

2022/2023 THROUGH 2024/2025 SCHOOL YEARS



DRAFT MAY 2026

Parametrix
203 of 451

ACKNOWLEDGEMENTS

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Introduction

The award-winning Safe Routes to Schools Program (Safe Routes) is a program of the Transportation Authority of Marin (TAM) focused on encouraging safe non-motorized and high vehicle occupancy trips to and from schools. This comprehensive program integrates health, fitness, traffic relief, environmental awareness, and safety to achieve its goals. It provides an opportunity for schools, communities, and local governments to work together to create a healthy lifestyle for children and a safer and cleaner environment for everyone.

Safe Routes is supported by Measure AA, which provides funding to reduce school-related congestion and provide safer access to schools by:

- ▶ Maintaining the Safe Routes to Schools program
- ▶ Providing the crossing guard program
- ▶ Providing capital funding for small school safety related projects

Safe Routes has been operating in Marin County for over 20 years. It started with five schools in 2000, and now 60 total schools participated during the three-year evaluation period reaching over 29,000 students. Safe Routes owes its success to this history and deep-rooted community participation. Schools participate in many ways, and levels of participation vary from school to school. Participation includes offering education classes, holding encouragement events, and participating in task force meetings. Not all schools participate in all Safe Routes elements, and participation varies by year depending on opportunities to incorporate the Safe Routes curriculum and encouragement programming in schools.

Previous program evaluation reports analyzed Safe Routes' achievements for the 2011-2015, 2015-2019, and 2019-2022 school years. This report covers Program activities and results from Fall 2022 through Spring 2025.



The Safe Routes program owes its success to the deep roots it has established in communities.

PROGRAM HIGHLIGHTS



Countywide Active Trip Rate Increase

Since the 2008/2009 school year, the county's active trip rate—students walking, biking, scootering, or using other non-motorized travel modes—has increased from an average of 24% to 32% in the 2024/2025 school year. In comparison, the national average is approximately 11%¹.



District-Level Gains in Active Travel

Several individual school districts have seen notable gains in active travel. For example, compared to 2015/2016, the Larkspur-Corte Madera School District increased its active trip rate by almost 12 percentage points in 2024/2025, while the Novato Unified School District and Mill Valley School District both had an 8-point increase.



Commitment to Sustainable Transportation

Marin County has also maintained a strong commitment to sustainable transportation. Since Fall 2008, it has sustained an average of at least 45% green trips (including walking, biking, scootering, carpooling, and bus travel), which rose to 52% in the 2024/2025 school year. Twenty schools maintained a green trip rate of 50% or greater during the three-year evaluation period (Figure 1).



High Active Trip Rates at Schools

During the 2024/2025 school year, active trips accounted for at least 25% of all trips at 31 schools. At 15 of those schools, active trips made up 40% or more of total trips.



Program Expansion

Safe Routes has extended its reach into 95% of public elementary schools, 100% of public middle schools, and 88% of public high schools² in Marin County.

\$92M

Obtaining Funding to Improve Safety

Since 2000, Safe Routes has helped bring in more than \$92 million in external funding, including providing concept and grant assistance for 33 Safe Pathways-funded projects throughout the County.

¹ National Household Travel Survey, 2022

² Not counting public continuation and alternative schools

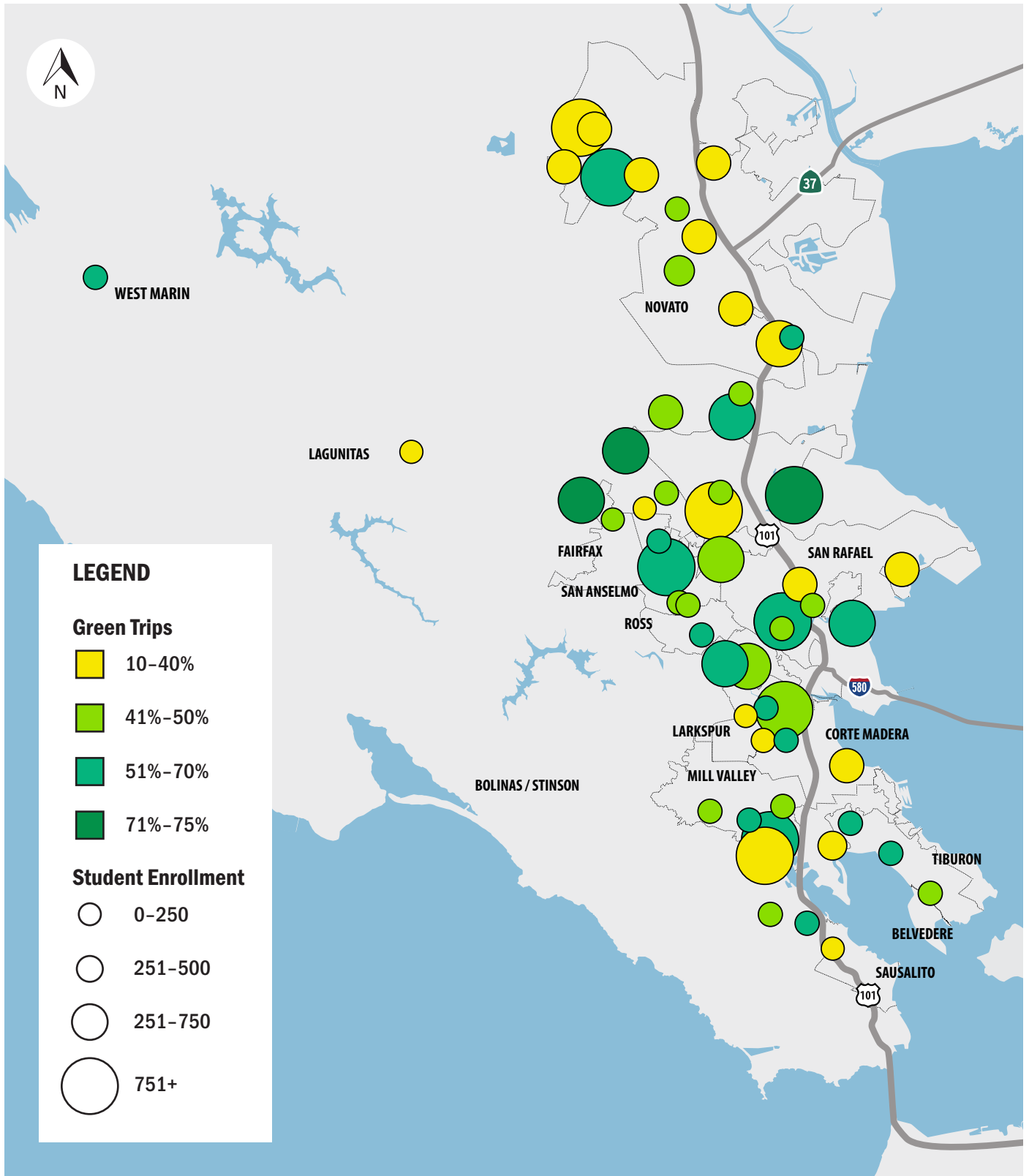


Figure 1. Green Trip Rates and Student Enrollment, 2022/2023 - 2024/2025 School Years

Safe Routes to Schools Overview

Schools participate in Safe Routes in several ways: by holding encouragement events, hosting education classes, or participating in task force meetings. Not all schools participate in all of these Safe Routes elements.

During this evaluation period (2022/2023-2024/2025) 58 total schools participated in the Safe Routes to Schools Program (Figure 2). This marks an increase of three schools since the previous evaluation period. Participation varied by year, with 58 schools in 2022/2023, 59 in 2024/2025, and 57 in 2024/2025. The program reaches over 29,000 students annually through its education classes, encouragement programs, outreach, and other services.

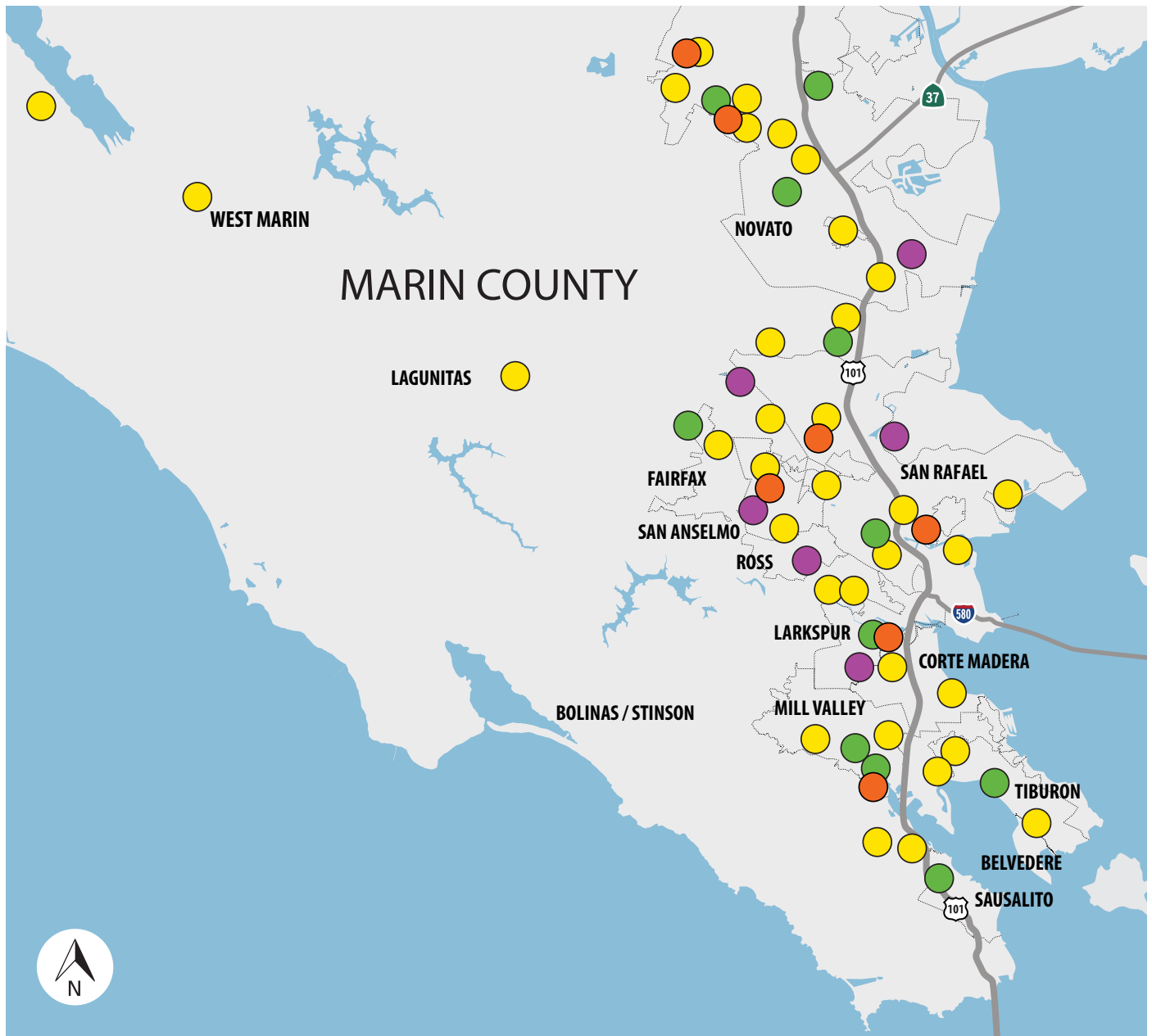


Figure 2. Schools Participating in the Safe Routes to Schools Program



PARTICIPATING SCHOOLS BY DISTRICT TASK FORCE - 2022/2023–2024/2025

KENTFIELD

Anthony G. Bacich
Elementary

A.E. Kent Middle

LARKSPUR-CORTE MADERA

The Cove School

Henry Hall Middle

Marin Primary & Middle

Neil Cummins

Redwood High

Saint Patrick School

MILLER CREEK

Lucas Valley Elementary

Mary E. Silveira
Elementary

Miller Creek Middle

Vallecito Elementary

MILL VALLEY

Edna Maguire
Elementary

Mill Valley Middle

Old Mill Elementary

Park Elementary

Strawberry Point

Tamalpais High

Tamalpais Valley
Elementary

NOVATO

Hamilton School

Loma Verde Elementary

Lu Sutton Elementary

Lynwood Elementary

Novato High

Olive Elementary

Pleasant Valley
Elementary

Rancho Elementary

San Jose Middle

San Marin High

San Ramon Elementary

Sinaloa Middle

REED

Bel Aire Elementary

Del Mar Middle

Reed Elementary

ROSS VALLEY

Archie Williams High

Brookside Elementary

Hidden Valley
Elementary

Manor Elementary

Ross Valley Charter

Saint Anselm

San Domenico

Wade Thomas
Elementary

White Hill Middle

ROSS

Ross School

SAN RAFAEL

Bahia Vista Elementary

Coleman Elementary

Glenwood Elementary

James B. Davidson Middle

Laurel Dell Elementary

San Rafael High

Sun Valley Elementary

Terra Linda High

Venetia Valley

SAUSALITO/MARIN CITY

Dr. Martin Luther King, Jr.
Academy

Lycée Français

WEST MARIN

Bodega Bay Elementary

Bolinas-Stinson Elementary

Lagunitas Elementary

Tomales Elementary

West Marin-Inverness

The program's school participation has generally continued to rise over the years, from five in 2000 to 60 during this three-year evaluation period. The number of participating schools varies by year (Figure 3). 58 schools participated in 2022/2023, 59 in 2024/2025, and 57 in 2024/2025.

Safe Routes maintains district policies with neighborhood public schools where students live within walking or rolling distance of campus. Private schools, which primarily serve commuting students, participate on a voluntary basis and their involvement varies with changes in volunteer and staff capacity. For the 2024–2025 school year, the number of participating schools decreased to 57 from 59 in 2023/2024 as Safe Routes prioritized larger public schools. Two small private schools—Saint Anselm and Saint

Patrick—opted out of the program due primarily to volunteer and staff turnover.

Safe Routes is well represented among the County's public schools (Figure 4). It operates in 95% of public elementary schools, 100% of public middle schools, and 88% of public high schools³. Six private/charter schools have also participated in at least one element of the Safe Routes program during the evaluation period: Lycée Français, Marin Primary & Middle School, Ross Valley Charter, San Domenico School, Saint Anselm School, and Saint Patrick School. Private school students tend to live further from campus, so these schools often promote carpooling rather than prioritizing the Safe Routes education and encouragement services.

³ Excluding public alternative and continuation schools

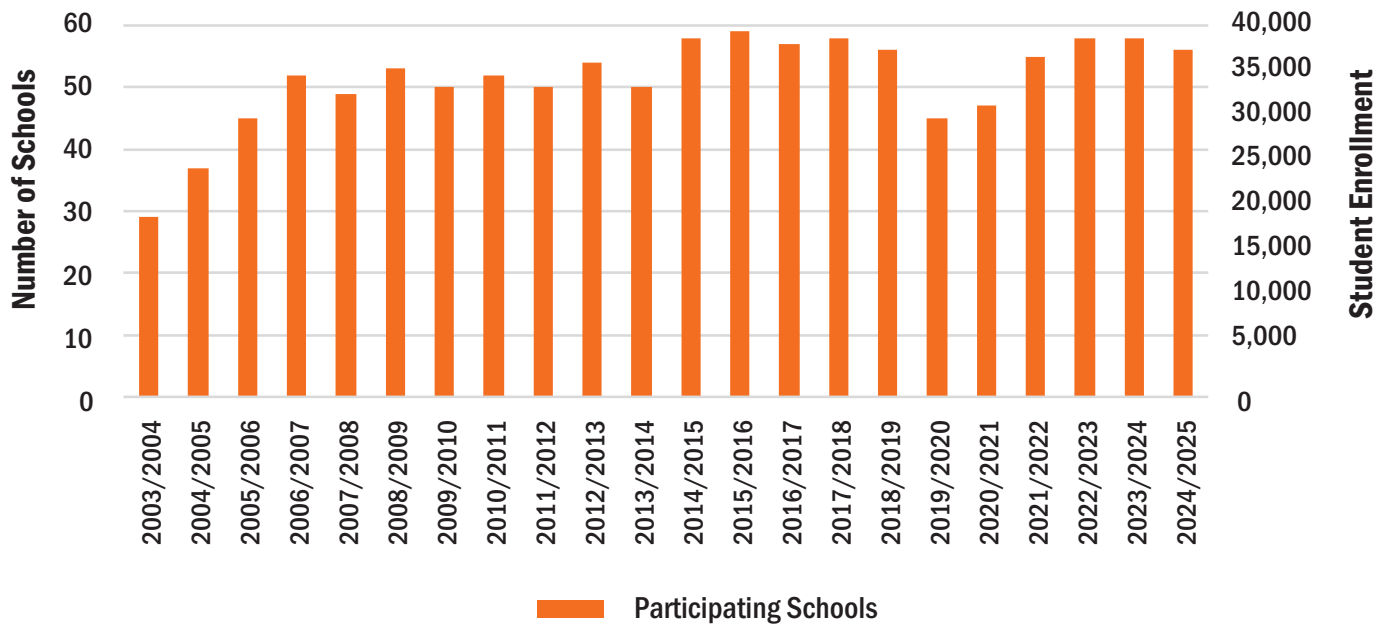


Figure 3. Participating Schools Over Time

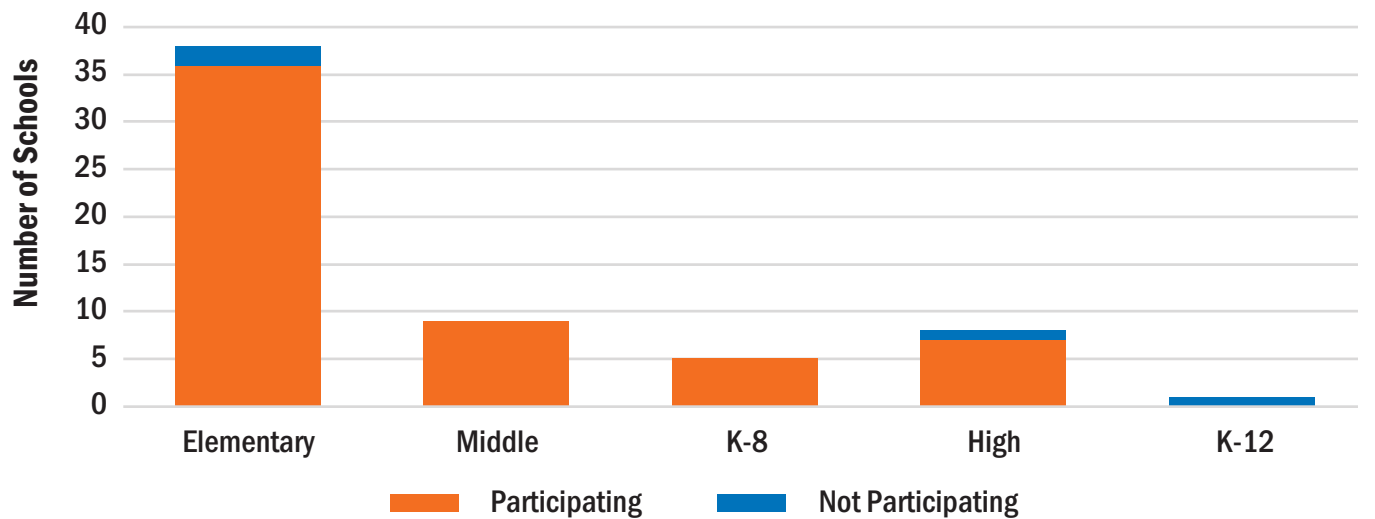
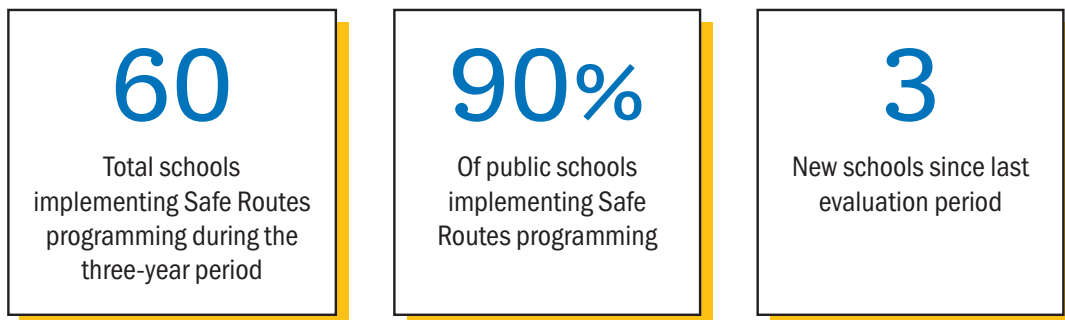


Figure 4. Participating Public Schools, 2024 – 2025 School Year



DRAFT

Education

The Education element of the Safe Routes to Schools program provides comprehensive student instruction for safe and healthy travel to school. This chapter provides an overview of the classes taught annually to elementary, middle, and high school students.

EDUCATION PROGRAMS AND CLASSES

For over 20 years, Safe Routes has empowered students with the skills to walk and roll to school safely. From second grade through high school, students receive age-appropriate lessons aligned with California education standards. Most instructors are League of American Bicyclists Certified, and Safe Routes to Schools has been recognized by the League as the national standard for bicycle and pedestrian education. To advance equity goals, a fluent Spanish-speaking educator recently joined the program as Lead Instructor, strengthening access and inclusion for all students. Education classes have also expanded to include learn-to-ride instruction for students who might not otherwise have the opportunity to learn.

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



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

One less vehicle on the road benefits all.

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

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

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

Is your child experienced with the following?

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

Riding confidently on roads and pathways takes practice

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



Responding to the needs of our constituency as e-bike injury rates rose in Marin during the 2022/2023 school year, Safe Routes introduced e-bike safety courses – both in-classroom and on-the-blacktop – for middle and high school students. The Safe Routes Director also serves as an advisor on Marin's Special Committee on Youth E-Bike Safety, ensuring that program initiatives align with countywide efforts to improve youth safety and e-bike education.

During the evaluation period, Safe Routes delivered 14 unique programs at 50 schools, ranging from classroom presentations to hands-on activities (Table 1). In total, 1,228 individual pedestrian and bicycle safety classes were taught during classroom and PE time.

Table 1. Safe Routes Education Offerings

CLASS	GRADE(S)
Classroom Presentations	
Stop Look Listen (Part I)	2
Pedestrian and Bike Safety	3
Traffic Safety Bike Education (Part I)	4
Drive Your Bike (Part I)	6
Share the Road	High
E-Bike Safety Classes	Middle and High
Experiential, Hands-On Classes	
Walk Around the Block (Part II)	2
Bike Rodeo (Part II)	4
Drive Your Bike (Part II)	6
On-Road Bicycle Field Trips	Middle and High
Family Biking *	Parents and Elementary
E-Bike Safety Classes**	Middle and High
Additional Presentations	
Sustainable Transportation	Middle and High
How to Ride the Bus or SMART Train	High
Other	
Poster Art	Elementary
Route Mapping	Elementary, Middle and High

* Program available through Spare the Air grant funding from the Metropolitan Transportation Commission (MTC)

** Program available through E-bike Smart Marin Class from the Marin County Bicycle Coalition (MCBC)



Safe Routes teaches students both in and out of the classroom to reinforce good walking and biking practices.

ONLINE CONTENT

During the pandemic, Safe Routes developed a library of online video content and made it available to schools throughout Marin County. A recommendation from the 2019/20 through 2021/22 Program Evaluation was to continue offering this content when Safe Routes classes are not actively happening at schools, or for schools who are not able to fit these classes into their programming.

17

Types of in-person
classes and educational
activities offered
annually

50

Schools participating in
Safe Routes education
programming

PARTICIPATION TRENDS

On average, 409 education classes reached nearly 11,300 students annually during this evaluation period. Nine additional schools offered education classes during this time:

- **Dr. Martin Luther King, Jr. Academy**
- **Marin Primary and Middle School**
- **Lu Sutton Elementary School**
- **Novato High School**
- **Saint Anselm School**
- **San Jose Middle School**
- **San Marin Elementary School**
- **Venetia Valley Elementary School**
- **West Marin Elementary School**

From 2021 to 2023, Safe Routes increased the number of classrooms taught to make up for missed grades during the COVID-19 pandemic. Scheduling efficiency increases – such as combining classes for fourth and fifth grades – reduced the number of overall classes that were taught in later years. Despite the general decline in number of classes, Safe Routes taught more students in 2022/2023 and 2023/2024 (12,942 and 12,464 students, respectively) than in 2021/2022 (12,430 students). Pre-pandemic, Safe Routes taught approximately 7,000 students each year.

Class totals dropped in 2024/2025, driven by several factors. A Fall 2024 vacancy in the Lead Instructor role led to scaling back at smaller private and charter schools – where fewer students live within walking or rolling distance – to prioritize higher-impact

public schools. During this time, staff increased their hours to cover the gap. The same five middle schools (Miller Creek, Mill Valley, White Hill, Sinaloa, and Kent) were taught as in previous years, with Del Mar and Hall Schools scheduled for the spring per their request. Fewer elementary schools were taught in Fall 2024 due to staffing limitations and inclement weather.

In general, scheduling Safe Routes education is less consistent at private, charter, and high schools compared to the public elementary and middle schools. Private schools are typically commuter-based and therefore not a primary focus of the program. However, Safe Routes continues to offer education to these schools upon request. Online video content may be a useful resource for private schools where more focused programming is not practical. High schools are generally more difficult to schedule due to tight academic calendars. When scheduling allows, the Share the Road presentation is offered to multiple grade levels at once, rather than annually by grade.

Looking ahead, the recent hire of a new Safe Routes Lead Instructor will enable Safe Routes to restore education levels in 2025/2026, including making up for the prior year's cancelled classes.

INCREASING EDUCATION CLASS EFFICIENCY



Safe Routes has increased its efficiency by merging classes, having teachers show prep videos prior to on-site instruction, and focusing on larger public schools, reaching more students where they walk and roll every day.

413

Maximum number of individual class sessions taught in one year

12,942

Students participating in Safe Routes education programming

9

New schools hosting education classes since 2021/2022

Encouragement

The Safe Routes to Schools program runs a wide range of programs, events, and contests that inspire students to walk and roll to school. The program's success depends on the strong partnership between parent volunteers, local schools, and Safe Routes staff.

ENCOURAGEMENT PROGRAMMING



Each year, Safe Routes delivers 11 signature events and contests, averaging 351 events across participating schools (Table 2). Most take place in the mornings, when volunteers greet students at school entrances, recognizing and rewarding those who walk, roll, carpool, or take the bus.

A recent addition is the Rainbow Walk and Roll Challenge, launched in 2022 for elementary schools. Over four weekly events, students earn stamps on challenge cards each time they walk or roll to school. Completed cards are entered into prize drawings for items like Razor scooters, with support from parent volunteers and school staff.

Not all schools participating in Safe Routes do so by holding encouragement events. However, participation in encouragement events is consistently strong and each year 53 elementary, middle, and high schools host these Safe Routes events. In elementary schools, parents take the lead in organizing activities, while middle and high school events are often coordinated through student clubs, supported by teachers and Safe Routes staff. The program is powered by 60 dedicated parent volunteers and 10 bilingual family liaisons, school staff members whose efforts are essential to making these events successful.

Table 2. Safe Routes Encouragement Offerings

Program Name	Participating Grade(s)
Events	
International Walk & Roll to School Day	All grades
National Bike to School Day	All grades
Teens Go Green Days	Middle/High
Walk and Roll Wednesdays	Elementary
Contests	
Rainbow Walk and Roll Challenge	Elementary
Pump It Up - Classroom Contest	Elementary/Middle
Other	
Bike Blender event	All Grades
Bike Hero Award	Elementary/Middle
Buddy Up Contest	Elementary/Middle
Park and Walk Campaigns	Elementary/Middle
Poster Art	Elementary



Parent volunteers are integral to ensuring successful encouragement events such as the Rainbow Walk and Roll Challenge.



A wide variety of encouragement events get students excited about walking and rolling to school, encouraging lasting habits.





Results from the 2025 caregiver survey show that 54% of elementary school students participate in Walk and Roll Wednesdays once a month, 41% participate in International Walk to School Day, and 29% participate in Ruby Bridges

Day. Schools with the highest levels of involvement in encouragement programs included Edna McGuire Elementary School, Olive Elementary School, Pleasant Valley Elementary School, and San Ramon Elementary School.

ONLINE RESOURCES

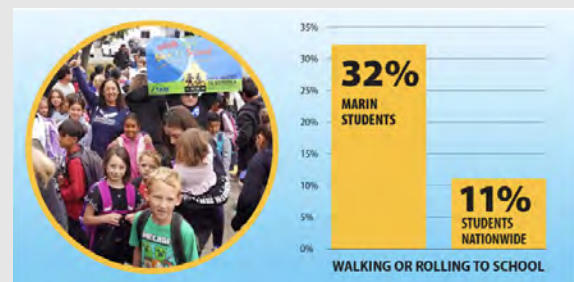
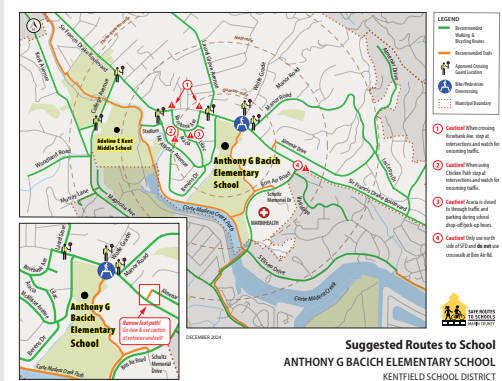
The Marin County Safe Routes to School website is an important resource available to students and parents throughout the Marin County. This site provides information about the program, upcoming activities and programs, suggested route maps, parent and teen encouragement toolkits, and other online resources. The Safe Routes newsletter, published on the website and emailed to the program's distribution list, provides program updates and highlights several times per year.

The Safe Routes to School site also includes a SR2S dashboard that helps visualize key trends in school transportation modes. This dashboard was recently updated to further enhance usability and include historical trends. It will continue to serve as an encouragement tool in the future.

The Safe Routes program also maintains a strong social media presence, with Facebook postings to keep families up-to-date on events and share program highlights.



The Safe Routes website offers a number of online resources including e-bike safety information, suggested route to school maps, biannual newsletters, and a new dashboard publicizing student mode share trends.



Engagement and Safety

Family surveys show that the top reasons parents don't feel comfortable letting their children walk or bike to school are speeding cars and difficult intersections. Local law enforcement plays a critical role in addressing these concerns by enforcing safe behaviors. The Safe Routes to Schools engagement and safety component further promotes safer driver, pedestrian, and cyclist behavior through two core programs: the Crossing Guard Program and Street Smarts.

LOCAL LAW ENFORCEMENT

Local law enforcement plays a critical role in helping to address traffic safety issues and encouraging safe travel in the areas surrounding schools. In addition to ensuring that drivers, bicyclists, and pedestrians all obey the rules of the road, local law enforcement officers use a combination of education and enforcement to promote safety: this includes ticketing, targeted enforcement around schools, radar trailers, and educational pamphlets.

Local police officers also often participate in district task forces, which may also include representatives from the Marin County Sheriff and California Highway Patrol (CHP), when appropriate. Finally, law enforcement has assisted in major events such as International Walk and Roll to School Day by leading bike parades and helping with temporary street closures.

Thus, local law enforcement officers are important partners in helping school communities successfully execute many of the Safe Routes programs.

CROSSING GUARDS

Launched in 2006 with 54 guards, TAM's Crossing Guard Program grew to cover 104 locations in the 2023/24 school year. Funds – from Measure AA – Marin County's ½ cent transportation sales tax made this countywide expansion possible (Figure 5).

Guards are trained, equipped, and managed by a professional contractor, ensuring reliable coverage during school commute hours. Locations are nominated by public works directors with school input, then evaluated against standardized criteria and ranked by priority. While funding determines how many intersections can be staffed each year, sites can also be re-evaluated outside the regular cycle if conditions change. The next full re-evaluation took place in 2025/26, with updates rolling out in fall 2026. The Safe Routes team is tasked with updating suggested route maps with the adjustments to crossing guard locations and promoting the updated route maps.



Partnerships with law enforcement and crossing guards help improve conditions around schools for walking and rolling.

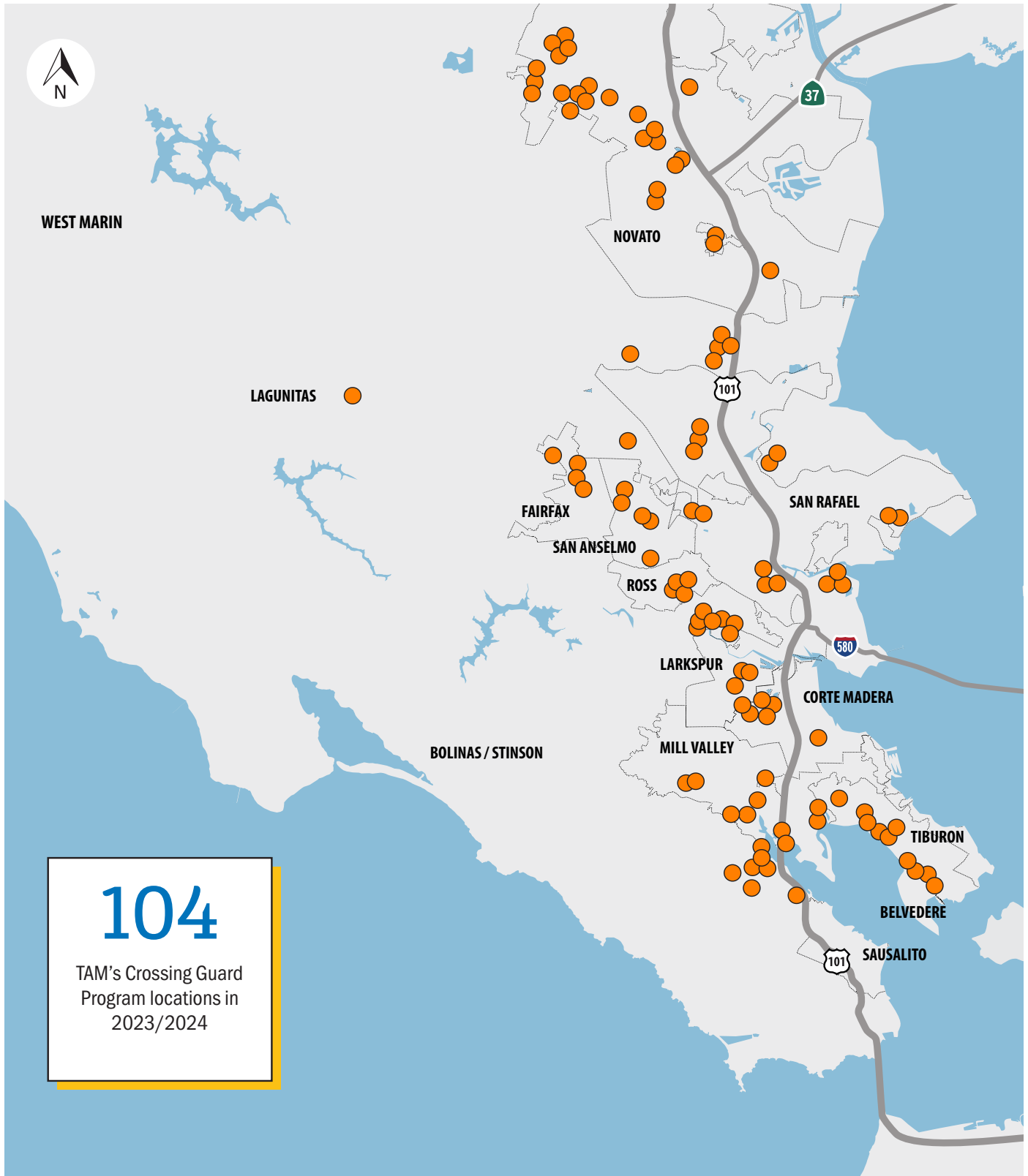


Figure 5. Crossing Guard Locations

● Crossing Guard Locations, 2023/2024 School Year

STREET SMARTS

Street Smarts complements other enforcement and safety efforts such as crossing guards by targeting driver and community behavior. This traffic safety campaign educates drivers, pedestrians, and cyclists about issues like distracted driving, aiming to shift attitudes and reduce collisions.

Initially implemented twice a year, Street Smarts now features one longer fall rollout each year. During this period, brightly colored safety banners are strategically placed at high-crash locations, supported by yard signs, visible bus back messages, resident engagement, and a social media push.

Starting in fall 2024, monthly safety tips were added to extend the campaign's reach beyond the rollout period and reinforce key messages throughout the year.

In a recent caregiver survey, approximately 31% of student caregivers reported familiarity with the Street Smarts campaign. Of these respondents, about 42% rated a 4 or higher (on a 5-point scale) when asked if the campaign increased their awareness of safe behaviors while driving, walking, or biking.



Street Smarts safety messaging (also available in Spanish).

180+

Banners hung
during each rollout

1,100+

Yard signs distributed to
residents

24

Safety message
templates shared
with distributors

Engineering

The Engineering arm of the Safe Routes to Schools program identifies safety issues, designs improvements, and secures funding to make walking and biking to school safer. Collaboration with parents, schools, local agencies, and community leaders ensures that solutions are grounded in real-world conditions and meet the unique needs of each district.



Safe Routes engineering improvements include quickbuild options such as these upgrades on Magnolia Avenue in Larkspur..

TASK FORCES

Safe Routes staff facilitate school district task forces, bringing together parents, elected officials, traffic engineers, school district representatives, law enforcement, and neighborhood leaders. These groups meet three times each year to tackle transportation safety concerns at the local level and shape customized programs for each district.

In 2024–2025, 11 task forces were active, with Ross and Miller Creek added during the three-year evaluation period (Table 1). Meetings provide a venue to air community concerns and guide key Safe Routes activities, including route maps, walk audits, and engineering concept plans. Task forces range in size depending on the district, and members are recruited by Safe Routes staff and volunteers, as well as by word of mouth. Meetings are open to the public and are advertised on the Safe Routes website.

Task forces play an important role in the Safe Pathways element of the Safe Routes to Schools program. Every three to four years, TAM issues a call for projects for the Safe Pathways to

Table 1. District Task Forces

• Kentfield	• Ross
• Larkspur-	• Ross Valley
Corte Madera	• San Rafael
• Miller Creek	• Sausalito-
• Mill Valley	Marin City
• Novato	• West Marin
• Reed	

Schools program, inviting jurisdictions to submit either small (up to \$100,000) or large (up to \$450,000) projects to improve safety for students traveling to school. Large project applications must be approved by a Safe Routes task force to advance in the funding application process, and the discussion and approval of these projects must be documented in a task force meeting.

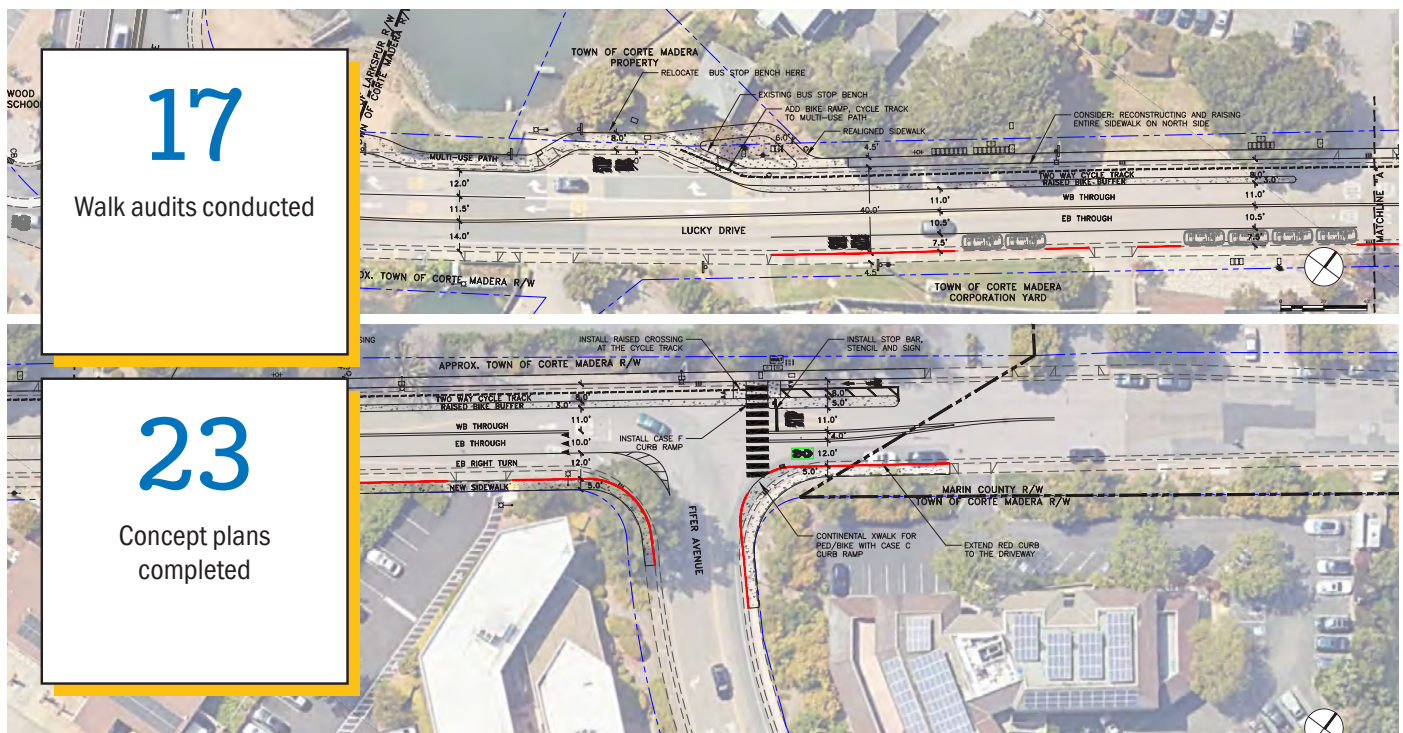


WALK AUDITS AND CONCEPT PLANS

Walk audits allow parents, school personnel, traffic engineers, and Safe Routes staff (including licensed engineers) to evaluate conditions on the ground. Community members share first hand knowledge of problem areas during school drop-off or pick-up periods, while engineers identify potential fixes.

After each audit, Safe Routes engineers work with participating task forces to develop concept plans that propose short- and long-term infrastructure solutions that can improve conditions for walking and biking to school (Figure 6). Concept plans are high-level engineering drawings showing proposed improvements at specific locations (e.g., a new curb extension, raised crossing, or roadway cross-section). These plans are reviewed by local jurisdictions and task forces, then serve as a foundation for funding applications, including TAM's Safe Pathways to Schools Program. The development of concept plans includes the following steps:

- 1** A walk and bike audit is conducted with the Safe Routes engineering team, task force members, school community, and representatives from the local jurisdiction and law enforcement.
- 2** The audit identifies operational and physical obstacles within the school study area, which are then prioritized by the jurisdiction and task force. The Ongoing and Upcoming Efforts section discusses the project prioritization process currently being developed by the Safe Routes team, which combines several relevant data points into school-specific overlay maps. This process provides an objective, data-driven method for scoring potential projects.
- 3** The Safe Routes engineering team, working closely with the local jurisdiction's Public Works department, develops draft concept plans for the highest priority locations to address the obstacles.
- 4** The plans are presented to the district task force for review.
- 5** Staff from the local jurisdiction seek funding to develop detailed engineering designs and construct the recommended measures (see Chapter 8 for more information about project funding).



Walk audits bring together Safe Routes staff and diverse stakeholders to identify issues and improvements around schools. This results in concept plan development.

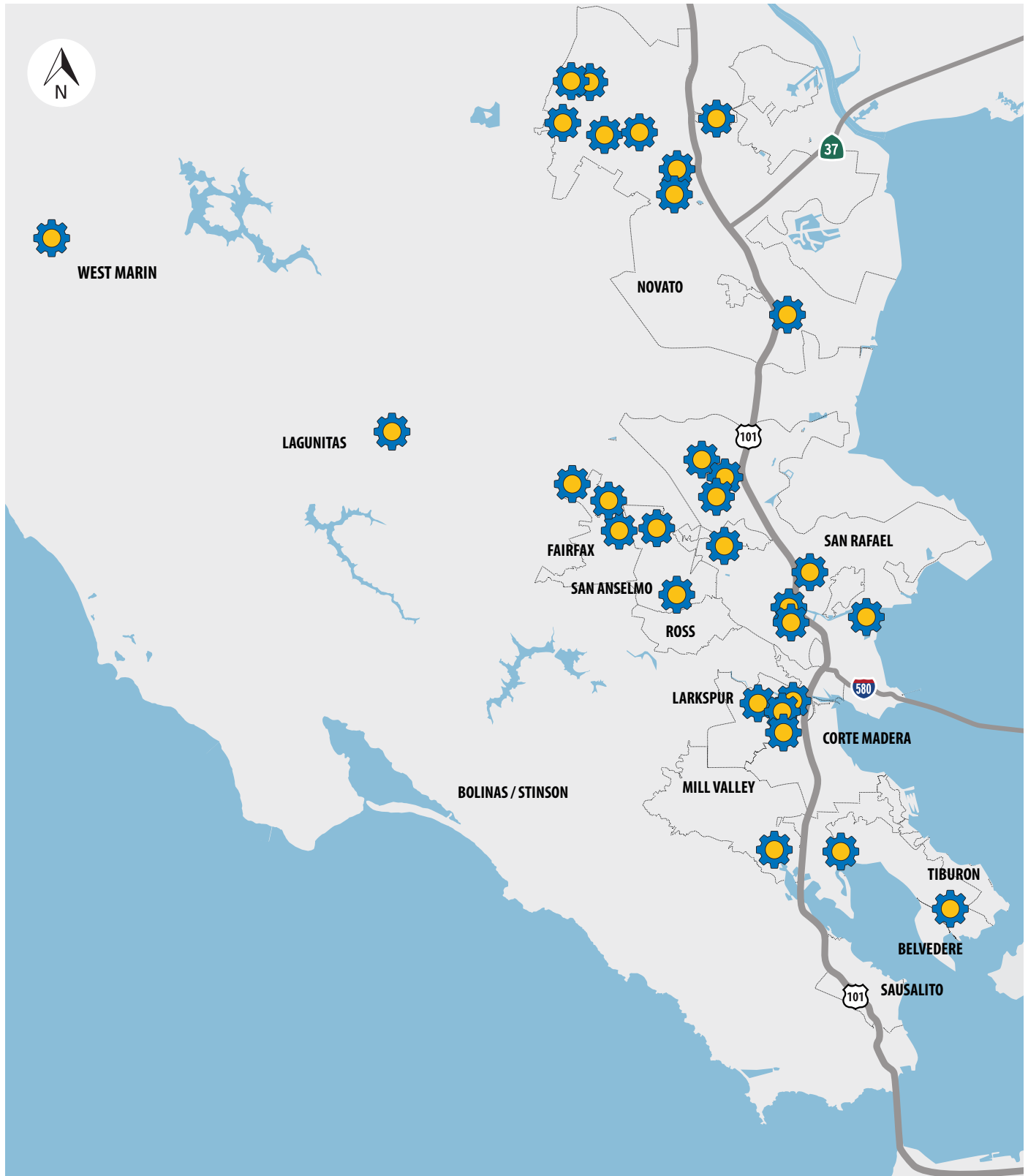
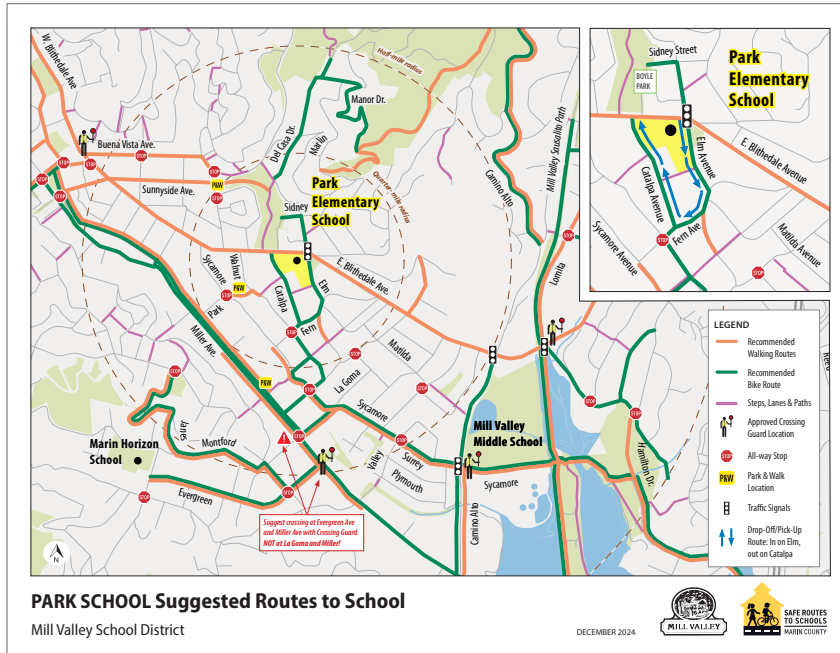


Figure 6. Concept Plan Locations

 Concept plans created 2022/2023–2024/2025

MAPPING

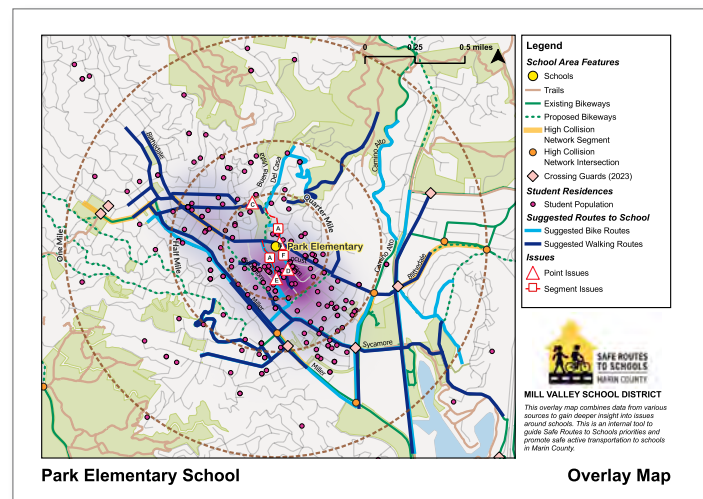
Mapping is central to both encouraging active trips and supporting infrastructure planning. Safe Routes collaborates with task forces, school communities, and public works officials to create suggested route maps, which highlight preferred walking and rolling routes, crossing guard locations, Park & Walk sites, and safety tips. All maps are vetted by the relevant Marin County jurisdiction's Public Works department before being published on the Safe Routes website, giving families clear tools to choose safer routes. Safe Routes is working to complete suggested route maps for all participating schools.



During the evaluation period, 27 suggested route maps were created or updated, with 12 more in progress.

OVERLAY MAPS

Safe Routes also introduced overlay maps, a new planning tool that combines suggested routes, safety information, anonymized student address data, and more. These maps were used to prioritize over 300 infrastructure issues across 40 schools and countywide. Looking ahead, overlay maps and prioritization results will guide future walk audits, inform concept plans at the school level, and serve as a helpful tool for Task Force discussions.



27

Suggested Route Maps
created or updated

40

Overlay Maps created

300

Issues Prioritized

Equity

Equitable access to safe and healthy routes is a cornerstone of the Safe Routes to Schools program. Safe Routes works to meet the needs of all students and families—regardless of background or ability—through inclusive programming, community engagement, and support for active and shared travel. Two flagship efforts anchoring this work are the Bilingual Program and the Youth Leading Active Communities (YLAC) program.

BILINGUAL PROGRAM

The Bilingual Program currently serves 12 schools in underserved Marin County communities, where most students speak Spanish at home and 50-90% qualify for free and reduced-price meals. These schools face distinct challenges, including language barriers, cultural differences, and resource gaps, that require tailored strategies.

Over the last six years, the program has doubled in size, adding three schools – Hamilton, Tomales, and West Marin – since the previous evaluation. As of 2024/25, participating schools include:

- ▶ Bahia Vista Elementary School
- ▶ Coleman Elementary School
- ▶ Dr. Martin Luther King, Jr. Academy
- ▶ Hamilton School
- ▶ Laurel Dell Elementary School
- ▶ Loma Verde Elementary School
- ▶ Lu Sutton Elementary School
- ▶ Lynwood Elementary School
- ▶ Olive Elementary School
- ▶ Tomales Elementary School
- ▶ Venetia Valley School
- ▶ West Marin Elementary School

The Bilingual Coordinator, who is a paid member of the Safe Routes team, partners with Family Liaisons to ensure communication is culturally relevant and accessible, often prioritizing Spanish-language text messaging, which has been shown to be the most effective outreach method. Recruiting volunteers remains a challenge, but Safe Routes has built trust through consistent engagement, training, and incentives like gift cards. The program also addresses resource gaps by securing helmets, bicycles, and other equipment to ensure students can participate fully and safely. Ongoing grant support from the Marin County Health Department provides funding for contest supplies and incentives.



12

Schools participating in the Bilingual Program

7

Family Liaisons supporting Safe Routes programming

YOUTH LEADING ACTIVE COMMUNITIES

Launched in 2023/24, Youth Leading Active Communities (YLAC) extends Safe Routes programming to schools with lower engagement, fewer volunteers, and greater socioeconomic challenges. Its core offering is a three-lesson active transportation curriculum that equips students to make safe travel decisions, evaluate local conditions, and share knowledge with their peers and families. Additional activities include mapping Park & Walk sites, organizing assemblies, and supporting Safe Routes events.



YLAC engages students to consider how their environment affects their travel habits, for example by conducting walk audits at their schools.

The 2023/2024 pilot program reached four schools – Dr. Martin Luther King, Jr. Academy; Lynwood Elementary; James B. Davidson Middle; and Hamilton School – selected for their low rates of core program participation, limited parent/family volunteers, lower mode share rates of active/green trips to school, and familial poverty level (measured through the Free & Reduced School Lunch Rate and Title 1 Status). The program engaged nearly 70 students directly and an estimated 600 indirectly during this first year. In 2024/25, YLAC expanded to four more schools: Venetia Valley, Coleman Elementary, Lu Sutton Elementary, and Olive Elementary.

The YLAC program has been working closely with these schools to raise awareness of active transportation, boost student engagement, and support Safe Routes programming in the absence of parent volunteers. Activities are shown in Figure 7.



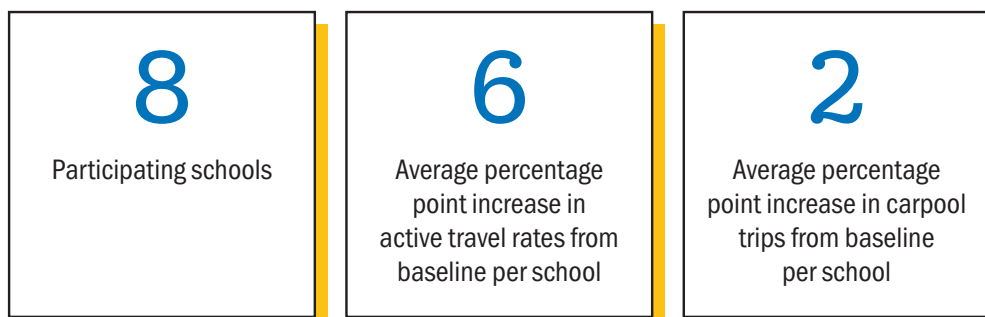
YLAC builds relationships in hard-to-reach schools and plants the seeds for behavior change.

Early outcomes are promising. By Spring 2025, participating schools recorded average increases of more than six percentage points in active travel rates compared to baseline levels (Spring 2023 for pilot schools, Spring 2024 for new schools). Gains were also seen in green trips and carpooling. These results highlight the

potential of YLAC to shift travel behavior when tailored support meets community needs. YLAC participation is just one of many factors that can affect a student or family's decision to walk or roll to school. See the Evaluation chapter for a more detailed discussion of changes in YLAC school participation over time.

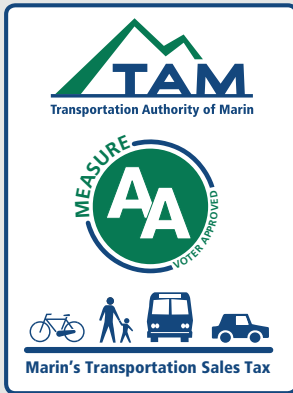
	Coleman Elementary	Davidson Middle	Doctor Martin Luther King Jr. Academy	Hamilton School	Lu Sutton Elementary	Lynwood Elementary	Olive Elementary	Venetia Valley Elementary
 Core Instructional Sessions			✓	✓			✓	✓
 Student Walk Audits				✓			✓	✓
 School Assemblies	✓							
 Park and Walk Site Identification	✓	✓	✓	✓	✓	✓	✓	✓
 Representation at Safe Routes Task Forces	✓	✓	✓	✓	✓	✓	✓	✓
 Encouragement Event Support	✓		✓		✓	✓	✓	✓

Figure 7. YLAC Activities at Participating Schools



Funding

The Safe Routes to Schools program supplements its core funding through a mix of infrastructure grants and in-kind donations. This chapter provides an overview of the program's funding and how that funding is leveraged.



Voters first approved Marin's half-cent Transportation Sales Tax under Measure A in 2004 and extended it through 2049 with Measure AA in 2018. The measure made Marin the first county in the nation to provide long-term funding for Safe Routes to Schools, fueling both education and infrastructure improvements.

By leveraging this local investment – especially through the Safe Pathways to Schools capital program – TAM has tripled its initial funds, attracting significant state and federal grants. Additional support also came from the 2010 voter-approved Measure B \$10 vehicle registration fee.

TRANSPORTATION SALES TAX EXPENDITURE PLAN

Measure AA – the ½-cent Transportation Sales Tax Renewal – is projected to generate \$827 million over 30 years (through FY 2049). As shown in Table 3, about \$95.1 million (11.5%) is dedicated to school access programs (expenditure plan Category 3). Nearly \$29 million will fund Safe Routes initiatives, including classroom education and community events. The remaining \$66 million supports two key programs: Crossing Guards (\$58 million) and Safe Pathways to Schools Projects (\$8 million) – a combined investment in safer, more accessible routes for students.

Table 3. Measure AA Funding Allocation for Implementing Category 3

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



Measure AA funding contributes to Safe Routes programming such as experiential learning classes.

SAFE PATHWAYS TO SCHOOL

Safe Pathways is the capital funding arm of Safe Routes, investing in engineering, environmental clearance, and construction for pathway and sidewalk improvements.

During each round of funding TAM selects projects based on the following performance criteria:

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

While Safe Pathways focuses on routes near schools, its impact extends far beyond — building a safer, more connected community network that enhances mobility, safety, and reduces congestion for all.

The fifth round of Safe Pathways funding was awarded in 2024. Over \$7 million was distributed to 33 projects countywide, including 19 small projects (up to \$100,000 available per project) and 14 large projects (up to \$450,000). In a first for the program, all applications were awarded funding. Projects were located in all 11 Marin County jurisdictions as well as unincorporated Marin County.

VEHICLE REGISTRATION FEE



In November 2010, Marin voters approved Measure B, adding a \$10 motor vehicle registration fee to fund local transportation improvements. A portion of these funds supports School Safety and Congestion Reduction, with goals to:

- ▶ Maintain and expand the School Crossing Guard program
- ▶ Enhance and grow congestion-reducing, safety-focused efforts like Street Smarts (a component of Safe Routes) and SchoolPool

Each year, roughly \$175,000 has been allocated under this category and has contributed to crossing guards and Street Smarts. Currently this funding category is fully utilized for crossing guards.



Safe Pathways Cycle 5 awardees included a project to close a gap to the existing cycle track at Terra Linda High School.

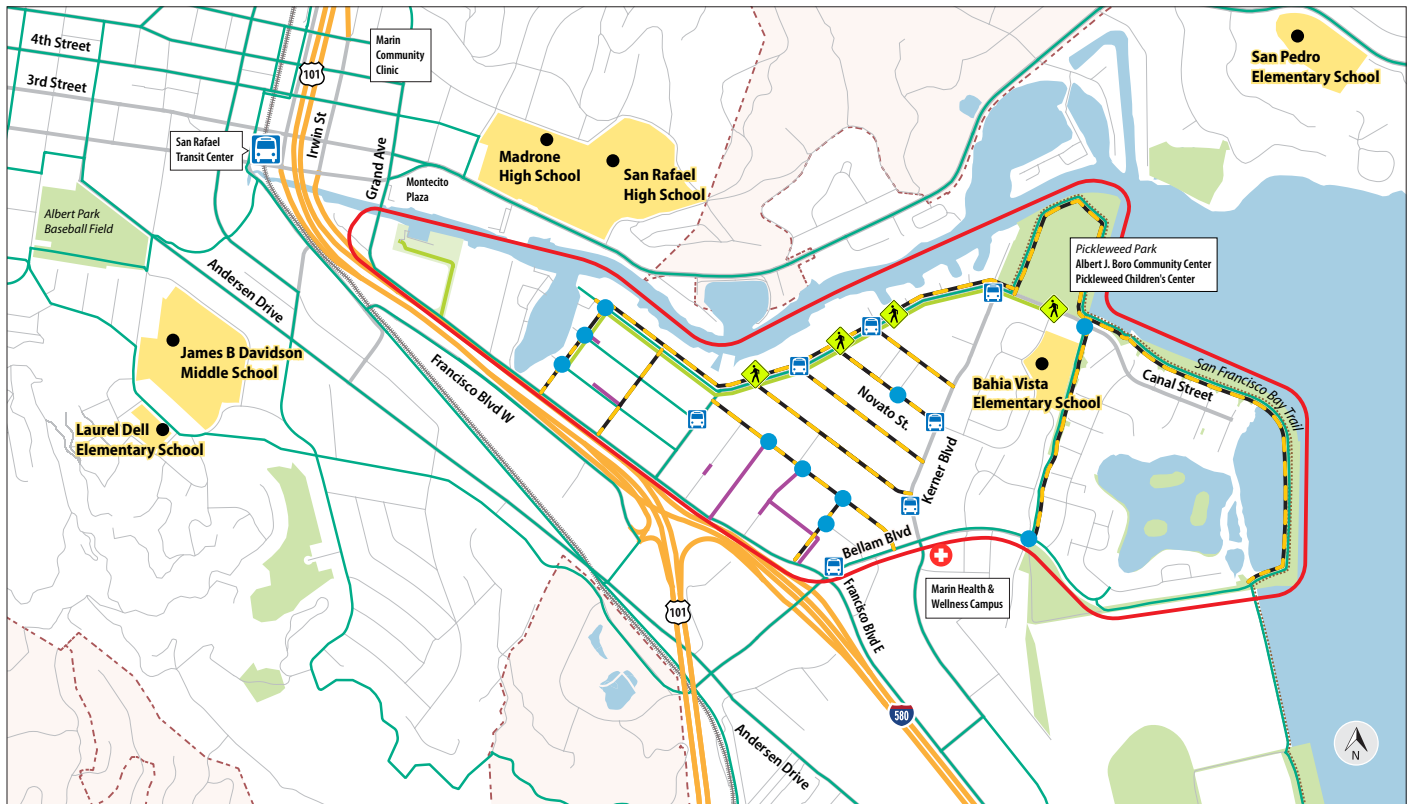
LEVERAGING INFRASTRUCTURE GRANTS

A hallmark of Marin County's Safe Routes program is its direct support to cities, towns, and the county in preparing competitive grant applications. This program assists with the identification of issues, consolidation into potential projects at the corridor scale, and the development of concept plans. The engineering drawings included in the concept plans are essential in developing a competitive grant application, as they make for a more implementable (and lower risk) project and demonstrate an ongoing commitment by local jurisdictions. The process also helps build community support and buy-in, which also makes for a more competitive grant application.

These efforts have secured projects ranging from small \$5,000 crosswalk upgrades to multimillion-dollar corridor improvements. Since 2000, this support has helped bring in more than \$92 million in external funding.

Since the last evaluation, funding from TAM, federal, and regional sources has risen significantly, including over \$7.5 million in new Safe Pathways funding and more than \$19 million from other grant sources since 2021/22. Highlights include:

- ▶ **Active Transportation Program (ATP) funding (San Rafael):** Three projects to improve access for Canal-area students and close the North-South Greenway gap.
- ▶ **MTC Regional Measure 3 and Bay Trail funding:** Improvements along Bellam Boulevard, enhancing Safe Routes to Transit connections.



The San Rafael Safe Routes task force and walk audits helped inform the City's successful ATP application to improve conditions for students walking and rolling to school.

PROGRAM FUNDING

Figure 9 shows program funding from 2008–2025 compared with the Bay Area Consumer Price Index (CPI). While TAM's Measure AA ½-cent sales tax funding has remained stable—and even grown slightly in recent years—grant funding overall has declined.

As Marin County's CPI rises, so do program staff wages, driving the need for ongoing funding increases to sustain staff hours. This presents a growing challenge as more schools join the Safe Routes program and staff capacity remains stretched.

Expanding support for participating schools — while welcoming new ones — demands additional staff time and resources. Delivering classes, contests, and hands-on tools to more students requires greater investment. Likewise, enhancing outreach to disadvantaged and bilingual schools calls for expanded staffing to ensure equitable access and impact across the county.

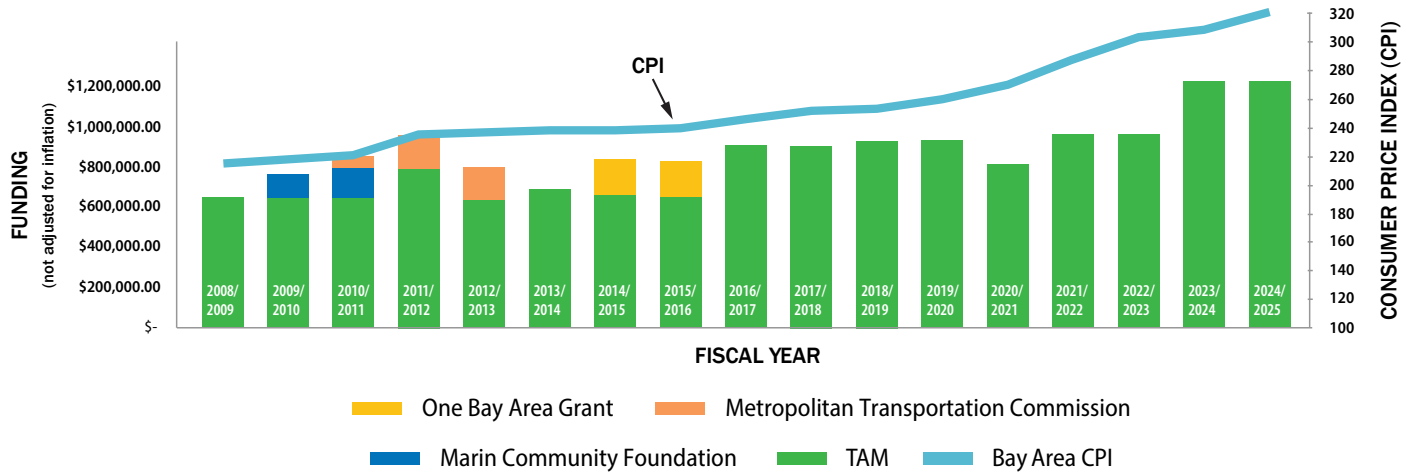
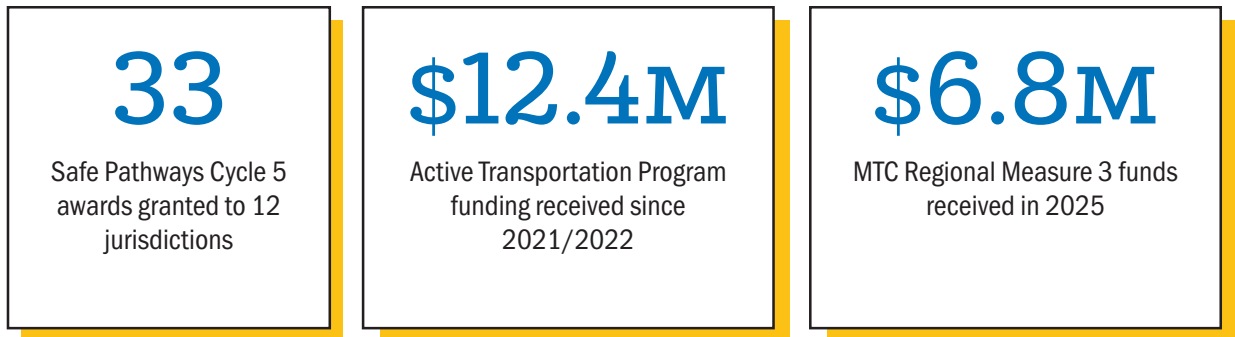


Figure 8. Program Funding Sources by Year



Evaluation

A central goal of the Safe Routes to Schools program is to help schools maximize their share of active and green trips. Program staff track progress each semester using in-class student tally surveys, with results displayed on the new Safe Routes dashboard available on the program's website (see the Ongoing and Upcoming Efforts section for more information).

Evaluation goes beyond tracking numbers: staff also consider the broader factors that shape families' travel decisions. This holistic approach helps explain why some schools achieve higher rates of active and green travel and how those successes can be replicated elsewhere.

This chapter presents both quantitative and qualitative findings for the evaluation period.



Student tally surveys are an important tool to gauge student mode shift over time.

STUDENT TALLY SURVEYS

Student Tally Surveys are conducted in schools twice a year—once each fall and spring semester—to measure how students travel to and from school. Over several days during the survey period, teachers ask their students, by a show of hands, how they traveled to school that morning and how they plan to travel home that afternoon. Teachers then submit the results electronically. The Safe Routes staff process and analyze the data to calculate each school's travel mode share.

These results are used to track trends in active trips (walking, biking, scooting, and other active modes) and green trips (active modes plus school bus, public transit, and carpooling). The following sections provide an overview of active and green trip trends from the latest student tally survey data.



ACTIVE TRIP TRENDS

In 2024/25, 32% of student trips at participating schools were made by active modes (walking, biking, scooting, and other active modes). This was the highest rate in program history (Figure 9). The other two years in the evaluation period also had strong rates of 30%.

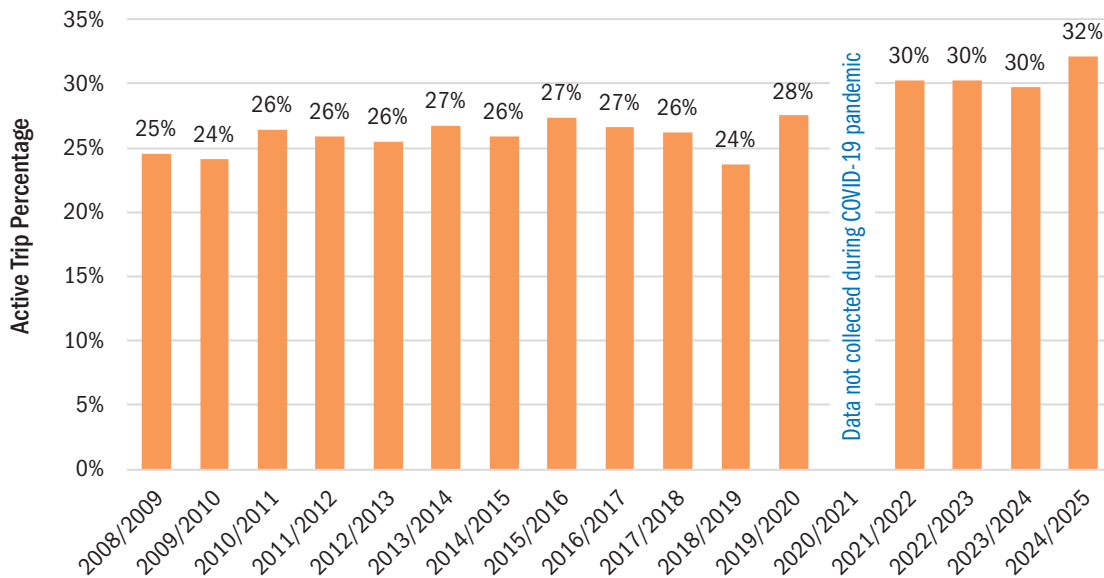


Figure 9. Countywide Active Trip Rates (2008-2025)

Note: Student tallies were not conducted during the 2020/2021 school year.

Rates may be different from previous evaluation report due to new data processing methods.

Eight schools reached 50% or higher active trip rates during the 2024/2025 school year (Figure 10). Rancho Elementary posted the largest long-term increase, up over 22 percentage points since the 2015/2016 school year. Park Elementary School had the highest active trip rate, at 59%. These schools have high levels of team leadership, education, and encouragement participation. Additionally, many of the schools are neighborhood schools where high numbers of students live within walking and biking distance.

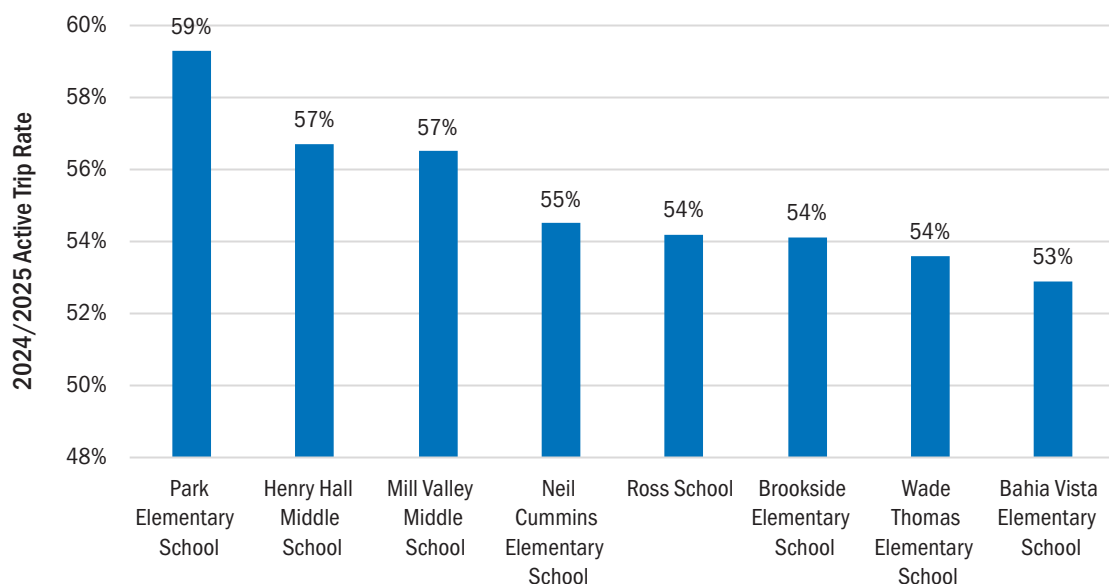


Figure 10. Top Active Trip Rates, 2024-2025

At the district level, Larkspur-Corte Madera had the largest increase in active trips, up almost 12 percentage points (from 31% to 43%) over the last decade (Figure 11). Ross School District maintained the highest overall active trip rate (54%). Eight of 11 districts improved compared to 2015/16. San Rafael maintained its trip rates, while two districts declined: Reed (a minor 3-point drop) and Shoreline Unified, which saw a larger decline likely tied to the inclusion of Tomales Elementary in the 2024/2025 statistic (students live far from school) and challenges at West Marin Elementary including loss of a key parent volunteer and infrastructure concerns. Refer to Appendix A for an evaluation of factors that contributed to these active trip rates.

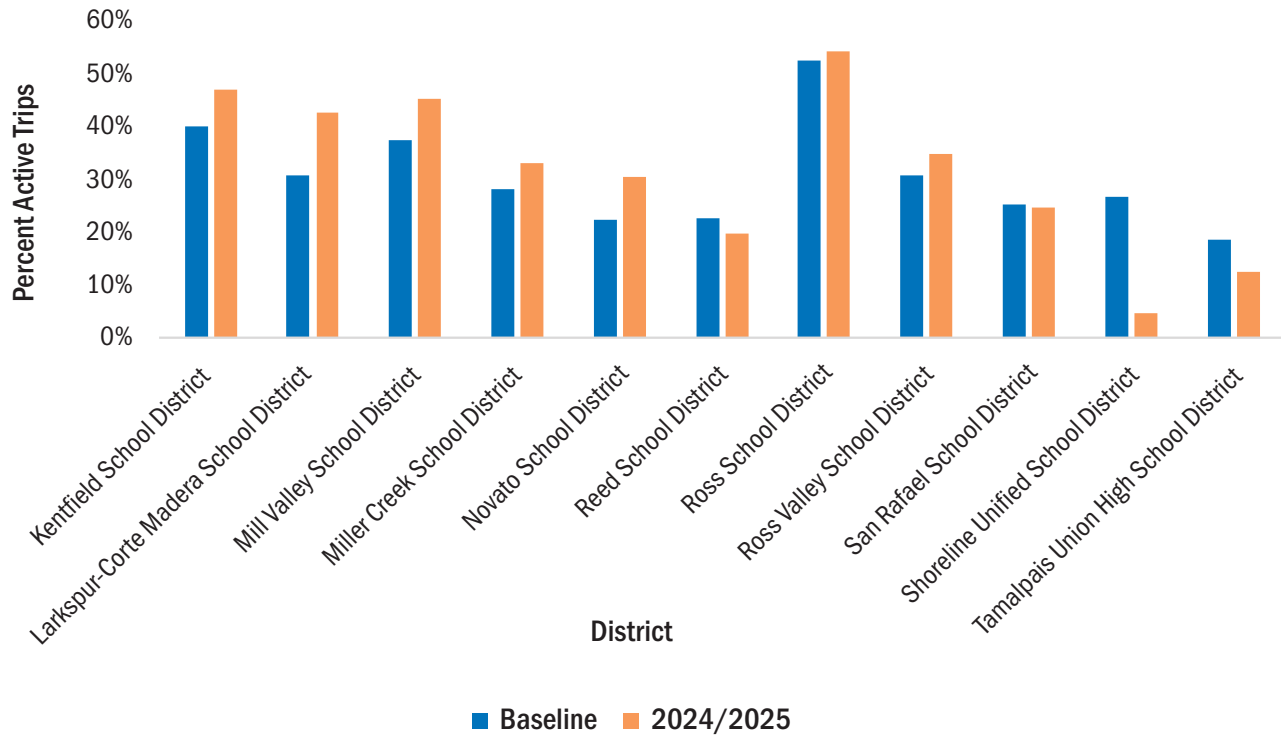
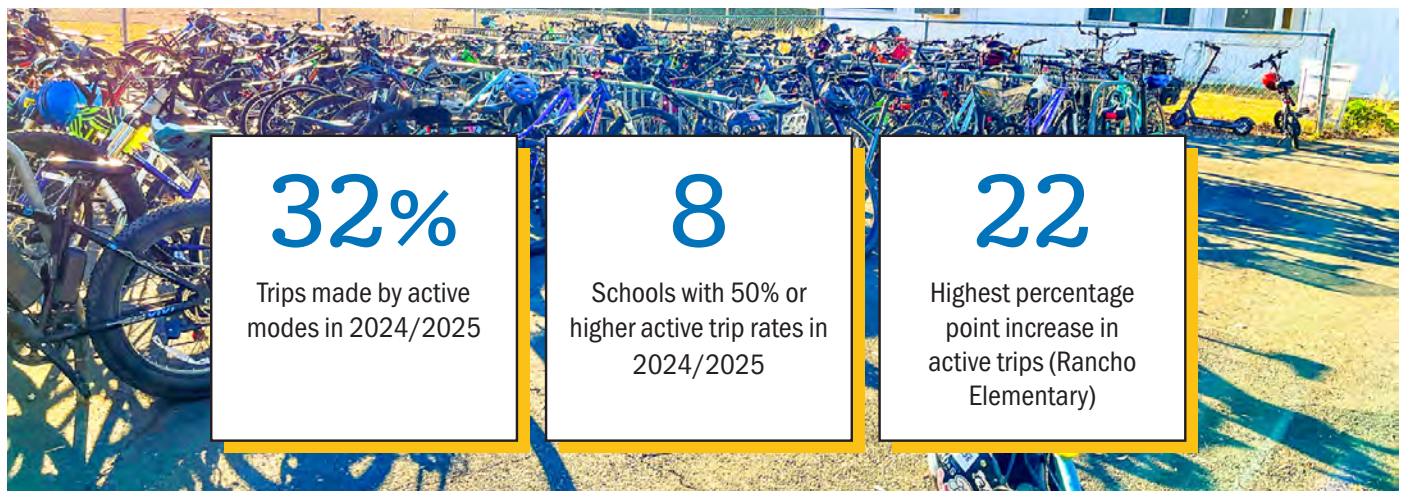


Figure 11. Changes in District Active Trip Rates

Note: 2024/2025 data was not available for all schools.



GREEN TRIP TRENDS

In 2024/25, 51% of trips were made by green modes (active modes plus school bus, public transit, and carpooling). This is one of the program's highest countywide annual rates, tying with 2016/17 and 2017/18 (Figure 12). Rates dipped during 2022/23 and 2023/24, possibly due to reduced school bus service, but rebounded in 2024/25 as active modes increased.

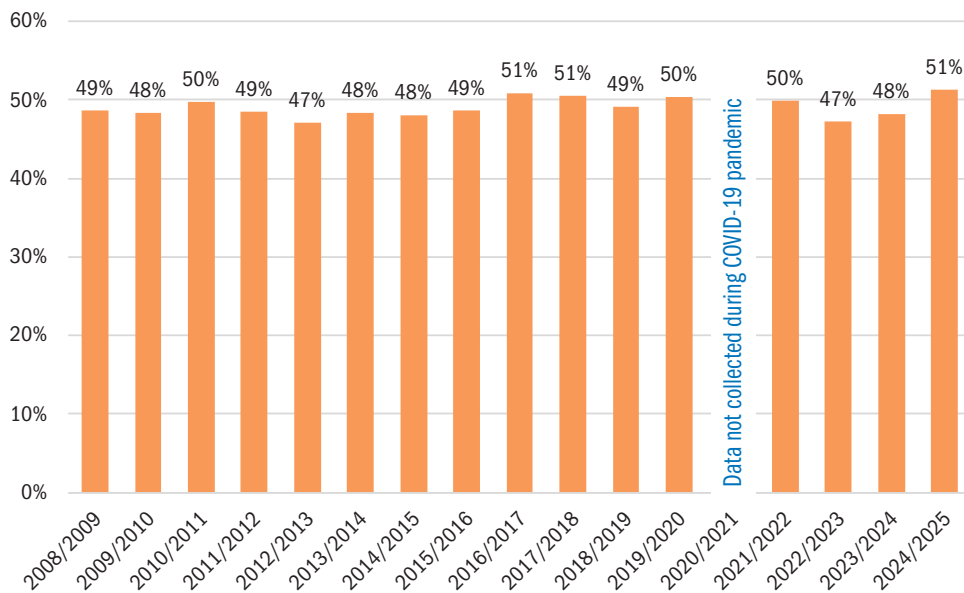


Figure 12. Countywide Green Trip Rates

Note: Student tallies were not conducted during the 2020/2021 school year. Rates may be different from previous evaluation report due to new data processing methods.

Twenty-three schools reached at least 50% green trip rates during the 2024/2025 school year, with 10 schools topping 60%: White Hill Middle School led with a 77% green trip rate (Figure 13). The school's rates were likely bolstered in part by its high education participation, the relatively high levels of other contributing factors (see Appendix A), and the relative independence of middle school students compared to younger students. Ross Valley School District's schools stood out, with five schools above 50%. Marin Primary & Middle School and Tamalpais Valley Elementary School tied for most improved, each climbing 18 percentage points since 2015/2016.

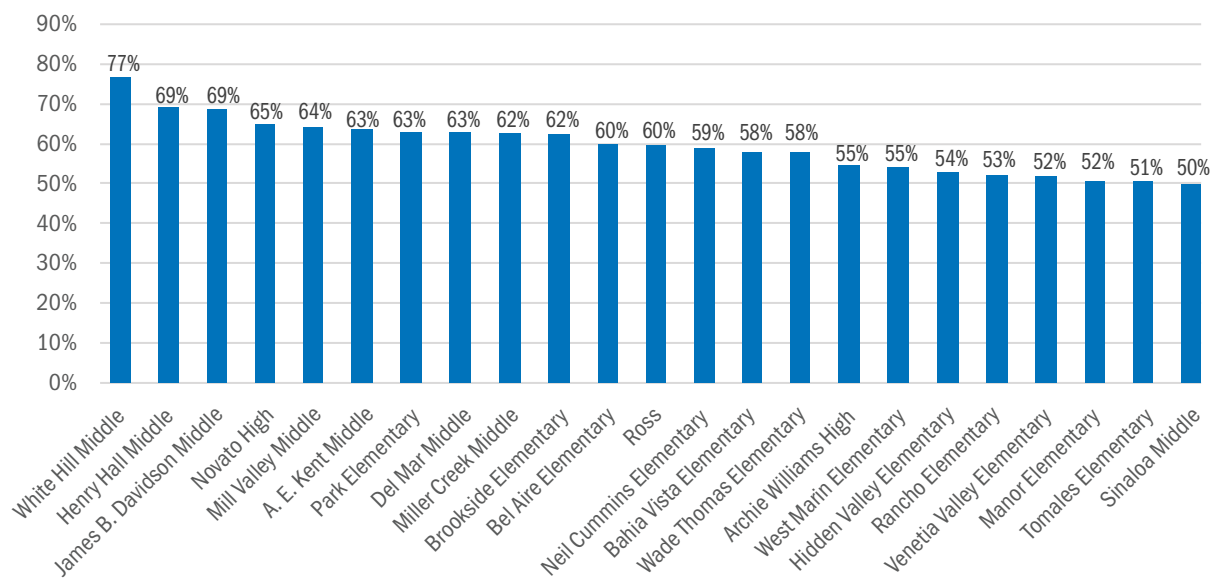


Figure 13. Top Green Trip Rates, 2024-2025

School District-level changes were generally smaller than for active trip rates (Figure 14). Ross Valley had the biggest gain (+12 points) since 2015/2016. Miller Creek and Shoreline Unified saw slight decreases, likely tied to busing reductions.

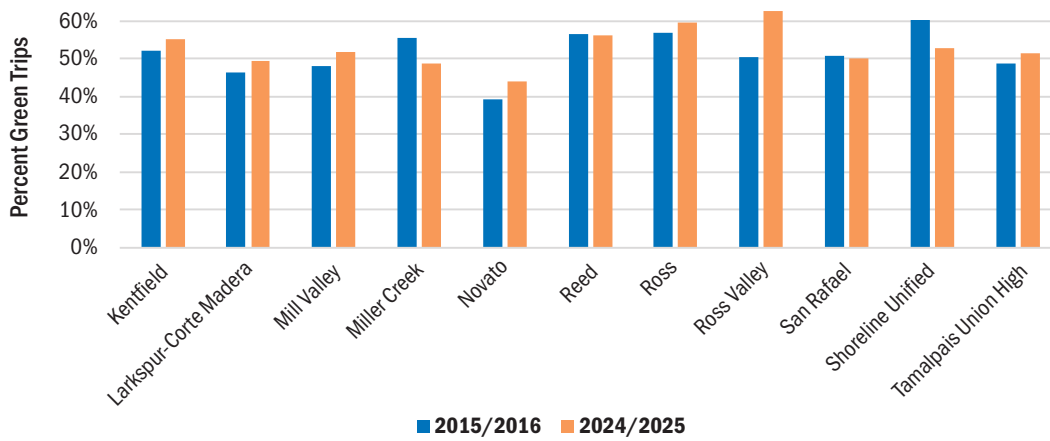


Figure 14. Changes in School District Green Trip Rates

Note: 2024/2025 data was not available for all school districts.

51%

Trips made by
green modes in
2024/2025

23

Schools with 50% or
higher green trip rates in
2024/2025

10

Schools with 60% or
higher green trip rates in
2024/2025

18

Highest percentage point
increase in green trips (Marin
Primary & Middle School and
Tamalpais Valley
Elementary School)

PARTICIPATION FACTORS AND MODE SHARE

Safe Routes aims to boost green trip mode share as much as possible. Beyond tracking travel data, it is critical to examine the factors that shape families' choices. This holistic lens helps staff understand why some schools excel at shifting trips to walking, rolling, or other green modes, and how those successes can be replicated elsewhere.

EVALUATION FACTORS

Table 4 and Table 5 outline the factors assessed qualitatively across all schools. These were then compared to trip rates to gauge their influence on active and green travel.

Table 4. School Involvement-Based Evaluation Factors

Factor	High	Medium	Low
School Involvement-Based			
Administration	• Actively involved in promoting the program • Participates in and independently promotes events • Attends task force meetings • Hosts Safe Routes assemblies	• Promotes events at the request of Safe Routes SR2S staff • Include SR2S information in school newsletters	• Little to no participation in or promotion of SR2S events and programs
Team Leader (Parent Volunteer)	• Makes extra effort beyond the minimum requirements to ensure the success of SR2S programs • Attends task force meetings • Develops and implements new programs • Hosts extra contests and/or events	• Coordinates a weekly Walk and Roll Wednesday program • Hosts contests provided by SR2S	• No team leader
Education	• Hosts all core SR2S education safety programs each year • Coordinates additional classroom activities, schoolwide assemblies and educational events	• Hosts some SR2S education safety programs	• Does not offer an education program
Encouragement	• Hosts all available SR2S encouragement programs at least once per year • Develops and hosts additional encouragement events • Actively promotes SR2S through school newsletters and other media	• Hosts some encouragement events when coordinated by SR2S team • Coordinates monthly Walk and Roll events	• Only holds annual events e.g., iWalk or National Bike to School Day

Table 5. Geographic and Infrastructure-Based Evaluation Factors

Factor	High	Medium	Low
Geographic / Infrastructure-Based			
Supportive Infrastructure	- School is located in a very walkable and bikeable community - Pedestrian-friendly sidewalks and dedicated bicycle facilities within a one-half mile radius of the school - High-visibility crosswalks and signage at intersections and crossings serving school-based traffic - School has ample and secure bicycle parking	- School is located in a moderately walkable and bikeable community - Some pedestrian-friendly sidewalks and dedicated bicycle facilities within a one-mile radius of school; however, facilities could be upgraded to better accommodate pedestrians and bicyclist - Opportunities for improved crosswalks and signage at intersections and crossing serving school-based traffic - Minimal bicycle parking provided at school	Noticeable gaps in pedestrian and bicycle infrastructure connecting neighborhoods to school
Bussing	Yellow (Y) • School is directly served by yellow school service and may also be served by public transit operators Transit (T) • School is served by public transit operators providing local and regional service to the community No (N) • School does not have a yellow school bus system and is not served by public transit operators		
Neighborhood Schools	A neighborhood school is one which draws its student population from within defined neighborhood boundaries. This would result in students living within walking / bicycling distance to their school		
Crossing Guards	Schools that have an assigned crossing guard		

EVALUATION RESULTS

Appendix A shows evaluation results for the 2024–2025 school year. Schools with the highest active trip rates tend to share three things—supportive infrastructure, active leadership, and engaged participation.

Neighborhood schools, Safe Routes education, and supportive infrastructure are the most highly correlated with higher walking and rolling rates. Busing, however, shows the opposite effect, drawing students away from active modes. Meanwhile, education, administrative backing, and team leadership drive stronger green trip rates overall.

These relationships are illustrated by several schools that score highly across multiple supportive factors but still demonstrate

low active or green trip rates. West Marin-Inverness Elementary School and Bel Aire Elementary School both received high scores for administration, team leadership, education, and encouragement; however, their green trip rates remain low at 7% and 13%, respectively. This discrepancy is largely attributable to long travel distances and the availability of bus service.

Similarly, Olive Elementary School scored highly in administration, team leadership, education, encouragement, and supportive infrastructure, yet reported only 21% green trips and 13% active trips. This outcome may reflect the dispersed geographic distribution of students – indicating the school does not function as a neighborhood school – as well as the absence of bus service.

YLAC SCHOOLS

Special attention was paid to the YLAC schools to gauge the program's effectiveness in its first years. Owing to reduced participation, these schools often have lower green and active trip rates than other schools participating in Safe Routes. Nearly all YLAC schools improved their green or active trip rates compared to the pre-program baseline (2021–2022). Highlights include:

- ▶ **Coleman Elementary School:** 5-point increase in school bus use and 2-point increase in carpooling
- ▶ **Hamilton School:** 2-point increase in carpool trips
- ▶ **Davidson Middle School:** 3-point increase in walking and 6-point increase in school bus use
- ▶ **Lu Sutton Elementary School:** Growth across all active and green modes, including a 5-point increase in walking and a 3-point increase in biking
- ▶ **Venetia Valley Elementary School:** 2-point increase in public transit and 1-point increase in carpooling

These shifts are tied to leadership, education, and encouragement efforts—factors that take time but yield lasting results. Comparing current YLAC factors with 2021–2022 shows almost across-the-board improvement (Table 6). The number of schools rated “high” in Team Leaders, Education, and Encouragement jumped to five; for Education and Encouragement, the remaining schools rose to “Medium.” Administration also increased to four schools with “high” rankings. Overall, the YLAC schools reduced the number of “low” scores from 12 to 4 while increasing the “high” scores from 9 to 21. The number of schools with high supportive infrastructure scores stayed the same, which reflects the relatively long timeframe needed to identify, fund, and construct safety improvements.

Table 6. Number of YLAC Schools with “High” Evaluation Factors

Factors	2021/2022	2024/2025
Administration	1	4
Team Leader	1	5
Education	2	5
Encouragement	2	5
Supportive Infrastructure	2	2



YLAC expands the Safe Routes program's presence in hard-to-reach schools, improving program participation and shifting behaviors.

VEHICLE MILES TRAVELED AND GREENHOUSE GAS EMISSIONS SAVED

Estimating vehicle miles traveled (VMT) and greenhouse gas emissions (GHG) savings is another way to gauge the Safe Routes program's progress in encouraging more green trips. While changes in these metrics cannot definitively be attributed to Safe Routes participation, they provide valuable insight into broader travel behavior trends and the potential environmental benefits associated with increased walking, biking, bussing, and carpooling. Reductions in VMT and GHG emissions suggest that more families may be choosing active or shared modes of transportation, supporting the program's goals of fostering healthier, more sustainable communities.

Using VMT or GHG emissions per student provides a more accurate and comparable measure of program effectiveness by accounting for differences in school size and focusing on changes in individual travel behavior rather than total population effects. A detailed methodology for the analysis can be found in Appendix B.

Daily VMT and GHG emissions were estimated using student travel survey mode shares, school enrollment, and trip assumptions, with adjustments for carpooling and zero-emission modes like walking and biking. Emissions were then calculated using standard EPA factors and compared to a drive-alone baseline to

estimate annual GHG savings. A detailed methodology for the analysis can be found in Appendix B.

VMT TRENDS

Among all participating schools, daily VMT per student has been declining since the 2018/2019 school year, when student travel was responsible for approximately 4.6 daily VMT per student. An all-time low of 4.3 daily vehicle miles traveled per student was recorded in 2021/2022 and again in 2024/2025. This accounts for an annual savings of approximately 40 miles per student compared to 2015/2016.

Daily VMT per student varied widely from school to school during the three-year evaluation period (Figure 15). Novato Charter, whose students live further from school are more likely to be driven, had the highest daily VMT per student (11.0). High schools, such as Terra Linda High School and Redwood High School, were more likely to have higher VMT given that students live further from school and some are old enough to drive themselves. Neighborhood schools with high active trip rates had the lowest daily VMT: these include Bahia Vista Elementary School (1.0), Ross School (1.4), and Brookside Elementary School (1.7).

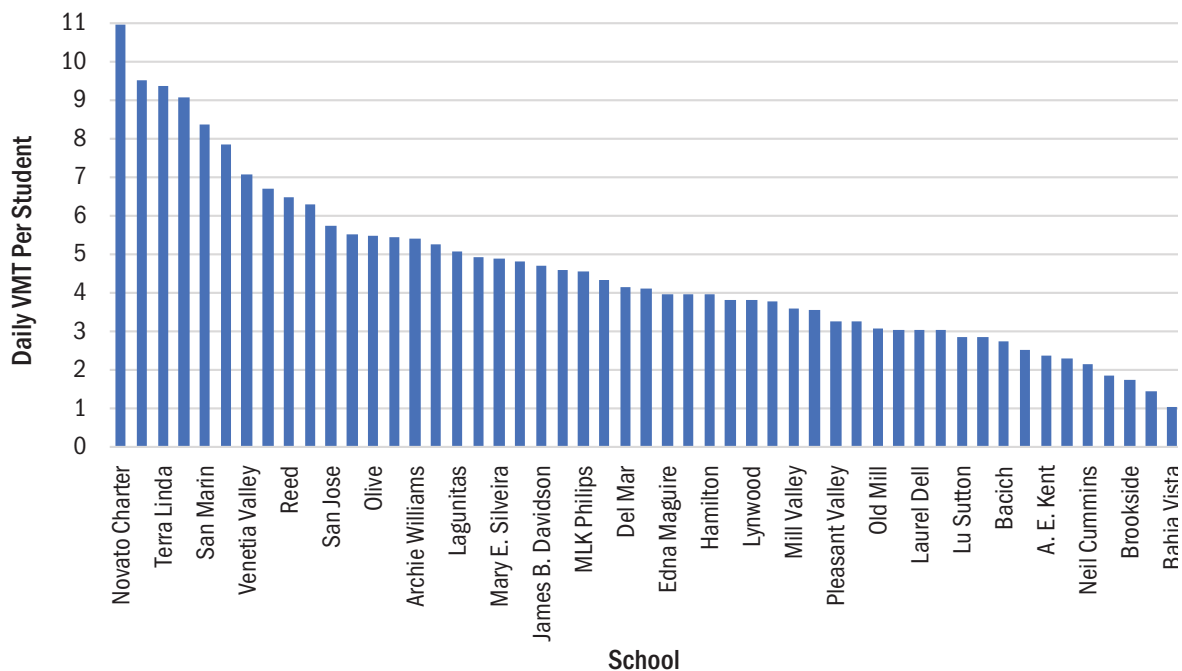


Figure 15. Daily VMT Per Student By School, 2022/2023 – 2024/2025

GHG SAVINGS

Annual GHG savings represent the amount of carbon dioxide emissions avoided because students used active or shared travel modes instead of being driven alone. They show how much lower emissions are each year compared to a scenario where every student arrived by family vehicle.

Daily GHG savings per student have largely been improving since 2008/2009 (Figure 16). During the 2024/2025 school year, the year with the highest daily GHG savings of the three-year evaluation

period, students saved over 1,300 g of GHG daily through their use of active and green modes to get to and from school. During the three-year evaluation period, schools with the highest daily GHG savings per student include White Hill Middle School (2,979 g), Dr. Martin Luther King Jr. Academy (2,649 g), and Novato Charter School (2,279 g). Dr. Martin Luther King Jr. Academy and Novato Charter School may have such high GHG savings per student because any green trips replace what would otherwise be long family vehicle trips.

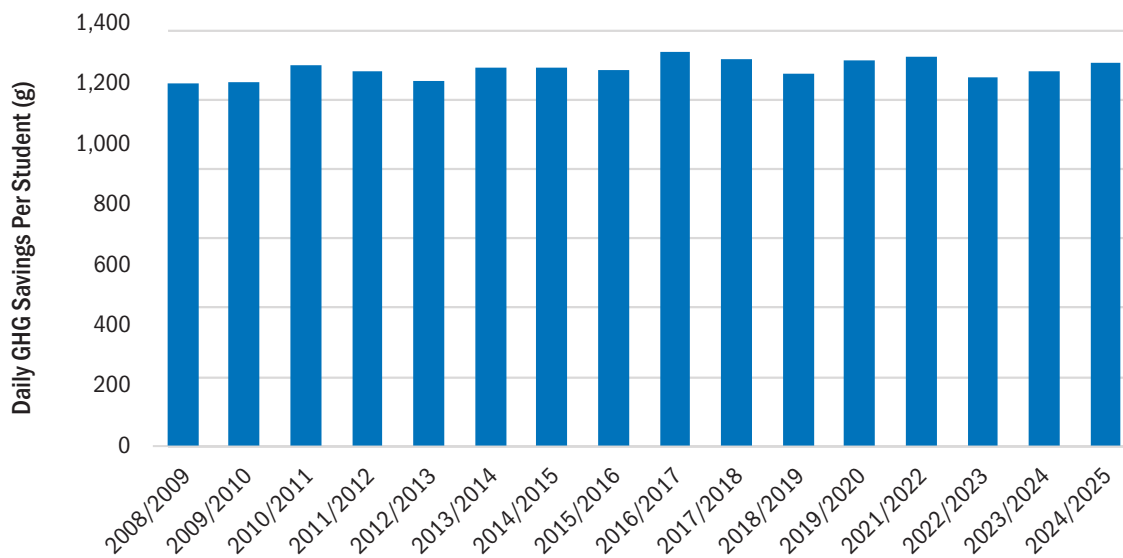


Figure 16. Daily GHG Savings Per Student by Year



Walking school buses, like this one at Bahia Vista Elementary School, can help encourage students to walk to school more regularly.

The top six schools with the most GHG savings were all middle schools. Looking at GHG savings during the evaluation period, middle schools have the highest savings (Figure 17). This may speak to mode shifts as students become more independent and are able to walk and roll longer distances, replacing family

vehicle rides with more active modes. The higher GHG savings could also result from the foundational work done by the Safe Routes program in elementary schools that primes more mode shift when students reach middle school.

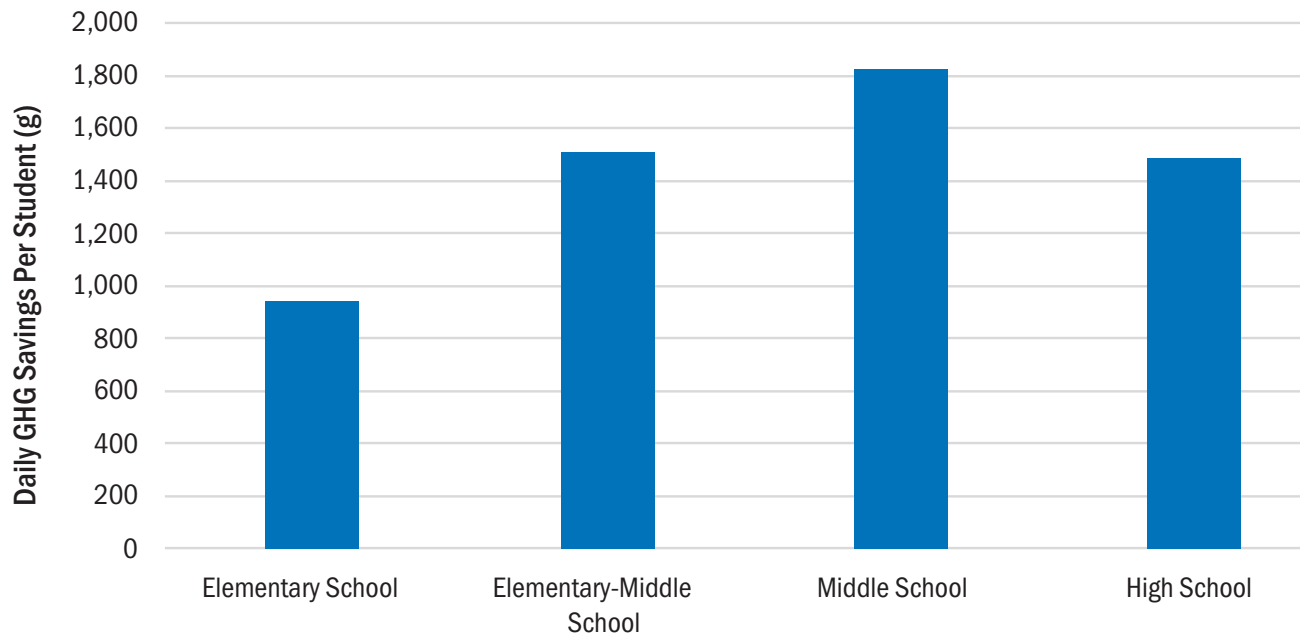
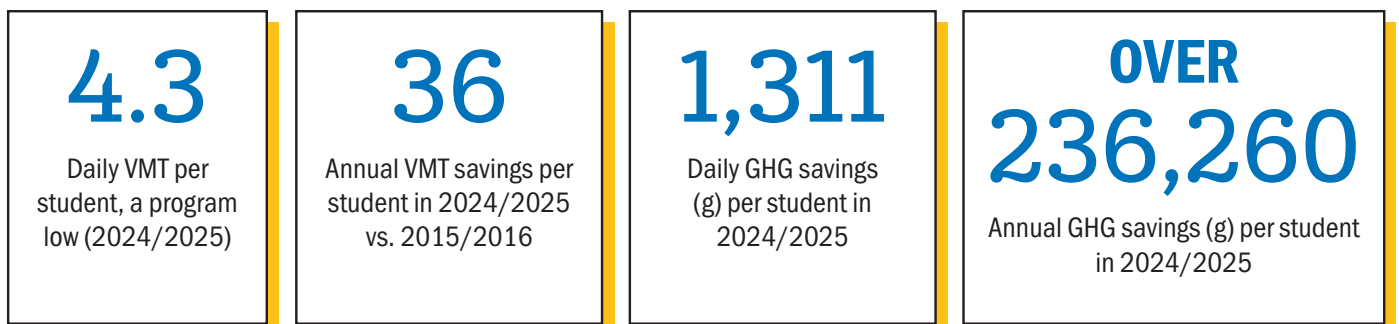


Figure 17. Daily GHG Savings Per Student by School Type, 2022/2023 – 2024/2025



CAREGIVER SURVEY

To better understand the reasons caregivers allow or do not allow their students to walk, bike, carpool, or ride the bus to school, a comprehensive caregiver evaluation was conducted across elementary, middle, and high school communities. The survey, administered in both English and Spanish, aimed to identify the motivations behind caregivers' transportation choices, their students' participation in Safe Routes activities, and the barriers that influence their students' travel behavior. In total, 2,587 caregiver surveys were collected countywide. Of these, 1,484 responses were from elementary school caregivers (1,322 English and 162 Spanish), 644 from middle school caregivers (590 English and 54 Spanish), and 459 from high school caregivers (408 English and 51 Spanish).

ELEMENTARY SCHOOL TRENDS

The elementary school caregiver survey represents the largest group of participants, with 1,484 total responses collected from 26 schools. Of these, 89% were completed in English and 11% in Spanish. The schools with the highest number of respondents were Pleasant Valley Elementary School (9% of all elementary school responses), San Ramon Elementary School (9%), and Olive Elementary School (8%), representing a strong distribution across northern and central Marin County.

Distance remains one of the strongest influences on how students travel. 41% of elementary students live more than one mile from school, 23% live between one-half and one mile, and 35% live within one-half mile.

Approximately 70% of caregivers said their child uses the same travel mode daily, with 42% traveling by car, 13% walking, and 6% biking. Far more students use active modes as non-daily commute options. 13% of students walk and 16% bike one to four times per week. For caregivers who allowed walking or biking, 43% said proximity to school was the greatest motivator, followed by quality time (35%), health benefits (32%), and participation in Safe Routes to Schools events (24%).

MIDDLE SCHOOL TRENDS

A total of 644 middle school caregivers completed the survey, including 590 English and 54 Spanish responses. The schools with the highest response rates were Sinaloa Middle School (30% of all middle school responses), Mill Valley Middle School (26%), and San Jose Middle School (21%).



Caregiver perceptions play a big role in whether students walk or roll to school.

Most middle school students live further from school, with 62% living more than one mile away. Approximately 73% of caregivers reported that their student uses the same mode daily, most commonly driving (29%) or biking (21%). For middle school families, student independence (52%) was the strongest motivator for walking or biking, followed by health (34%), confidence in the student's safety (30%), and proximity to school (29%). As with elementary caregivers, traffic safety and travel distance continued to shape decisions.

HIGH SCHOOL TRENDS

The high school caregiver survey collected 459 total responses, including 408 in English and 51 in Spanish. The largest participation came from San Marin High School (45% of all high school responses), Novato High School (44%), and Terra Linda High School (6%). High school families reported the greatest travel distances, with 75% living more than one mile from campus. Approximately 82% said their students use the same travel mode daily, most often driving (42%), carpooling (14%), or walking (8%). The most common reason caregivers allowed walking or biking was student independence (36%), followed by living close to school (17%), health (13%), reducing congestion (8%), and environmental awareness (7%).

FACTORS INFLUENCING ACTIVE TRANSPORTATION

For elementary families, proximity was the dominant factor, with 43% citing living close to school as the main reason for allowing active travel (Figure 18). Many also noted quality family time (35%) and health benefits (32%) as key motivators. In middle school, the emphasis shifted toward independence, as 52% of caregivers said their student's maturity and ability to travel independently

encouraged walking or biking. Health (34%), confidence in students' abilities (30%), and environmental awareness (18%) also contributed to these decisions. At the high school level, independence remained the strongest factor (36%), but overall participation in active modes was lower due to distance and scheduling demands.

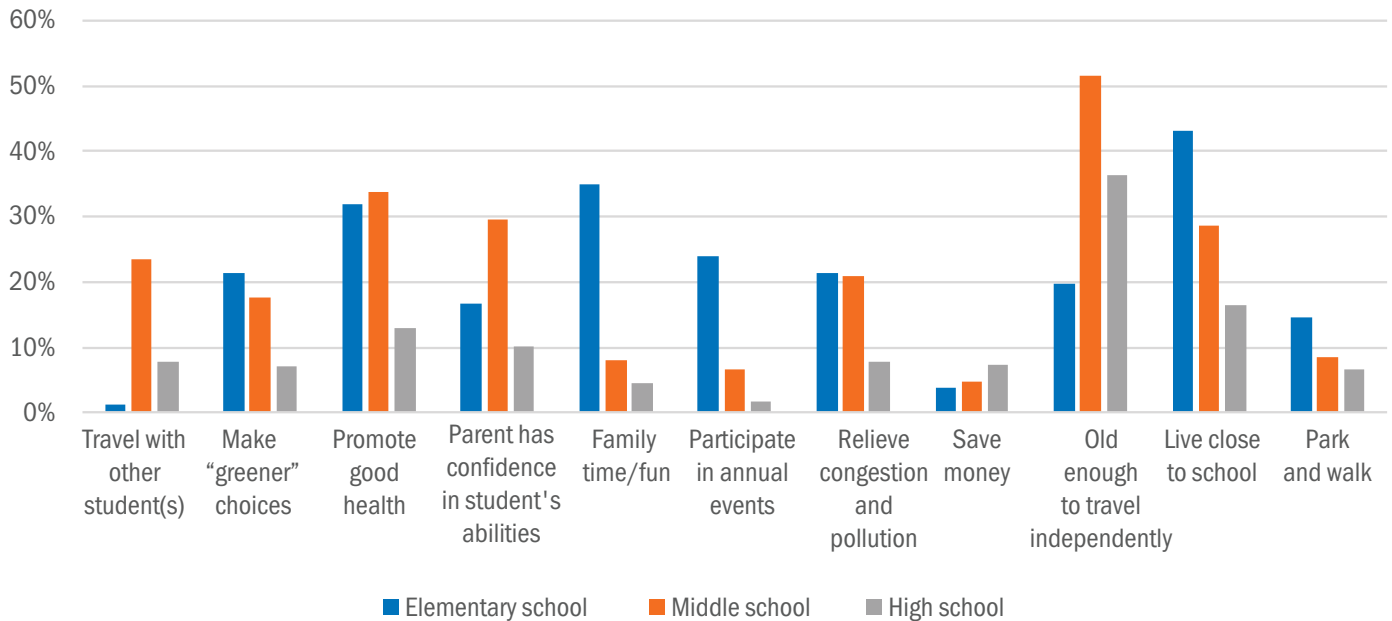


Figure 18. Factors Influencing Active Travel to School



Participation in events such as Ruby Bridges Day is a motivator for students to walk and roll to school.

BARRIERS TO ACTIVE TRANSPORTATION

Across all school levels, caregivers consistently identified distance, traffic safety, and time constraints as the primary barriers to walking and biking (Figure 19). Among elementary families, the leading limiting factors were speeding cars (50%), dangerous intersections (39%), and lack of bike lanes or separated paths (27%). Weather (29%) and long distances (26%) were also significant challenges. Middle school caregivers echoed these concerns, with speeding cars (51%) and challenging intersections

(40%) emerging as the most frequent safety concerns. Many middle school caregivers cited weather (38%), distance (29%), and too much to carry (22%) as additional reasons for driving. At the high school level, barriers shifted further toward practicality rather than safety. Distance (44%) was by far the dominant constraint, followed by weather (21%), after-school activities (15%), rushed mornings (14%), and too much to carry (14%).

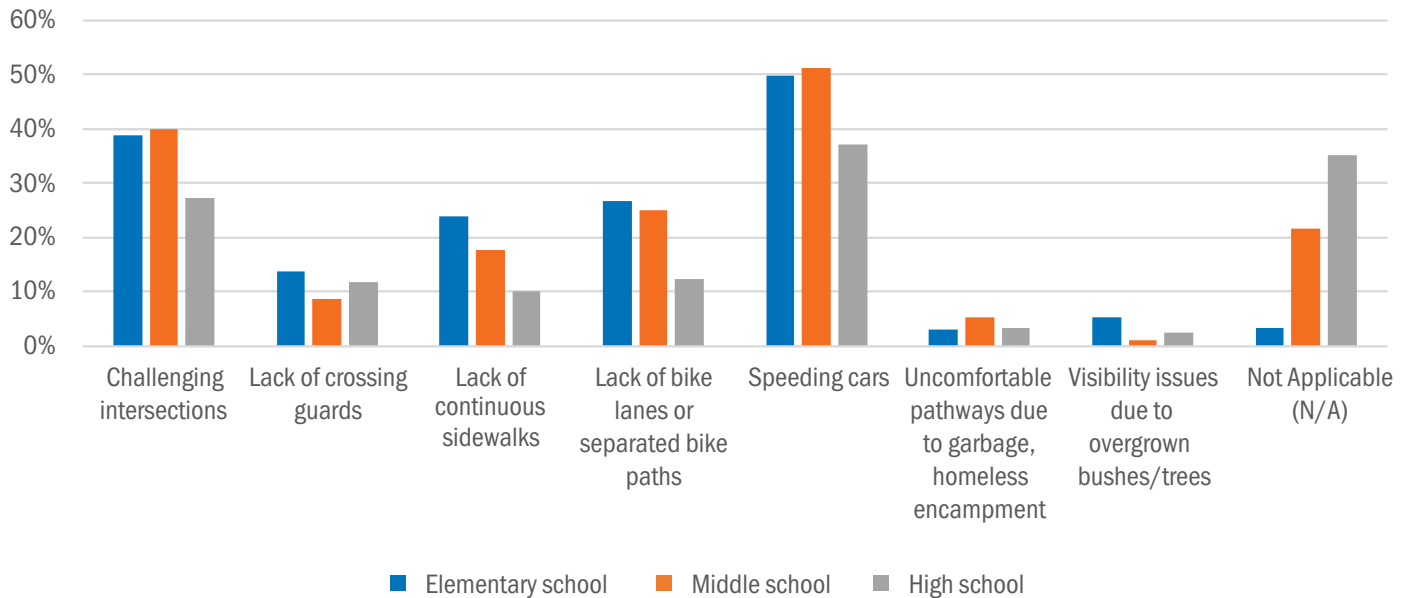
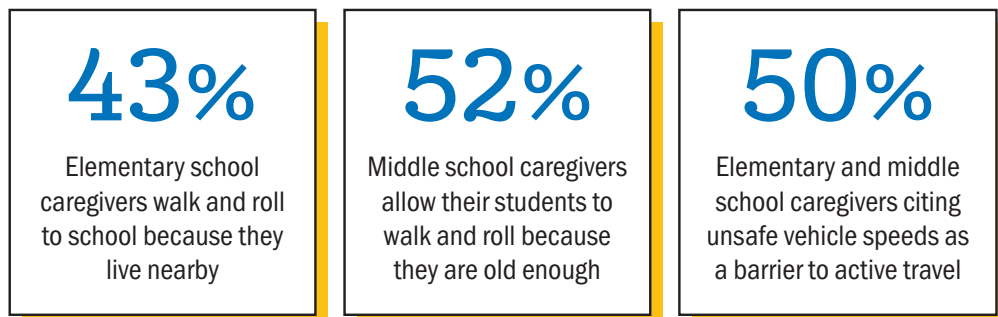


Figure 19. Infrastructure Barriers

SAFE ROUTES PARTICIPATION

Participation in Safe Routes to Schools encouragement events showed clear differences by grade level. Elementary families remained the most engaged, with 54% participating in Walk and Roll Wednesdays once a month, 41% participating in International Walk to School Day, and 29% participating in Ruby Bridges Day. Middle school participation was moderate, with 36% joining

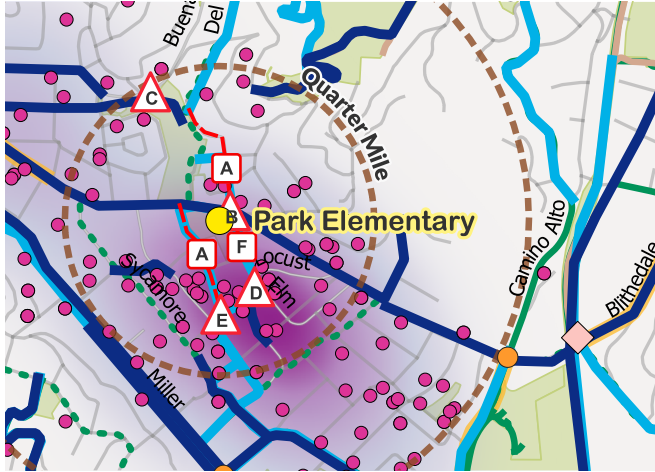
Walk and Roll Wednesdays monthly and roughly one-quarter participating in Walk or Bike to School Day events. At high schools, where less encouragement programs are offered, caregivers noted more limited participation: 66% of caregivers reported no involvement.



Ongoing and Upcoming Efforts

The Safe Routes program maintains its effectiveness through its ability to adapt and innovate. The following sections describe some new data-driven initiatives to strengthen the program.

PROJECT PRIORITIZATION PROCESS



Prioritization data is mapped for each school using Overlay Maps

The Safe Routes team has been working to develop a framework to objectively prioritize issues and potential projects for each participating school in order to most effectively use its capacity for walk audits and engineering work. The team began by compiling issues identified at each school location as part of task force meetings, walk audits, and other community feedback. These issues were then consolidated into larger, corridor-level projects. The issues and projects are documented in a spreadsheet and also summarized in the new Overlay Maps, which form the basis for the project prioritization process.

Overlay maps show each school location in relation to existing pedestrian and bicycle facilities; the countywide High Collision Network; crossing guard locations; the student population; and suggested walking and biking routes.

SCHOOL SAFETY ACTION PLAN

TAM's Marin County School Access Safety Action Plan builds on Safe Routes' ongoing work. Using Safe Routes' suggested routes and issue prioritization, the plan will pinpoint high-priority school areas for safety audits and develop targeted, site-specific safety improvements.

The project prioritization process includes eight criteria, each representing a scoring factor. They are:

1. SR2S PARTICIPATION

Points are awarded for schools with strong involvement in the SR2S program.

2. EQUITY

Points are awarded for projects serving underserved or disadvantaged communities/schools.

3. NEIGHBORHOOD ROUTE

Points are awarded for projects on a suggested walking and/or biking route.

4. ROAD TYPE

Additional points are awarded if the project is located on a high-speed and/or high-volume road (i.e., a higher functional classification).

5. CRASHES

Additional points are awarded for projects with a history of pedestrian and/or bicycle crashes.

6. ROUTE POPULARITY

Additional points are awarded for projects in areas where a higher concentration of students live.

7. INFRASTRUCTURE

Additional points are awarded for projects in locations with missing sidewalks, bike lanes, or crossings.

8. OTHER SAFETY FEATURES

Points are awarded if the project makes additional safety improvements, such as crossing guards, signage, or lighting improvements.

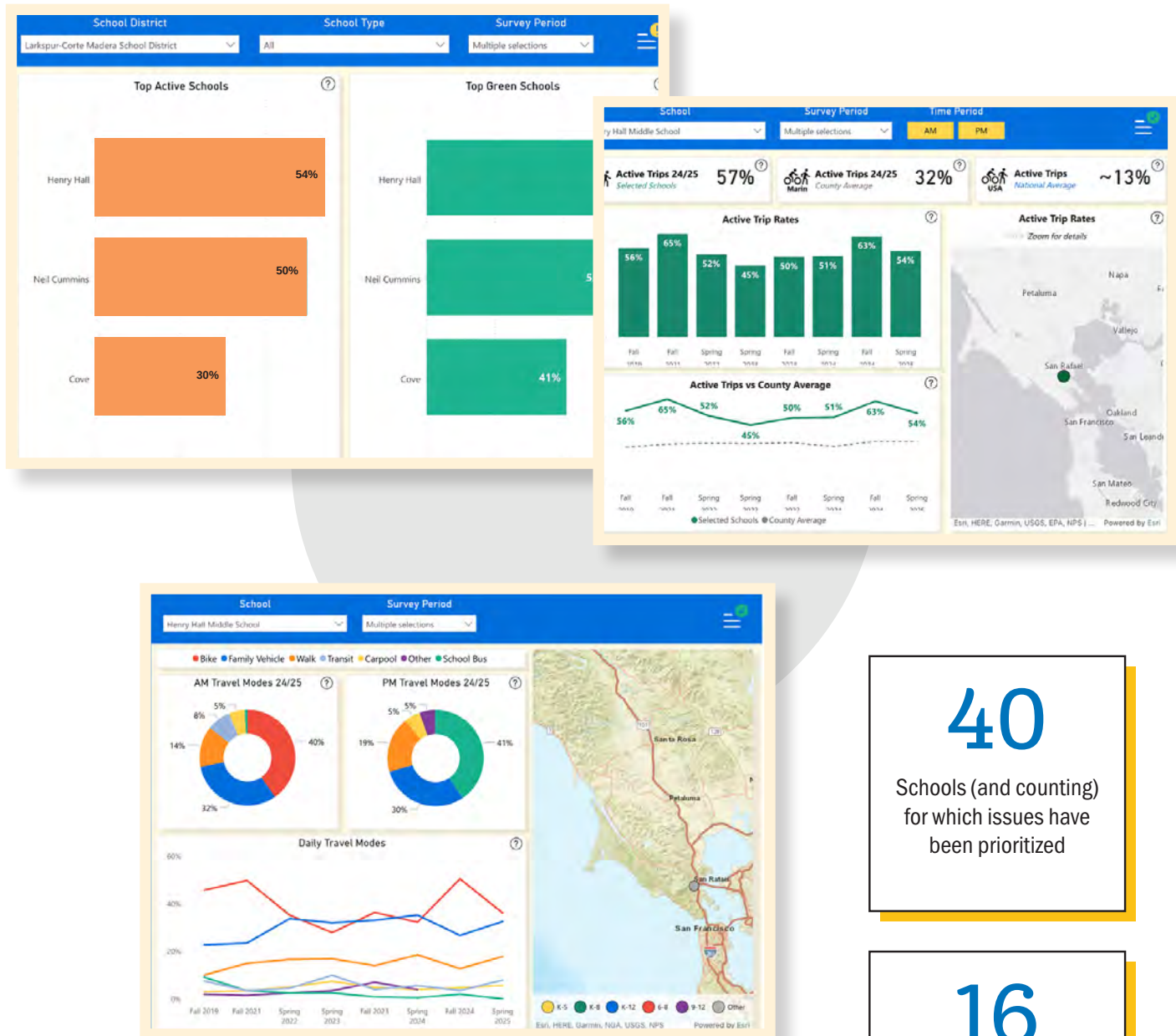
These criteria have been used to score an initial set of issues and develop lists of the top issues and projects for each task force. This process will ultimately be used to develop corridor plans for all schools and help guide future walk audits, ensuring that they focus on areas of higher need.

SAFE ROUTES TO SCHOOLS DASHBOARD

Safe Routes has recently completed an update to the Marin County Safe Routes to Schools Dashboard. The new dashboard includes historical mode share data, including information about active and green trips, from the bi-annual student tally surveys. The dashboard will be continually updated with the latest student

tally data, enabling a long-range understanding of trends at the school, district, and county level. This user-friendly tool will help students, parents, teachers, and other interested viewers better understand the program's positive impacts.

Updated Performance Dashboard (currently in beta testing)



40

Schools (and counting) for which issues have been prioritized

16

Years of data available on the dashboard

Appendix



APPENDIX A. EVALUATION TABLE 2025

SCHOOL NAME		Type	Baseline		2024/ 2025 Trips		2024/ 2025 School Trips by Mode								Factors ¹								
			Semester	Green Trips	Active Trips	Green Trips	Active Trips	Walk	Bike	Other	School Bus	Public Transit	Carpool	Family Vehicle	Administration	Team Leader/ Teacher/Family	Education	Encouragement	Supportive Infrastructure	Busing	Neighborhood Schools	Crossing Guards	Average Student Distance from School (MI)
A. E. Kent Middle School (5-8)	Public	2001	48%	34%	63%	49%	31%	19%	0%	0%	1%	13%	37%	H	H	H	H	M	N	M	4	1.44	
Archie Williams High School (9-12)	Public	Fall 2004	66%	25%	55%	31%	24%	8%	0%	2%	4%	17%	45%	M	H	H	M	M	P	L	0	2.5	
Bacich Elementary School (K-5)	Public	Fall 2001	28%	20%	49%	44%	33%	11%	0%	0%	0%	5%	51%	H	M	H	H	M	N	M	3	1.24	
Bahia Vista Elementary School (K-5)	Public	Fall 2002	49%	45%	58%	53%	53%	0%	0%	0%	0%	5%	42%	M	H	H	H	M	N	H	3	0.62	
Bel Aire Elementary School (3-5)	Public	Fall 2002	57%	19%	60%	19%	14%	5%	0%	34%	0%	6%	40%	H	H	H	H	M	Y	M	1	2.72	
Brookside Elementary School (K-5)	Public	Fall 2001	37%	16%	62%	54%	37%	18%	0%	0%	1%	7%	38%	M	H	H	H	H	N	H	1	0.98	
Coleman Elementary School (K-5)	Public	Spring 2008	42%	12%	42%	27%	23%	3%	0%	8%	0%	7%	58%	H	H	H	H	L	N	M	0	1.54	
Cove School (K-5)	Public	Fall 2014	59%	43%	40%	32%	19%	13%	0%	0%	2%	5%	60%	L	L	L	L	H	Y	M	1	1.65	
Del Mar Middle School (6-8)	Public	Fall 2004	58%	22%	63%	30%	10%	20%	0%	23%	4%	6%	37%	H	M	H	M	M	Y	L	3	1.92	
Dr. Martin Luther King, Jr. Academy (K-8)	Public	Fall 2015	22%	10%	42%	23%	13%	10%	0%	3%	0%	17%	58%	M	M	M	M	L	P	L	0	3.1	
Edna Maguire Elementary School (K-5)	Public	2004	60%	23%	40%	35%	20%	15%	0%	0%	0%	5%	60%	M	H	H	H	H	Y	M	1	1.67	
Glenwood Elementary School (K-5)	Public	2000	46%	26%	49%	32%	21%	11%	0%	3%	3%	12%	51%	M	H	H	H	M	Y	M	2	2.86	
Hamilton School (K-8)	Public	Fall 2001	45%	28%	32%	25%	23%	2%	0%	0%	1%	6%	68%	M	L	M	M	M	N	L	1	1.51	
Henry Hall Middle School (5-8)	Public	Fall 2009	54%	38%	69%	57%	16%	40%	0%	1%	7%	5%	31%	H	M	H	M	H	P	H	2	1.92	
Hidden Valley Elementary School (K-5)	Public	Fall 2008	60%	30%	53%	31%	14%	17%	0%	13%	0%	10%	47%	M	H	H	H	M	Y	H	1	1.4	
James B. Davidson Middle School (6-8)	Public	Fall 2010	63%	19%	69%	21%	19%	2%	0%	35%	5%	7%	31%	L	M	H	M	H	Y	L	3	2.04	
Lagunitas Elementary School (K-8)	Public	Fall 2000	40%	16%	39%	20%	9%	11%	0%	3%	0%	16%	61%	M	M	M	L	M	N	L	1	1.77	
Laurel Dell Elementary School (K-5)	Public	2004	45%	17%	46%	23%	23%	0%	0%	13%	2%	8%	54%	H	H	H	H	M	Y	H	2	1.21	
Loma Verde Elementary School (K-5)	Public	2008	40%	16%	44%	29%	27%	3%	0%	0%	1%	14%	56%	M	H	H	H	M	N	M	1	1.39	
Lu Sutton Elementary School (K-5)	Public	2004	34%	23%	36%	25%	19%	6%	0%	1%	2%	7%	64%	H	H	H	H	M	N	M	1	1.03	
Lucas Valley Elementary School (K-5)	Public	Fall 2003	51%	19%	30%	17%	10%	7%	0%	1%	2%	9%	70%	M	H	H	H	M	Y	M	1	1.85	
Lycée Français School (K-12)	Private	Fall 2010	9%	4%	11%	11%	11%	0%	0%	0%	0%	0%	89%	L	L	M	H	L	P	L	0	N/A	
Lynwood Elementary School (K-5)	Public	2004	35%	25%	45%	36%	31%	5%	0%	0%	1%	8%	55%	M	H	H	H	M	N	M	2	1.54	
Manor Elementary School (K-5)	Public	Fall 2000	39%	24%	51%	43%	23%	21%	0%	0%	0%	7%	49%	M	H	H	H	H	N	M	2	1.22	
Mary E. Silveira Elementary School (K-5)	Public	2006	55%	30%	45%	27%	20%	8%	0%	11%	0%	7%	55%	L	M	L	M	M	Y	M	3	1.85	
Mill Valley Middle School (6-8)	Public	2003	49%	29%	64%	57%	27%	30%	0%	0%	1%	7%	36%	M	M	H	M	H	Y	L	1	2.29	
Miller Creek Middle School (6-8)	Public	2004	69%	20%	62%	42%	22%	20%	0%	9%	0%	12%	38%	H	H	H	H	M	Y	M	1	1.84	
Neil Cummins Elementary School (K-4)	Public	2001	52%	25%	59%	54%	35%	20%	0%	0%	0%	4%	41%	M	H	H	H	H	N	H	3	1.25	
Novato High School (9-12)	Public		53%	25%	65%	27%	19%	9%	0%	12%	6%	20%	35%	M	M	L	M	L	M	L	0	N/A	
Old Mill School (K-5)	Public	2003	17%	16%	44%	35%	28%	8%	0%	0%	0%	9%	56%	M	H	H	H	M	N	H	2	1.27	
Olive Elementary School (K-5)	Public	2004	30%	9%	21%	13%	13%	0%	0%	0%	1%	7%	79%	H	H	H	H	H	N	L	1	1.82	
Park Elementary School (K-5)	Public	2004	44%	34%	63%	59%	46%	14%	0%	0%	0%	4%	37%	M	H	H	H	M	N	H	0	1.15	
Pleasant Valley Elementary School (K-5)	Public	Fall 2003	28%	14%	39%	30%	17%	14%	0%	0%	0%	9%	61%	H	H	H	H	M	N	H	2	1.19	
Rancho Elementary School (K-5)	Public	2003	43%	12%	52%	44%	34%	10%	0%	0%	1%	7%	48%	H	H	H	H	M	N	M	4	1.32	
Redwood High School (9-12)	Public	2009	47%	17%	45%	22%	12%	10%	0%	3%	4%	16%	55%	M	M	L	M	H	P	L	0	3.36	
Reed Elementary School (K-2)	Public	2003	36%	8%	46%	10%	7%	3%	0%	32%	0%	4%	54%	M	M	L	M	M	Y	M	2	2.24	
Ross School (K-8)	Public	Fall 2001	43%	36%	60%	54%	31%	23%	0%	0%	0%	5%	40%	H	H	H	H	M	N	M	4	0.81	
Ross Valley Charter (K-5)	Private	Spring 2018	60%	40%	39%	9%	5%	5%	0%	22%	3%	5%	61%	L	H	L	H	H	N	L	1	N/A	
San Domenico School (K-12)	Private	Spring 2012	70%	19%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	L	L	H	L	M	Y	L	0	N/A	
San Jose Middle School (6-8)	Public	Fall 2011	58%	12%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	M	M	L	M	M	P	M	2	2.12	
San Marin High School (9-12)	Public	Spring 2019	42%	21%	41%	17%	11%	6%	0%	6%	4%	15%	59%	L	L	M	L	M	P	L	1	2.91	
San Rafael High School	Public	Fall 2019	58%	17%	44%	15%	13%	2%		14%	7%	8%	56%	L	L	L	L	M	P	L	0	1.86	
San Ramon Elementary School (K-5)	Public	2006	41%	22%	41%	27%	16%	11%	0%	4%	0%	10%	59%	L	M	H	H	M	N	M	4	1.8	
Sinaloa Middle School (6-8)	Public	Spring 2012	61%	34%	50%	40%	16%	24%	0%	0%	1%	8%	50%	M	M	H	M	M	P	M	4	2.03	
Strawberry Point School (K-5)	Public	2006	24%	15%	23%	18%	15%	3%	0%	0%	0%	5%	77%	L	L	H	L	M	Y	M	2	1.62	
Sun Valley Elementary School (K-5)	Public	2004	41%	15%	46%	21%	16%	5%	0%	21%	0%	4%	54%	M	H	H	M	M	Y	M	2	1.79	
Tamalpais High School (9-12)	Public	2004	52%	19%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	L	L	L	L	H	P	L	0	2.51	
Tamalpais Valley Elementary School (K-5)	Public	2000	17%	17%	49%	42%	30%	12%	0%	0%	0%	7%	51%	L	H	H	H	M	N	M	1	1.55	
Terra Linda High School (9-12)	Public	Fall 2014	37%	12%	37%	17%	11%	6%	0%	6%	0%	13%	63%	M	M	L	L	M	P	L	0	3.21	
Tomales Elementary School (K-8)	Public	Fall 2024	53%	3%	50%	1%	1%	0%	0%	42%	7%	0%	50%	H	H	L	H	L	Y	L	0	N/A	
Vallecito Elementary School (K-5)	Public	2000	56%	24%	40%	34%	27%	7%	0%	0%	0%	6%	60%	H	H	H	H	M	Y	L	3	0.99	
Venetia Valley Elementary School (K-8)	Public	2002	46%	13%	52%	16%	14%	2%	0%	25%	4%	7%	48%	H	H	M	H	M	Y	M	2	2.55	
Wade Thomas Elementary School (K-5)	Public	2002	47%	40%	58%	54%	28%	25%	0%	0%	0%	4%	42%	M	H	H	H	M	N	M	1	1.03	
West Marin-Inverness Elementary School (2-8)	Public	2009	54%	17%	54%	7%	7%	0%	0%	44%	0%	4%	46%	H	H	H	H	M	Y	L	0	7.57	
White Hill Middle School (6-8)	Public	2006	67%	11%	77%	23%	7%	16%	0%	42%	7%	5%	23%	M	M	H	M	M	Y	L	1	2.76	

¹ Please refer to page 33 for factor descriptions.

APPENDIX B. VMT AND GHG ANALYSIS METHODOLOGY

Daily vehicle miles traveled (VMT) and greenhouse gas (GHG) emissions were estimated from the Safe Routes to Schools travel mode student survey data for each participating school year:

1. Reported mode shares (percent of students walking, biking, taking transit/school bus, carpooling, or being driven in a family vehicle) were combined with each school's average one-way driving distance and enrollment to estimate total daily travel activity.
2. For all modes that involve a vehicle, a standard number of daily trips per student was assumed (four per day for family-vehicle and carpool trips to account for the round-trip commute and parent return trips; two per day for school-bus and transit riders).
3. "Carpool" VMT was divided by two to reflect shared rides between at least two households.
4. "Walk" and "Bike" trips were treated as zero-emission and contribute no VMT.
5. "Other" trips (unclassified motorized modes) were conservatively treated as equivalent to family-vehicle travel.
6. GHG emissions were calculated by multiplying VMT by a year-specific passenger-vehicle emission factor (g CO₂e/mile), applied year by year from school year 2008/2009 through 2024/2025. The factor was derived using the U.S. Environmental Protection Agency's Greenhouse Gas Equivalencies Calculator methodology paired with annual U.S. light-duty fleet fuel economy from Table VM-1 of the Federal Highway Administration's *Highway Statistics*. A factor of 66.6 g CO₂e/passenger-mile was applied to bus and school bus VMT, drawn from the U.S. EPA's *Emission Factors for Greenhouse Gas Inventories*. The drive-alone baseline scenario was computed using the same year-specific passenger-vehicle factor so that GHG savings are calculated on a consistent annual basis.

GHG savings represent the emissions avoided each year compared to a "drive-alone baseline" scenario: i.e., if every student were driven to and from school in a single-family vehicle.

Methodology Notes

The bus per-passenger-mile factor is held constant across evaluation years because the U.S. EPA does not currently publish a year-by-year passenger-mile emission factor for transit buses. The factor reflects a national transit bus average and does not separately distinguish school bus operations from transit bus operations. The per-year passenger-vehicle factor is derived from a national fleet average and does not reflect Marin County's higher-than-average low and zero-emission vehicle adoption.

Sources

- U.S. Environmental Protection Agency, Greenhouse Gas Equivalencies Calculator: Calculations and References.
<https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator-calculations-and-references>
- Federal Highway Administration, Highway Statistics, Table VM-1.
<https://www.fhwa.dot.gov/policyinformation/statistics/>
- U.S. Environmental Protection Agency, Emission Factors for Greenhouse Gas Inventories.
<https://www.epa.gov/climateleadership/ghg-emission-factors-hub>



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Source: Transportation Authority of Marin

Report

TAM/Marin County Safe Routes to Schools Program Evaluation

May 2026

Transportation Authority of Marin



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Introduction

The Marin County Safe Routes to Schools (SR2S) program, sponsored and overseen by the Transportation Authority of Marin (TAM), is one of the county's longstanding efforts to support safer, healthier, and more sustainable travel for students. The purpose of this report is to present a comprehensive evaluation of the program, including its current structure, outcomes, and opportunities for continued improvement.

The TAM SR2S program is sponsored and overseen by TAM and implemented by TAM staff, a consultant team, and volunteers. Building on previous program assessments, this report examines national trends in SR2S programs, including key toolkits and guides, and exemplary West Coast SR2S programs, specifically in Washington, Oregon, and the Bay Area. Programs located in the Bay Area were further evaluated to prepare a comparative analysis of school SR2S participation, demographics, and active and green trip rates. This assessment helps address program performance and identify areas where additional support or refinement may be needed.

This report also reviews the extent to which these best practices have been implemented in Marin County and the measurable impacts of SR2S program activities on travel behavior and school community engagement.

By highlighting national and regional best practices and areas of innovation, the report is intended to guide future decision-making and support the SR2S program in continuing to promote safe, healthy, and sustainable travel for Marin County students.

Marin SR2S Program Summary

PROGRAM OVERVIEW

The TAM SR2S program¹ aims to encourage safe non-motorized and high-occupancy vehicle trips to and from schools in Marin County. The program began in 2000 with five participating schools, expanding over the past 20 years to 58 schools and over 29,000 students participating across Marin County today by the 2024-2025 school year. As of the 2024-2025 school year, over 90 percent of Marin County public schools implement SR2S programming, including all middle schools, 95 percent of elementary schools, and 88 percent of high schools. The public schools that do not participate tend to be very small and/or located in rural areas, requiring long travel distances for students. Private schools are less consistently represented because their students often commute longer distances, leading these schools to prioritize carpooling over active transportation education and encouragement. In addition, participation is voluntary for private schools, and involvement can fluctuate based on staff and volunteer capacity. Funding for the TAM SR2S program comes primarily from Marin County's Measure AA sales tax measure.

¹ More information about the TAM SR2S program is available on the [program website](#), [program dashboard](#), and in the 2021-2025 Program Summary Report.



TAM relies on a “six E’s”² strategy to implement the SR2S program, with activities corresponding to the Education, Encouragement, Evaluation, Enforcement³, Engineering, and Equity thematic categories. Recent program innovations have included the Youth Leading Active Communities (YLAC) program, which targets additional support to schools with lower engagement and greater socioeconomic challenges, and scheduling efficiency improvements that have allowed the program to reach more students by combining some programming across grade levels and focusing on large schools. In recent years, program active trip rates have increased to around 30 percent, and green trip rates have stabilized at around 50 percent, reflecting continued progress toward safer and more sustainable student travel. Looking ahead, the forthcoming Marin County School Access Safety Action Plan⁴ is expected to complement these efforts by identifying broader transportation safety needs and infrastructure priorities that can further support safe walking, biking, and rolling to school.

PROGRAM RELATIONSHIP TO COUNTYWIDE GOALS

As stated in the Marin Countywide Transportation Plan 2050 (CTP)⁵, Marin County’s SR2S program is a longstanding, foundational component of TAM’s multimodal strategy, focused on reducing school-related congestion while improving student safety, health, and access. SR2S is directly supported by dedicated local funding (11.5% of Measure AA revenues) aimed at safer school access and congestion reduction. The CTP further integrates SR2S into future strategies through the “Easy and Safe School Travel” initiative, which emphasizes coordinated planning with schools, adapting to demographic shifts, improving program equity, and continuing efforts to support grant applications. Specifically, the Easy and Safe School Travel initiative consists of the following performance measures:

- School transportation coordination process implemented with School districts, Marin Transit, and TAM
- Percent of students making green trips
- Percent of school funding going to schools in areas meeting federal childhood poverty thresholds

The SR2S program is therefore a key lever for achieving TAM’s goals around safety, equity, and sustainability, particularly in encouraging students of all ages to travel more sustainably.

² “Six E’s” is a nationally-recommended safe routes to school approach that organizes a framework around Education, Encouragement, Evaluation, Engagement, Engineering, and Equity. As each of these words begin with the letter “E”, the “six E’s” is a common phrase used to describe the program.

³ The Safe Routes Partnership officially adopted “engagement” instead of “enforcement” as one of the six E’s in 2020. The TAM SR2S program has adopted an “Engagement and Safety” category as of Spring 2026.

⁴ Marin County School Access Safety Action Plan, [link](#)

⁵ Marin Countywide Transportation Plan 2050, [link](#)



National Safe Routes to Schools Resources

This section provides an overview of national SR2S best practices to contextualize the TAM program within the broader landscape of SR2S planning and implementation. By synthesizing guidance from industry-leading national organizations, the intent is to identify core program elements, emerging trends, and effective strategies that can inform the evaluation of the TAM SR2S program. This review draws primarily from three key resources: *Building Blocks Toolkit*⁶, American Association of State Highway and Transportation Officials *Safe Routes to School Noteworthy Practices Guide*,⁷ and *Safe Routes to School Guide*⁸ developed by the National Center for Safe Routes to Schools. Together, these documents provide a foundation for understanding how peer programs across the country are structured and identify opportunities to strengthen or refine TAM's SR2S program.

SAFE ROUTES PARTNERSHIP

Safe Routes Partnership is a nonprofit organization focused on improving safe walking and rolling to and from schools, promoting community health and well-being, and creating healthy, thriving communities for all. Safe Routes Partnership characterizes itself as a national leader in the SR2S movement and contributes a wide range of resources and research to support SR2S programs.⁹

Safe Routes Partnership's *Building Blocks Toolkit* recommends a six E's framework for Safe Routes to Schools Programs:

- **Education:** Providing students and the community with the skills to walk and bicycle safely, educating them about the benefits of walking and bicycling, and teaching them about the broad range of transportation choices.
- **Engineering:** Creating physical improvements to streets and neighborhoods that make walking and bicycling safer, more comfortable, and more convenient.
- **Evaluation:** Assessing which approaches are successful, ensuring that programs and initiatives are leading to equitable outcomes, and identifying unintended consequences or opportunities to improve the effectiveness of each approach.
- **Encouragement:** Generating enthusiasm and increased walking and bicycling for students through events, activities, and programs.
- **Engagement:** Listening to students, families, teachers, and school leaders, and working with existing community organizations to build intentional, ongoing engagement opportunities.

⁶ Safe Routes Partnership, 2021, [link](#)

⁷ American Association of State Highway and Transportation Officials, 2011, [link](#)

⁸ National Center for Safe Routes to School, 2007, [link](#)

⁹ "Safe Routes Partnership website," Safe Routes Partnership, n.d., [link](#)



- **Equity:** Ensuring that Safe Routes to Schools initiatives are benefiting all demographic groups, with particular attention to ensuring safe, healthy, and fair outcomes for low-income students, students of color, students of all genders, students with disabilities, and others.

Prior to June of 2020, “Enforcement” was included in place of “Engagement” as one of the six E’s. In response to national conversations about racial equity and the role of policing in communities, the Safe Routes Partnership revised its framework to emphasize community engagement over punitive measures.¹⁰ This maintains a community-centered approach dedicated to expanding opportunities rather than directing change.

Applicability to TAM SR2S

TAM’s SR2S program is also guided by a six E’s framework; however, the program historically maintained “Enforcement” as one of the six E’s. Through conversations and further evaluation of best practices, TAM has decided to proceed with replacing “Enforcement” with Safe Routes Partnership’s recommended update, “Engagement.”¹¹ Partnerships with law enforcement on programs and safety will continue to play an important role with all SR2S activities, but will now fall under this new “Engagement” category.

Additional SR2S national practices relevant to the Safe Routes Partnership include:

- National guidance increasingly highlights youth-led models, where students help design campaigns or lead walk audits¹².
- Many regions now incorporate high school–specific programming, including transit education and teen-focused safety campaigns.

While these practices are already offered to varying degrees in Marin County, there are opportunities to further expand them to schools throughout the county.

AASHTO

The American Association of State Highway and Transportation Officials (AASHTO) is a national organization representing state departments of transportation and providing guidance on transportation planning, design, and program implementation. AASHTO’s *Safe Routes to School Noteworthy Practices Guide* highlights scalable, community-driven solutions, cross-agency collaboration, and robust evaluation mechanisms. The guidance is intended to support jurisdictions in delivering consistent, equitable, and measurable Safe Routes to Schools programs that can be adapted to a range of local contexts.

¹⁰ “Dropping Enforcement from the Safe Routes to School 6 E’s Framework,” Safe Routes Partnership, 2020, [link](#)

¹¹ The TAM SR2S program has adopted an “Engagement and Safety” category as of Spring 2026.

¹² While the TAM SR2S program encourages youth-led participation, TAM also provides significant resources to operate programs (task forces, walk audits, etc.) independent of youth-led participation.



Some key recommendations from AASHTO include:

- Implement inclusive outreach practices by using multiple communication channels (email, social media, newsletters, flyers) and meeting diverse and underserved communities where they are
- Develop toolkits/templates for schools to use in their outreach efforts
- Use transparent project selection criteria for infrastructure improvements, balancing safety data, equity, and community needs
- Collaborate effectively across governmental organizations to support implementation, including standardizing processes to engage with state and local departments of transportation.
- Standardize reporting and evaluation processes to focus on outcomes, with sufficient data collection to understand the before and after conditions

Applicability to TAM SR2S

TAM's SR2S program already incorporates many of AASHTO's recommendations in its programs, such as utilizing multiple communication channels with materials translated into Spanish to facilitate inclusive outreach, increasing transparency in project selection by publishing SR2S Task Force meeting minutes, creating a dedicated Spanish newsletter, translating all encouragement and engagement materials into Spanish, and releasing standardized SR2S program evaluations every few years. However, there are areas where additional improvements could be considered:

- Improve transparency by clearly documenting and sharing the criteria used to advance infrastructure project applications through the Task Forces.
- Continue to strengthen regional coordination by building on existing collaborations with local jurisdictions and MTC to share best practices with regional peers.
- Enhance evaluation practices by developing structured assessment methods for newer programs such as Youth Leading Active Communities (YLAC).
- Increase use of data-driven route planning tools, such as GIS-based prioritization and before/after safety analysis.
- Continue and increase emphasis on coordinating SR2S programs with Marin County Public Health to support injury prevention and active living goals at equity priority schools.



NATIONAL CENTER FOR SAFE ROUTES TO SCHOOL

The National Center for Safe Routes to School is a leading national resource for research, technical assistance, and implementation guidance related to Safe Routes to Schools programs. The National Center's *Safe Routes to School Guide* provides foundational guidance on standardized tally and caregiver surveys, consistent data collection, and best practices for communication, safety training, and engineering.

Relevant best practices include:

- Prioritizing easy-to-implement and low-cost engineering solutions first, while long-term improvements are identified
- Including outreach that addresses safe driving behavior by parents during school pick-up and drop-off
- Using structured before-during-after evaluation methods for any new program to establish a consistent approach to data collection:
 - o Before: collect baseline information and establish objectives
 - o During: identify progress and/or challenges needing improvements
 - o After: identify changes in behavior, attitudes, and/or the physical environment to inform future decisions

Applicability to TAM SR2S

As with Safe Routes Partnership and AASHTO guidance, TAM SR2S already follows many of the recommendations provided by the National Center for Safe Routes to Schools:

- TAM SR2S implements a mix of low-cost, quick-build engineering solutions and long-term safety improvements.
- The Street Smarts campaign focuses on educating all road users, including parents.
- TAM's SR2S program has implemented standardized tallies and caregiver surveys to report year-over-year changes in program performance. It is less clear if specialized data collection processes have been developed for new programs like Youth Leading Communities (YLAC).

Additional National Center-aligned practices that could be implemented in Marin County include:

- Integrating SR2S strategies with climate and sustainability goals, particularly through mode-shift initiatives and active travel promotion. The TAM SR2S program currently reports estimates of associated GHG and VMT savings.
- Applying structured before-during-after evaluation methods to newer or pilot programs, ensuring baseline conditions, interim progress, and post-implementation outcomes are consistently documented to inform future program refinement.



- Strengthening parent and caregiver–focused education during school arrival and dismissal, with an emphasis on safe driving behavior, curb management, and reducing conflicts at school frontages.

ADDITIONAL BEST PRACTICES

The following emerging best practices originate from broader national research beyond the three primary reports reviewed. While several practices are already implemented by TAM's SR2S program, to varying degrees, the practices included here highlight evolving trends in Safe Routes to School programs nationwide, and present opportunities for TAM to further formalize, expand, or deepen existing efforts:

- Partnerships with public health agencies that incorporate air quality, injury prevention, and active living initiatives.¹³
- Use of app-based or GIS-supported mobility data to inform route planning and program evaluation.¹⁴
- Expansion of high school mobility programs focused on transit use, safe driving education, and travel independence.¹⁵
- Climate-focused integration, positioning SR2S as part of local greenhouse gas reduction and sustainability strategies.¹⁶
- Youth leadership models, where students co-design campaigns or support walk audits and program messaging.¹⁷

¹³ "NACCHO Statement of Policy 17-01," National Association of County and City Health Officials, 2017, [link](#)

¹⁴ "A Framework for GIS and Safe Routes to School," Safe Routes, Partnership, 2013, [link](#)

¹⁵ "Safe Routes for Youth: Supporting and Empowering Teen Leaders in Vision Zero," Safe Routes Partnership, 2020, [link](#)

¹⁶ "Bay Area Safe Routes to School," Metropolitan Transportation Commission, 2025, [link](#)

¹⁷ "Walking, Riding, and Rolling for a New Generation: How to Partner with Youth on Safe Routes Projects," Safe Routes Partnership, 2023, [link](#)



Bay Area Case Studies and Statistics

To better understand Marin County's SR2S performance and contextualize program outcomes, TYLin reviewed Marin County's participation levels and program offerings relative to peer Bay Area counties, including Alameda, San Mateo, and Contra Costa counties. These case studies provide a regional benchmark for evaluating how Marin County's activities, staffing, reach, and mode-shift outcomes align with or exceed those of similar SR2S programs. By examining shared challenges, program structures, and measurable results, the comparison highlights areas where Marin County is performing strongly and opportunities where practices from peer counties may offer transferable insights.

DATA AND METHODOLOGY

The following subsections include a high-level overview of each peer county, including program background and history, the geography of public schools, and public-school student demographics. This is intended to provide important context for how the programs vary in size, scale, and type, and how that impacts their chosen SR2S strategies and performance. Additionally, a few innovative approaches are included for each county SR2S program, offering strategies and approaches different from Marin County that may offer insights into how the TAM SR2S program could be further improved.

Geography, Distance, and Demographics

Public school geography data comes from the National Center for Education Statistics and uses the following locale definitions:

- **City:** Inside a principal city and inside an urban area with a population of 50,000 or more
- **Suburban:** Outside a principal city and inside an urban area with a population of 50,000 or more
- **Town:** Inside an urban area with a population of less than 50,000
- **Rural:** Outside an urban area

Unlike the TAM program, which has an extensive dataset on school trip lengths, trip distance data between home and school was not readily available for the peer programs. Thus, school locale definitions were used as a proxy for distance, with students attending "City" schools on average traveling shorter distances than those attending "Rural" schools. This is supported by data from the *National Household Travel Survey*¹⁸, which indicates distances to schools in urban areas may be lower than in rural areas. For this report, we assumed that distances to school increased from lowest to highest in areas classified by the National Center for Education

¹⁸ In 2001, 22 percent of US students 6-12 years old within a Census Bureau urban area (population greater than 50,000) lived within a mile of school, compared to just three percent in rural areas ("NHTS Brief January 2008," U.S. Department of Transportation, 2008, [link](#)).



Statistics as "City," "Suburban," "Town," and "Rural."

San Mateo County did publish some school distance data in their *2021-22 SRTS Annual Report*¹⁹ derived from parent/caregiver survey data; however, it was not compared with data from Marin County for the following reasons:

- The parent/caregiver survey is voluntary and not randomized, resulting in a sample that may not be representative of students at participating schools or San Mateo County as a whole.
- Relative to the Marin County geolocated dataset for student trips to and from school, the San Mateo County parent survey responses are not nearly as detailed or comprehensive.

Student demographic data is included to help frame the program background. This data comes from the California Department of Education's *Enrollment Report*²⁰ and includes data on student race/ethnicity and the following student subgroups:

- **Socioeconomically Disadvantaged:** Meets one of eight criteria related to income, life experience, and parent education history
- **English Learner:** Speaks another language at home and is determined to lack the clearly defined English language skills of listening, speaking, reading, and/or writing necessary to succeed in the school's regular instructional programs
- **Student with Disability:** Qualifies for special education program based on federal standards

Demographic and geographic background statistics were available for all county case studies.

Program Statistics

Program statistics for each county's SR2S program were collected to better understand the performance of peer programs relative to Marin County. These statistics include active trip rates, green trip rates, and school participation rates, defined below:

- **Active trip rate:** the percentage of trips to and from school using active modes that do not require a motor vehicle, such as walking, biking, and rolling
- **Green trip rate:** the percentage of trips to and from school using active modes, as well as shared motor vehicle modes such as carpooling, school bus, and public transit
- **School participation rate:** the percentage of public schools enrolled in their county SR2S program

These program statistics demonstrate how successful SR2S programs are in supporting students traveling to and from schools by modes other than single occupancy vehicles, and how

¹⁹ San Mateo County Office of Education, 2021-2022, [link](#)

²⁰ California Department of Education, 2024-25, [link](#)



widespread participation is countywide. Data availability varies by program, but program statistics were available for recent years for all peer programs except Contra Costa County.

ALAMEDA COUNTY

The Alameda County Safe Routes to School²¹ (Alameda County SR2S) program is managed, administered, and funded by the Alameda County Transportation Commission (Alameda CTC). The program began in 2006 as a Caltrans-funded pilot at two Oakland schools. In 2007, the Alameda County Transportation Improvement Authority (later renamed Alameda County Transportation Authority) authorized funding from the Measure B transportation sales tax program to expand the program to all four of the county's planning areas. Alameda CTC's SR2S program has since expanded to 298 schools (202 elementary, 54 middle, and 42 high schools in 2024), with a presence in every city in the county. Alameda County relies on a combination of contracted site coordinators and volunteer champions to implement the program.

In Alameda County, 58 percent of public schools are in a "city", per the National Center for Education Statistics definition. Of the remaining 42 percent of public schools, 41 percent are located in suburban areas, and one percent are located in rural Alameda County. No schools were located in areas designated as towns. Relative to Marin County, Alameda County has more than double the share of public schools in city-designated neighborhoods, and a lower share of schools in suburban and rural communities. With a larger share of schools in urban environments, where student distances from schools tend to be lower due to higher densities, this indicates that the average distance to school may be lower on average in Alameda County than in Marin County. **Figure 1** shows the geographic breakdown of Alameda County public schools relative to Marin County.

Alameda County had 210,736 public school students during the 2024-25 academic year. Most Alameda County public school students are people of color (86 percent), 49 percent are socioeconomically disadvantaged, 19 percent are English learners, and 13 percent have a disability. **Figures 2 and 3** show Alameda County public school student demographics relative to Marin County.

²¹ "Alameda County Safe Routes to School website," Alameda County Transportation Commission, n.d., [link](#)

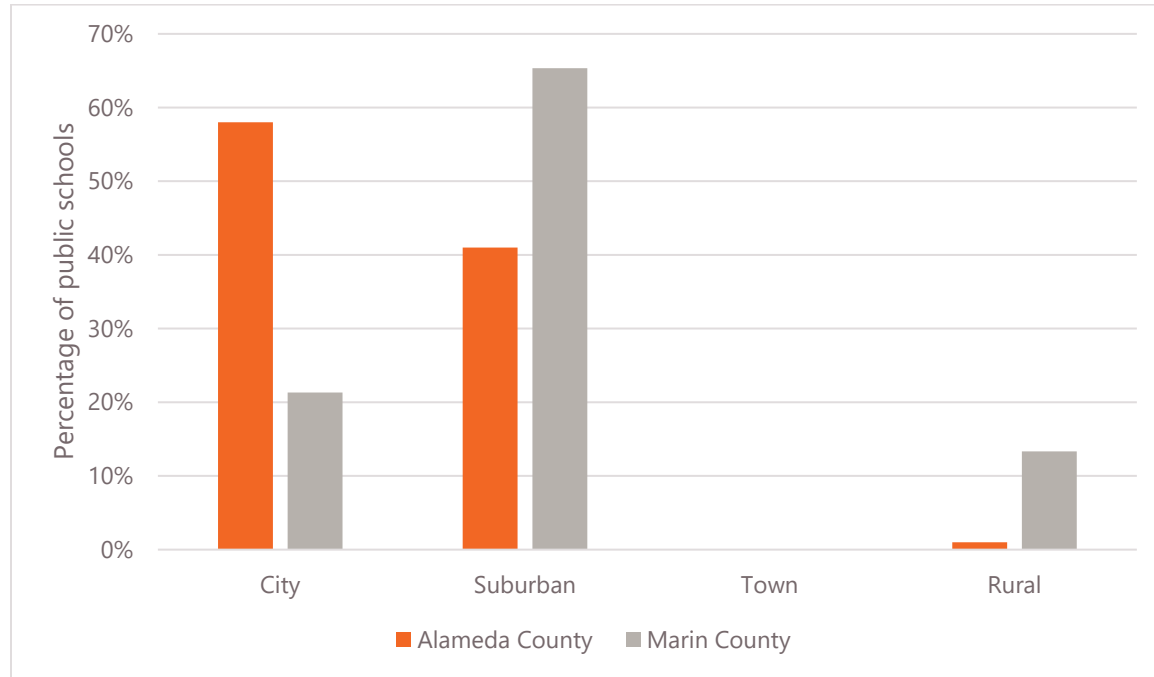


Figure 1: Alameda County Public School Geography

Source: Education Demographic and Geographic Estimates: School Geocodes²²

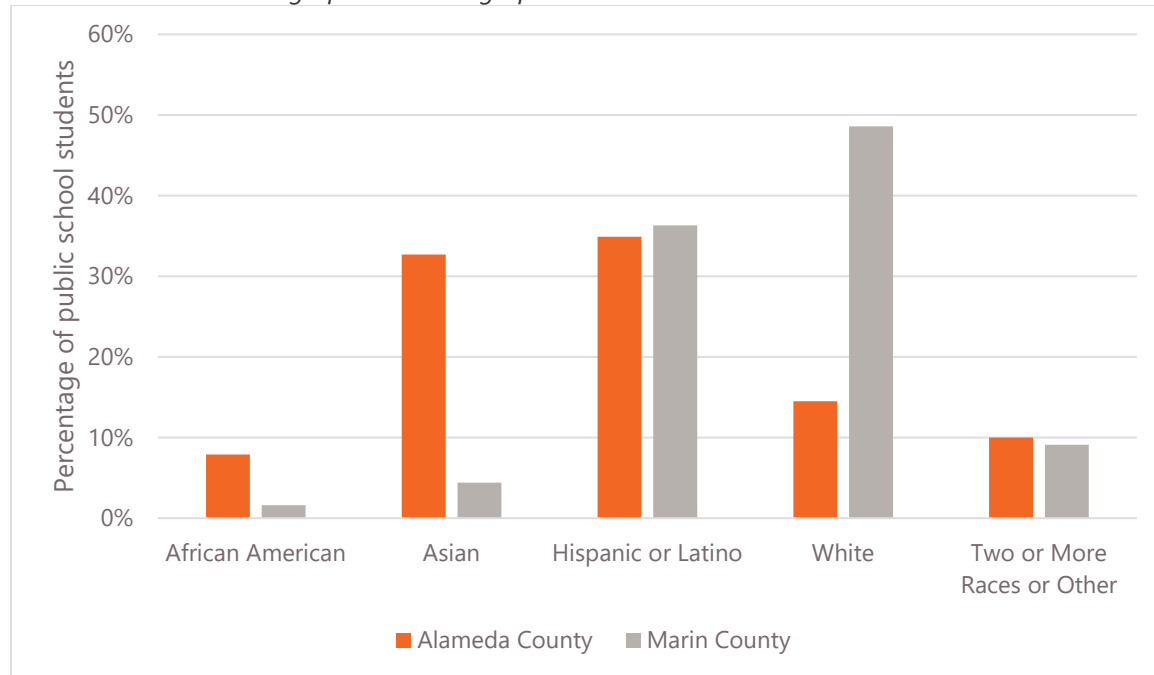


Figure 2: Alameda County Public School Student Race/Ethnicity

Source: Enrollment Report²³

²² National Center for Education Statistics, 2024-2025, [link](#)

²³ California Department of Education, 2024-2025, [link](#)

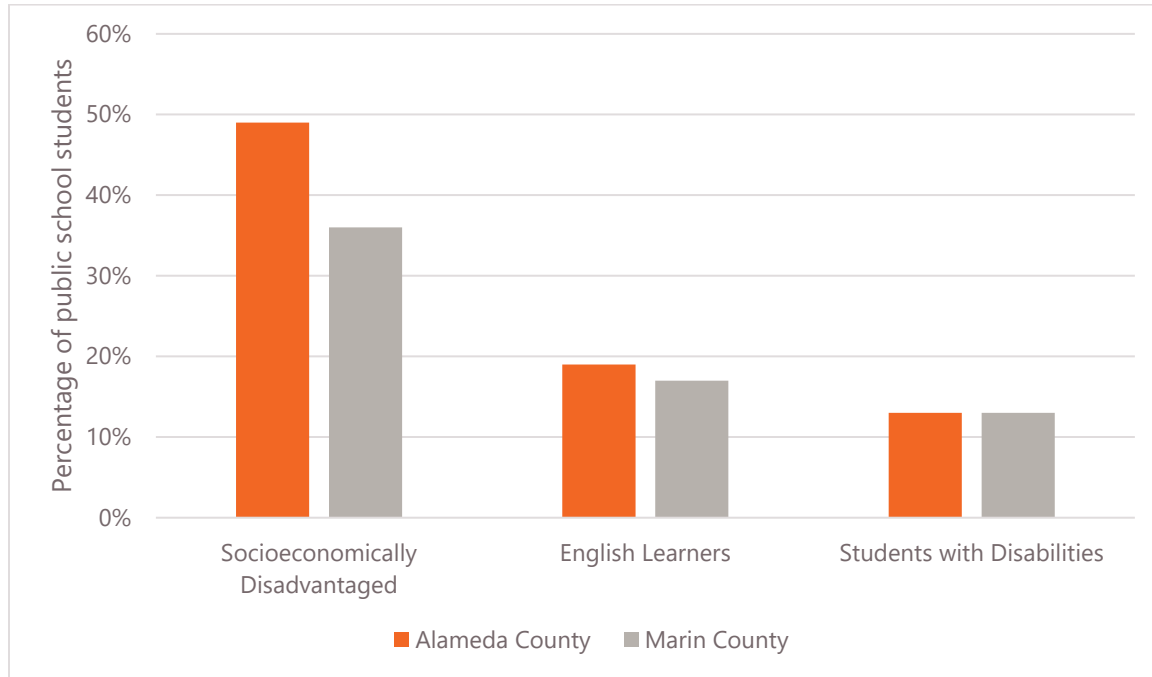


Figure 3: Alameda County Public School Student Characteristics

Source: Enrollment Report

Program Statistics

Active and Green Trip Rates

For the past few years, active trip rates at participating schools in Alameda County have stayed close to 30 percent, with a decline amongst middle and high schools in the 2023-24 academic year. For most years, elementary school active trip rates have been higher than middle and high school rates, though rates among all three age groups are similar. **Figure 4** shows the changes in active trip rates from 2018 through the 2024 school year.

Figure 5 indicates that green trip rates at participating schools in Alameda County have generally stayed between 40 and 50 percent in recent years, with a slight decline since the pandemic that corresponded with increasing school enrollment in the program. For most years, middle and high schools have had higher rates of green trips than elementary schools due to a higher use of shared modes²⁴.

²⁴ Note that the transit operator, AC Transit, runs a number of school routes serving middle and high schools throughout the county (Supplementary Service to Schools, AC Transit, n.d., [link](#)).

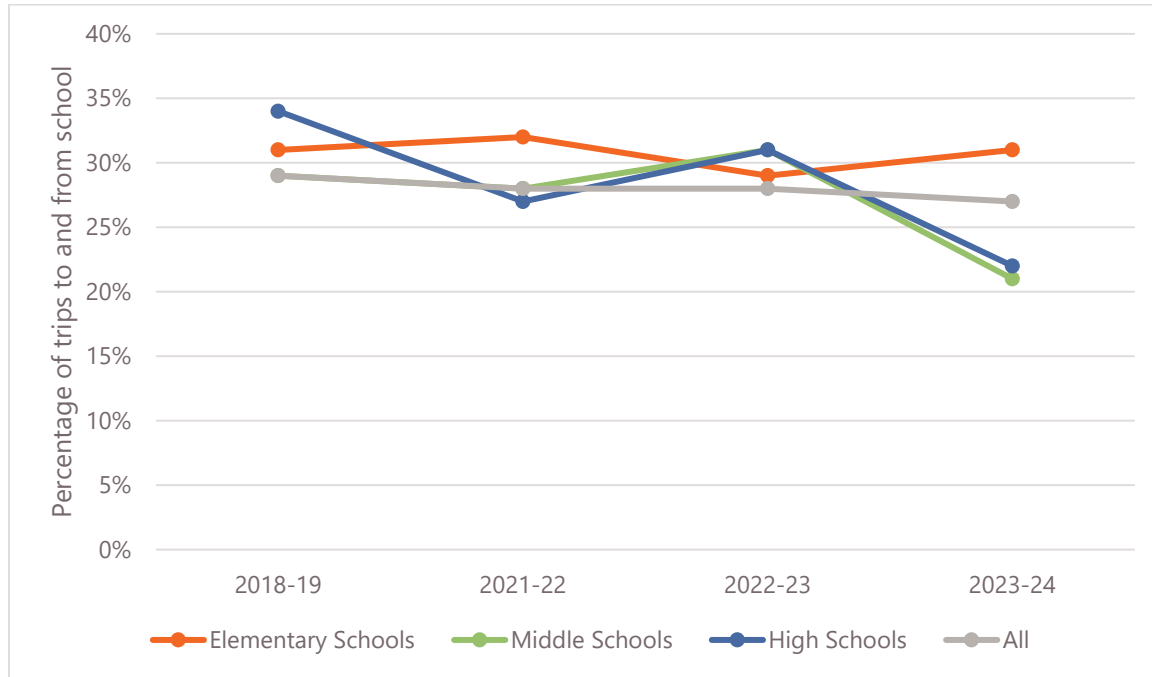


Figure 4: Alameda County SR2S Active Trip Rates

Source: Year-End Reports²⁵

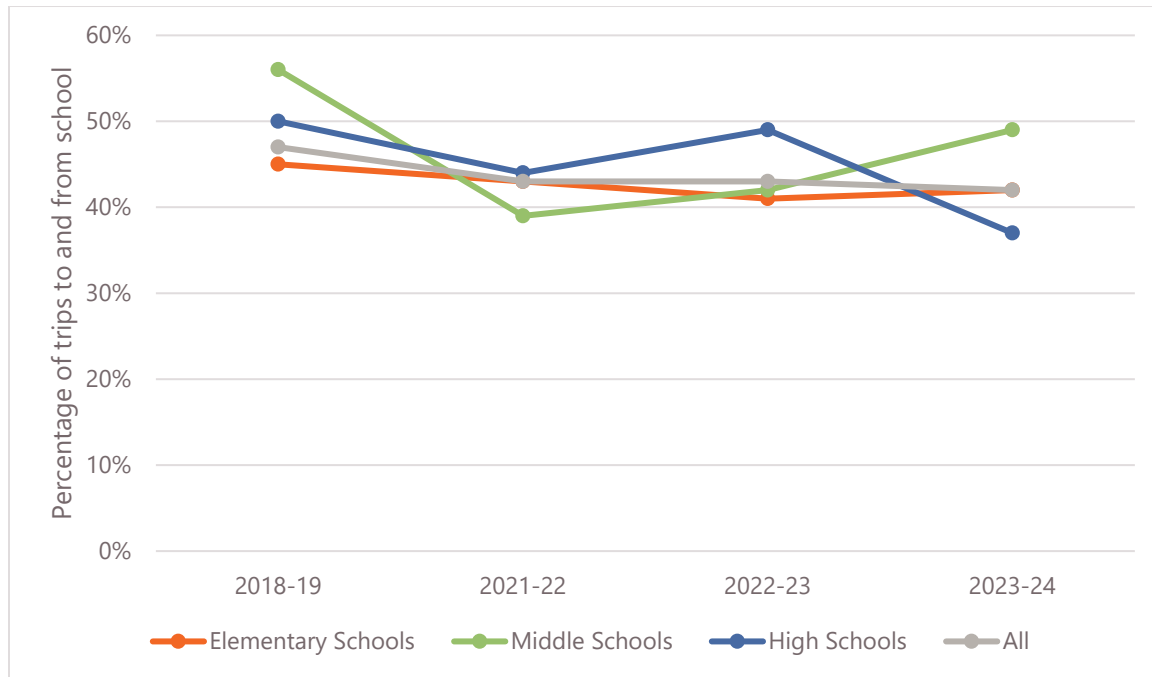


Figure 5: Alameda County SR2S Green Trip Rates

Source: Year-End Reports

²⁵ Alameda County Transportation Commission, 2019-2024, [link](#)



School Participation

School participation data was provided directly by Alameda County and represents the total percentage of schools in Alameda County enrolled in SR2S programs. Post-pandemic, school participation in Alameda County has been increasing, with a new high of 83 percent for all school types in the 2022-23 and 2023-24 academic years. As seen in **Figure 6**, participation rates are highest amongst elementary schools, followed by middle schools. High schools in Alameda County have the lowest participation rates.

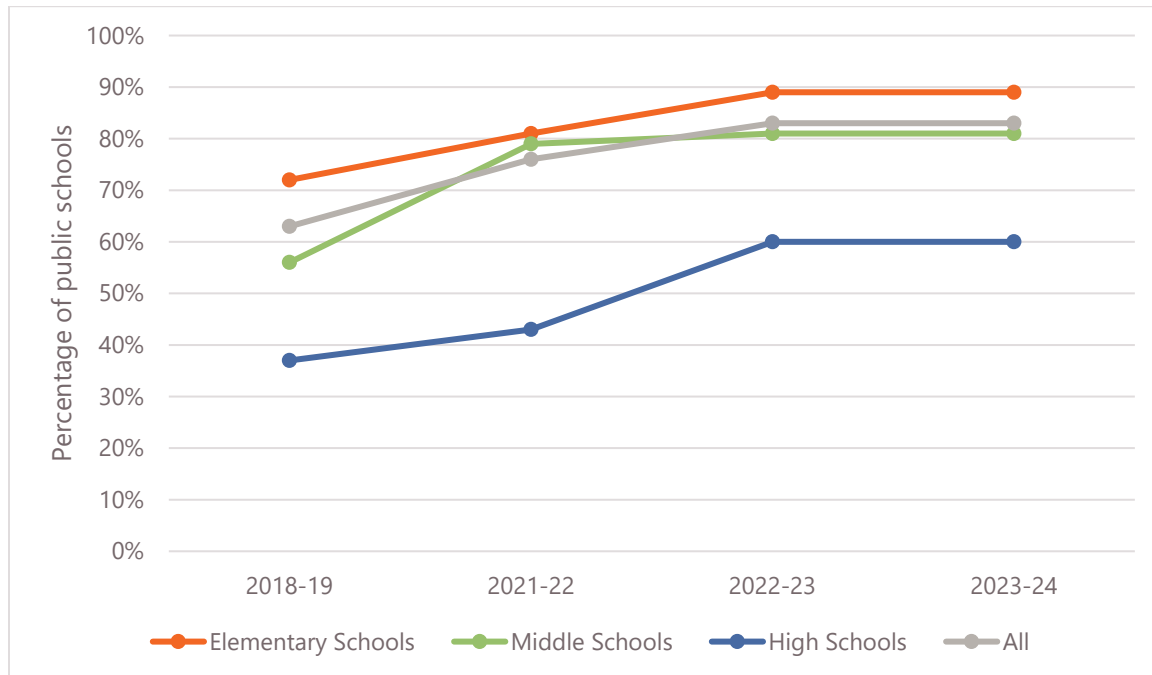


Figure 6: Alameda County SR2S School Participation Rates

Source: Year-End Reports

Program Strategy

Like Marin County, the Alameda County SR2S program is guided by a six E's framework. In Alameda County, that includes Education, Equity, Evaluation, Engineering, Encouragement, and Engagement. During the 2019-20 academic year²⁶, Alameda County replaced the Enforcement component with an Engagement component focused on building long-term capacity and sustainable programming, based on guidance from the Safe Routes to School National Partnership.

²⁶"Alameda County Safe Routes to School 2019-2020 Year-End Report," Alameda County Transportation Commission, 2019-2020, [link](#)



The two primary desired program outcomes²⁷ approved by the Alameda County Transportation Commission are:

- **Mode Shift:** Increase use of active and shared transportation modes for travel to and from schools (bicycling, walking, taking transit, and carpooling) and promote these modes as viable, everyday transportation options
- **Safety:** Increase safe pedestrian and bicycling behaviors; decrease incidence of collisions; and increase student and caregiver confidence in safe walking, bicycling, and transit riding abilities

Innovative Approaches

Permanent Quick-Build Projects

For School Safety Assessments conducted under the Engineering E of the six E's framework, Alameda County has often recommended short-term safety improvements using quick-build improvements that can later be upgraded with permanent intersection reconfigurations. Quick-build improvements rely on a combination of signage, striping, and temporary materials to bring more immediate safety improvements at a lower cost. These improvements can be left installed for several years while waiting to secure additional funds, and they serve as an opportunity to trial design changes before committing to permanent implementation. Marin County takes a similar approach, with improvements implemented as funding becomes available.

Access Safe Routes Pilot Program

In 2019, the Alameda County Transportation Commission was awarded a \$3.7 million Caltrans Active Transportation Program grant for the Access Safe Routes Pilot Program²⁸, which focused resources on supporting the highest-need schools in the County. This equity-centered program worked over the past four years with 59 of the most disadvantaged and high-collision schools in Alameda County to help them enroll in SR2S and participate in events and activities. At the conclusion of the pilot, 15 schools were designated Equity Schools that will continue to receive enhanced services under the Alameda County SR2S program.

Marin County has implemented a similar equity-focused approach through its Youth Leading Active Communities (YLAC) program and through a partnership with Marin Public Health Department, which directs additional resources and support to schools that may face barriers to participating in traditional Safe Routes to Schools activities. Like Alameda County's Access Safe Routes Pilot, YLAC prioritizes schools serving disadvantaged communities and those without the capacity to rely on volunteer champions alone. By providing structured programming, youth

²⁷ "Safe Routes to School Program Update," Alameda County Transportation Commission, 2024, [link](#)

²⁸ "Alameda County Safe Routes to School 2023-24 Year-End Report," Alameda County Transportation Commission, 2023-2024, [link](#)



leadership opportunities, and staff-led engagement, YLAC helps extend SR2S benefits to schools with the greatest need, aligning Marin County's approach with emerging national best practices for equitable program delivery.

Golden Sneaker Award

The Golden Sneaker Award is one of four annual countywide Encouragement events hosted by the Alameda County SR2S program. Over two weeks, participating classrooms record the number of students who travel to school using active or shared transportation as part of a friendly competition. The classroom at each school with the highest percentage of students participating receives the Golden Sneaker Award, and the school with the highest overall participation receives the Platinum Sneaker Award. Winning Golden Sneaker Award, classrooms receive a trophy made from a Golden State Warriors' sneaker, and the school that receives the Platinum Sneaker Award is celebrated at the Alameda Transportation Commission meeting and receives a commemorative plaque.²⁹

The Golden Shoe Award is a popular safe routes to school Encouragement activity nationally and is recommended by the Safe Routes Partnership in their *Building Blocks Toolkit*.³⁰

SAN MATEO COUNTY

The San Mateo County Safe Routes to School³¹ (San Mateo County SRTS) program is a collaborative effort led by the San Mateo County Office of Education (SMCOE) and funded by the San Mateo County City/County Association of Governments (C/CAG), San Mateo County Transportation Authority (SMCTA), and the California Office of Traffic Safety. The San Mateo SRTS program launched in 2010, with 59 schools participating in the first full academic year of 2011-12. This number rose to 83 (59 K-5, seven K-8, 12 middle, and five high schools) in 2023-24, after significant year-over-year fluctuation in participation.³² Similar to Alameda County, San Mateo County relies on a small staff team (at SMCOE), approved service providers, and volunteer champions to implement the program. Funding is primarily available from the combination of federal Congestion Mitigation and Air Quality (CMAQ) and local C/CAG Measure M and SMCTA Measure W funds.³³

Two-thirds of San Mateo County public schools are in designated suburban communities, with most remaining schools (28 percent) located in designated cities, per the National Center for Education Statistics and Standards. San Mateo County has a similar share of public schools in suburban areas, a slightly larger share of schools in cities, and a smaller share of schools in rural areas compared to

²⁹ "Alameda County Schools Participate in the 2022 Annual Golden Sneaker Contest press release," Alameda County Transportation Commission, 2022, [link](#)

³⁰ Safe Routes Partnership, 2021, [link](#)

³¹ "San Mateo County Safe Routes to School website," San Mateo County Office of Education, n.d., [link](#)

³² "San Mateo County Safe Routes to School Five-Year Evaluation," City/County Association of Governments of San Mateo County, 2010-2015, [link](#)

³³ "Safe Routes to School Annual Report," San Mateo County Office of Education, 2023-2024, [link](#)



Marin County. This indicates that the average distance to school in San Mateo County is likely similar but potentially lower than Marin County, due to a larger share of schools in cities, where distances to schools tend to be lower, and a smaller share in rural areas, where distances to schools tend to be higher. **Figure 7** shows the geographic breakdown of San Mateo County public schools relative to Marin County. **Figure 8** shows the student distance from school based on the San Mateo County SRTS program Parent Survey from the 2021-2022 academic year.

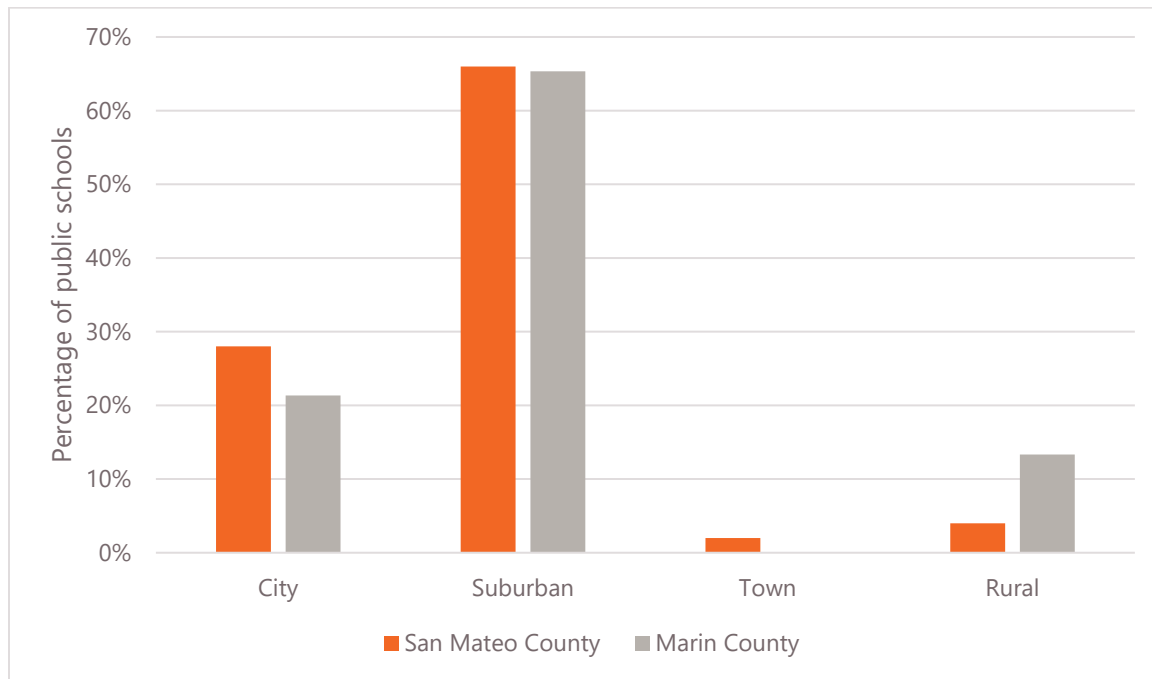


Figure 7: San Mateo County Public School Geography

Source: Education Demographic and Geographic Estimates: School Geocodes³⁴

³⁴ National Center for Education Statistics, 2024-2025, [link](#)

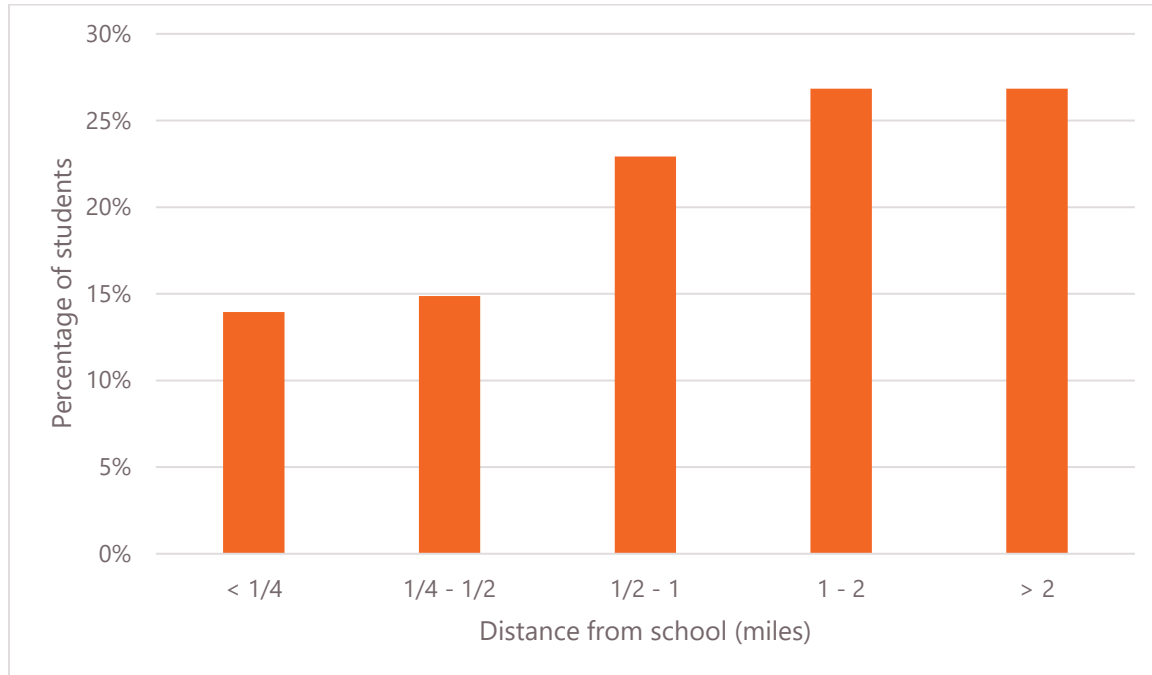


Figure 8: 2021-2022 San Mateo County SRTS Program Parent Survey Home Distance to School³⁵

Source: SRTS Annual Report¹

San Mateo County had 83,855 public school students during the 2024-25 academic year. Over three quarters of San Mateo County public school students are people of color, 36 percent are socioeconomically disadvantaged, 20 percent are English learners, and 13 percent have a disability. **Figures 9 and 10** show San Mateo County public school student demographics relative to Marin County.

Program Statistics

Active and Green Trip Rates

Active and green trip rates at participating schools in San Mateo County have experienced greater variation in the past few years than other programs, possibly due to more variation in school participation. As seen in **Figure 11**, San Mateo County SRTS active trip rates have stayed between 15 percent and 25 percent, and green trip rates have stayed between approximately 30 percent and 40 percent. Active and green trip rates by school type were not available for San Mateo County.

³⁵ Note that the source chart total sums to 105 percent, indicating a likely data error.

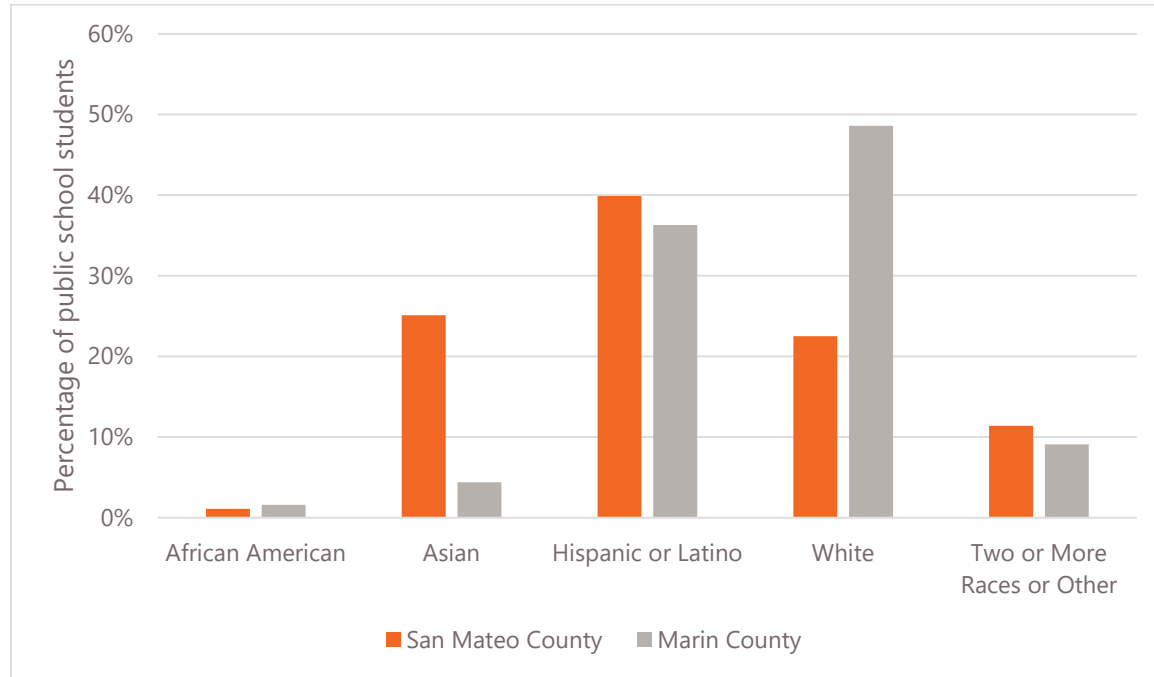


Figure 9: San Mateo County Public School Student Race/Ethnicity

Source: Enrollment Report³⁶

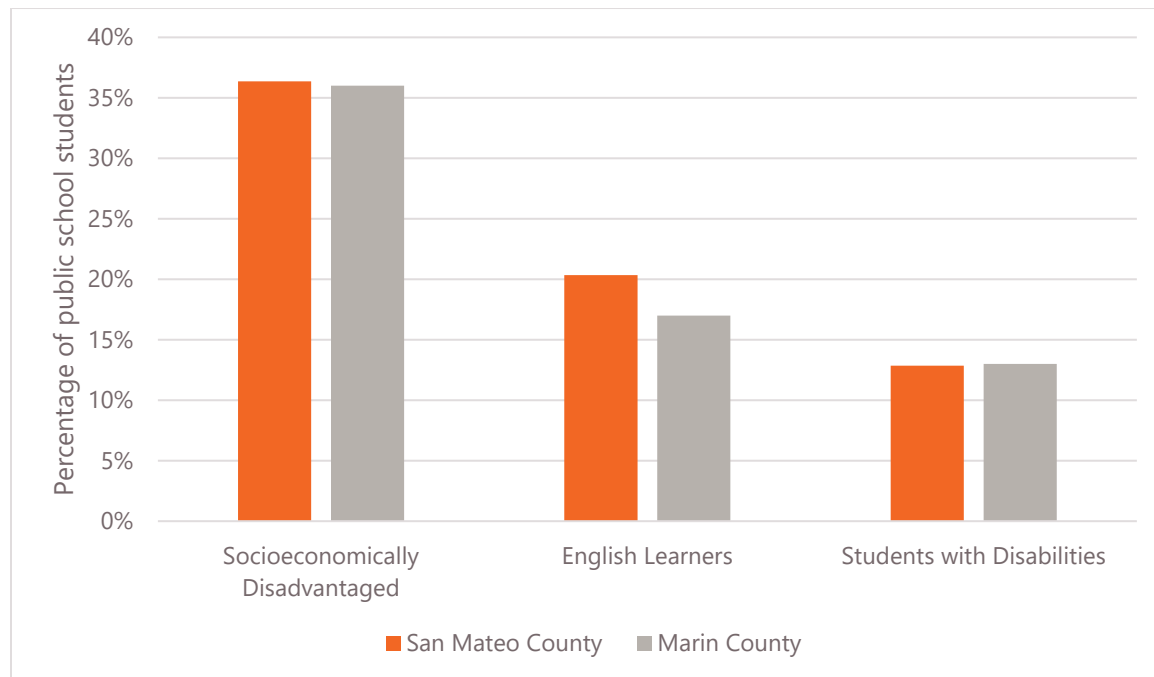


Figure 10: San Mateo County Public School Student Characteristics

³⁶ California Department of Education, 2024-2025, [link](#)



Source: Enrollment Report

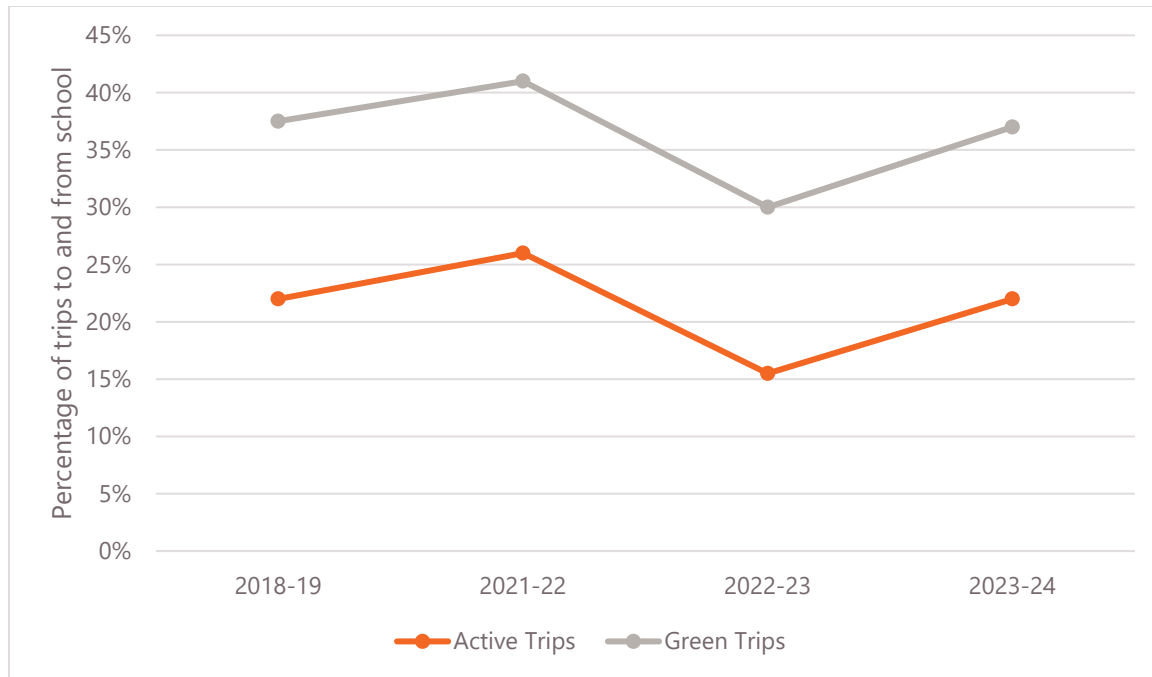


Figure 11: San Mateo County SRTS Active and Green Trip Rates

Source: Travel Tally Data Summary³⁷

School Participation

School participation rates in San Mateo County's SRTS program have experienced greater variations than other programs. **Figure 12** shows that participation among all school types was approximately 53 percent pre-pandemic, declined to 44 percent in the 2021-22 academic year, rose to approximately 64 percent in 2022-23, and then declined back down to approximately 48 percent in 2023-24. Participation is highest among elementary and middle schools, with high schools reporting much lower participation.

³⁷ San Mateo County Office of Education, n.d., [link](#)

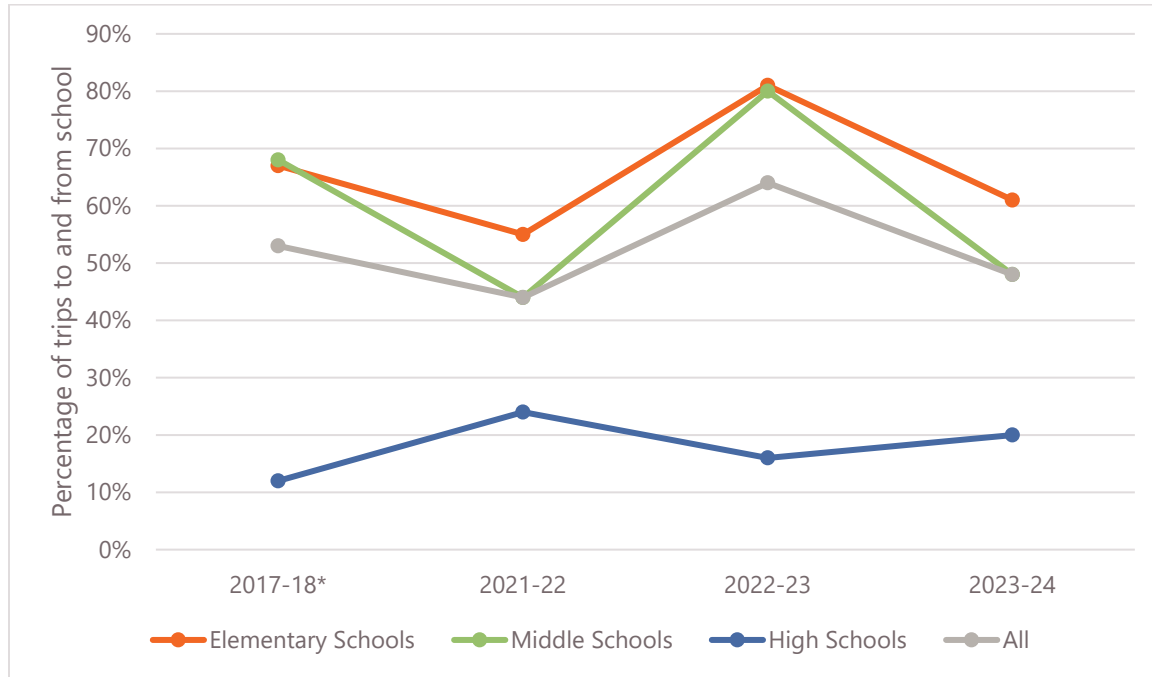


Figure 12: Estimated San Mateo SRTS School Participation Rates

Sources: SRTS Annual Report; Public Schools and District Data File³⁸

*Data on school participation was unavailable for 2018-19

As school participation data for San Mateo County didn't include the total number of active schools by year, participation rates were estimated by dividing the number of participating schools by the number of active, traditional public schools by each type in San Mateo County as of November 5th, 2025, according to the California Department of Education. Note that this does not account for prior school openings or closures.

Program Strategy

San Mateo County relies on the same six E's framework as Alameda County: Education, Equity, Evaluation, Engineering, Encouragement, and Engagement. Like Alameda County, San Mateo County replaced Enforcement with Engagement in the 2019-2020 academic year to focus on equitable access to active transportation amidst concerns about racial inequity and social injustice associated with policing.³⁹

³⁸ California Department of Education, 2025, [link](#)

³⁹ "San Mateo County Safe Routes to School 2019-20 Annual Report," San Mateo County Office of Education, 2019-2020, [link](#)



Innovative Approaches

Youth-Based High Injury Network Analysis

To help determine where to prioritize future infrastructure improvements, San Mateo County produced a countywide high injury network focused on high-severity collisions affecting youth and active modes. This provides a road map for where there is the greatest need for physical infrastructure improvements in the county by school district and individual school, helping streamline safety improvements to the communities that need them most (San Mateo County Office of Education, 2022).⁴⁰

CONTRA COSTA COUNTY

The Contra Costa Transportation Authority's safe routes to school program, Street Smarts Contra Costa (SSCC), is active in every community in the county and provided via three different locally run programs: the San Ramon Valley Street Smarts Program in the San Ramon Valley (established 2004), Streets Smarts Diablo in East and Central Contra Costa County (established 2012), and the Building Healthy Communities Program in West Contra Costa County (established 2012). The Contra Costa Transportation Authority received a One Bay Area Grant (OBAG) Program Cycle 3 award in 2023 to expand on the three subregional programs and provide service to all public school students in Contra Costa County via a new countywide non-infrastructure program.⁴¹ Contra Costa County awarded the contract for the countywide SR2S program to Advanced Mobility Group in May 2025, with the 2025-26 academic year as the first year of the program.⁴²

More than 84 percent of Contra Costa County public schools are in suburban communities, with most of the remaining schools (12 percent) located in cities. Contra Costa County has a larger share of public schools in suburban areas and a smaller share of schools in cities and rural areas, compared to Marin County. Given the larger share of suburban schools but smaller share of urban and rural schools in Contra Costa County, the average distance to school is likely similar to Marin County. **Figure 13** shows the geographic breakdown of San Mateo County public schools relative to Marin County. Three quarters of Contra Costa County public school students are people of color, 46 percent are socioeconomically disadvantaged, 16 percent are English learners, and 14 percent have a disability. **Figures 14 and 15** show Contra Costa County public school student demographics relative to Marin County.

⁴⁰ "San Mateo County Safe Routes to School High Injury Network Report," San Mateo County Office of Education, 2022, [link](#)

⁴¹ "Street Smarts Diablo website," Contra Costa Transportation Authority, n.d., [link](#)

⁴² "REQUEST FOR PROPOSALS (RFP) 24-4," Contra Costa Transportation Authority, 2024, [link](#)

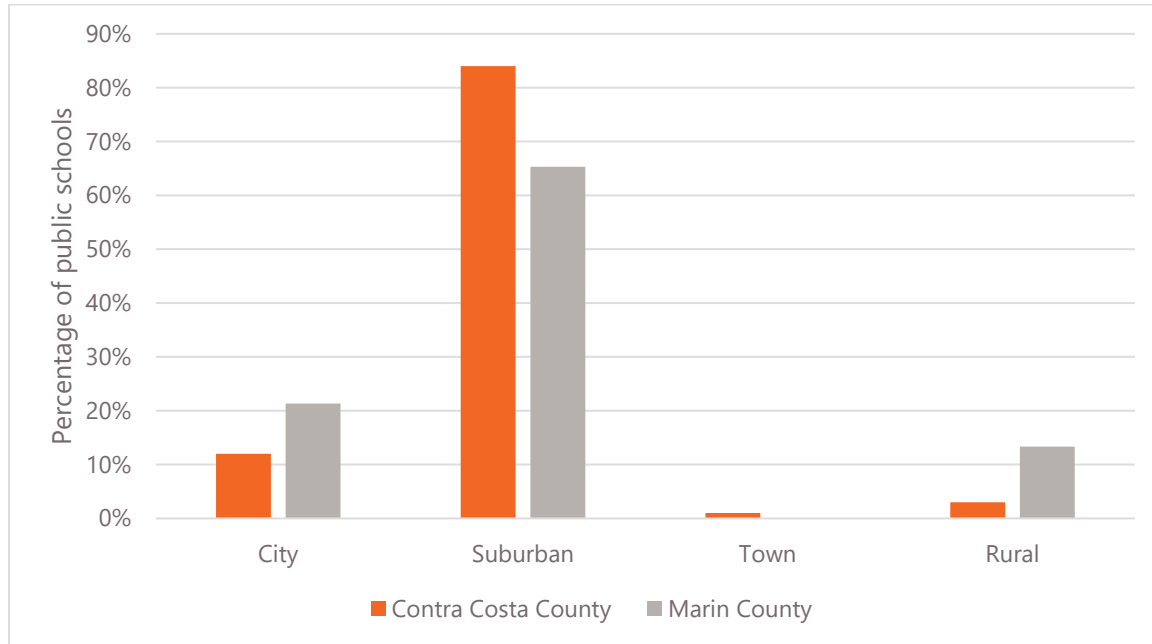


Figure 13: Contra Costa County Public School Geography

Source: Education Demographic and Geographic Estimates: School Geocodes⁴³

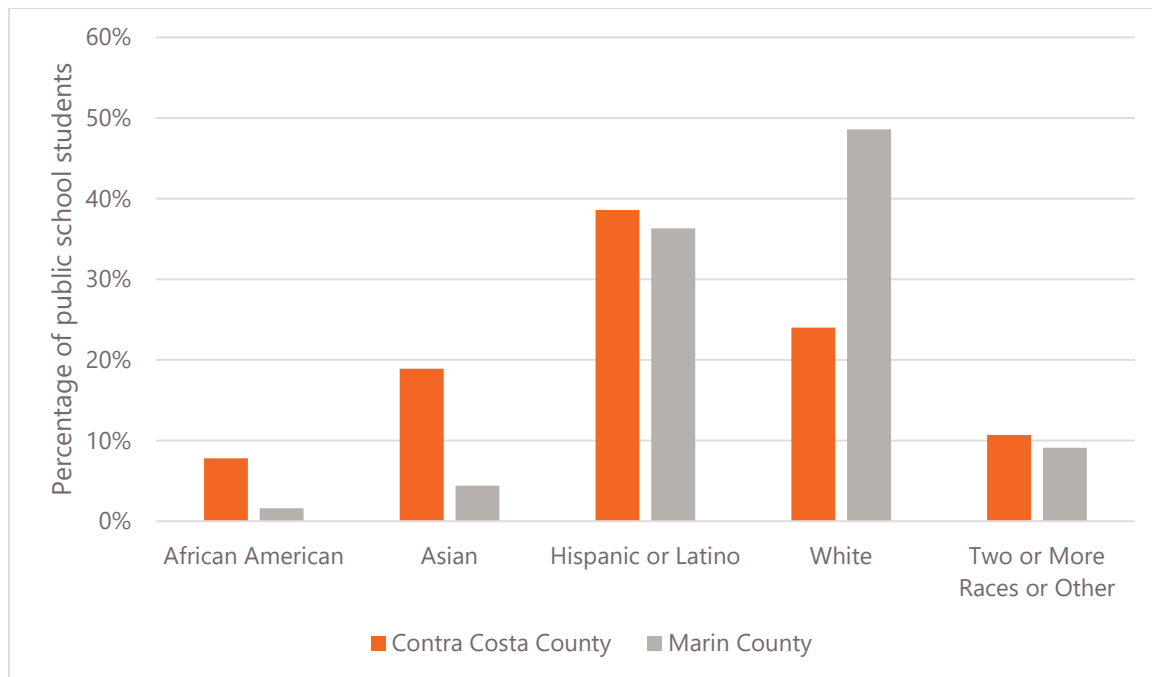


Figure 14: Contra Costa County Public School Student Race/Ethnicity

Source: Enrollment Report⁴⁴

⁴³ National Center for Education Statistics, 2024-2025, [link](#)

⁴⁴ California Department of Education, 2024-2025, [link](#)

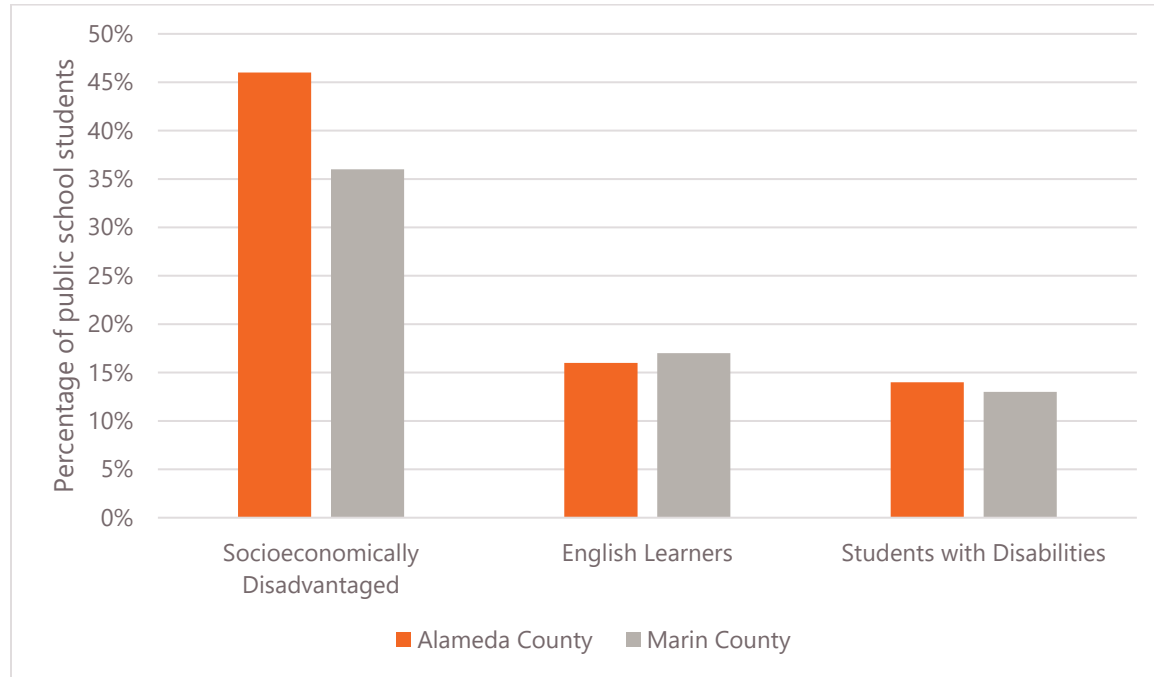


Figure 15: Contra Costa County Public School Student Characteristics

Source: Enrollment Report

Program Statistics

Active and Green Trip Rates

Due to the historically decentralized nature of the Contra Costa County SR2S program, and only a recent move to implement a countywide program, recent statistics on green and active trip rates and school participation are unavailable. A survey of how students get to school across the four county subregions included in a 2016 report found green trip rates between 45 and 50 percent and active trip rates between 15 to 30 percent, as seen in **Figure 16**.

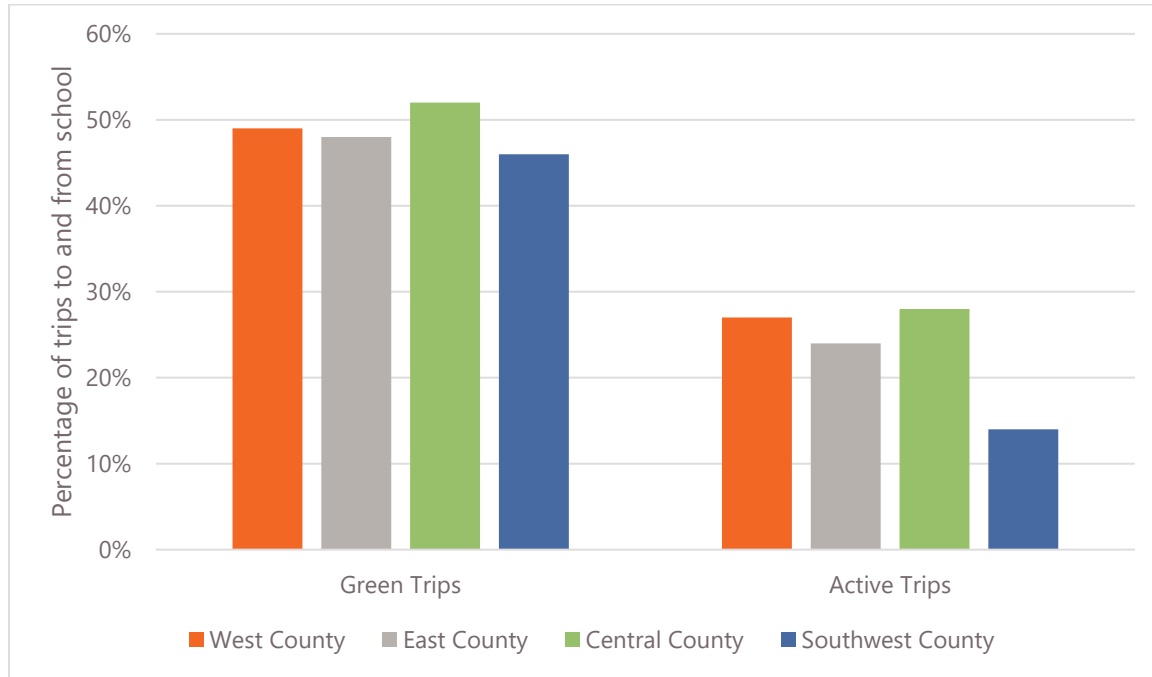


Figure 16: 2016 Contra Costa County Student Green and Active Trip Rates

Source: *Contra Costa Safe Routes to School: Understanding Needs, Moving Ahead*⁴⁵

School Participation

Historical data on school participation in Streets Smarts Contra Costa is not readily available, but the expanded program funded by the One Bay Area Grant Program is intended to expand the program into all 274 elementary, middle, and high schools in Contra Costa County's 18 school districts.

Program Strategy

Streets Smarts Contra Costa historically has not had a singular strategy due to being comprised of three locally run programs. Compared to other Bay Area programs, Contra Costa's efforts have focused on widespread community education campaigns as well as incentive programs to encourage greater participation.

Innovative Approaches

Large-Scale Parent and Community Education Campaigns

Streets Smarts Contra Costa County has emphasized community safety campaigns, with a particular focus on safe driving behavior for students and parents in school zones.

⁴⁵ Contra Costa Transportation Authority, 2016, [link](#)



- In Central and East Contra Costa County, this has been implemented by Streets Smarts Diablo via the Back to School Safety campaign.⁴⁶ The Back to School Safety campaign distributed flyers that emphasize student safety practices when walking and biking to and from school and parent safety practices when dropping off their kids. An example flyer is depicted in **Figure 17**.
- Contra Costa Health's Slow Roads Save Lives campaign in West Contra Costa County, similarly, emphasizes community safety while traveling.⁴⁷ Contra Costa County Health received California Office of Traffic Safety grants in 2024 and 2025 to promote their Slow Roads Saves Lives campaign and host community events that communicate the importance of sharing the road, slowing down, and staying alert to bicyclists and pedestrians while driving.⁴⁸
- Finally, Street Smarts San Ramon has promoted community safety efforts in the San Ramon Valley region through campaigns like the California Highway Patrol Start Smart Teen Driving Safety Program.⁴⁹ This program has previously been comprised of two-hour traffic safety classes designed for teen drivers and their parents to discuss the laws, obligations, responsibilities, and family expectations associated with safe driving. California Highway Patrol (CHP) delivered the Smart Teen Driving Safety Program, with funding from a State Farm Insurance grant.

Together, these programs emphasize community education to promote safe and attentive travel to, from, and around schools.

511 Contra Costa Incentive Programs

To decrease vehicle trips to schools, 511 Contra Costa/Street Smarts Diablo provides several youth, family, and seasonal incentive programs. These include Pass2Class, which provides free bus rides for two months on regional transit operators, and SchoolPool, a youth carpool program that helps organize sustainable carpools for the school year and includes prizes.⁵⁰

⁴⁶ "Community Resources," Street Smarts Diablo, n.d., [link](#)

⁴⁷ "Injury Prevention and Active Transportation," Contra Costa Health, n.d., [link](#)

⁴⁸ "Office of Traffic Safety Awards Grant to Contra Costa Health for Pedestrian and Safety Program," Contra Costa Health, 2025, [link](#)

⁴⁹ "CHPP Street Smart Teen Driver Education Classes," Street Smarts San Ramon, 2016, [link](#)

⁵⁰ "Countywide Bicycle and Pedestrian Advisory Committee Meeting March 24th, 2025," Contra Costa Transportation Authority, 2025, [link](#)



Figure 17: Street Smarts Diablo Back to School Safety Campaign Flyer

Source: Community Resources

Walk N Roll Program

Walk N Roll is a new program in central Contra Costa County launched by 511 Contra Costa County/Street Smarts Diablo that tallies active and green trips to school once per week and notifies families of their kids' safe arrival to school. All students receive scan tags for backpacks that program volunteers scan if kids arrive by active and green modes. The scan tag then tallies participation data, notifies families of their kids' safe arrival to school, shares information about the environmental benefits with students and families, and rewards students with a trip charm after four recorded days of active and green modes. Since the program began, bike ridership is up substantially, and schools have reported less traffic and fewer tardies on Walk N Roll days. For the 2025-26 school year, Street Smarts Diablo is providing a program coordinator toolkit, volunteer training and technical assistance, orientation assistance, a one-year school subscription to Active4me (app-based platform), scan tags and key rings for each student, collectable trip charms for student incentives, up to 10 safety vest for scanning volunteers, two



program banners, outreach materials for promotion and parent education, and a year-end report to eligible schools in the Mt Diablo, Martinez, and Walnut Creek School Districts.⁵¹ A flyer explaining the program is depicted in **Figure 18**.

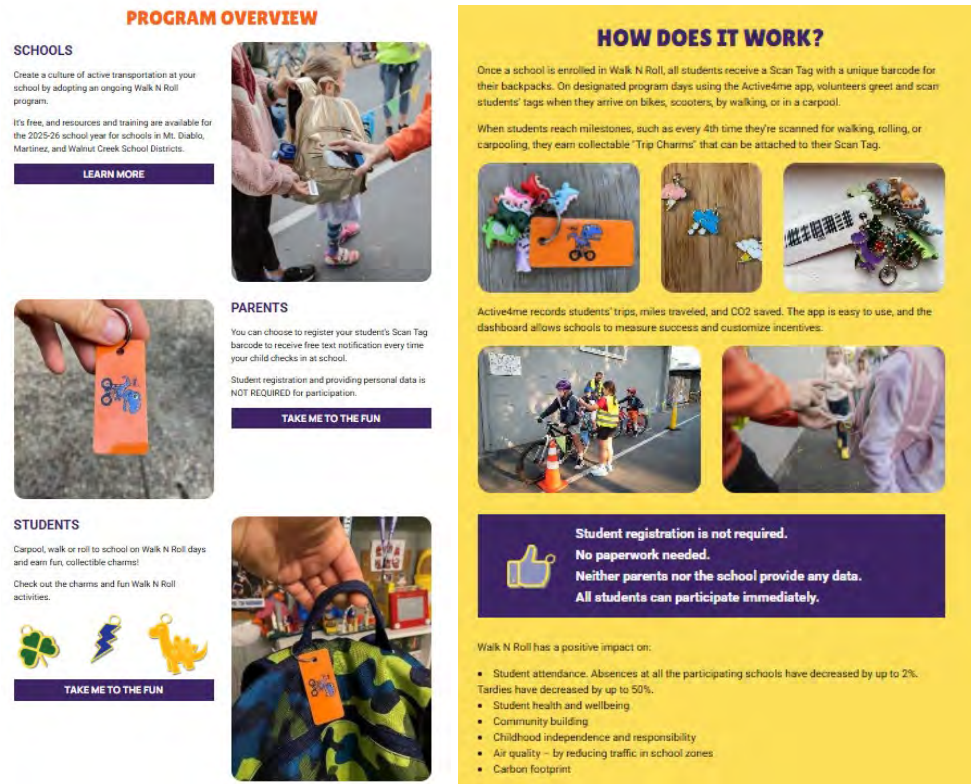


Figure 18: Walk N Roll Program Flyer

Source: Walk N Roll Program website

BAY AREA CASE STUDIES COMPARISON

Comparative School and Student Characteristics

Figure 19 depicts the school geography of peer program counties relative to Marin County. Alameda County is more urban than the other programs, with more than half of all public schools located in cities. The other three programs, including Marin County, have greater than 60 percent of schools located in suburban areas, compared to roughly 40 percent for Alameda County. Marin County has a larger share of schools located in rural areas than other programs; 13 percent of schools are located in rural areas, compared to a maximum of four percent in other programs (San Mateo County).

Based on National Household Travel Survey data,⁵² as discussed in the methodology section, it is likely that Alameda County, on average, has lower distances between home and school

⁵¹ "Walk N Roll Program website," Street Smarts Diablo, n.d., [link](#)

⁵² "NHTS Brief January 2008," U.S. Department of Transportation, 2008, [link](#)



relative to Marin County due to a larger share of schools located in city environments. It is also likely that, on average, distances to schools in San Mateo and Contra Costa counties may be similar to Marin County due to comparable school geographic breakdowns, though perhaps slightly shorter in San Mateo County due to a larger share of schools in areas designated as “city” and a lower share of schools in rural areas, relative to Marin County.

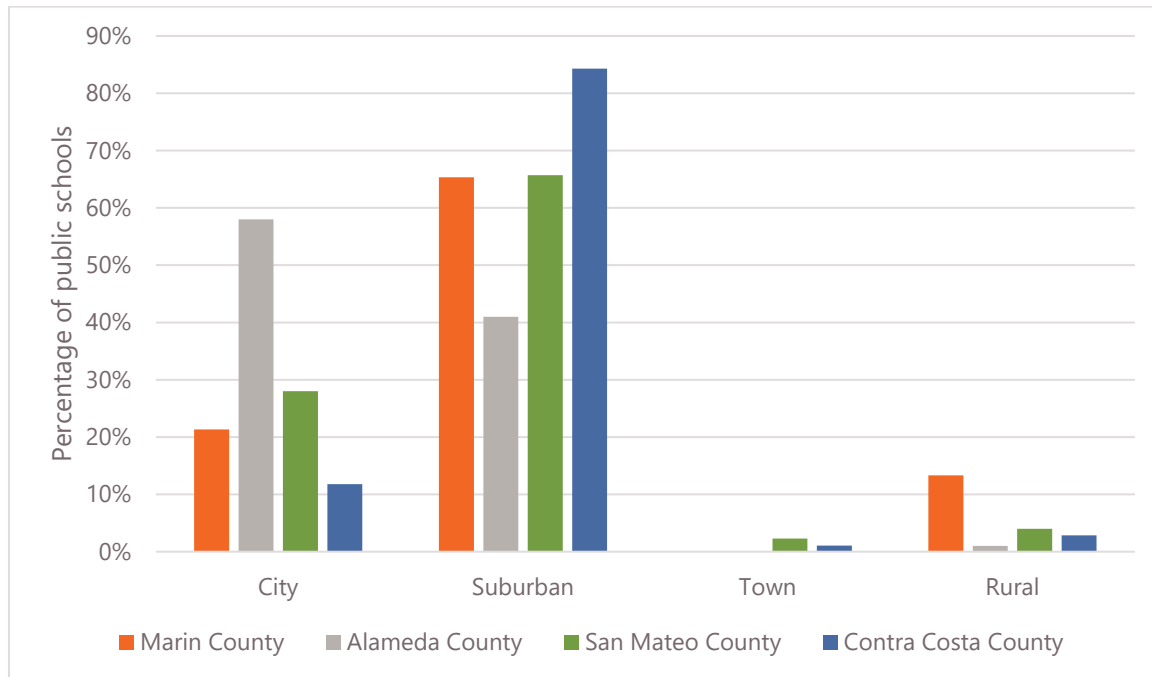


Figure 19: Comparative County Public School Geography

Source: Education Demographic and Geographic Estimates: School Geocodes⁵³

Figures 20 and 21 show public school student demographics in peer program counties relative to Marin County. Overall, Marin County’s public school student population has a higher proportion of white students and is less socioeconomically disadvantaged than peer programs. All districts had similar shares of students who are English learners or have a disability.

Three-quarters or greater of public school students in Alameda, San Mateo, and Contra Costa counties identify as people of color, and greater than 45 percent of students in Alameda and Contra Costa counties are classified as disadvantaged by the California Department of Education. Marin County, on the other hand, has a public school student population where 49 percent of students identify as white and 36 percent of students are classified as socioeconomically disadvantaged. Between 16 and 21 percent of students are English learners and 13 to 14 percent have a disability in all four counties.

⁵³ National Center for Education Statistics, 2024-2025, [link](#)

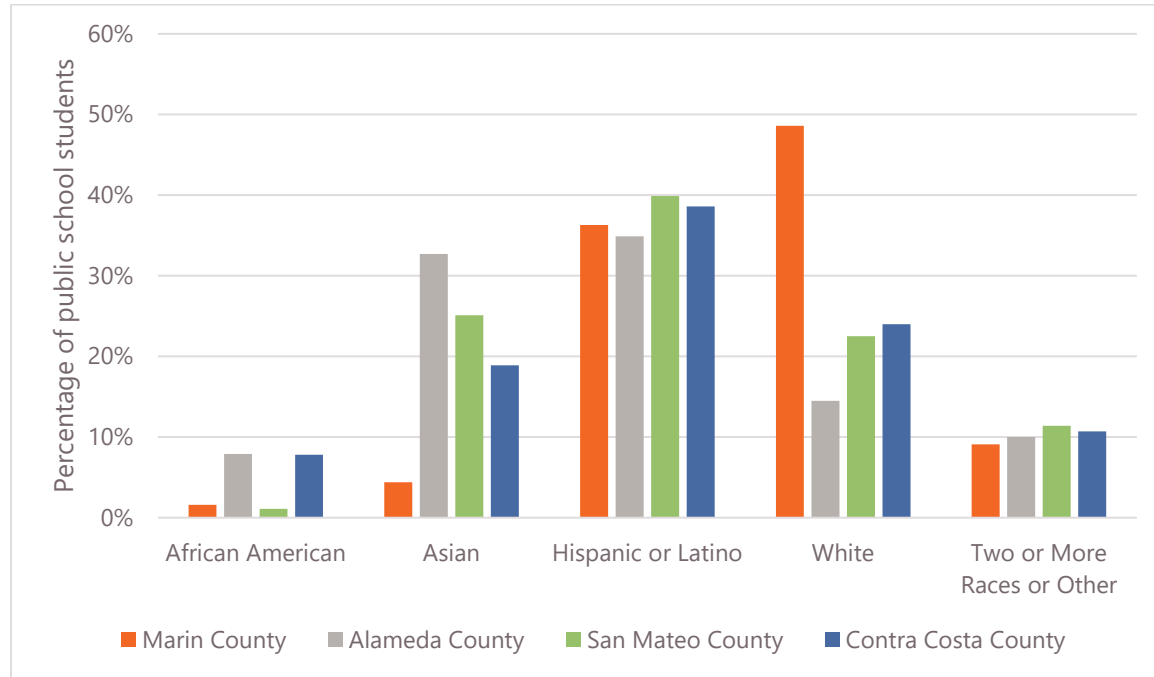


Figure 20: Comparative County Public School Student Race/Ethnicity

Source: Enrollment Report⁵⁴

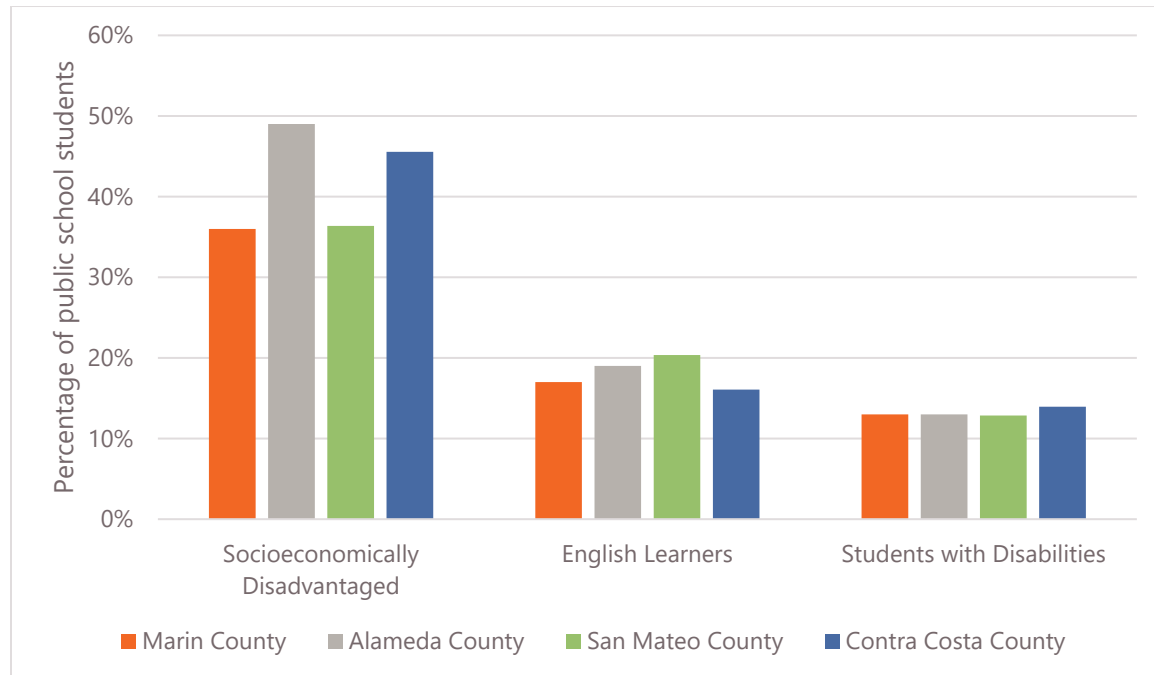


Figure 21: Comparative County Public School Student Characteristics

Source: Enrollment Report

⁵⁴ California Department of Education, 2024-2025, [link](#)



Comparative Active and Green Trip Rates

Among Marin County and the two other Bay Area programs that have provided consistent data on active trip rates over the past few years, Marin and Alameda counties have had the highest active rates. Prior to the COVID-19 Pandemic, Alameda County had a slightly higher active trip rate than Marin County. However, since the 2018-19 school year, Marin County's rates have increased, while Alameda County's rates have declined slightly. San Mateo County has consistently had lower active trip rates than the other two programs, as seen in **Figure 22**. Due to the historically decentralized nature of the Contra Costa County SR2S program, and only a recent move to implement a countywide program, recent statistics on green and active trip rates and school participation are unavailable.

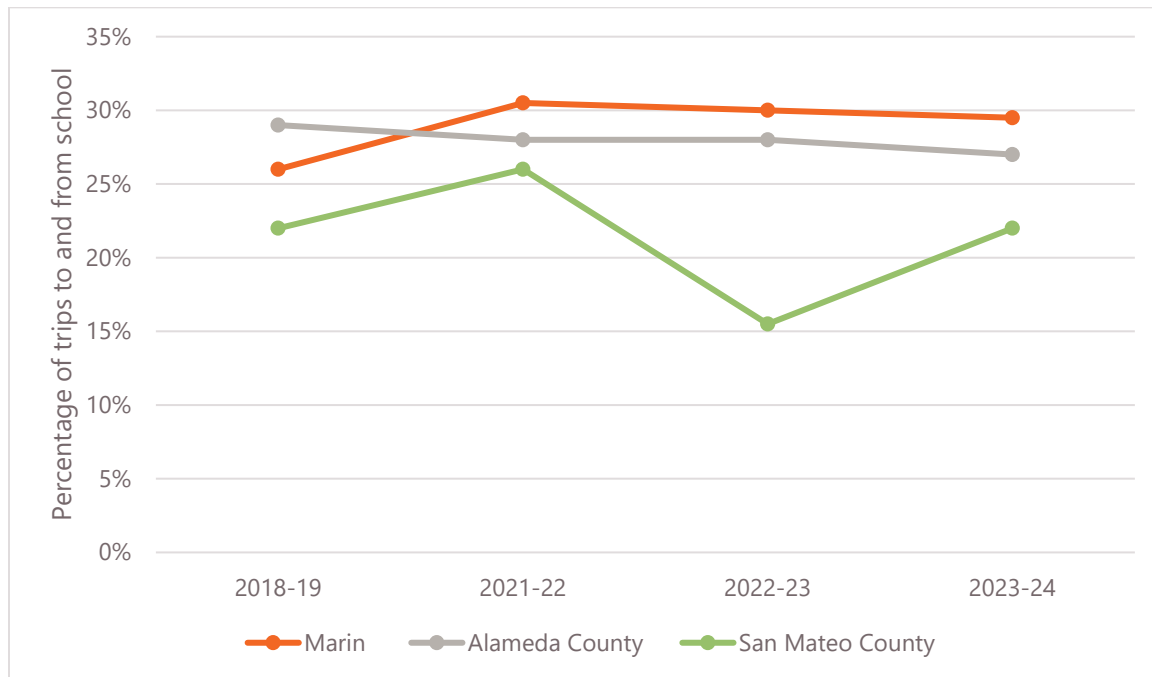


Figure 22: Active Trip Rates by SR2S Program

Source: Travel Tally Data Summary; ⁵⁵ Year-End Reports; ⁵⁶ SR2S Dashboard⁵⁷

Among Marin County and the two other Bay Area programs that have provided consistent data on green trip rates over the past few years, Marin County has had the highest rates every year, with slightly less than 50 percent mode share, as seen in **Figure 23**. Alameda County has consistently had the second-highest green trip rates, which were nearly as high as Marin County pre-pandemic in 2018-19, but have since declined slightly. San Mateo County green trip rates have varied the most among the three programs but have been consistently lower than those in

⁵⁵San Mateo County Office of Education, n.d., [link](#)

⁵⁶ Alameda County Transportation Commission, 2018-2024, [link](#)

⁵⁷ Transportation Authority of Marin, n.d., [link](#)



Marin and Alameda counties.

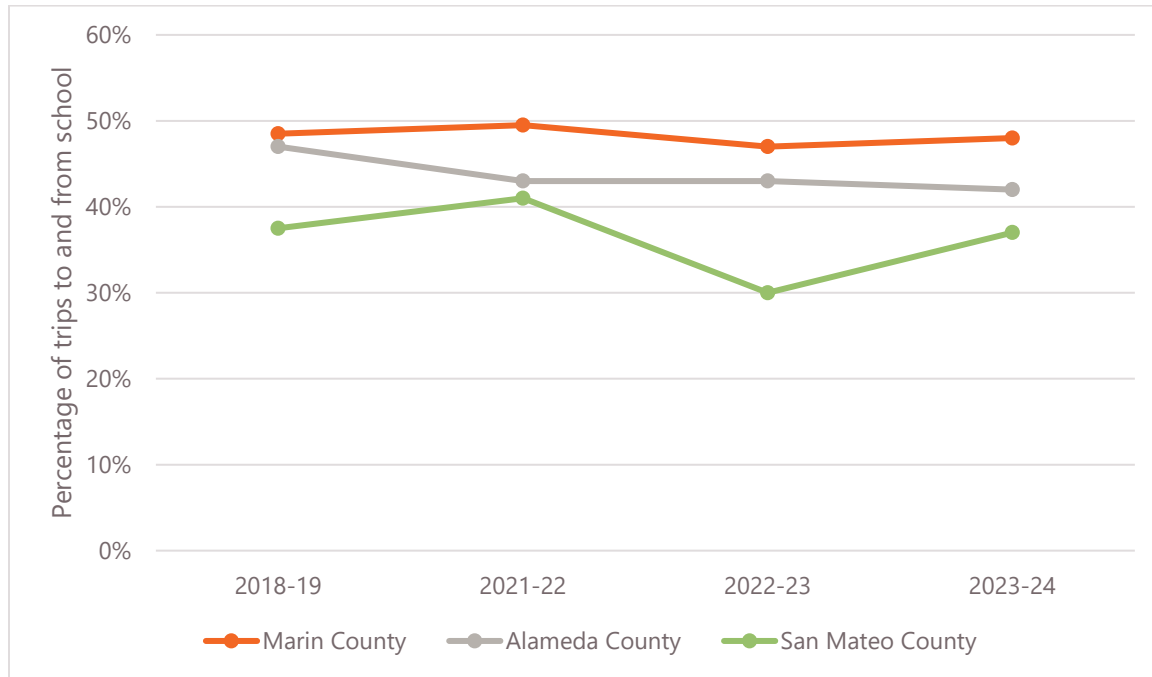


Figure 23: Green Trip Rates by SR2S Program

Source: Travel Tally Data Summary; Year-End Reports; SR2S Dashboard

Comparative School Participation Rates

Among Marin County and the two other Bay Area programs that have provided consistent data on school participation rates over the past few years, **Figure 24** shows how Marin County has consistently had the highest elementary school participation rate, followed by Alameda County. San Mateo County has had less consistent elementary school participation and has had lower overall participation than Marin and Alameda counties. No data was available for Contra Costa County. Data was unavailable for San Mateo County during the 2018-19 academic year; thus, participation data from 2017-18 were provided instead.

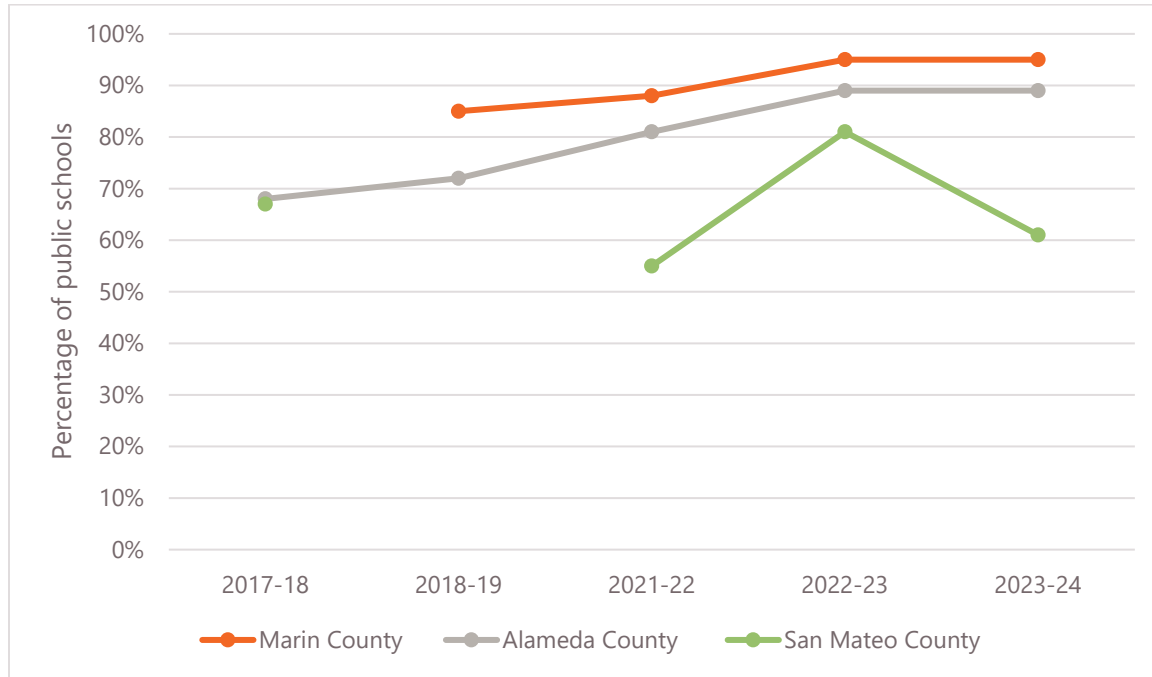


Figure 24: Elementary School Participation Rates by SR2S Program

Sources: SRTS Annual Report⁵⁸; Public Schools and District Data File⁵⁹; Year-End Reports⁶⁰; Program Evaluation⁶¹

San Mateo County participation rates were estimated by dividing the number of participating schools by the number of active, traditional public schools by each type in San Mateo County as of November 5th, 2025, according to the California Department of Education. Note that this does not account for prior school openings or closures. Marin County participation rates for 2022-23 and 2023-24 were extrapolated based on having the same total number of schools participating in 2024-25, minus the two private schools that exited the program in 2024-25.

Among Marin County and the two other Bay Area programs that have provided consistent data on school participation rates over the past few years, **Figure 25** shows how Marin County has consistently had the highest middle school participation rate at 100 percent participation, followed by Alameda County. San Mateo County has had less consistent middle school participation and has had lower overall participation than Alameda County most of the post-pandemic academic years, though it had similar participation in 2022-23.

⁵⁸ San Mateo County Office of Education. 2018-2024, [link](#)

⁵⁹ California Department of Education, 2025, [link](#)

⁶⁰ Alameda County Transportation Commission, 2018-2024, [link](#)

⁶¹ Transportation Authority of Marin, 2020-2025

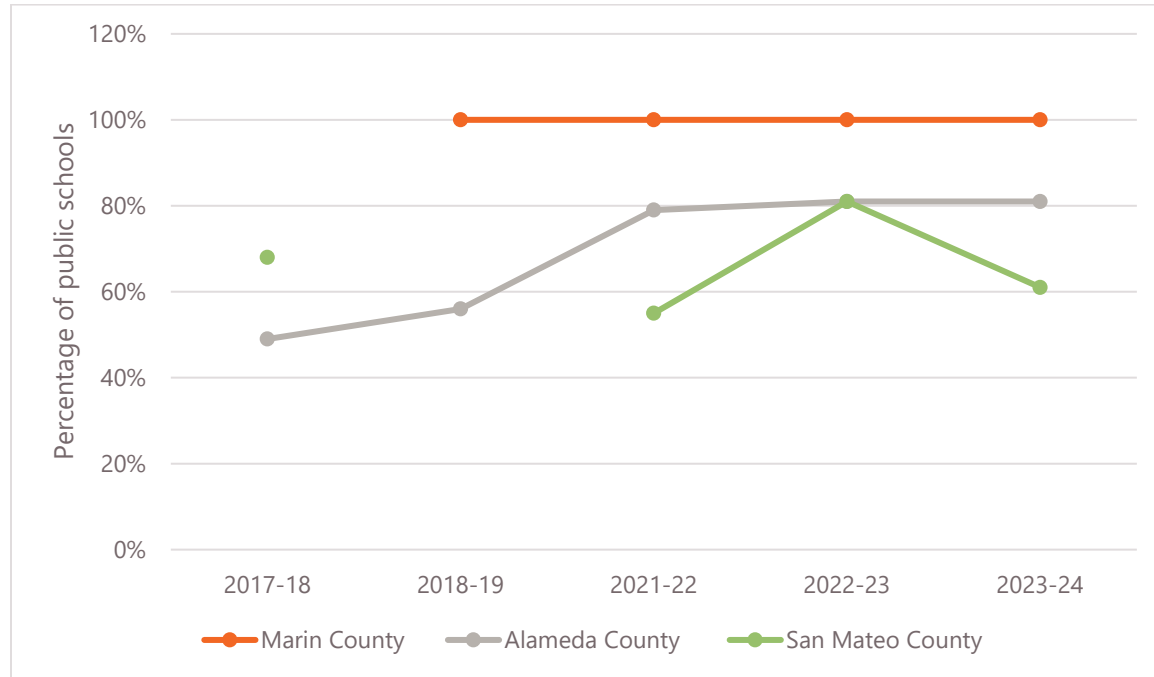


Figure 25: Middle School Participation Rates by SR2S Program

Sources: SRTS Annual Report: Public Schools and District Data File; Year-End Reports; Program Evaluation

San Mateo County participation rates were estimated by dividing the number of participating schools by the number of active, traditional public schools by each type in San Mateo County as of November 5th, 2025, according to the California Department of Education. Note that this does not account for prior school openings or closures. Marin County participation rates for 2022-23 and 2023-24 were extrapolated based on having the same total number of schools participating in 2024-25, minus the two private schools that exited the program in 2024-25.

Among Marin County and the two other Bay Area programs that have provided consistent data on school participation rates over the past few years, **Figure 26** shows how Marin County has consistently had the highest high school participation rate, with a significant post-pandemic increase beginning in 2022-23. Alameda County has had the second-highest high school participation rates, with a rise from 34 percent in 2017-18 to 60 percent in 2023-24. San Mateo County has had lower high school participation than Marin and Alameda counties, with participation levelling off at around 20 percent.

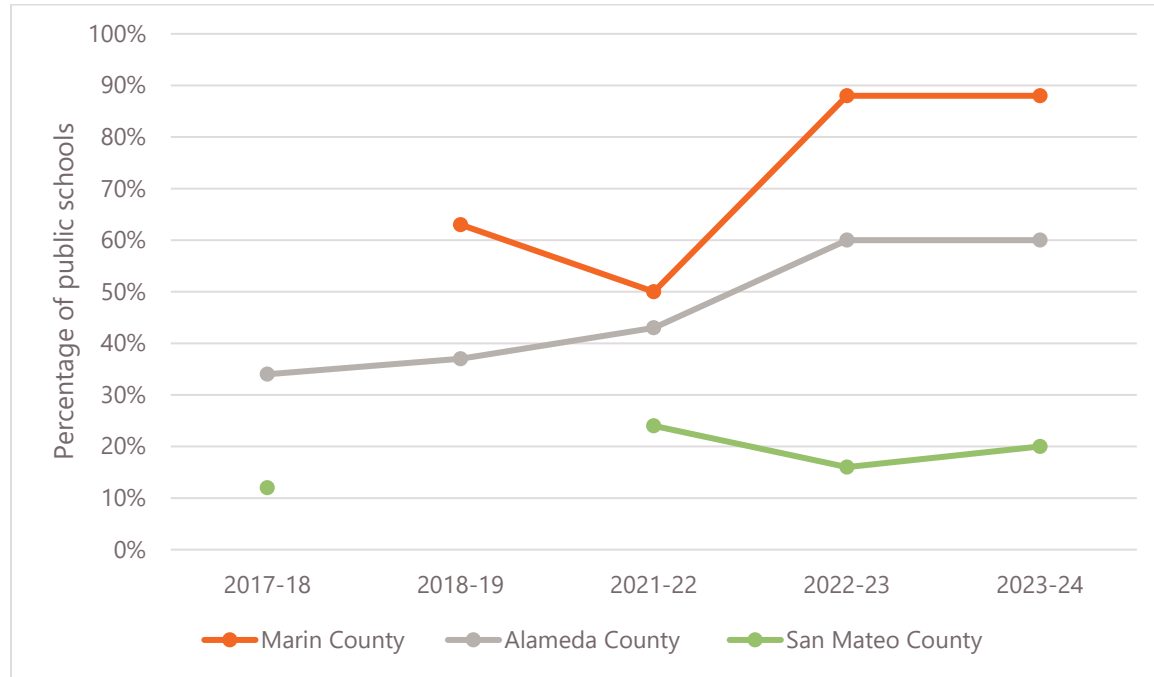


Figure 26: High School Participation Rates by SR2S Program

Sources: SRTS Annual Report; Public Schools and District Data File; Year-End Reports; Program Evaluation

San Mateo County participation rates were estimated by dividing the number of participating schools by the number of active, traditional public schools by each type in San Mateo County as of November 5th, 2025, according to the California Department of Education. Note that this does not account for prior school openings or closures. Marin County participation rates for 2022-23 and 2023-24 were extrapolated based on having the same total number of schools participating in 2024-25, minus the two private schools that exited the program in 2024-25.



Additional Safe Routes to School Case Studies

To provide insight into innovations occurring in Safe Routes to Schools programs beyond the Bay Area, case studies were developed for two other robust programs on the West Coast: Seattle and Portland. In selecting peer examples, consideration was given to programs serving student populations and community contexts that are somewhat comparable to Marin County, while acknowledging key differences in scale, density, and typical distance to school.

Seattle provides an example of a larger, more urbanized environment, where higher population density and neighborhood-based school assignment patterns can support shorter travel distances and higher rates of walking and biking. Through a comprehensive set of community resources, including step-by-step guides, supply packages, mapping data, and a process for requesting financial resources and infrastructure changes, the Seattle Department of Transportation (SDOT) empowers school communities to “own” their local SRTS program and tailor it to the local context.

Portland provides an example of another long-tenured SRTS program that operates in a mix of urban and suburban environments and interfaces with multiple school districts. The Portland Bureau of Transportation (PBOT) program is a model of interagency coordination, collaborating with Oregon’s state-level SRTS program led by the Oregon Department of Transportation (ODOT) and partners like BIKETOWN Portland, Oregon Metro, and Portland’s five primary school districts.⁶²

While no peer program directly mirrors Marin County’s specific conditions, these examples collectively reflect a range of built environments and student travel patterns that are relevant to TAM. This section includes an overview of each program, a summary of innovative program elements, and a brief overview of program data and methodology, including green and active trip rates and program success highlights.

SEATTLE SAFE ROUTES TO SCHOOL PROGRAM

Overview

SDOT’s Safe Routes to School program was institutionalized with dedicated funding in 2006 with the passage of Seattle’s Bridging the Gap levy. However, Seattle has a history of informal SRTS efforts that go back to at least 1967.⁶³ Seattle’s program emphasizes racial equity and includes additional program E’s, including Environment and Empowerment, to center the environmental benefits of the program and the role of school champions in implementation.

⁶² “About Safe Routes to School,” Portland Bureau of Transportation, n.d., [link](#)

⁶³ “SRTS Action Plan (2015-2020),” Seattle Department of Transportation, 2015, [link](#)



Program Elements

- **Standardized Student Travel Tallies**
Teachers conduct in-class tallies using a consistent script and format aligned with national tools. Students report how they traveled to school on the day of data collection, ensuring comparability across schools.
- **Annual, District-Wide Data Collection**
Data is collected on a regular annual cycle across participating schools, supporting year-over-year comparisons and trend analysis.
- **Integration with Program Evaluation**
Results are compiled into annual reports and used to evaluate program effectiveness, identify trends in travel behavior, and inform planning and investment decisions.
- **Environment Program “E”**
SDOT includes Environment as one of the program E’s, emphasizing the goal of reducing the environmental impact of school travel.
- **Walking and Biking Packages**
Pre-prepared packages are available to support local school efforts, including walk/bike/roll prizes, crossing flags, and walking school bus and bike train supplies.
- **Vision Zero Yard Sign**
SDOT makes yard signs and other community awareness materials from its Vision Zero program accessible to SRTS efforts, rather than implementing a SRTS-specific communication campaign.
- **School Street Program**
A public process is available to request that streets adjacent to schools be closed to through traffic, with 16 temporary and five permanent school streets implemented across the city.
- **Guide for Starting Safe Routes Program**
The community guide for starting a SRTS program includes step-by-step instructions for walking school buses, bike trains, and park and walk campaigns.
- **SRTS Mini Grant Program**
Rolling grant program that provides up to \$1,500 for schools and PTAs to support SRTS efforts like intersection murals, school traffic circulation changes, books, and outdoor clothing.
- **GIS Walking and Biking Maps**
SDOT provides interactive route maps to schools that include data on infrastructure conditions, school attendance areas, and community features and resources for all Seattle Public Schools.
- **Website that Centers Available Resources**
Main website centers resources for starting a local SRTS program, including activity



guides, forms to request funding and materials, and a program overview. **Figure 27** highlights the website homepage.

- **Safe Routes to School Racial Equity Analysis**

In 2019, SDOT completed a racial equity analysis to identify and address race-based disparities that communities of color face in accessing active transportation to and from schools.

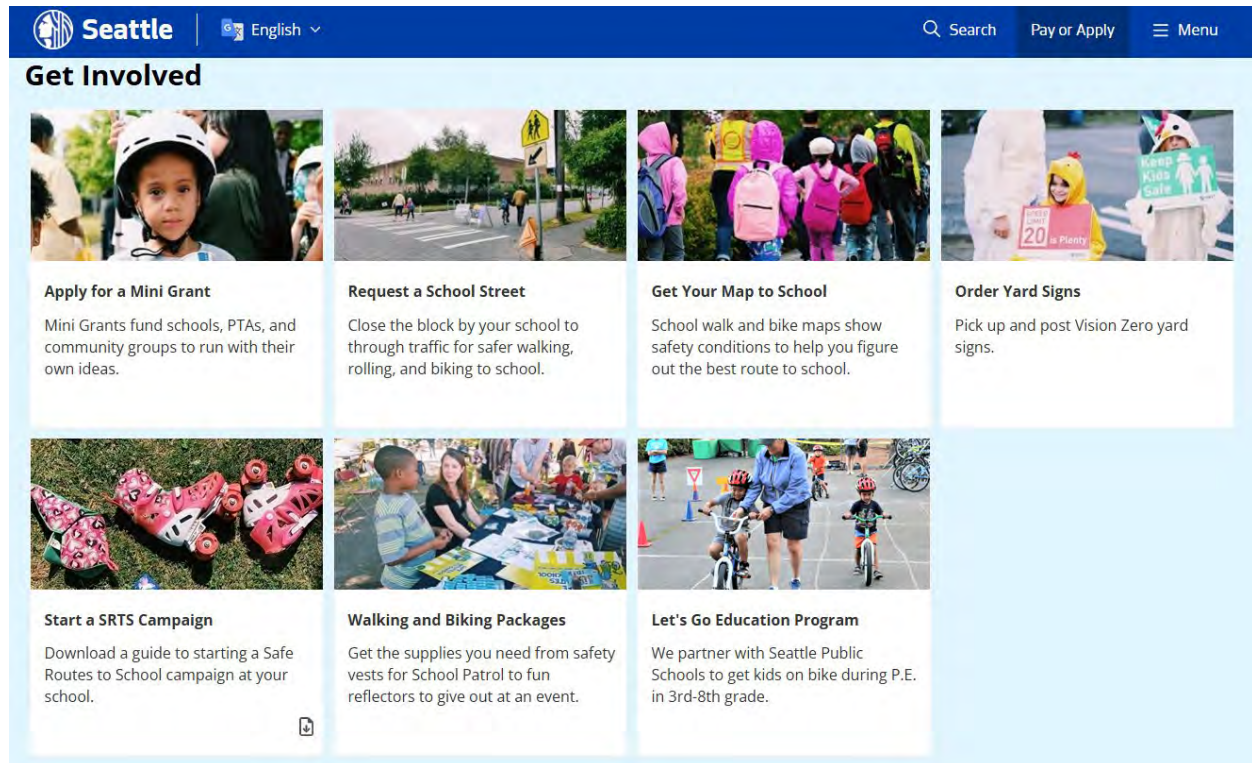


Figure 27: SDOT Safe Routes to School website home page

Data and Methodology

The Seattle Department of Transportation (SDOT), in partnership with Seattle Public Schools, conducts a standardized, district-wide student travel tally to understand how students travel to and from school. Data is collected annually across elementary and K–8 schools using a consistent methodology based on tools developed by the National Center for Safe Routes to School. This approach enables SDOT to track mode share trends over time and evaluate program performance at both the school and citywide level.

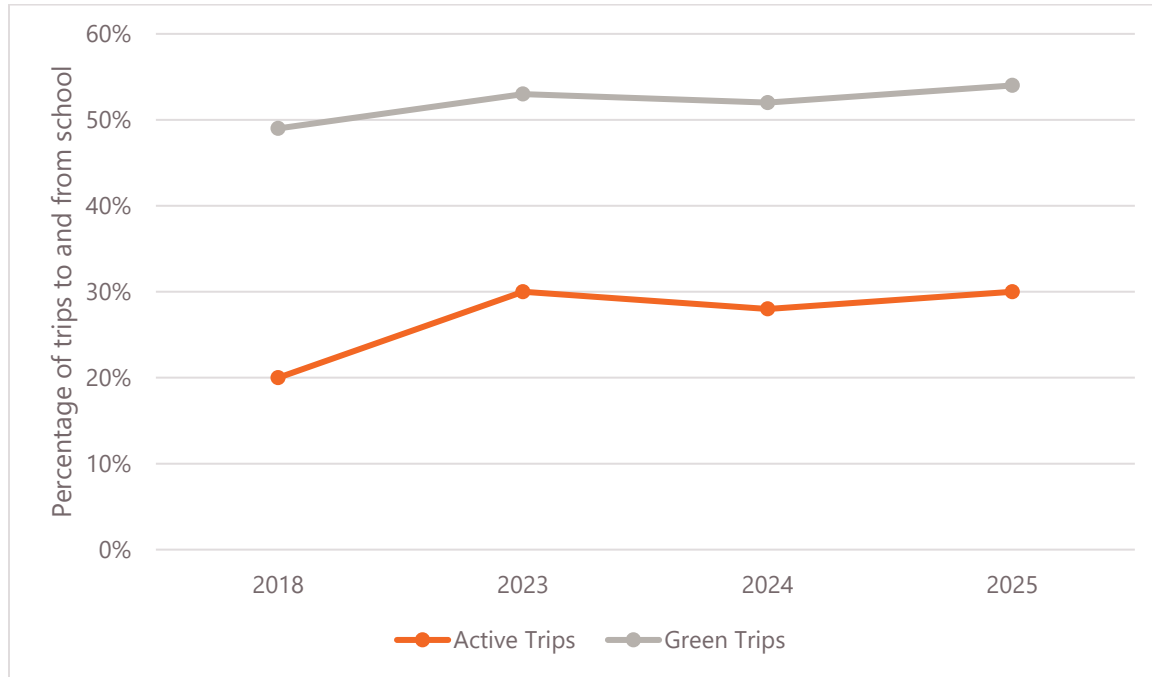


Figure 28: Seattle SRTS Active and Green Trip Rates

Source: Student Travel⁶⁴

As shown in **Figure 28**, Post-pandemic, active trip rates have stabilized around 30 percent, and green trip rates have stabilized above 50 percent in Seattle.

Program Success

SDOT's strategy of robust program resource development facilitates organic expansion of the SRTS by empowering volunteer champions in school communities. The SRTS program focuses on high-level goals, equity efforts, and piloting innovative improvements, such as school streets, while providing resources for schools to lead in local implementation. Seattle's data approach demonstrates the value of combining standardized national tools with centralized, digital data management. This structure supports the development of reliable, comparable datasets over time and allows the program to move beyond one-time data collection toward ongoing performance tracking and evaluation.

⁶⁴ Seattle Department of Transportation, n.d., [link](#)



PORTLAND SAFE ROUTES TO SCHOOL PROGRAM

Overview

The Portland Bureau of Transportation (PBOT) Safe Routes to School program began in 2001 as part of a state-level effort to implement SRTS in Oregon.⁶⁵ The program aims to eliminate serious crashes to and from schools, educate all children about safety when walking, rolling, and taking transit, and inform the community about congestion relief and climate change mitigation efforts.

Program Elements

- Standardized Student Travel Tallies**
 Schools conduct in-class tallies using nationally recognized tools, ensuring consistency in how travel mode data is collected across districts.
- Parent Surveys to Supplement Data**
 Parent surveys are used to capture information on barriers to walking and biking, household travel patterns, and factors influencing mode choice, providing important context to student-reported data.
- Safe Routes to School Infrastructure Plan**
 PBOT's Safe Routes to School Infrastructure Plan serves as a long-term funding strategy for physical improvements, with a priority list of 1,300 planned safety projects.
- Monthly Email Sign Up**
 The main webpage for Portland's SRTS programs includes an easy-to-access form to sign up for monthly informational emails for community members.
- State-Supported Tools and Guidance**
 The Oregon Department of Transportation (ODOT) provides templates, guidance, and technical assistance to help schools and local agencies implement data collection in a consistent and effective manner.
- Youth Ambassador Program**
 BIKETOWN, Portland's Bikeshare system, has a youth leadership program where students build skills while supporting active transportation and sustainability efforts in school communities.
- Youth-Oriented and Youth-Led High School Program**
 High school curriculum emphasizes youth ownership of the program, implemented in part by student interns hired by PBOT.
- Bike-Bus Wayfinding Pilot**
 PBOT is implementing permanent and temporary wayfinding signage at nine elementary

⁶⁵ "About Safe Routes to School," Portland Bureau of Transportation, n.d.



schools to increase the visibility of established bike-bus routes.

Data and Methodology

Unlike Seattle, PBOT does not conduct standard, annual travel tallies at public schools. Instead, data collection focuses on school participation, the number of annual SRTS events held, and local, project-specific efforts at schools. As a result, active and green trip rates are unavailable for the Portland program.

Program Success

Portland's SRTS program achieves further reach through deep collaborations with school partners and other organizations working in the sustainable mobility space, including all five of Portland's main school districts, ODOT, BIKETOWN, and Oregon Metro. These partnerships support program innovation, such as expanding the youth-led model in high schools through BIKETOWN's Youth Ambassador Program and statewide SRTS resources developed by ODOT, as well as spreading program awareness.

PROGRAM COMPARISON

The review of peer programs in the Pacific Northwest reveals strong similarities with the TAM SR2S program. Many of these programs are even innovative iterations of programs that originated in Marin County.

Both the Seattle and Portland programs are guided by a six-to-seven E's framework, like TAM and most of the Bay Area peer programs. However, the Seattle program includes Empowerment and Environment, instead of Enforcement, and Portland deemphasizes the E's relative to unique strategic goals. Beyond a common program framework, the Seattle and Portland programs experiment in how they provide community resources, collaborate with partner organizations, and implement changes to the built environment.

The review of peer programs also highlights that TAM's current approach to student travel data collection is generally consistent with national Safe Routes to School practices, particularly in its use of student travel tallies to establish baseline mode share. However, comparison with programs such as Seattle and Oregon indicates several key differences in data consistency, structure, and application.

Program Innovations

Many of the innovations occurring in SRTS programs in the Pacific Northwest parallel efforts that TAM is making. Intending to improve program equity, SDOT created a Safe Routes to School Racial Justice Equity Analysis in 2019. Starting in 2023, TAM launched its own equity-focused effort, the Youth Leading Active Communities (YLAC) program, to support schools with greater socioeconomic challenges. Likewise, PBOT's Safe Routes to School Infrastructure Plan, which serves as a long-term funding and prioritization strategy for infrastructure projects, serves a similar purpose as TAM's under-development Marin County School Access Safety Action.



SDOT's packaging of resources for program champions and volunteers, including step-by-step guides for walking school buses, bike trains, and park and walks, walking and biking packages, mini-grant program, and GIS walking and biking maps, all accessible on the front page of the program website, offers opportunities for program optimization. PBOT's partnership with BIKETOWN for a Youth Ambassador Program and with schools for a high-school student intern program demonstrates the potential for greater youth leadership across organizations. Finally, both Seattle and Portland have piloted low-cost infrastructure adaptations to make the built environment more conducive to walking and biking; SDOT has a robust school streets program that closes off streets near schools to through traffic, and PBOT is piloting permanent wayfinding infrastructure for bike buses.

Data Collection

Peer programs in the Pacific Northwest exhibit similar levels of standardization and data-collection frequency to TAM. Data approaches are structured, including consistent annual collection cycles and, in some cases, data collection over multiple consecutive days. These practices improve data reliability and allow for more meaningful comparisons over time and are comparable to TAM's twice-annual tally at participating schools.

Peer programs also demonstrate a stronger emphasis on integrating multiple data sources. While student tallies serve as the foundation, additional tools such as parent surveys, which TAM also conducts every three years, are used to better understand the factors influencing travel behavior, including safety perceptions, distance, and household travel patterns. This layered approach provides a more comprehensive understanding of student travel behavior beyond a single-day snapshot.

Finally, peer programs tend to place greater emphasis on linking data collection to program evaluation and decision-making. Data is routinely used to track trends, assess program effectiveness, and inform infrastructure investments and funding strategies. For example, based on data collected as part of SDOT's Safe Routes to School Racial Equity Analysis, Seattle implemented tangible program changes to prioritize resource access in communities of color, including making ready-to-use walking and biking packages available to schools to reduce the barriers associated with applying for mini grants.⁶⁶

⁶⁶ "Seattle models strategies for equitably advancing safe walking and biking for youth," Pedestrian and Bicycle Information Center, 2023, [link](#)



Stakeholder Interviews

To understand the strengths and weaknesses of the existing TAM SR2S program, the project team conducted stakeholder interviews with individuals involved with or knowledgeable about the program. Through this process, the project team identified and contacted a total of 26 individuals, 23 of whom ultimately shared feedback, 22 via verbal interviews and one via email.

STAKEHOLDER SELECTION

The project team, in collaboration with staff at TAM and the SR2S contractors, identified a wide array of organizations and individuals across Marin County who play critical roles in realizing SR2S. The goal of this selection process was to target representation across different levels of the SR2S effort, including program leadership and decision-making, implementation and coordination, school-level delivery, and community participation. Additionally, the project team wanted to target representation across different geographies, including several school districts that represent rural, suburban, town, and city areas of Marin County.

To achieve this goal, the project team developed nine stakeholder groups, ranging from TAM board members to parents and caregivers, to connect with several representatives with different perspectives of the SR2S program. These categories are listed below in **Figure 29**:

Stakeholder Groups

Stakeholder Group	Role in SR2S Program	Reason for Inclusion
SR2S Contractors	Program implementation, coordination of education and encouragement programs	Provide insight into day-to-day program delivery and operational challenges
Bilingual Family Liaisons	Community outreach and engagement, particularly with non-English-speaking families	Promote representation of diverse communities and equity considerations
TAM Citizens' Oversight Committee	Program oversight and funding accountability	Represent decision-making and program governance perspective



Stakeholder Groups (Continued)

Stakeholder Group	Role in SR2S Program	Reason for Inclusion
Marin County Employees (Health and Human Services and Office of Education)	Program coordination, policy alignment, and interagency support	Provide county-level perspective on implementation and coordination
Law Enforcement	Traffic safety enforcement and support for SR2S activities	Offer perspective on safety challenges and enforcement needs near schools
Parent and Caregiver Volunteers	On-the-ground program support (e.g., walking school buses, events)	Represent direct user experience and community participation
Public Works Directors and City Officials	Infrastructure planning, design, and implementation	Provide insight into capital improvements and feasibility considerations
School Officials and Teachers	School-level coordination and student engagement	Reflect how programs are implemented and received within schools
TAM Board of Commissioners	Strategic leadership and policy direction	Represent high-level decision-making and program priorities

Figure 29: Stakeholder Groups

In addition to interviewing several stakeholder groups by their role in SR2S implementation, the project team worked to include individuals in each category who represent different communities. These communities included Marin County, the cities of Novato, Mill Valley, and Larkspur, the Town of San Anselmo, and school districts including San Rafael City Schools, Novato Unified School District, Kentfield School District, and Ross Valley School District.



Stakeholders were selected to reflect a cross-section of organizations and roles involved in planning, implementing, and experiencing the program, providing both system-level insight and on-the-ground perspectives.

INTERVIEW PROCESS

Interviews were conducted virtually via Microsoft Teams, either one-on-one or with panels comprised of participants working in similar roles or representing the same organization. The project team completed a total of 17 interviews with 22 participants. Additionally, one participant who was unavailable for the virtual interview provided written responses via email. All interviews occurred during the period between January and March 2026.

Interviews were semi-structured with questions designed to elicit feedback on the TAM SR2S program's primary strengths and weaknesses, existing collaboration efforts, and ideas for program improvements. Questions were tailored to each participant's role and level of involvement in the program to help capture responses that reflect both system-level perspectives and on-the-ground experience. The project team also invited open-ended thoughts about the SR2S program and active and shared transportation in Marin County communities generally. The interviews were intended to illuminate what is currently working to support green trip rates, and what might be done to improve these efforts further.

Since the interviewees represent only a sample of the people involved in implementing SR2S on a day-to-day basis, they may not fully represent the views of all communities and participants. Also note that feedback reflects stakeholder perceptions and knowledge of the SR2S programs and may not always accurately reflect the current program offerings.

SUMMARY OF STAKEHOLDER FEEDBACK

Interview participants broadly expressed that they thought that the TAM SR2S program is effectively increasing green trip rates, performs favorably compared to peer counties, and has strong name recognition. Participants further praised the program's active community engagement, noting that regularly scheduled task force meetings have strong attendance and participation.

Through the interview process, participants also identified several program challenges. Stakeholder concerns centered around funding constraints for infrastructure improvements, equity considerations in prioritization of infrastructure improvements, limited collaboration with law enforcement, the need for additional crossing guards, low high school participation, the need to evaluate the cost-effectiveness of program elements, establishing clearer goals, and improving data collection and performance tracking methodologies. Stakeholder feedback and recommendations for strengthening the SR2S program are summarized below using the six E's framework.



Education

Overall, stakeholders expressed strong support for the SR2S education program, noting that it is well-established, widely implemented across schools, and effective at engaging students. Programs such as bike and pedestrian safety education, bike rodeos, and in-class instruction were consistently identified as valuable and, in many cases, “turnkey” for schools to implement. Stakeholders also emphasized that hands-on, experiential learning is particularly effective, with students responding more positively to interactive activities than classroom-based instruction.

At the same time, stakeholders identified opportunities to strengthen education efforts by expanding content to address emerging safety concerns, improving consistency across schools, and tailoring education to specific audiences more efficiently, including parents and high school students. In particular, a need to address e-bike safety and driver behavior was seen, as well as to improve education around pick-up and drop-off conditions near schools.

Stakeholder Feedback

Opportunities	Challenges
Expand parent education to address important safety topics, including e-bike use and driver awareness around schools	Limited parent awareness and education around safe pick-up/drop-off behavior
Increase the use of experiential and hands-on learning approaches to sustain student engagement	Classroom-based instruction alone is less effective at driving long-term behavior change
Expand education efforts to older students, particularly at the high school level	Participation drops off significantly in upper grade levels
Increase availability of bilingual instruction and culturally responsive materials	Limited capacity to consistently deliver bilingual programming across all schools
Strengthen coordination with school districts to promote consistent program implementation. Develop policies with School districts for high school education.	Inconsistent prioritization of education programming across schools
Build on existing programs to reinforce behavior change over time (e.g., repeated exposure, ongoing messaging)	Behavior change requires ongoing reinforcement and is difficult to sustain with one-time interventions

Figure 30: Education - Stakeholder Feedback



Engineering

Stakeholders generally viewed the engineering component of the SR2S program as strong and impactful, particularly in its ability to deliver tangible infrastructure improvements and support long-term planning efforts such as corridor studies and Safe Pathways projects. Collaboration with local jurisdictions was also seen as a key strength, with many noting that partnerships with public works departments have helped advance projects and secure funding.

At the same time, stakeholders identified several structural and physical constraints that limit the effectiveness of engineering interventions. These include major roadway barriers, limited right-of-way, and challenging topography, as well as concerns about how projects are prioritized. There was also a strong sentiment that infrastructure alone is not always sufficient to shift behavior, particularly without complementary support such as engagement and crossing guards.

Stakeholder Feedback

Opportunities	Challenges
Focus infrastructure investments on key barriers (e.g., major road crossings such as Tiburon Blvd)	Large roadways and high-speed corridors significantly limit walking and biking potential
Expand the use of quick-build and near-term improvements to accelerate project delivery	Infrastructure projects can take years to implement, often outlasting students' time at a school
Improve transparency and consistency in project prioritization processes	Perception that project selection can be influenced by advocacy ("squeaky wheel") rather than need
Strengthen coordination with cities to align SR2S priorities with local capital planning	Limited right-of-way, funding constraints, and competing priorities restrict what cities can implement
Integrate engineering improvements with other program elements (e.g., engagement, education)	Infrastructure alone is often insufficient to address safety concerns or shift behavior
Expand school-specific planning efforts to better reflect local conditions and needs	Varying school contexts (topography, distance, lack of sidewalks) limit the feasibility of standard solutions

Figure 31: Engineering - Stakeholder Feedback



Evaluation

Stakeholders generally recognized that the SR2S program has established a foundation for tracking student travel behavior, including regular student travel tallies and the use of data to support planning and funding decisions. Existing data, such as mode share estimates and mapping tools, was viewed as valuable for communicating program impact and supporting infrastructure improvements.

However, there was also concern that current evaluation methods do not fully support accurate, consistent, or actionable performance tracking. In particular, some stakeholders questioned the reliability of existing data collection approaches and emphasized the need for clearer program goals, stronger alignment between program activities and outcomes, and more consistent use of data to inform decision-making and investment priorities.

Stakeholder Feedback

Opportunities	Challenges
Establish clear, measurable program goals tied to increasing green trips	Program goals are not always clearly defined or consistently communicated
Improve data collection methods to increase accuracy and reliability	The current hand-raising method for students to report how they get to school is seen as imprecise and inconsistent
Expand use of technology (e.g., counters, digital tools) to supplement data collection	Limited use of alternative data sources to validate or enhance existing data
Develop school-specific targets to reflect varying conditions and potential	Green trip potential varies significantly by school, but goals are not differentiated
Strengthen use of data to evaluate program effectiveness and inform investments	Limited emphasis on measuring return on investment across program elements
Build more consistent, longitudinal datasets to track trends over time	Existing data collection is not always sufficient to support long-term performance tracking

Figure 32: Evaluation - Stakeholder Feedback



Encouragement

Stakeholders consistently identified encouragement programs as a core strength of the SR2S program, noting that events and campaigns are effective at generating excitement, building community, and increasing awareness of walking and biking as viable travel options. Programs such as Walk and Roll events, contests, and school-based activities were widely viewed as successful in driving short-term increases in green trips and fostering a positive culture around active transportation.

At the same time, stakeholders emphasized that sustaining participation beyond periodic events remains a challenge. Encouragement efforts are often dependent on volunteers and individual school capacity, and participation tends to decline outside of organized events or at higher grade levels. Stakeholders identified opportunities to build on existing success by increasing consistency, expanding incentive-based approaches, and strengthening engagement strategies for older students.

Stakeholders also noted that successful encouragement efforts depend not only on events and campaigns, but also on the strength of the coordination and communication structures that support program delivery. Task forces and related partner meetings were viewed as valuable forums for sharing information, building relationships, and advancing school- and community-level efforts. At the same time, stakeholders identified opportunities to improve coordination across groups, increase consistency in participation, strengthen follow-up between meetings, and better connect countywide efforts with school-specific needs.

Stakeholder Feedback

Opportunities	Challenges
Expand frequency and consistency of encouragement activities (e.g., Walk and Roll events)	Participation often drops off outside of organized events or contests
Increase use of incentive-based approaches to reinforce behavior change	Sustaining behavior change over time is difficult without ongoing reinforcement
Develop targeted strategies for middle and high school students (e.g., carpooling incentives)	Participation declines significantly at the high school level due to students obtaining driver's licenses, complex after-school schedules, and other factors
Build on successful programs (e.g., park-and-walk, contests) to expand reach	Program success is often dependent on volunteer availability and school-level capacity



Stakeholder Feedback (Continued)

Opportunities	Challenges
Explore innovative approaches (e.g., competitions, tracking tools) to increase engagement	Carpooling and alternative modes can be difficult to promote due to behavioral and logistical barriers
Strengthen year-round engagement to normalize green trips as daily behavior	Encouragement efforts are often episodic rather than continuous
Strengthen coordination between SR2S task forces and municipal committees and citizen advisory groups	Overlap and duplication between groups can reduce efficiency
Increase frequency and consistency of engagement to support follow-up and implementation	Limited opportunities for ongoing engagement between formal meetings
Expand use of in-person and hybrid formats to support participation and relationship-building	Virtual formats can limit participation and depth of engagement
Improve alignment between county-level efforts and school-specific needs	Engagement can feel too high-level and not sufficiently tailored to individual schools
Strengthen collaboration with cities and schools on local planning efforts	Limited coordination with city-led initiatives and sustainability efforts
Develop targeted engagement strategies for underrepresented groups (e.g., high school communities)	Participation is uneven across communities and grade levels

Figure 33: Encouragement - Stakeholder Feedback

Engagement

Stakeholders emphasized that engagement and safety play a critical supporting role in the success of the SR2S program, particularly in addressing driver behavior and improving perceptions of safety near schools. Crossing guards were consistently identified as one of the most effective and visible safety measures to engagement and safety, with a direct impact on parent comfort and willingness to allow students to walk or bike to school.



At the same time, stakeholders noted that engagement efforts are often limited by resource constraints and are not consistently integrated across communities. There is a strong need for greater collaboration with law enforcement and more sustained efforts to influence driver behavior, particularly around speeding and unsafe driving near schools.

Stakeholder Feedback

Opportunities	Challenges
Strengthen collaboration with law enforcement to support safe travel behavior	Limited law enforcement capacity and inconsistent presence near schools
Expand crossing guard programs to improve perceived and actual safety, even where infrastructure improvements have been made	Funding constraints limit the ability to expand or sustain crossing guard coverage
Increase visibility of enforcement efforts to reinforce safe driving behavior	Driver behavior (e.g., speeding, unsafe driving) remains a persistent concern
Integrate engagement more closely with education and engineering strategies	Engagement efforts are not always coordinated with other program elements
Explore targeted enforcement at high-risk locations and times (e.g., pick-up/drop-off)	Safety concerns persist even where infrastructure improvements have been made
Support community-wide awareness of traffic safety expectations near schools	Changing adult driving behavior is difficult and requires sustained effort

Figure 34: Engagement - Stakeholder Feedback

Equity

Stakeholders noted that equity is an important and ongoing focus of the SR2S program, with several highlighting efforts to provide translation, community outreach, and support for Title I schools. These efforts were viewed as meaningful steps toward improving access and participation across diverse communities.

At the same time, stakeholders identified several areas where equity considerations could be strengthened. Key themes included uneven access to resources across communities, challenges in reaching non-English-speaking families, and differences in transportation options, particularly for students who live farther from school. There were also concerns about how infrastructure improvements are prioritized and whether current approaches fully reflect equity goals.



The California Transportation Plan 2050 (CTP) emphasizes that while SR2S has successfully increased green trips, access to programming is not uniform across all schools. By illustrating participation gaps, the plan highlights the need to prioritize equitable expansion for schools that currently lack programming or have lower participation rates.

Stakeholder Feedback

Opportunities	Challenges
Expand translation and culturally responsive outreach to better reach diverse communities	Limited reach of SR2S messaging in non-English-speaking communities
Strengthen partnerships with bilingual family liaisons to improve engagement	Need for more consistent support and resources for community-based outreach
Improve equity considerations in infrastructure prioritization processes	Perception that more affluent communities receive a greater share of improvements
Increase support for schools and communities with fewer resources (e.g., targeted resources and program assistance)	Participation and program capacity vary across communities
Explore solutions for students who live farther from school (e.g., bus access)	Cost and availability of school bus services limit options for some families
Provide targeted support for underserved areas (e.g., West Marin)	Geographic and resource constraints create additional barriers to participation

Figure 35: Equity - Stakeholder Feedback



SR2S Program Recommendations

Stakeholder input and peer program review indicate that the TAM Safe Routes to School (SR2S) program is a well-established and highly regarded program that has successfully built strong partnerships, delivered impactful education and encouragement efforts, and supported meaningful infrastructure improvements across Marin County. Stakeholders consistently highlighted the program's strong foundation, including its high level of recognition, effective coordination across agencies, and ability to engage schools and communities. At the same time, feedback identified opportunities to strengthen the program by improving data and evaluation practices, enhancing consistency and coordination across schools and jurisdictions, expanding engagement and encouragement strategies, particularly for older students, and advancing equity in program delivery and investment.

Building on these findings, this section of the report outlines a series of detailed recommendations developed by the project team to address stakeholder concerns, increase green trip rates, and improve overall safety while considering feasibility within the context of TAM's current program structure and available resources.

RECOMMENDATION DEVELOPMENT

Recommendations for the SR2S program were developed through a structured, multi-step process that integrated stakeholder interviews, peer program review, and an assessment of TAM's existing program structure and performance. Stakeholder interviews, including caregivers, school staff, public officials, and engagement partners, among others, provided insight into on-the-ground experiences, perceived barriers, and opportunities for improvement. In parallel, a review of peer SR2S programs at the regional and national level identified proven strategies and best practices. These inputs were synthesized to identify recurring themes, key gaps, and areas of opportunity, which formed the foundation for the recommendation framework.

Recommendations were developed with a clear understanding of TAM's role as a coordinating agency and were grounded in practical implementation considerations. Strategies were evaluated based on anticipated cost, implementation timeline, and level of effort, with the assumption that recommendations should be achievable within existing or reasonably anticipated resources. The process also distinguished between near-term actions that could be advanced through programmatic or administrative changes and longer-term strategies requiring additional coordination, policy development, or funding.

Key Themes

To maintain relevance to TAM's current context, recommendations were further refined through key program-specific lenses. These lenses reflect areas of particular importance to TAM's current program context and helped shape where recommendations were emphasized, how they were framed, and what level of action was considered appropriate. These included the following:



- **High School Travel Behavior and Safety**

High school active and green trips have historically been lower than those in elementary and middle schools, in part because of after-school activities creating complex trip patterns and because many students earn their driver's licenses in high school. Rather than focusing solely on increasing active and green trip rates among high schoolers, the project team instead concentrated its recommendations around encouraging safe travel behavior, particularly for new drivers and those using e-bikes.

- **YLAC Evaluation and Expansion**

The YLAC program in Marin County is still relatively new; thus, it is premature to determine overall program effectiveness. However, due to positive initial program findings, the project team focused its recommendations on solidifying and expanding the program to reach more schools.

- **Funding**

The project team used a resource and funding lens to shape recommendations to support strategic use of limited program capacity and position TAM to take advantage of future local, state, and federal funding opportunities.

Organization

After an initial set of strategies was developed by synthesizing common themes from stakeholder input and peer practices, the project team reviewed each strategy to align it with TAM's goals and to eliminate redundancies. These refined strategies were then organized into the six E's framework by sorting them into categories, with each E representing a category. An additional funding category was added to the recommendations to discuss financing the SR2S program.

Within each category, strategies were organized by topic areas that focus on key issues identified throughout the engagement process, including the key themes previously discussed. Priority levels of high, medium, or low were assigned based on the compiled research on program element effectiveness, as well as stakeholder feedback and alignment with TAM priorities. Strategies were also evaluated for their potential to improve the performance metrics identified in the CTP:

- Coordination of school transportation among school districts, MCOE, Marin Transit, and TAM
- Percent of students making green trips
- Percent of school transportation funding going to schools in areas meeting federal childhood poverty thresholds

Collectively, these categorized strategies represent the project team's SR2S program recommendations.



The final organization of the recommendations is as follows:

- Overall topic areas are listed in alphabetical order under each of the categories.
- Recommendations within the same topic area are organized from high to low priority
- Recommendations with the same priority level are organized by anticipated timeline
- Recommendations with the same timeline are organized by cost.

To distinguish quick programmatic or administrative changes from medium and longer-term strategies with greater complexity, each recommendation was assigned a timeframe. Short-term recommendations were envisioned to represent changes that could be implemented within two years. Medium-term changes would occur over the next two to five years, and long-term changes would take more than five years to reach implementation.

Costs for each recommendation are included as part of the timeline category. The project team estimated costs for each recommendation based on existing SR2S program expenses and peer programs, where applicable. Recommendation costs were then categorized using the following cost approximations:

- Low \$: Under \$10,000
- Medium (\$\$): \$10,000 to \$50,000
- High (\$\$\$): Over \$50,000

The final recommendations were organized, prioritized, and tailored to support implementation across all six E's: education, encouragement, engineering, engagement, evaluation, and equity.

The CTP identifies SR2S as a key strategy for increasing walking, biking, and other "green" school trips, highlighting its demonstrated impact on shifting travel behavior. Positioned as a priority within broader transportation demand management and safety efforts, these recommendations provide a clear, actionable roadmap for strengthening and expanding the program in alignment with countywide goals.

RECOMMENDATIONS

Education

Education recommendations aim to further improve reach to families and caregivers, improve safe travel behavior among older students, and strengthen community understanding of emergent safety issues. Education activities are already a key strength of the TAM SR2S program, with a comprehensive set of grade-appropriate classroom presentations and experiential classes offered to students from second grade through high school. Community confidence in Education programming is high, with stakeholders expressing that it is well-established, widely implemented across schools, and effective at engaging students. Education recommendations aim to build on the program's success by modernizing the curriculum, expanding efforts to educate families about opportunities in the SR2S program, and renewing focus on high school safety. Education recommendations are provided in **Figure 37**.



Education Recommendations

Number	Topic	Recommendation	Priority	Timeline
ED - 1	Classroom Offerings	Refresh the e-bike safety information in the 6th grade Drive Your Bike (Part II) classes to incorporate peer-to-peer strategies to influence riding behavior and compliance with laws. This would enhance the current programming around bicycle safety and prepare students for subsequent grades. Portland's youth ambassador program and bike-focused initiatives could inform the development of targeted e-bike safety education programs.	High	Medium Term (\$)
ED - 2	Classroom Offerings	Continue to offer presentation of Share the Road classes in all high schools. This program would be adjusted to refresh graphics to increase engagement and focus on evolving safety concerns, particularly e-bikes. Evaluate opportunities to expand to high schools not currently receiving this program, estimated to be about 50%.	Low	Short Term (\$\$)

Figure 37: Education Recommendations

Engineering

Engineering recommendations emphasize the importance of continuing effective programs. Through the Safe Pathways program, collaborations with public works departments, and community mapping efforts, SR2S has a long history of successfully implementing physical safety improvements around schools. The in-development Safety Action Plan will expand on this work by planning out future priorities and improving TAM's ability to apply for external funding. Engineering recommendations focus on continuing these efforts at the school level to achieve countywide safety improvements. Engineering recommendations are provided in **Figure 38**.



Engineering Recommendations

Number	Topic	Recommendation	Priority	Timeline
ENG - 1	Mode Shift	Continue to develop corridor plans for each school based on the recently adopted prioritization process within each task force. Plans should incorporate recommendations from the Marin County School Access Safety Action Plan to support integration in the overall process.	High	Long Term (\$\$)

Figure 36: Engineering Recommendations

Evaluation

TAM can test new data collection and goal-setting strategies that optimize program performance and return on investment, continuing its role as a model for SR2S programs nationally. The TAM SR2S program has extensive data on school mode share, participation, and event history, as well as comprehensive mapping tools, all of which help to communicate program impact and support planning and funding decisions. However, adoption of newer data collection methodologies has lagged since the program's inception in the early 2000s, even as technology has transformed. Evaluation recommendations focus on piloting new tools to improve the accuracy and consistency of data and applying more robust data to measurable goals at individual schools. Evaluation recommendations are provided in **Figure 39**.

Evaluation Recommendations

Number	Topic	Recommendation	Priority	Timeline
EV - 1	Cutting-Edge Pilot Programs	"Drill down" into a small number of focus schools each year to pilot and evaluate targeted SR2S strategies, provide customized goals, and conduct a mini evaluation. Pilot strategies may include observing one/more YLAC schools looking for an opportunity to shift to a self-sufficient or alternative data collection method to assess program effectiveness.	High	Medium Term (\$\$)



Evaluation Recommendations (Continued)

Number	Topic	Recommendation	Priority	Timeline
EV - 2	Data Collection & Performance	Continue coordination with Spare the Air and other county stakeholders to share data and best practices.	High	Short Term (\$)
EV - 3	Data Collection & Performance	Develop more precise benchmarks and targets that reflect the specific circumstances at each school. For example, calculate a theoretical maximum active trip rate based on percent of students living within walking or bicycling distance for each school accounting for barriers such as major roadways and geography. Include this statistic on each school's overlay maps and dashboard, and report at the county level.	High	Medium Term (\$)
EV - 4	Data Collection & Performance	Test alternative in-school data collection approaches, such as barcode applications, where appropriate. This could be implemented in coordination with pilot implementations.	Medium	Short Term (\$)
EV - 5	Data Collection & Performance	Continue periodic SR2S evaluations and maintain the dashboard, while exploring opportunities to refine data collection and reporting methods where feasible. This may include exploring options for web-based platforms to collect and aggregate online survey data across schools.	Medium	Short Term (\$\$)
EV - 6	High Schools	Further differentiate high schools in reporting and program development to better reflect their unique travel patterns, challenges, and opportunities. Report separate statistics for 9 th -10 th grade and 11 th -12 th grade as well as the high school category as a whole.	High	Medium Term (\$)

Figure 39: Evaluation Recommendations



Encouragement

Encouragement recommendations aim to expand on successful programs that already support mode shift in schools, increase volunteer capacity and utilization, improve task force effectiveness, and innovate in school infrastructure management. Encouragement programs are a core strength of the SR2S program, with stakeholders praising their role in generating excitement, building community, and increasing awareness of walking and biking as attractive travel options. Recommendations for encouragement focus on the expansion of successful programs like Park and Walk and Walk and Roll Wednesdays, leveraging student leadership and educational resources to catalyze the expansion of encouragement events by volunteer champions, expanding program reach through enhanced task forces, and exploring ways to improve the use of street space at schools to support SR2S efforts. Encouragement recommendations are provided in **Figure 40**.

Encouragement Recommendations

Number	Topic	Recommendation	Priority	Timeline
ENC - 1	Cutting-Edge Pilot Programs	Update the high school toolkit for student clubs with input from teen stakeholders. The toolkit should provide information about SR2S, such as general safety tips and suggested club activities. Develop a guidebook for school administrators on policies that prioritize active/shared travel over accommodating parking on campus.	Medium	Medium Term (\$\$)
ENC - 2	Cutting-Edge Pilot Programs	Consider temporary School Streets or other special events such as fire truck escorts on national bike to school day to create a safer, more welcoming arrival and dismissal environment.	Medium	Medium Term (\$\$)
ENC - 3	Cutting-Edge Pilot Programs	Conduct a review every reporting period to understand what schools aren't participating and why. Consider whether targeted outreach to non-participating schools could be beneficial, prioritizing schools where increased participation could have the greatest impact.	Low	Short Term (\$\$)



Encouragement Recommendations (Continued)

Number	Topic	Recommendation	Priority	Timeline
ENC - 4	Cutting-Edge Pilot Programs	Adapt the "Golden Sneaker" program among schools; a nationally recognized Safe Routes to School encouragement strategy recommended by the Safe Routes Partnership. Participating classrooms record daily travel modes and compete to achieve the highest rates of active or shared transportation. Structuring the program as a friendly competition both within and across schools can help build excitement and shift travel behavior. Recognition may include trophies, plaques, or public acknowledgment to elevate visibility and celebrate success.	Low	Medium Term (\$)
ENC - 5	Mode Shift	Continue to expand Park and Walk programs to introduce families to walking to school and work with school districts on policies to prioritizing active modes as an alternative to using the drop-off zones for students.	High	Long Term (\$\$)
ENC - 6	Mode Shift	Increase the impact of Walk and Roll Wednesdays by encouraging participating families to form regular walking buses. Establish campaign encouraging a second regular weekday for active modes.	Medium	Medium Term (\$\$)



Encouragement Recommendations (Continued)

Number	Topic	Recommendation	Priority	Timeline
ENC - 7	Outreach & Transparency	Establish an opt-in calendar subscription for caregivers to supplement the website and provide updates on events and opportunities. Promote signups for the existing countywide newsletter. An example may be Portland's SR2S program, which includes an easily accessible monthly email sign-up, demonstrating a scalable model for maintaining consistent communication.	High	Medium Term (\$\$)
ENC - 8	Outreach & Transparency	Refresh and expand social media strategy for outreach activities, including use of additional platforms and promotion of events such as task force meetings.	Medium	Short Term (\$\$)
ENC - 9	Outreach & Transparency	Update the SR2S website to include web maps for each school. This public-facing tool would supplement the current printable maps with a digital resource parents can use. The web map application could also include a regularly updated summary of issues and planned projects. A comparable example is Seattle SDOT, which provides GIS-based walking and biking maps through an interactive web platform, offering a strong precedent for improving accessibility and usability beyond static PDFs.	Medium	Short Term (\$\$)
ENC - 10	Outreach & Transparency	Track more closely and promote the inclusion of SR2S family welcome materials in back-to-school information packets. This could be implemented in concert with ENG-1 by requesting that principals "register" their school and confirm actions undertaken at each school.	Low	Short Term (\$)



Encouragement Recommendations (Continued)

Number	Topic	Recommendation	Priority	Timeline
ENC - 11	Task Force Operation	Provide/recommend more structure to task force agendas, including a brief review of previous action items and a running table of issues or action items that carry forward from one meeting to the next. Completed items stay on the list for one additional school year. Explore opportunities to increase transparency and communication with school districts regarding SR2S processes.	High	Short Term (\$)
ENC - 12	Task Force Operation	Continue to host annual countywide SR2S "Kick-Off" that invites all task force members and the general public to increase program awareness and facilitate greater engagement and exchange of best practices. Consider adding a dedicated principal meeting to garner uniform support for the program. Additionally, consider adding a dedicated parent meeting for Spanish-speaking volunteers and stakeholders.	High	Medium Term (\$\$)
ENC - 13	Task Force Participation	At the end of the school year, confirm whether task force members will be continuing into the next year , and update contact information.	High	Short Term (\$)
ENC - 14	Task Force Participation	Consider how to work with local public works partners to increase participation to at least two staff involved with the SR2S task force, where capacity exists. This duplication will help at least one staff member attend each task force meeting and reduce program knowledge-loss from any staff departures.	Medium	Short Term (\$)



Encouragement Recommendations (Continued)

Number	Topic	Recommendation	Priority	Timeline
ENC - 15	Task Force Participation	Review task force membership annually and identify gaps (e.g., lack of public works officials, law enforcement, family liaisons) and confirm/update contact lists at the end of each school year.	Medium	Short Term (\$)
ENC - 16	Task Force Participation	Consider conducting additional outreach to school district superintendents to facilitate/prioritize school participation. Emphasis on the need for school principals to "own" SR2S programs and work to identify one staff member (and/or support with warm introductions) of each school who can support the Safe Routes team in identifying the 'Safe Routes Champion'.	Medium	Medium Term (\$)
ENC - 17	Volunteer Resources	Support Walking School Buses and Bike Trains by making it easier to share resources, examples, and volunteer connections through existing meetings, the SR2S website, and other countywide communication channels. Developing and distributing step-by-step guides for common routes from local parks or transit stops could help families and volunteers feel more confident participating.	High	Short Term (\$\$)



Encouragement Recommendations (Continued)

Number	Topic	Recommendation	Priority	Timeline
ENC - 18	Volunteer Resources	Revamp the parent volunteer handbook to include: a. Sample text to request a meeting with the school principal b. Reminder to recruit and train a successor in your last year at the school c. Step-by-step guides for walking and biking to school or parks including the need to address safe crossings, timing, meeting points, and supervision strategies. d. Additional recommendations for organization, activities, incentives, etc.	Medium	Short Term (\$)
ENC - 19	Volunteer Resources	Continue to work with parent volunteers each year to determine a succession plan. Volunteers would be responsible for recruiting their replacement as their child advances in school. Update the "job description" that describes the time commitment and include it on the refreshed SR2S website.	Medium	Short Term (\$)

Figure 40: Encouragement Recommendations

Engagement & Safety

The TAM-sponsored SR2S program has recently evolved the Enforcement category to Engagement and Safety to place greater emphasis on listening to and connecting with the entire community. This will provide an opportunity to formalize both new and existing collaborations with communities across Marin County, while continuing to maintain partnerships with local law enforcement. Engagement is already a notable strength of the SR2S program, particularly in TAM's ability to bring together schools, cities, and community members through task forces and related coordination efforts. By further aligning the program's E's with national best practices and peer programs, TAM will continue to strengthen the role of community partnerships in overall program success.



Law enforcement stakeholders participated in the interview process and shared key insights into existing practices and new and developing challenges. Engagement efforts, particularly as related to safe driving behavior around schools and emerging transportation trends like e-bikes, remain an important part of the overall SR2S program. Engagement and Safety recommendations are provided in **Figure 41**.

Engagement and Safety Recommendations

Number	Topic	Recommendation	Priority	Timeline
ENGS - 1	Coordination	Increase coordination among TAM, the school districts, and the Marin County Office of Education.	High	Short Term (\$)
ENGS - 2	Coordination	Continue partnering with law enforcement agencies to support SR2S programs, including education and overall traffic safety near schools.	High	Short Term (\$)
ENGS - 3	Program Funding & Resources	Evaluate opportunities to shift Street Smarts away from printing and installing banners towards the following: a. Retain cost effective bus back ads b. Make Street Smarts graphics available to local agencies in case they want to fund locally. c. Coordinate with Vision Zero messaging where appropriate d. Social media and digital promotion	High	Medium Term (cost savings)

Figure 41: Engagement and Safety Recommendations



Equity

Equity recommendations aim to improve access to bikes in low-income communities, fill gaps in schools where caretaker volunteer capacity is low and expand on the success of existing equity-focused efforts, such as the YLAC program. Equity-focused activities are an important part of the SR2S program, with stakeholders expressing strong support for translation provided, outreach to diverse communities, and support for Title I schools. Recommendations for equity focus on improving volunteer capacity at lower-resource schools, incremental improvements to the YLAC program through strategic resource reallocation, and bike access evaluation at schools. Equity recommendations are provided in **Figure 42**.

Equity Recommendations

Number	Topic	Recommendation	Priority	Timeline
EQ - 1	Access	Continue to work with community partners to evaluate bike access in low-income schools and encourage bike donation and/or distribution programs, building on past pilot efforts and partnerships (see, for example, Portland's youth-focused bikeshare and ambassador programs).	Medium	Medium Term (\$-\$\$\$)
EQ - 2	Volunteer Resources	Continue to engage middle and high school students seeking volunteer hours to support SR2S activities at nearby schools.	High	Medium Term (\$)
EQ - 3	Volunteer Resources	Consider partnering with local seniors or senior centers to support SR2S volunteer needs.	High	Medium Term (\$)
EQ - 4	Volunteer Resources	Continue developing teen clubs and student leadership programs to help with SR2S events and encouragement activities, particularly at schools with limited parent volunteer capacity.	Medium	Medium Term (\$)



Equity Recommendations (Continued)

Number	Topic	Recommendation	Priority	Timeline
EQ – 5	YLAC	Continue to monitor and refine the YLAC program to support equity and increased active transportation (metrics are trending positively) with an aim towards stabilization, where support will no longer be needed. Consider annual in-depth reports and incorporation of the YLAC category on the SR2S dashboard.	High	Long Term (\$\$\$)
EQ - 6	YLAC	Monitor and refine the YLAC program to ensure it effectively supports higher need schools. Incorporate the YLAC category in the online dashboard. Evaluate roles, responsibilities, and the impact of YLAC versus existing encouragement programs delivered by MCBC.	High	Long Term (\$\$\$)

Figure 42: Equity Recommendations

Funding

Funding recommendations aim to maximize the use of existing funding by strategically reallocating funds from low-performing programs to areas of higher need, as well as identifying new funding sources in a targeted manner. Funding remains a major constraint of the TAM SR2S program, with all funding from Measure AA programmed and little opportunity to raise additional resources. The funding recommendations investigate the potential to reallocate some Street Smarts funding and develop local sources of funding for small items. Funding recommendations are provided in **Figure 43**.



Funding Recommendations

Number	Topic	Recommendation	Priority	Timeline
F - 1	Mode Shift	Implement a Bike Bus Wayfinding Program modeled after Portland's initiative to support group biking to school. By installing low-cost improvements, providing clear, student-friendly route signage and pavement markings along commonly used corridors could strengthen existing Bike Bus efforts. This approach can improve route visibility and increase student confidence and participation in biking to school.	High	Medium-Term (\$)
F - 2	Program Funding & Resources	Continue to identify and pursue outside grant opportunities for SR2S program improvements, as needed. Clarify the guidelines for schools, non-profit organizations, and subcontractors to conduct independent fundraising.	High	Medium Term (\$)
F - 3	Program Funding & Resources	Coordinate with non-profits and schools to support targeted SR2S education and encouragement activities (e.g., equipment or small-scale funding)	High	Long Term (\$\$)
F - 4	Program Funding & Resources	Establish a Safe Routes to School (SRTS) Mini-Grant Program to provide flexible, low-cost funding directly to the community. A rolling grant structure with awards of up to \$1,500 could allow recipients to quickly implement small-scale projects that support active transportation. Examples include intersection murals, school traffic circulation improvements, educational materials, and outdoor gear.	Medium	Medium Term (\$)

Figure 43: Funding Recommendations



SUMMARY: REVIEW AND RECOMMENDATIONS

Overall, the TAM Safe Routes to School program is a mature, well-established, and highly respected program with a strong foundation of partnerships, visibility, and successful implementation across Marin County. Stakeholder feedback consistently pointed to the program's strong name recognition, effective education and encouragement activities, meaningful collaboration with schools and local jurisdictions, and ability to support both near-term and long-term safety improvements. Peer research and national best practice review further reinforced that Having pioneered many practices now considered national best practice, TAM's program structure already aligns with many of the core elements associated with successful Safe Routes to School programs, including a multi-agency approach, use of the six E's framework, an emphasis on safety and equity, and a data-informed planning foundation. In this respect, the findings did not suggest a need for major program redirection, but rather highlighted that TAM is operating from a position of strength and has an opportunity to build strategically on that foundation.

Based on the program's overall success, through the stakeholder interview process and peer research, the project team identified several program enhancements to improve consistency, expand reach, and better position TAM for long-term success. Current challenges facing the program include funding constraints, volunteer capacity, uneven participation across schools and grade levels, limitations in current data collection methods, and the need for clearer performance tracking and goal setting. High school participation emerged as a particularly important issue, with many stakeholders noting that traditional Safe Routes to School strategies are often less effective for older students unless they are specifically tailored to high school travel behavior, school culture, and safety concerns. Continued prioritization of equity also remained a central theme, with strong support for existing efforts such as bilingual staffing, tailored programs for Title One schools and YLAC, paired with recognition that lower-resource schools and communities may require more targeted support, expanded outreach, and different implementation approaches to achieve a more even distribution of the program's benefits.

Peer case studies helped place these findings in a broader context. Bay Area comparisons showed that Marin County performs favorably relative to peer counties, particularly in participation and green trip outcomes. Case studies from Seattle and Portland highlighted program innovations (several of which have been previously developed or piloted in Marin) that may be useful to TAM, including more centralized data collection, stronger volunteer resources, youth leadership development, school-specific mapping tools, and expanded public-facing resources. These examples helped identify practices that could be refined and/or reconsidered to support TAM's goals and address needs identified through the engagement process.

Taken together, the recommendations are intended to strengthen TAM's program in targeted and practical ways while remaining grounded in current institutional and funding realities. Across the recommendations, several common themes emerged: strengthening evaluation and goal setting, expanding support for volunteer and school-level capacity, tailoring strategies for different school contexts, and continuing to build on TAM's existing strengths in education,



engineering coordination, encouragement, and equity-focused efforts.

Overall, the recommendations provide a realistic path forward for improving program consistency, effectiveness, and long-term impact while preserving the collaborative and community-centered qualities that stakeholders already view as core strengths.



Safe Routes to Schools Summary Report/Program Evaluation School Years 2022/23 – 2024/25

Transportation Authority of Marin
Board of Commissioners

May 28, 2026

Safe Routes to Schools Summary Report & Evaluation

Historically:

- Safe Routes Program has been self-evaluated by the consultant team
- Evaluation Report normally covers three school years

Revised Process:

- Current contract with Parametrix eliminated Evaluation Report within contract scope, but still provides program summary report
- Procured services of TYLin through TAM's on-call contract to independently evaluate program
- Evaluation supplements the program summary report

Program Summary Report & Evaluation Process

- Parametrix program summary report covers 2022-23 through 2024-25 school years
- TYLin reviewed the program along with peer programs, interviewed stakeholders, and established recommendations to advance the program
- Summary Report and Evaluation presented to TAM SR2S Ad Hoc Committee, and TAM FP&L Executive Committee
- Current program contract can be extended through June 2028
 - Evaluation will inform near-term activities within the existing scope of services
 - Longer term changes will be considered in the next procurement

Evaluation Focus Areas

- How to enhance green trips/strategies at locations with lower rates
- How to enhance safety and equity
- How to apply best practices to engage parents, schools, and the broader community
- Review of program perceptions based on stakeholder feedback
- Consider additional or adjusted activities based on other SR2S programs
- Consider funding levels needed to support program recommendations

Safe Routes to Schools Program Goals:

- Safety
- Green trips
- Sustainable travel behavior
- Congestion relief
- Enhance community
- Equity

Safe Routes to Schools Cash Flow

Safe Routes to Schools Program Overview (Measure AA)

	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30
Expected Revenue (actual 23/24, 24/25)	\$1.01 M	\$1.04 M	\$1.02 M	\$1.03 M	\$1.04 M	\$1.05 M	\$1.08 M
Expected Program Cost (actual 23/24, 24/25)	\$1.01 M	\$1.26 M	\$1.5 M	\$1.3 M	\$1.3 M	\$1.3 M	\$1.3 M
Available Carryover (at start of year)	\$1.50 M	\$1.38 M	\$0.90 M	\$0.63 M	\$0.37 M	\$0.13 M	- \$0.09 M

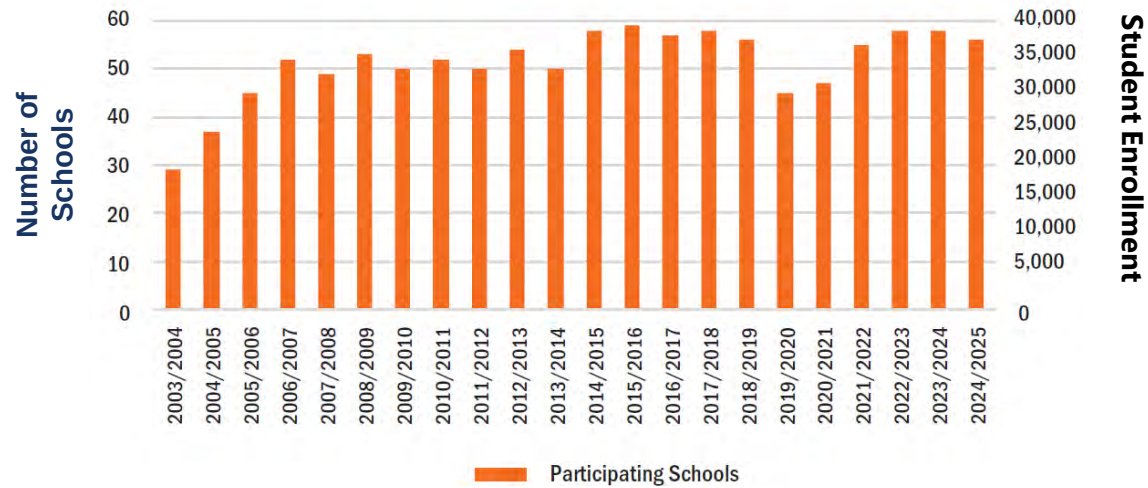
Program Purpose

- Relieve traffic congestion around schools by promoting alternatives to commuting to school, such as walking, biking, taking the bus and carpooling
- Improve safety, promote a healthy lifestyle for youth and enhance the sense of community in neighborhoods

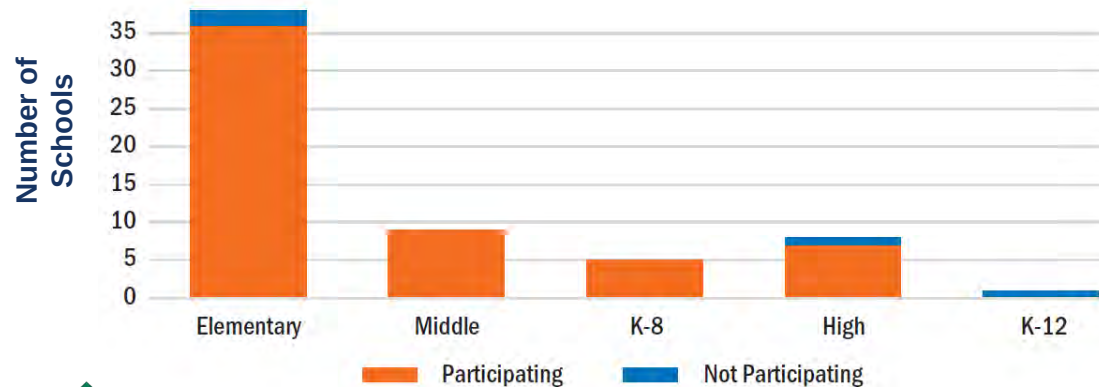


Participating Schools

Participating Schools Over Time



Participating Public Schools, 24/25 School Year



- **60 schools** participated during the evaluation period, with participation levels varying by year
- Participation included **95% of public elementary schools, 100% of public middle schools, and 88% of public high schools**
- **Six private schools** took part in Safe Routes programming
- Program reached **more than 29,000 students annually**

Education

- **409 classes** reached nearly **11,300 students annually** on average
- **50 schools** participate in education programming, including **9 added since 2021/22**
- Efficiency strategies include **prep videos before on-site instruction** and a focus on **larger public schools** to reach more students

CLASS	GRADE(S)
Classroom Presentations	
Stop Look Listen (Part I)	2
Pedestrian and Bike Safety	3
Traffic Safety Bike Education (Part I)	4
Drive Your Bike (Part I)	6
Share the Road	High
E-Bike Safety Classes	Middle and High
Experiential, Hands-On Classes	
Walk Around the Block (Part II)	2
Bike Rodeo (Part II)	4
Drive Your Bike (Part II)	6
On-Road Bicycle Field Trips	Middle and High
Family Biking *	Parents and Elementary
E-Bike Safety Classes* *	Middle and High
Additional Presentations	
Sustainable Transportation	Middle and High
How to Ride the Bus or SMART Train	High
Other	
Poster Art	Elementary
Route Mapping	Elementary, Middle and High

Encouragement

- **351 school events** held annually on average
- **53 schools** participate in encouragement programming
- Supported by **60 parent volunteers** and **10 bilingual family liaisons**
- New event added:
Rainbow Walk and Roll Challenge

Item 6 - Attachment C

Program Name	Participating Grade(s)
Events	
International Walk & Roll to School Day	All grades
National Bike to School Day	All grades
Teens Go Green Days	Middle/High
Walk and Roll Wednesdays	Elementary
Contests	
Rainbow Walk and Roll Challenge	Elementary
Pump It Up - Classroom Contest	Elementary/ Middle
Other	
Bike Blender event	All Grades
Bike Hero Award	Elementary/ Middle
Buddy Up Contest	Elementary/ Middle
Park and Walk Campaigns	Elementary/ Middle
Poster Art	Elementary

Engineering

- **17 walk audits** completed, resulting in **23 concept plans**
- **27 suggested route maps** created or updated
- **40 overlay maps** developed, with **300 issues prioritized**
- Work is coordinated with local task forces to identify projects ready for jurisdiction-led implementation



Equity

Bilingual Program

- 12 schools participating
- Cultural and language differences considered for Safe Routes messaging
- Bilingual coordinator builds trust in schools and ensures volunteer retention

Youth Leading Active Communities (YLAC)

- 8 schools participating
- Additional services for schools with low participation in Safe Routes



Engagement & Safety Programs

- Strengthened law enforcement & community relationships through SR2S
- Supported 104 crossing guard locations in 2024–2025
- Improved intersections to reduce future crossing guard needs
- Continued Street Smarts outreach: 180+ banners and 1,100+ yard signs



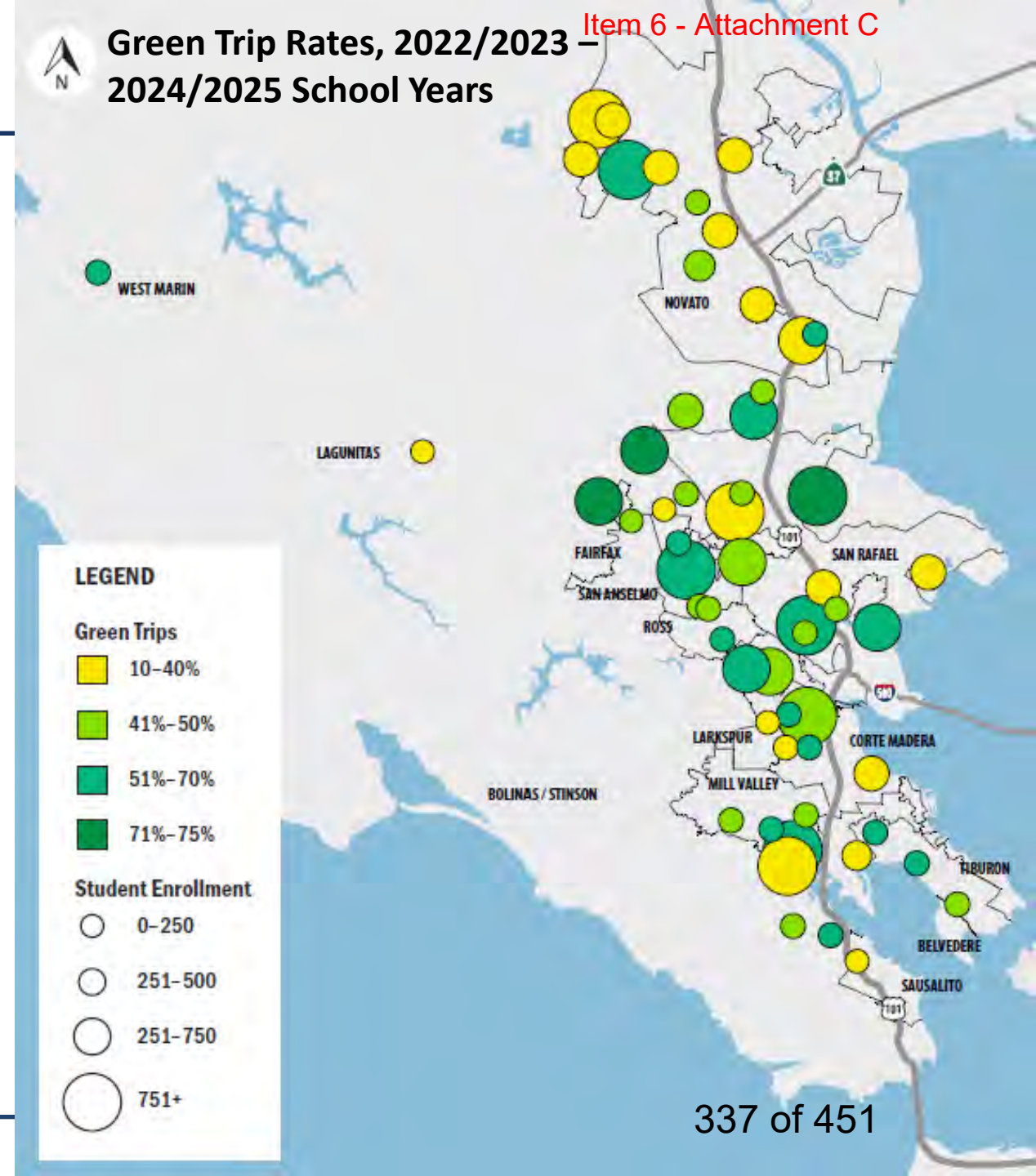
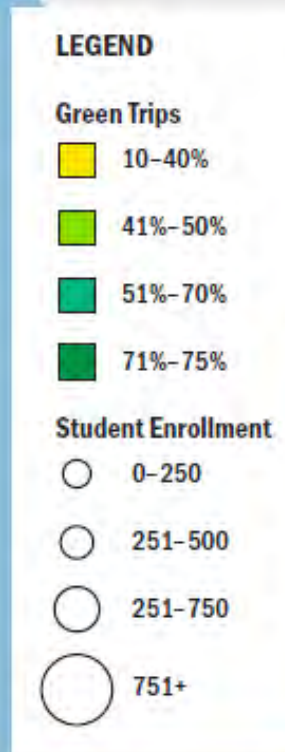
Travel Mode Summary

- **51% of all trips** were green trips during the 2024–2025 school year
- **23 participating schools** achieved green trip rates above **50%**
- **10 schools** achieved green trip rates above **60%**



Green Trip Rates, 2022/2023 – 2024/2025 School Years

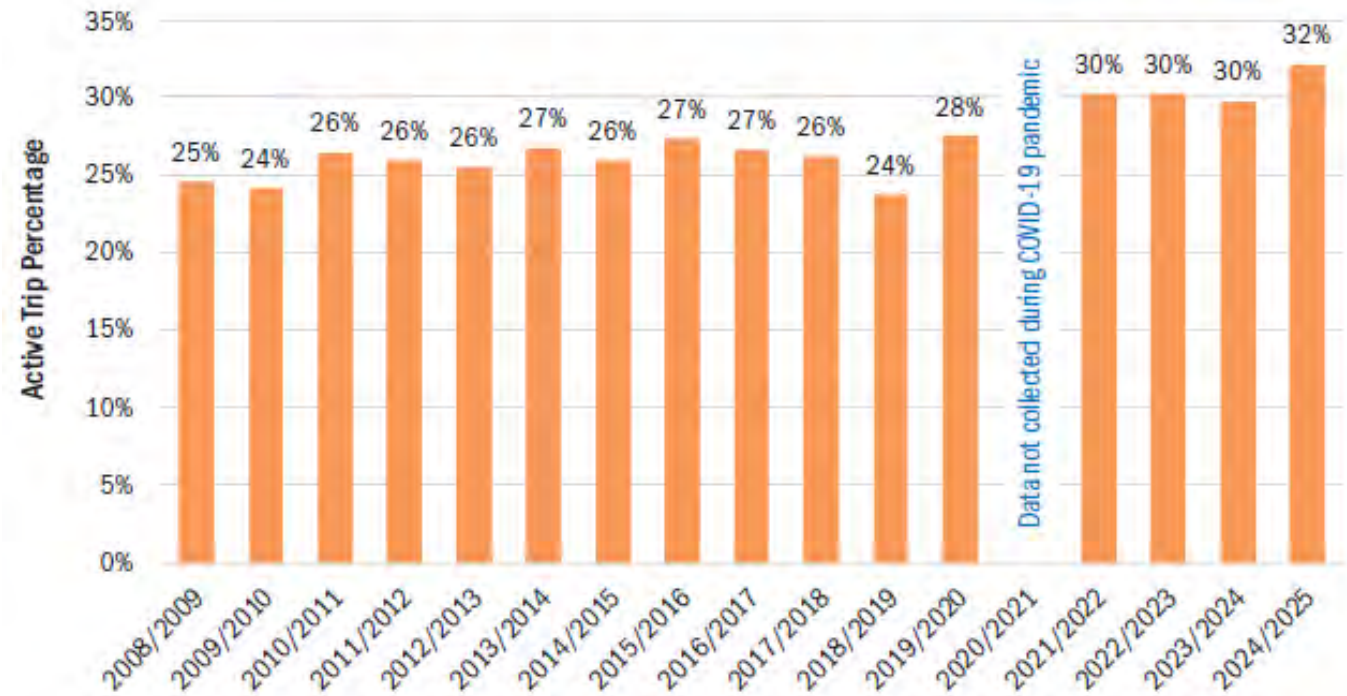
Item 6 - Attachment C



Travel Mode Summary (cont.)

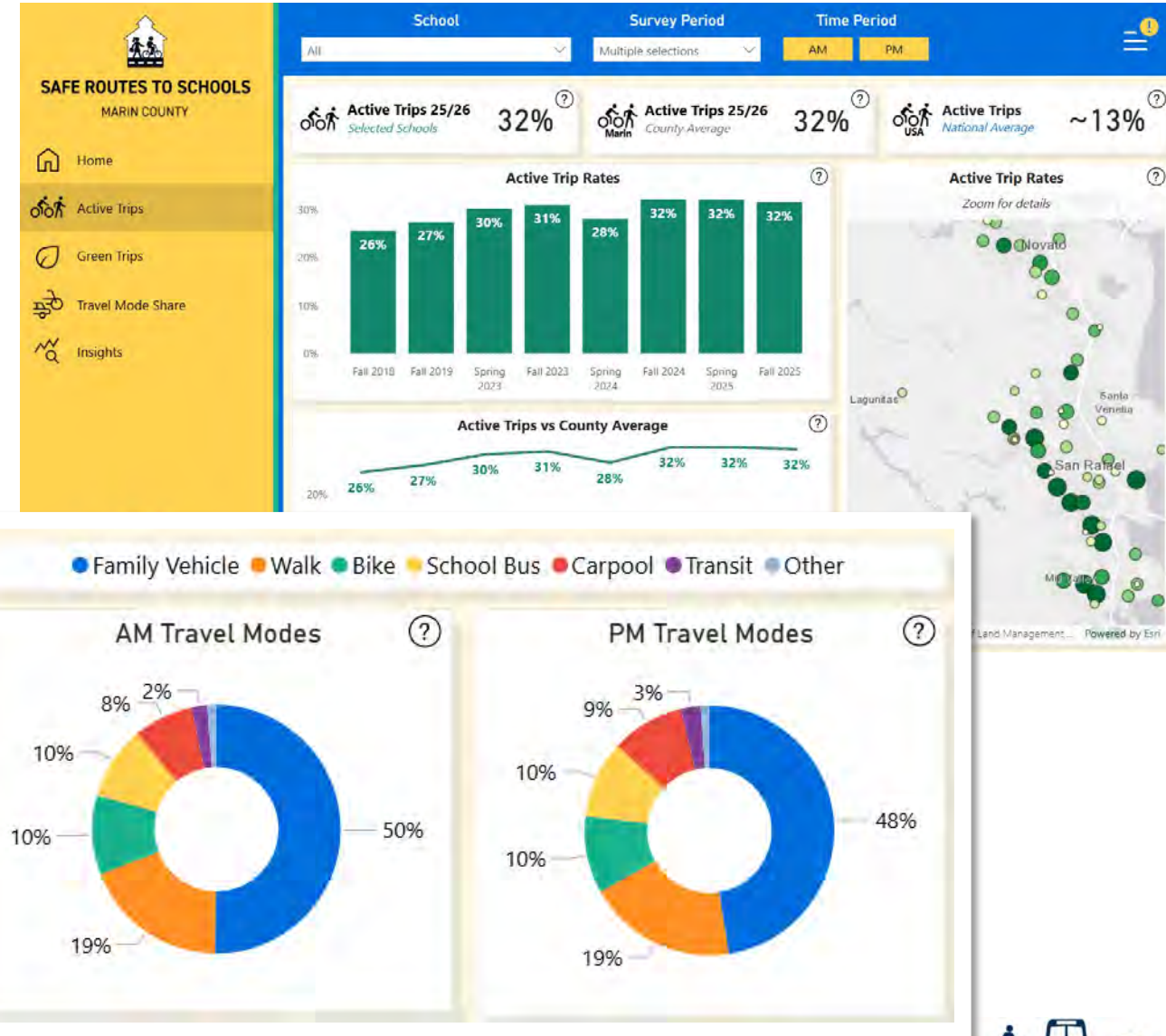
- **32% of all trips** were active trips, compared with 11% nationally for the 2024–2025 school year
- **8 schools** achieved active trip rates above 50%
- Highest active trip rates were at **Park Elementary (59%)**, **Hall Middle (57%)**, and **Mill Valley Middle (57%)**

Countywide Active Trip Rates (2008-2025)



Safe Routes to Schools Dashboard

- Data for **all participating schools** starting in 2008
- Displays **trends in active and green trip rates** over time
- Includes **detailed travel mode breakdowns**
- **User-friendly** and easily filterable



Factors for Success & YLAC School Improvement

- Schools with the highest rate of active trips generally have active leadership and participation plus supportive infrastructure
- YLAC schools reduced the number of “low” scores from 12 to 4 while increasing the “high” scores from 9 to 21
- All YLAC schools increased their green trip rates

GREEN TRIP FACTOR

School Involvement

Administration

Team Leader

Education Programming

Encouragement Activities

Geographic/Infrastructure-Based

Supportive Infrastructure

Busing

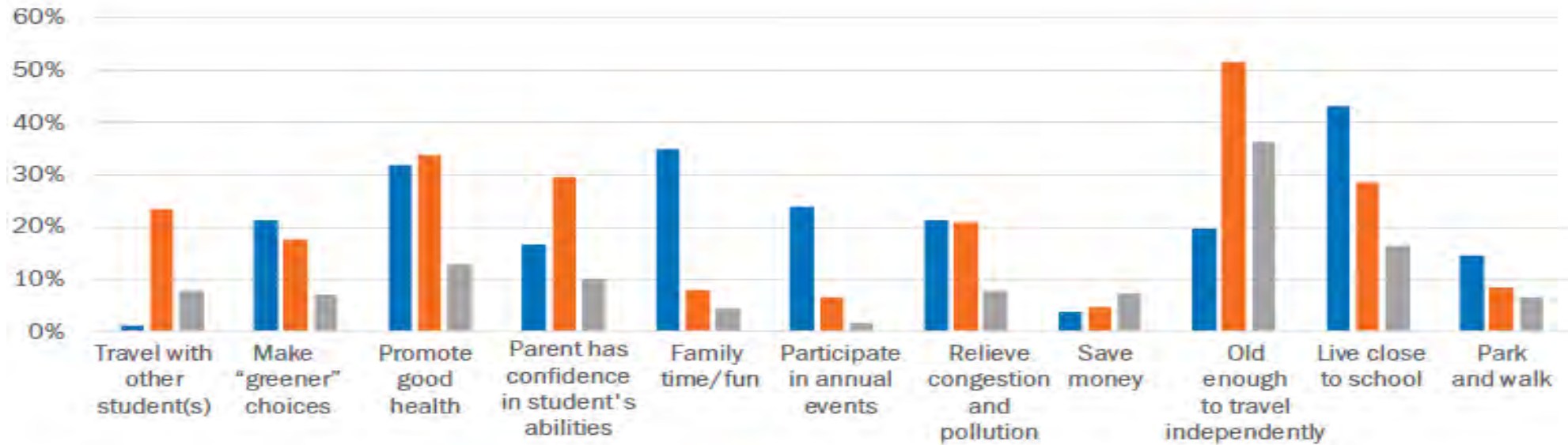
Neighborhood Schools

Crossing Guards

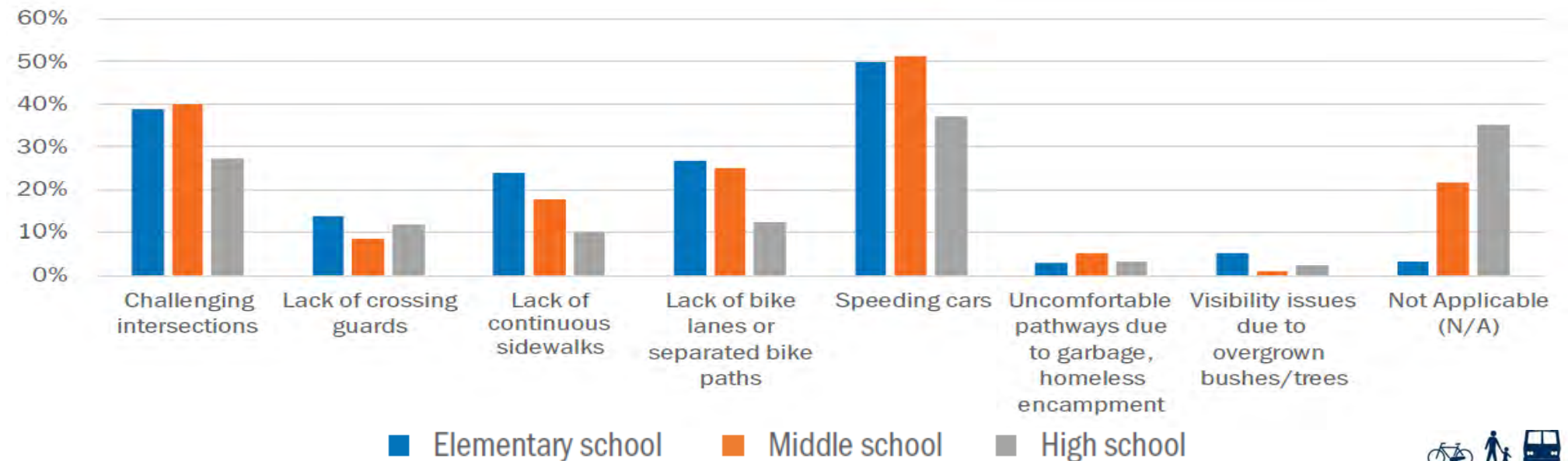
Student Distance from School

Caregiver Survey Findings

Factors Influencing Active Travel to School



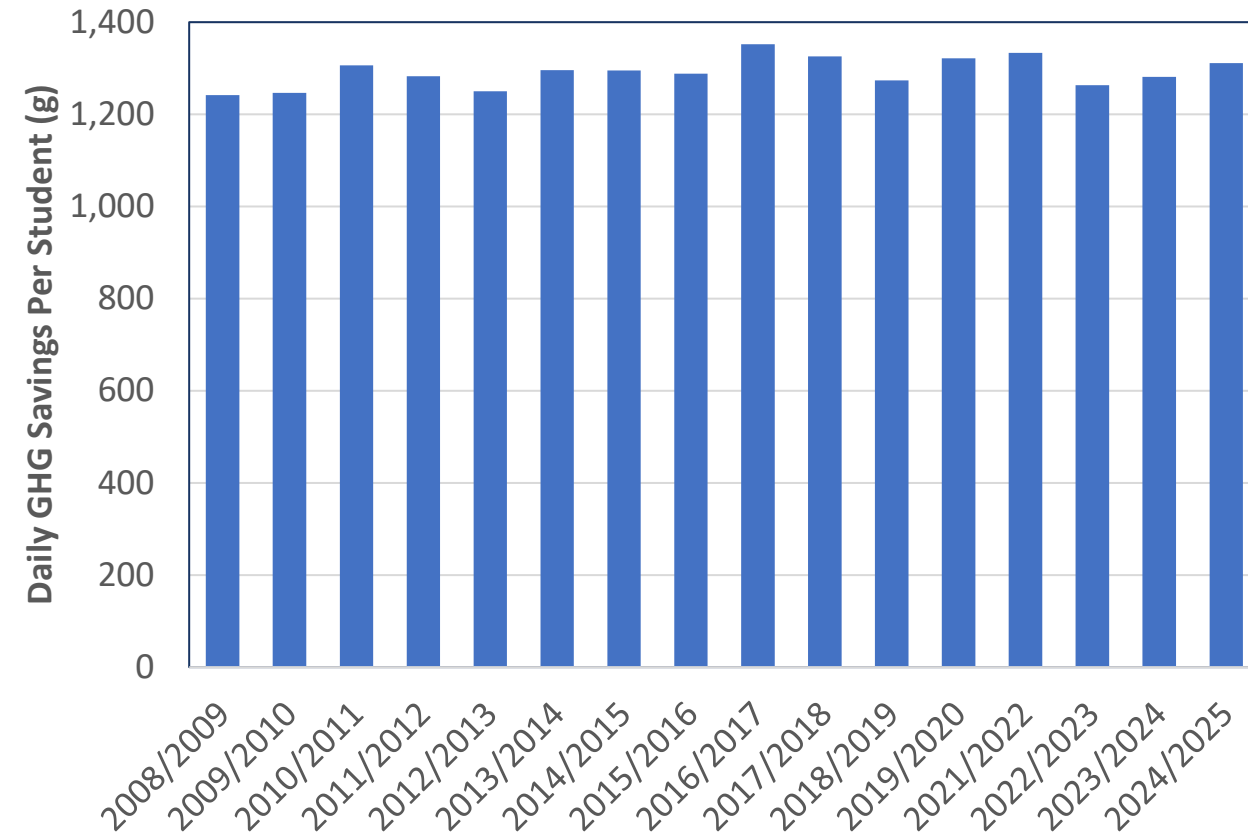
Infrastructure Barriers



Greenhouse Gas (GHG) & Vehicle Miles Traveled (VMT) Savings

- **Daily VMT savings per student reached an all-time high in 2024/25**
- **Daily VMT per student fell to 4.3, the lowest level recorded**
- **Compared with 2015/16, the program saved 36 additional annual VMT per student and 4,100+ grams of GHG per student annually**
- **Despite improved fuel economy, reduced VMT continues to generate meaningful GHG savings**

Daily GHG Savings Per Student By Year



Key Takeaways & Program Impact

Broad Reach & Participation

- 60 schools engaged; ~29,000+ students reached
- ~90% of public schools implementing programming

Record Travel Behavior Shifts

- 51% of trips are “green” (program high)
- 32% active trips vs. 11% national average

Measurable Environmental Benefits

- Record-low VMT per student (4.3 daily)
- Significant GHG reductions per student



Key Takeaways & Program Impact (cont.)

Strong Program Delivery

- ~11,300 students reached annually through education
- ~350+ encouragement events per year

Equity & Targeted Support Showing Results

- Expanded bilingual programming
- YLAC schools improving participation and outcomes

SR2S is achieving measurable behavioral change, environmental impact, and equitable program growth.



Safe Routes to Schools Program Evaluation



Background

Why evaluate the program?

- Countywide transportation Plan 2050 strategy:
 - **Easy and Safety School Travel** - Collaborate with schools to establish an ongoing process to coordinate provision of safe school travel programs and projects that fit the needs of each school location and student population.
- Need to review a mature program
- Funding challenges

How was the program evaluated?

- National best practices and peer case studies
- Stakeholder interviews
- Recommendations



Photo credit: Transportation Authority of Marin

National Best Practices & Peer Studies

National Best Practices



Peer Case Studies

- Alameda County
- San Mateo County
- Contra Costa County
- Seattle, Washington
- Portland, Oregon

Metrics Compared

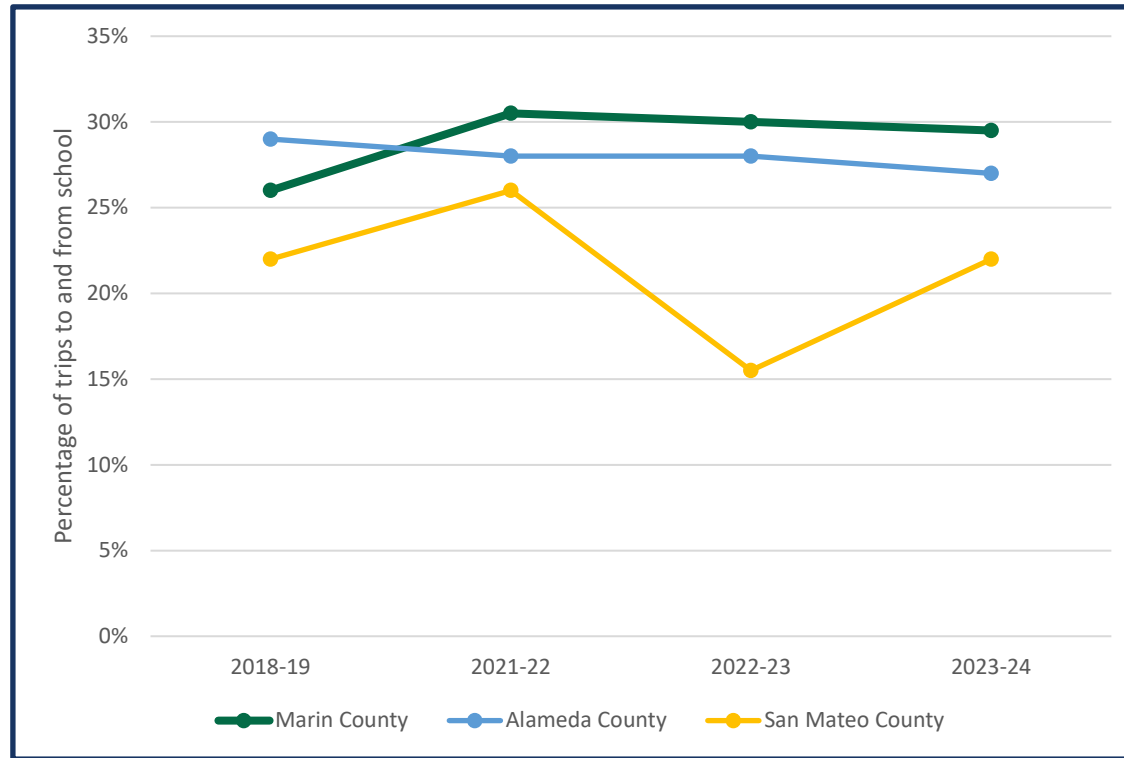
Active Trip Rate
(walk, bike, roll)

Green Trip Rate
(active + shared modes)

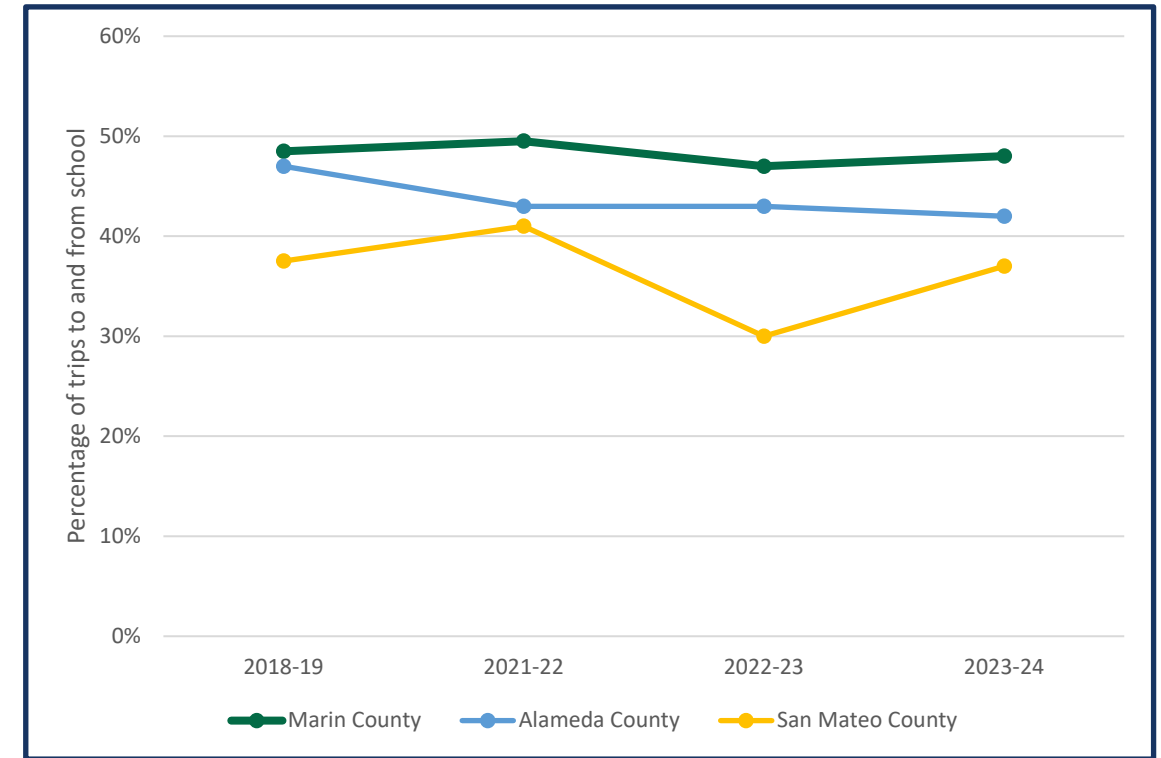
School Participation Rate
(% of schools enrolled)

National Best Practices & Peer Studies

Comparative Active and Green Trip Rates



Active Trip Rates by SR2S Program
(walk, bike, roll)



Green Trip Rates by SR2S Program
(active + shared modes)

Stakeholder Interviews and Engagement

From **leadership** → **implementation** → **community members**, the team identified an array of organizations and individuals across Marin County, including:

- TAM Board & Community Oversight Committee (COC)
- SR2S contractors & Marin County staff
- Law enforcement & public works/city officials
- School staff & teachers
- Parent and caregiver volunteers
- Bilingual family liaisons

Interviewees represented cities including **Novato**, **Mill Valley**, **Larkspur**, and **San Anselmo**, as well as the **San Rafael**, **Novato**, **Kentfield**, and **Ross Valley** school districts.

Interviews were conducted virtually – team completed total of **17 interviews** with **22 participants**.

Stakeholder Feedback Overview

Education

Widely implemented and well-received
 Student engagement is effective within elementary schools but **high school participation remains a challenge**
 Need to address safe pick up and drop off behavior

Engineering

School-area safety improvements are key but greater transparency and outreach needed re prioritization
 Enhanced collaborations with public works departments and community mapping efforts is one of its key strengths

Evaluation

TAM SR2S pioneered annual tallies as a national model
Need for more data, more rigorous analysis, innovative data collection
 Mapping tools support planning and funding

Encouragement

This is a core strength of program
 Program increases awareness of active transportation but there are challenges sustaining interest beyond periodic events
Challenges finding and keeping volunteers (especially in less advantaged neighborhoods)

Engagement & Safety

Safety remains an important supporting function of SR2S
 Ongoing safety challenges include examples such as driver behavior and e-bikes
Crossing guards are a critical companion program

Equity

Support for established equity efforts (e.g., YLAC, translation)
 YLAC seen as effective in supporting resource challenged schools*
 Communicate equity considerations in prioritization process

Recommendations

- 41 recommendations organized by program element
- Priorities: high, medium, low
- Timeframe:
 - Short term – 2 years
 - Medium term – 2-5 years
 - Long term – 5 years +
- Cost:
 - Low – under \$10k
 - Medium – \$10k-50k
 - High – over \$50k

Broad Themes

- **Refine program elements** and regularly refresh program content
- **Increase communications** and try new channels
- **Dive deeper into the data** to better understand performance at each site
- Seek **more support and coordination** from principals and superintendents
- Continually examine effectiveness of program elements – funding is an ongoing challenge
- Recognize multiple objectives: **safety, equity, mode shift**

Next Steps

- Implement lower cost, near term recommendations over the next 2 years under the existing scope of services
- Medium-term recommendations (2-5 years) to be considered within the next scope of services
- Longer term recommendations will need to be further examined based on budget and future program evaluation
- Additional steps:
 - Set aside OBAG 4 funding ~\$600-800k for program
 - Pause Street Smarts banner program after 2026, consider other communication channels and redirect that funding to core program

Questions?

Thank you!

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DATE: May 28, 2026

TO: Transportation Authority of Marin Board of Commissioners

FROM: Anne Richman, Executive Director *Anne Richman*
Audrey Veyssiere, Assistant Project Delivery Manager
Ray Rodriguez, Assistant Project Delivery Manager

SUBJECT: Highway 101 Interchange Improvements Implementation Strategy (Action), Agenda Item No. 7

RECOMMENDATION

Staff recommends adoption of the following Implementation Strategy:

Advance three projects into Project Approval & Environmental Document (PA&ED) Phase: Tiburon Boulevard/East Blithedale Avenue, Manuel T. Freitas Parkway/Civic Center Drive, and Alameda Del Prado/Nave Drive.

BACKGROUND

The Measure AA Expenditure Plan includes a category that provides funding for improving interchanges on Highway 101. 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 was to identify operational and safety improvements for all users of an interchange and approaching roadways, including adjacent intersections.

In July 2022, the TAM Board approved the Interchange Program's Implementation and Prioritization Plan. The Plan identified the following three interchanges to be prioritized for further evaluation and development:

- Tiburon Boulevard/East Blithedale Avenue
- Manuel T. Freitas Parkway/Civic Center Drive
- Alameda Del Prado/Nave Drive (short-term improvements)

A single Project Initiation Document (PID) was completed and approved by Caltrans in December 2025. The PID identified conceptual design alternatives for each of the three above-listed interchanges.

The next step in the project development phase is to work closely with Caltrans, transit agencies and our local agencies, to enter the Project Approval and Environmental Document (PA&ED) phase. The purpose of the PA&ED phase is to select a preferred alternative for each interchange. In order to achieve this, detailed environmental and engineering studies must be developed and documented for each proposed alternative. A public hearing must be held to obtain environmental approval and consensus from project stakeholders and the public.

Upon evaluating the study findings and responding to all comments, a preferred alternative will be identified by the project team and approved by Caltrans. The results will be recorded in a Final Environmental Document (FED) and summarized in the Project Report (PR). PRs are required to be developed and approved by Caltrans before any major or highly complex project can be programmed and constructed on the State Highway System.

The typical timeframe for PA&ED phases, when Federal/NEPA actions are required, is thirty-six months. Upon completion, the next steps consist of Plans, Specifications & Estimate (PS&E), also known as Final Design, followed by Right of Way, Project Advertisement, and Construction.

At its October 23, 2025 meeting, the TAM Board received an update on the Highway 101 Interchange Studies, and a staff recommendation to proceed to PA&ED for two of them (rather than three) based primarily on funding limitations. The TAM Board directed staff to conduct focused workshops for the three subject locations, and provided input on the preparation of a revised staff recommendation that could potentially include all three projects to enter PA&ED. Three focused workshops were conducted by TAM staff in January and February 2026, one for each interchange, to share information and where applicable, to reduce the number of alternatives.

DISCUSSION

At the workshops, staff presented information about the projects, reviewed the alternatives, solicited feedback, and addressed questions. Participants in each workshop included staff from the adjacent and nearby jurisdictions, TAM Board members for those locales, staff from transit operators, and elected officials. A primary goal of the workshops was to narrow down the number of alternatives to advance.

Based on input received at the focused workshops, the number of alternatives has been reduced for two of the three locations. Currently, three build alternatives for Tiburon Boulevard/East Blithedale and three build alternatives for Manuel T. Freitas/Civic Center Drive remain. There has not been a change to the number of proposed alternatives for Alameda del Prado/Nave Drive, as that location already had only 2 alternatives. The PA&ED phase costs approximately \$1.5 million per build alternative.

The following consultant costs are based on the number of alternatives for each location, and exclude TAM staff costs of approximately \$0.5 million per project:

- Alameda del Prado/Nave Drive \$3.0 million
- Tiburon Boulevard/East Blithedale \$4.5 million
- Manuel T. Freitas/Civic Center Drive \$4.5 million

Staff's recommendation is to proceed with three separate consultant contracts to complete PA&ED for a total estimated cost of \$13 to \$14 million.

An additional \$6 to \$8 million will be necessary for the design phase of each preferred alternative. Construction estimates for the alternatives range from \$23 to \$92 million. While some Measure AA funds may be available to support these future phases, outside grants will very likely need to be pursued.

In January, a grant application seeking \$6 million in planning funds was submitted to the U.S. Department of Transportation's Better Utilizing Investment to Leverage Development (BUILD) program, to supplement local funds. Program awards are expected to be announced this summer. Should these funds be secured, a federal nexus will be established for the projects which will simplify Caltrans' approval process of federal environmental documents. Otherwise, TAM may seek to add other federal funds to the Projects.

As discussed over the past months, Category 1.3 in the Measure AA Expenditure Plan allocates sales tax funds to the U.S. 101 Interchanges and would decrease by 0.5% (from 3% to 2.5%). This translates to a total reduction of approximately \$4 million over the life of the Measure. However, due to increasing sales tax revenues, as well as the potential for outside funds such as from the BUILD application, sufficient funds should exist to complete three PA&ED documents as well as advance one Project to design.

By 2030, staff expects to have three approved Project Reports. At that point, enough information should be available for the Board to provide additional direction to staff regarding future phases.

RELATIONSHIP TO THE COUNTYWIDE TRANSPORTATION PLAN (CTP)

These projects fit the goals of multiple elements within the CTP 2050. 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 IMPACTS

Sufficient funding is available from the Measure AA ½-Cent Transportation Sales Tax to prepare the three PA&ED Project Reports for the recommended interchanges and potentially be supplemented by outside grants. Caltrans oversight will be provided at no cost to TAM for this phase. Funds are included in the proposed FY2026/27 Budget. Should the BUILD grant application prove successful, TAM will coordinate those funds with the Measure AA funds. A budget amendment will be required to match the fund sources with the expenditures.

Measure AA provides a limited amount of funding to advance these three interchanges into the next phase of project development. However, significant additional funding would be needed to bring the improvements to construction in the future. Staff will continue pursuing grant funding opportunities as they become available.

NEXT STEPS

If the implementation strategy is approved by the Board, staff will advertise three separate Request for Qualifications (RFQs) on TAM's website. Staff will also schedule one mandatory meeting this summer to provide an opportunity for primary consultant and subconsultant firms to be introduced to the projects, co-mingle, and understand the Federal nature of the ensuing contracts.

In late 2026, should the procurement process yield contract terms acceptable to both parties, staff will approach the TAM Board to request authorization to execute three consultant contracts and cooperative agreements with Caltrans (for oversight and approval), respectively.

ATTACHMENTS

Attachment A – Staff PPT Presentation

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U.S. 101 Interchange Improvements Program Implementation Strategy

Transportation Authority of Marin
Board of Commissioners

May 28, 2026

Program Overview – 2018 to 2025 At-a-Glance

Hwy 101 Interchange & Approaching Roadway Study

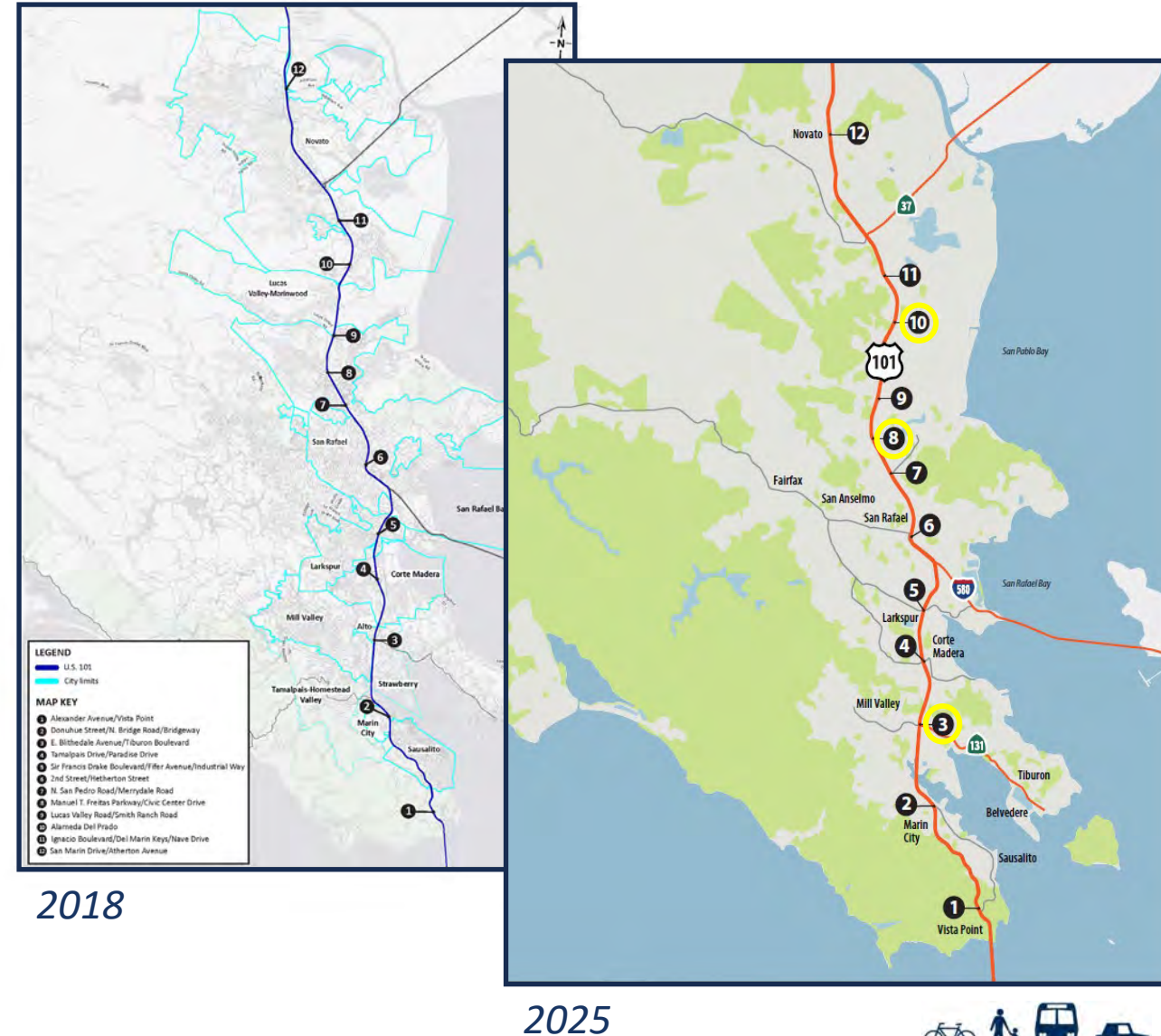
2018 – Study and evaluation of the 12 identified interchanges at a general and conceptual level

Implementation Plan

July 2022 – Evaluation of study findings prioritized 3 interchanges to advance into project development.

Preparation of a single PID

December 2025 – Caltrans Approved PID.



Reduction of the Number of Alternatives to Reduce Costs

At the Board's direction:

- In January & February 2026, 3 mini workshops were held to provide an overview and narrow alternatives for the three Hwy 101 interchanges included in approved PID
- Included elected officials, commissioners, and jurisdiction staff
- MCBC's and WTB-TAM's comments were shared during the workshops
- Feedback was incorporated into the current implementation staff recommendation



Summary of Reduced Alternatives

Current Phase

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

Potential Revenue Sources

Measure AA funds the Interchange Program; amendments included reduction from 3% to 2.5% to fund the Crossing Guard Program.

- Interchanges = 2.5% of Measure AA (as of May 4, 2026)

BUILD Grant application submitted in January – requests \$6M in Federal planning funds

- Awards expected to be announced this summer
- Construction phase of any of the interchange projects remain unfunded

AA Remaining for Interchanges with 0.5 percent redirected	\$19.9M
BUILD Grant (<i>pending award</i>)	\$6.0M
Total Available (including pending BUILD Grant funds)	\$25.9M

Alameda del Prado/Nave Drive – Alternatives

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

All alternatives include:

- Improved intersections (signalized or roundabouts, stop sign-controlled)
- Relocated bus stops
- Enhanced active transportation facilities, including pathway connections
- Potential west side grade-separated pathway
- ADA compliant curb ramps



Tiburon Blvd/E. Blithedale Ave. – Alternatives

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

All alternatives include:

- ADA compliance curb ramps
- Bus stops relocated from ramps
- Upgrade traffic signals to be interconnected
- Improve bike/pedestrian connectivity in east and west direction
- Added third EB lane
- Tightening up curb radiuses at ramp entrances



Manuel T. Freitas Pkwy./Civic Center Dr. – Alternatives

- Alternative 3A – Signalized Intersections
- Alternative 3C – Signalized Intersections + MUP Undercrossing
- Alternative 3F – Roundabouts + MUP Undercrossing

All alternatives include:

- Improved intersections (signalized or roundabouts)
- Relocated bus stops
- Enhanced active transportation facilities (at-grade or grade-separated)
- ADA compliant curb ramps



Estimated Schedule and Next Steps

- May 28, 2026 – Board adopts Implementation Strategy to enter PA&ED phase
- June–Dec 2026 – RFQ Process to Select Consultant
- Late 2026 – Caltrans Co-Operative Agreement signed; Consultants selected
- Early 2027 – PA&ED work begins
- Late 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

Staff's Recommendation

Staff recommends that the Board adopts the following Implementation Strategy:

Advance three separate projects into PA&ED Phase, one for each of the three Interchange Locations documented in the Caltrans approved Project Initiation Document.

Projects to enter PA&ED phase are:

- Tiburon Boulevard/East Blithedale Avenue
- Manuel T. Freitas Parkway/Civic Center Drive
- Alameda Del Prado/Nave Drive

THANK YOU

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DATE: May 28, 2026

TO: Transportation Authority of Marin Board of Commissioners

FROM: Anne Richman, Executive Director *Anne Richman*
Derek McGill, Director of Planning

SUBJECT: Release of Draft Marin County Mobility Hub Plan and Update on MTC's Transit Oriented Community Policy (Discussion), Agenda Item No. 8

RECOMMENDATION

This is a discussion item on the release of the Public Draft of the Marin County Mobility Hub Plan and an update on MTC's Transit Oriented Community Policy.

BACKGROUND

In June 2024, TAM was awarded a technical assistance grant of \$400,000 from MTC to conduct the Countywide Mobility Hubs Plan, covering the nine rail and ferry stations in Marin County. Mobility Hubs are places around high quality transit services that can bring together public transit, bike share, car share and other ways for people to get where they want to go without a private vehicle. Mobility hubs integrate public and private mobility services to enhance first and last mile connections, increase transit access and connectivity, and provide viable travel options to reduce greenhouse gas emissions by reducing vehicle miles traveled. The Mobility Hub Plan also functions to support compliance with station access requirements of MTC's Transit Oriented Communities Policy at these locations

Since receiving the grant, TAM staff has developed the Draft Marin County Mobility Hub Plan for these nine rail and ferry stations, in coordination with staff from local jurisdictions and transit operators to streamline countywide staff time.

MTC's Transit Oriented Community Policy

In 2022, MTC adopted the Transit-Oriented Communities (TOC) policy supporting the region's transit investments by creating communities around transit stations that not only enable transit ridership, but also are places where Bay Area residents of all abilities, income levels, and racial and ethnic backgrounds can live, work, and access services. The TOC policy has four goals to advance implementation of Plan Bay Area 2050:

- Increase the overall housing supply in part by increasing the density for new residential projects and prioritize affordable housing in transit-rich areas
- In areas near regional transit hubs, increase density for new commercial office development
- Prioritize bus transit, active transportation, and shared mobility within and to/from transit-rich areas, particularly to Equity Priority Communities located more than one half-mile from transit stops or stations
- Support and build partnerships to create equitable transit-oriented communities within the San Francisco Bay Area

Explicit in the TOC policy, MTC linked One Bay Area Grant (OBAG) funding to jurisdictions' compliance with the following four elements:

1. Minimum residential and commercial office densities for new development
2. Housing policies related to affordable housing production, preservation and protection, and stabilizing businesses to prevent displacement
3. Parking management policies
4. Transit station access requirements

The MTC policy is discussed further below.

DISCUSSION

The Marin County Mobility Hubs Plan process was presented to the TAM Board in July 2024 and consists of two major efforts: a station access analysis to identify and prioritize current gaps in multimodal access to regional transit locations, and creation of mobility hub plans including the suite of amenities and mobility services to support multimodal transportation in the county.

With nine rail and ferry stations in Marin County, increasing access to regional transit services can support regional transit ridership and reduce greenhouse gas emissions. While mobility hubs are a newer topic in planning, recent regional planning efforts have advanced mobility hubs in Marin County. Recent efforts include Caltrans developing a Mobility Hub Concept at the Heatherton park and ride lots in downtown San Rafael, and the Bay Area Air District (BAAD) prioritizing Mobility Hubs through the region's first Climate Action Plan Initiative to attract US EPA funding, including the Canal Neighborhood in Marin County.

The nine Mobility Hub Locations in the current TAM study are:

- Sausalito Ferry Terminal
- Tiburon Ferry Terminal
- Larkspur Ferry Terminal
- Larkspur SMART Station
- Downtown San Rafael SMART Station
- Civic Center SMART Station
- Novato Hamilton SMART Station
- Downtown Novato SMART Station
- San Marin SMART Station

For each of the nine mobility hub locations, the plan recommends strategies to create mobility hubs and identifies key next steps to bring the recommended strategies to discrete, implementable projects. This Plan builds on four technical deliverables, each of which is included as an appendix to the report:

- existing conditions report,
- mobility hub amenities toolkit,
- outreach summary, and
- station access gap analysis.

These deliverables have all been provided to relevant local jurisdiction staff and transit operators for review, and an administrative draft was circulated in March 2026 for final comments. Based on this technical analysis and community input, improvement priorities have been identified for each site.

General themes of these improvements include:

- Improve pedestrian and bicycle safety
- Strengthen walking and biking connections
- Enhance transit access and integration
- Optimize transit performance and reliability
- Expand hub access options, improve user experience, and increase ridership
- Create cohesive and intuitive wayfinding
- Increase vibrancy of station areas and improve sustainability

The plan developed mobility hub concepts at six sites and individual site improvements were grouped into up to three projects. Typically, one project related to mobility hub amenities, another related to site circulation and motorized access, and a third related to bicycle and pedestrian access/improvements. Finally, the plan proposes potential shared mobility policy development to better respond to and manage privately operated shared mobility services in the county. Cost estimates and implementation steps have been identified for all improvements included in the plan.

MTC's Transit Oriented Community Policy

In February 2026, the MTC commission adopted a \$45 million TOC incentive program providing guidance on the policy linkage to OBAG funding. Jurisdictions with a TOC eligible area that achieve minimum qualifications would be eligible for a direct distribution of OBAG funding in spring 2028 of approximately \$1-4 million in federal transportation funds for planning, design and/or construction of transportation improvements. In Marin County, eligible jurisdictions would be:

- Sausalito
- Tiburon
- Larkspur
- San Rafael
- Novato

Jurisdictions subject to the TOC policy that do not achieve minimum qualifications are still eligible for the county share of OBAG in the current cycle 4. Cycle 5 guidance will revisit and refine this approach towards TOC policy consistency.

MTC has adopted a points-based evaluation framework to determine compliance with the TOC policy and estimates 10-15 jurisdictions in the region will qualify for the direct funding allocation. As transportation funding is typically competitive, a direct allocation is an unusual opportunity for jurisdictions.

Jurisdictions would need to demonstrate compliance with MTC's policy by July 1, 2027. To support an assessment of current compliance levels, MTC is providing technical assistance to jurisdictions at their request and conducted a webinar on May 6th to provide an overview of the TOC policy requirements and process. TAM staff have requested jurisdictions attend the webinar and assess existing compliance levels in order to understand the likelihood of accessing these funds.

RELATIONSHIP TO COUNTYWIDE TRANSPORTATION PLAN (CTP)

The Marin County Mobility Hub Plan aligns with many strategies in the CTP, including the Accessible and Walkable Communities strategy, where mobility hubs are identified as an example project. Advancement of Mobility Hubs is also an implementation activity of the CTP.

FISCAL CONSIDERATION

There is currently no fiscal consideration associated with the development of the plan, outside of staff time being used to manage the effort. TAM was awarded a \$400,000 planning grant to conduct the Plan, however with the use of MTC's bench contractors and MTC leading the federal aid process, no funding agreements were necessary for this work.

Jurisdictions' ability to access MTC's TOC funding, and potential future OBAG funding, is dependent on demonstrating consistency with station access requirements of the TOC policy. The Marin County Mobility Hub Plan supports local jurisdictions in accessing these funds.

Additionally, Regional Measure 3 (RM3) North Bay Transit Access funds could be used to support development of Mobility Hub concepts. TAM conducted one round of awards from this RM3 program in 2024, and staff anticipates holding a second call for projects in the next year following completion of the Mobility Hubs Plan, in order to further support potential Mobility Hub-related projects. Approximately \$8 million in these RM3 funds remain available for a second round.

NEXT STEPS

Staff are seeking public comments on the draft plan by June 5th. Staff aim to complete the final plan this summer and thereafter release a notice of funding availability for the RM3 North Bay Transit Access program.

Following approval of the plan, staff will seek formal approval of the plan by jurisdictions in their capital improvement programs, or incorporation of this plan in their bike and pedestrian plans, to demonstrate local jurisdiction compliance with station access requirements of MTC's Transit Oriented Community policy.

ATTACHMENTS

Attachment A – Staff Presentation

Attachment B – [Final Draft Marin County Mobility Hub Plan \(hyperlink only\)](#)

Attachment C – [Marin County Mobility Hub Plan Appendices \(hyperlink only\)](#)



Marin County
Mobility
Hub Plan





Agenda

Overview

MTC Transit Oriented Community Policy Update

Mobility Hub Plan Process

Improvement Priorities

Mobility Hub Recommendations

Next Steps



Overview

2022

MTC adopted the Transit Oriented Communities (TOC) Policy which applies to Marin County's nine rail and ferry stations

2023

TAM successfully secured \$400k from the MTC Mobility Hubs Grant for the Marin County Mobility Hub Plan (Project) which will support compliance with the TOC Policy's station access requirements

2024

Work Began on Marin County Mobility Hub Plan

2026

MTC Adopted \$45M TOC Incentive Program



Mobility Hub Sites

Novato



San Marin SMART Station



Downtown SMART Station



Hamilton SMART Station

San Rafael



Marin Civic Center SMART Station



San Rafael SMART Station



Tiburon Ferry Terminal

Tiburon

Larkspur



Larkspur SMART Station

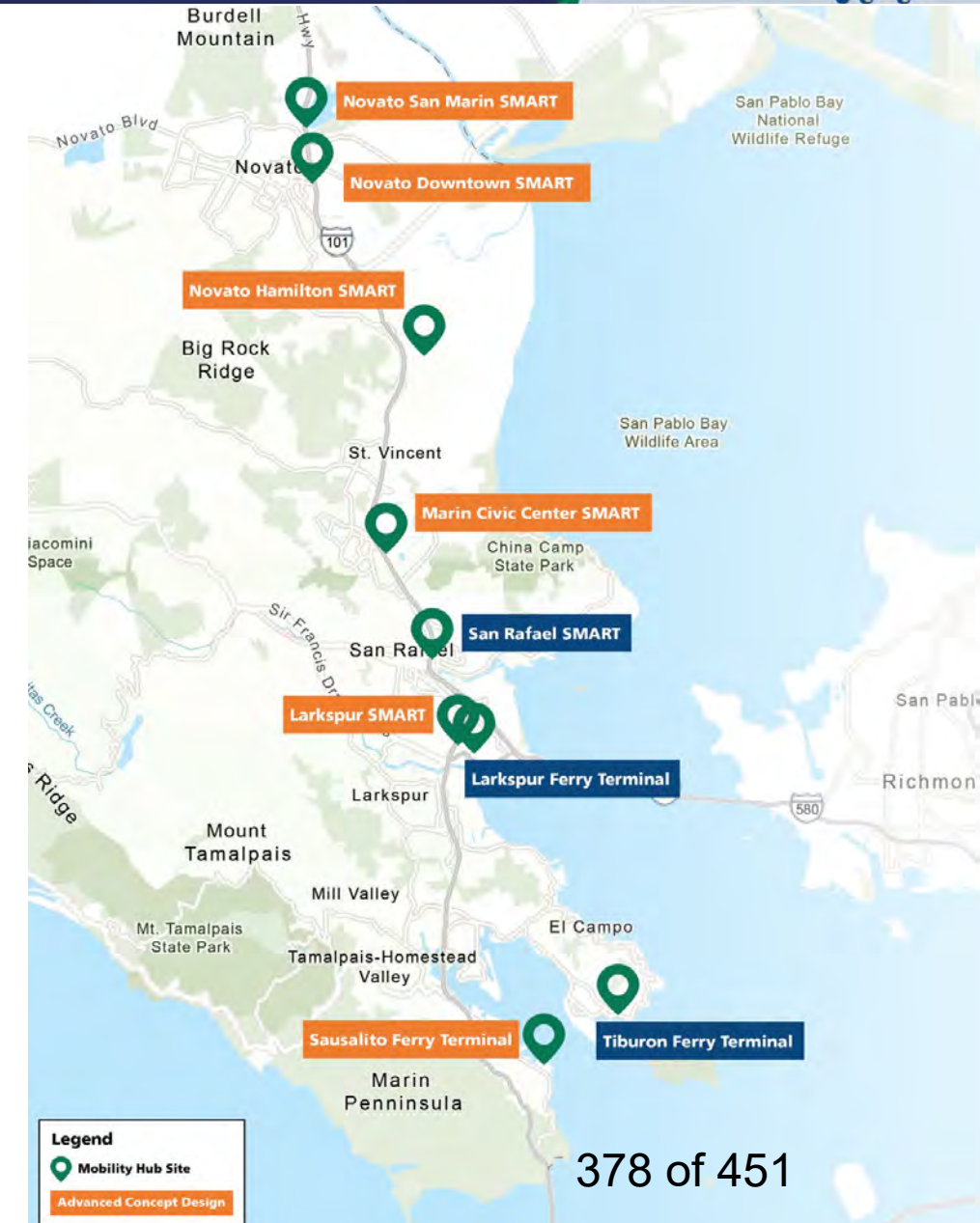


Larkspur Ferry Terminal

Sausalito



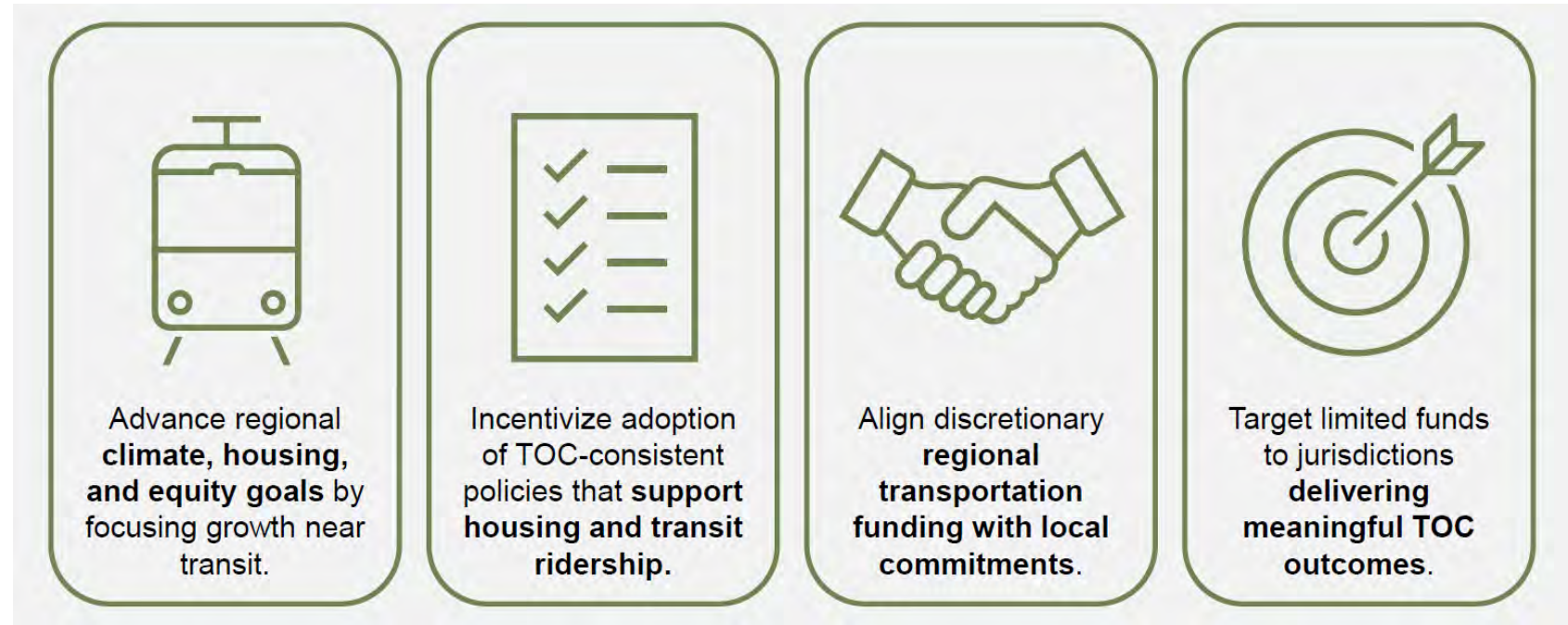
Sausalito Ferry Terminal



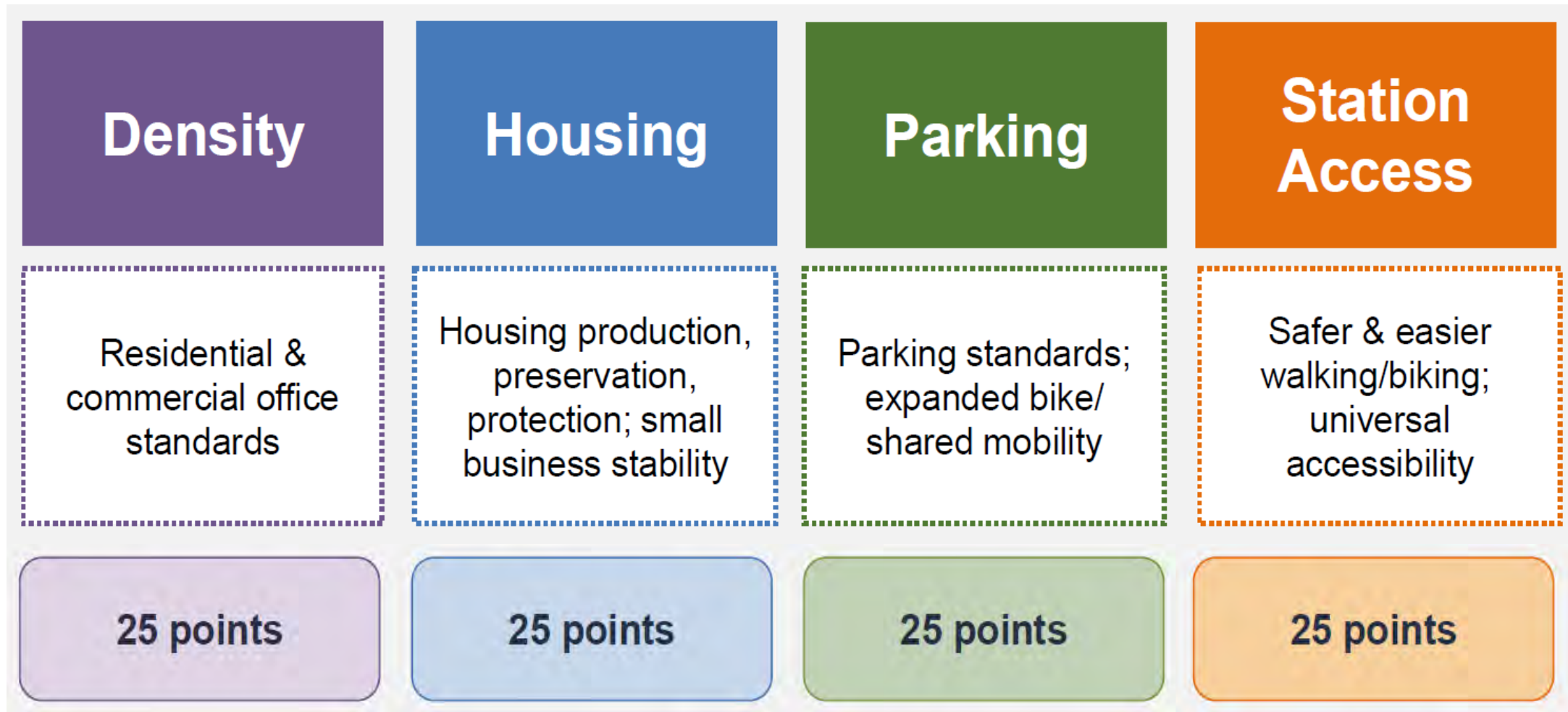
MTC Transit Oriented Community (TOC) Policy

TOC Policy adopted in **September 2022**, Admin Guidance updated **February 2026**

- **\$5M added to North Bay County shares** from Regional TOC Incentive Program funds, to support the unique land use and transportation needs of the North Bay
- **\$45M TOC Incentive Program** – Applies to areas **within a half-mile** of existing and planned rail stations, bus rapid transit stops, and ferry terminals:
 - Novato
 - San Rafael
 - Larkspur
 - Tiburon
 - Sausalito



MTC TOC Policy – 100 Point Evaluation Framework



What Does Eligibility Provide?

MTC's Incentive Program: jurisdictions that reach 85-point threshold:

- Novato, San Rafael, & Larkspur (2+ TOCs): \$2-4 million each
- Tiburon & Sausalito (1 TOC): \$1-2 million each

Below 85 points? – still eligible for OBAG 4 county share (competitive)

Funds can be applied to **any OBAG 4 county program eligible project type**, including:



Local Streets & Roads Projects

Capital and planning investments in roadway infrastructure



Transit Projects

Funding for transit planning and capital improvements



Active Transportation

Pedestrian and bicycle planning and capital projects

10 – 15 Jurisdictions

Expected to Qualify

Varying sizes, well-distributed
throughout the region.

Schedule of MTC's TOC Incentive Program

Summer 2026 to Summer 2027	<i>Ongoing Technical Assistance to Jurisdictions</i>
July 1, 2027	TOC Submissions Due to Confirm Incentive Program Eligibility
Winter 2027	Commission to Fund Awards to Qualifying Jurisdictions + Local Jurisdictions Identify Eligible Projects in Coordination with MTC Staff
Spring 2028	Commission to Program Funds to Specific Projects
2028 and beyond	<i>Continued Technical Assistance and Potential Future Round(s) of TOC Grants</i>



Mobility Hub Goals



Mobility Hub Definition:

Safe, comfortable, convenient, and accessible places where people can seamlessly transfer between travel modes

Project Goals

- **Support transit ridership**, specifically on regional rail and ferry services
- **Support access and mobility** options at regional transit locations and increase EPC access to transit
- **Support jurisdictions' compliance** with station access requirements included in MTC's TOC Policy

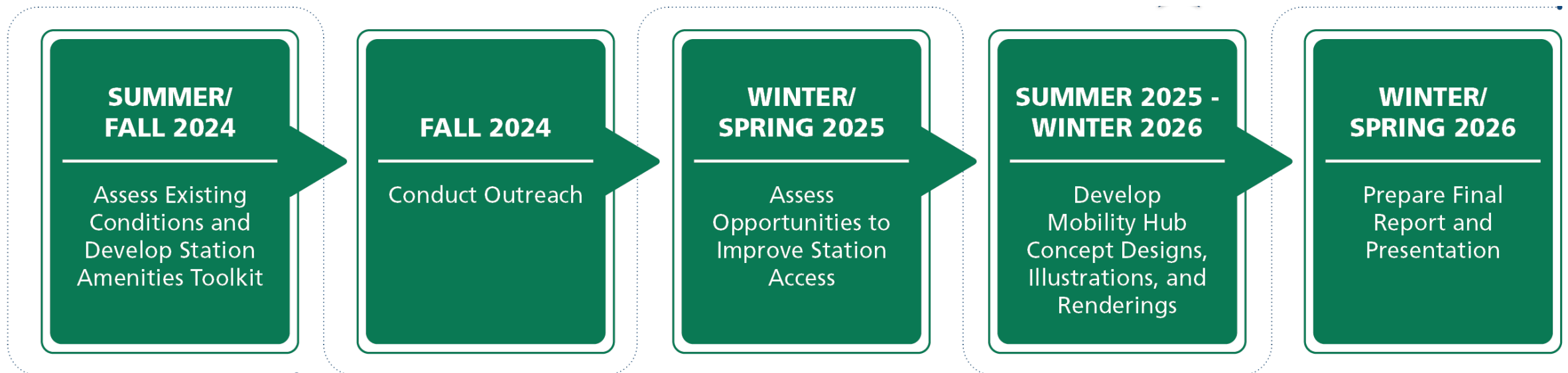
Project Outcomes

- **Create** a priority list of station access improvements at all nine rail and ferry stations
- **Identify** desirable hub amenities and mobility services
- **Develop** conceptual mobility hub designs at six locations
- **Identify strategies** to support implementation (i.e., shared services in public ROW)



Mobility Hub Plan Process

- **Three meetings** with TAM Technical Advisory Working Group
- Additional meetings and coordination with Marin Transit, Golden Gate Transit, and SMART





Public Engagement

- Occurred in Fall 2024
- Online survey in English and Spanish



**7 in-person
pop-up events**
at Mobility Hub Sites



**135 survey
responses**



**396 total
engagements**



We are asking for your input on how to make Marin County's rail, ferry and bus stations easier to get to and more enjoyable to use.



Help shape the future of transit stations in Marin County by taking a brief survey.

Learn more and share your input at www.tam.ca.gov/mh/.

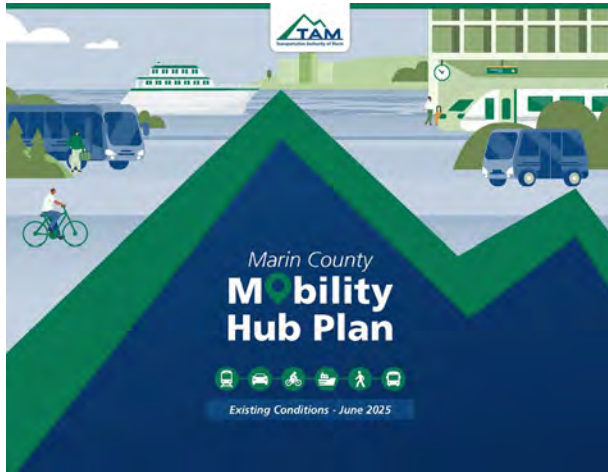
**Marin County
Mobility
Hub Plan**



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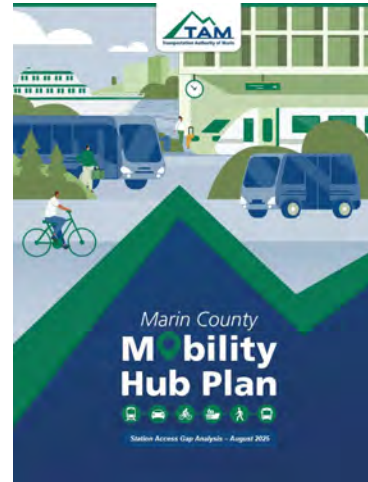


Basis for Developing Recommendations



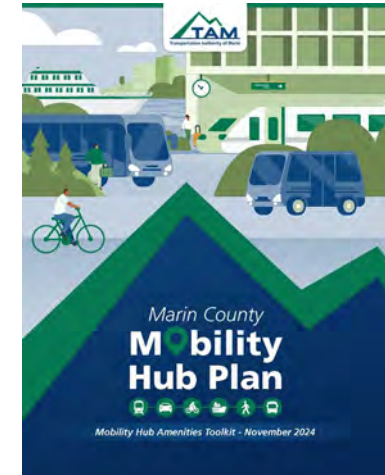
Existing Conditions Report

Documented current pedestrian, bicycle, transit, and passenger amenity conditions through site visits, data review, and coordination with transit operators



Station Access Gaps Analysis

Evaluated first- and last-mile connectivity, safety, comfort, and station circulation needs within mobility hub sites and the surrounding ½-mile walkshed



Identified Improvement Options

Developed a **Mobility Hub Amenities Toolkit** to identify a range of potential access, safety, comfort, and information features



From Community Priorities to Recommended Improvements

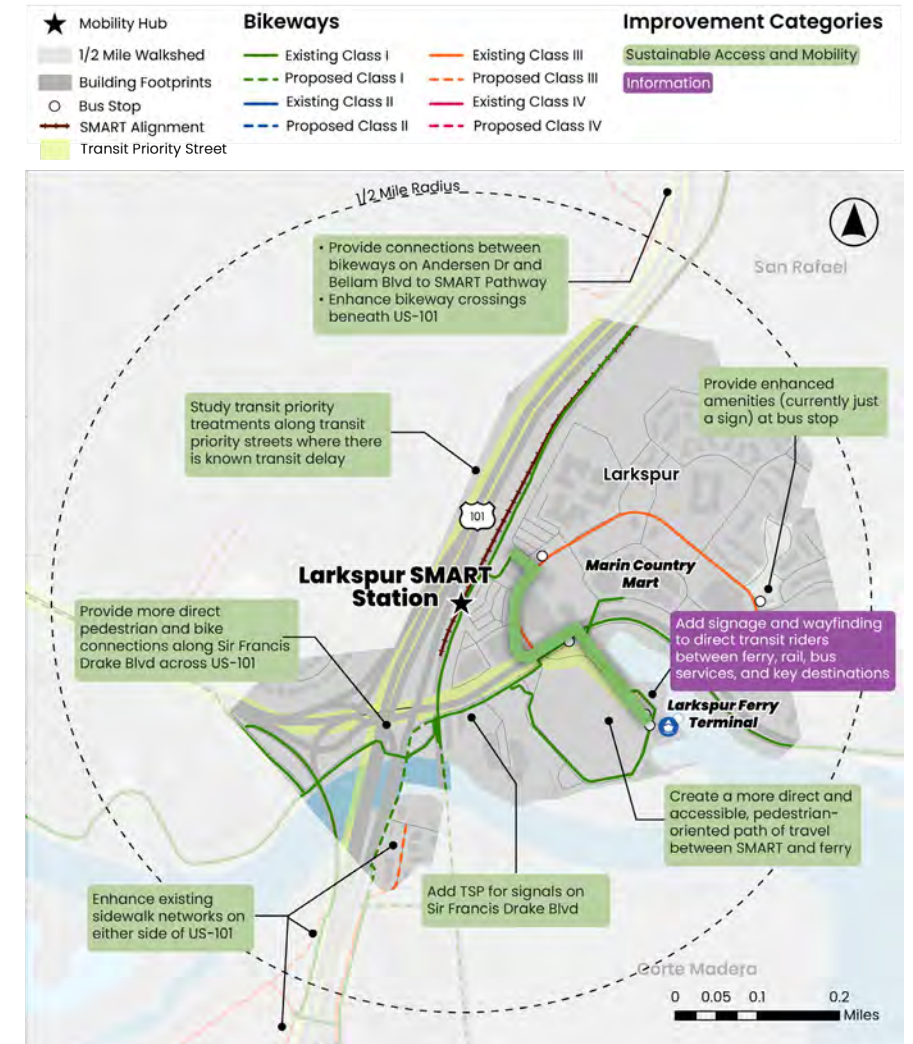
Needs Identified by Riders

- More frequent or reliable bus service
- Easier access to bus stops
- Improved bike and pedestrian connections to SMART and ferry terminals
- Better waiting area experience at SMART and ferry terminals

Improvement Opportunities

- **Transit Access & Operations:** Improve reliability and ease of transfers
- **Pedestrian & Bicycle Access:** Improve safety, comfort, and connectivity
- **User Experience:** Improve wayfinding and sustainability, enhance station amenities

The Plan translates community priorities into targeted, implementable improvements across all stations.





Design Concepts and Projects

For six of the nine hubs:

- ✓ **Defined a vision concept** for the hub
- ✓ **Defined and developed cost estimates** for 11 discrete projects across the six hubs that can be separately advanced to support the creation of mobility hubs
- ✓ **Proposed** lead agency, implementation **considerations**, steps to implementation, and operational considerations for each project
- ✓ **Solicited and addressed stakeholder agency feedback** on the visions and improvement projects





Mobility Hub Renderings



Novato Downtown SMART Station



Novato Hamilton SMART Station



Marin Civic Center SMART Station



Larkspur SMART Station



Shared Mobility Policy

- **Identified best practices and management strategies** for implementing region-wide shared mobility services
- Moving beyond one-off encroachment permits to **more programmatic tools**
- **Developed an implementation pathway** for shared mobility policy and pilot advancement
- **Policy adoption** identified as a future activity for cities consideration to attract and streamline Shared Mobility Implementation





Next Steps

- ✓ Circulate the Draft Plan for Public Review, Comments Due June 5th
- ✓ TAM Action this Summer on Final Plan
- ✓ Subsequent Local Actions on Plan
 - MTC does not currently require local jurisdictions to adopt the Mobility Hubs Plan
 - TAM staff developed plan to support local jurisdictions and transit operators needs
 - TAM staff recommends jurisdictions accept report in case TOC policy requirements change
 - Gap closure projects to be incorporated into CIPs and Bike/Ped Plans
- ✓ Continued coordination between jurisdictions to advance projects and pursue grant opportunities





Future Funding Opportunities

- **MTC TOC Incentive Program Funds**
- **RM3** – North Bay Transit Access Funding Call for Projects in 2026/2027
- **OBAG 4** –
 - County Program Currently Underway
 - Regional Programs release of funds expected over next 4 FYs
 - Other state, federal, and local programs including Active Transportation and Transit Capital Programs





Thank you!
Questions?

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DATE: May 28, 2026

TO: Transportation Authority of Marin Board of Commissioners

FROM: Anne Richman, Executive Director *Anne Richman*
Mikaela Hiatt Isono, Senior Transportation Planner

SUBJECT: Receive an Update on the TAM Sea Level Rise Climate Resilient Transportation Design Principles (Discussion), Agenda Item No. 9

RECOMMENDATION

The TAM Board receives an update on the TAM Sea Level Rise Climate Resilient Transportation Design Principles and provides feedback.

BACKGROUND

TAM has been coordinating with partner agencies and stakeholders in Marin County and the region to advance adaptation planning for sea level rise as it relates to Marin's Transportation system. With the passage of the voter approved Measure AA ½-Cent Transportation Sales Tax Expenditure Plan, 1% of the transportation sales tax is dedicated under "Category 2.3: Develop projects to address transportation impacts from sea level rise (SLR)". The expenditure plan states:

"This funding would be utilized to support protecting and adapting Marin's roadways and related infrastructure to the effects of sea level rise and flooding. These funds can be used to serve as seed money to find solutions, attract matching grants and leverage private investments to meet the challenges and vulnerabilities identified in numerous planning efforts including those of Bay Wave, and CSMART."

In order to advance adaptation planning, TAM developed a Sea Level Rise Adaptation Planning Study for Marin County's Transportation System. This Study included Vulnerable Locations in Marin County, Adaptation Summaries for the Focus Areas, and an Implementation Strategy to guide future projects and programs. The Study was accepted by the TAM Board at its June 26, 2025 meeting. One of the Implementation Strategies identified in the Study was for TAM to develop Climate Resilient Transportation Design Principles to help bolster the definition of the "Complete, Green, and Elevated Streets" Adaptation Strategy and further guide implementation of the Sea Level Rise Program.

DISCUSSION/ANALYSIS

Following the acceptance of the Sea Level Rise Study at the June 26, 2025 Board meeting, TAM staff and the consultant team began development of the Climate Resilient Transportation Design Principles. The goals of the Design Principles are to:

- Develop a set of actionable principles on which Marin's jurisdictions and departments can align and implement.
- Advance the integration of resilience measures into Marin County's transportation system.
- Integrate and build on key recommendations from the TAM Sea Level Rise Study.
 - Align the Design Principles with the Voluntary Adaptation Policy for guidance on implementation.

Using input from the Technical Advisory Committee (TAC) (originally created for the TAM Sea Level Rise Study and revived for the development of the Design Principles), the project team began work in the fall of 2025 on a Best Practices White Paper on Transportation Resilience Design Guidelines. The approach of the White Paper is to aggregate existing guidance and guardrails for resilient design that exist within Marin County, as well as to account for how regional, national, and international guidance can inform the TAM Design Principles. The project team reviewed existing literature and guidance and conducted informational interviews with key partners including the San Mateo County OneShoreline and City/County Association of Governments (C/CAG), the National Association of City Transportation Officials (NACTO), and the Port Authority of New York/New Jersey.

From the information gathered, the team identified five key challenge themes often encountered in developing Design Principles around Scale & Scope, Governance, Uncertainty & Flexibility, Buy-in & Adoption, and Funding & Operations and Maintenance.

The project team presented the findings of the White Paper to the TAM SLR Resilient Transportation Design Principles TAC on March 25th and to the Marin Public Works Association (MPWA) on April 16th and incorporated the following recommendations:

- The TAC emphasized the need for resilient design principles that are flexible, implementation-oriented, and grounded in real-world cost and delivery constraints.
- Focus on incremental, cost-effective actions supported by clear objectives rather than prescriptive standards, alongside tools that help prioritize assets based on criticality, feasibility, and flood risk (e.g., build on Resilient Roads effort).
- Early and ongoing engagement with implementing agencies (particularly public works departments), coupled with alignment to existing County efforts and datasets, was identified as critical to building buy-in and ensuring the principles can be applied in practice.

TAM staff presented to the Funding, Programs, and Legislation (FP&L) Executive Committee at its May 11 meeting. The FP&L Executive Committee shared the following comments:

- Requested that an example of how the Design Principles would be applied be presented at the Board meeting.
- Suggested referring to other projects through this process, specifically the horizontal levee project in Palo Alto.

TAM staff will present the key takeaways from the White Paper and outline the next steps in integrating the findings into the TAM Resilient Transportation Design Principles. Staff will request feedback from the Board on the White Paper, seek guidance on the development of the Design Principles, and engage with Board members in a discussion around how the Principles tie into the TAM Sea Level Rise Program and funding. TAM staff will return to the Board and Committees in the coming months with updates.

RELATIONSHIP TO COUNTYWIDE TRANSPORTATION PLAN (CTP)

The TAM Sea Level Rise Adaptation Planning for the Marin County Transportation System Study is included as an implementation action and in the “adaptation to climate change” Strategy from the adopted CTP. The CTP goal of sustainable transportation is at the core of this effort, particularly in the “Strategies” sections where “Adaptation to Climate Change” is identified under the System Management Strategies. The SLR study also incorporates equity by containing MTC Equity Priority Communities data in the focus area analysis.

FISCAL CONSIDERATION

The TAM SLR Study and Principles outline recommendations for the use of Measure AA funding for Category 2.3 Sea Level Rise. Recommendations for use of the funds will be discussed, however more specific recommended actions for the use of these funds will be brought to the TAM Committees and Board at a future date.

NEXT STEPS

Staff will begin drafting the Design Principles and continue coordination with partners on ongoing sea level rise planning efforts. Staff will return to the Board and Committees in the coming months with updates on the development of the Design Principles.

ATTACHMENTS

Attachment A – Staff Presentation

Attachment B – TAM Climate Resilient Design Principles White Paper

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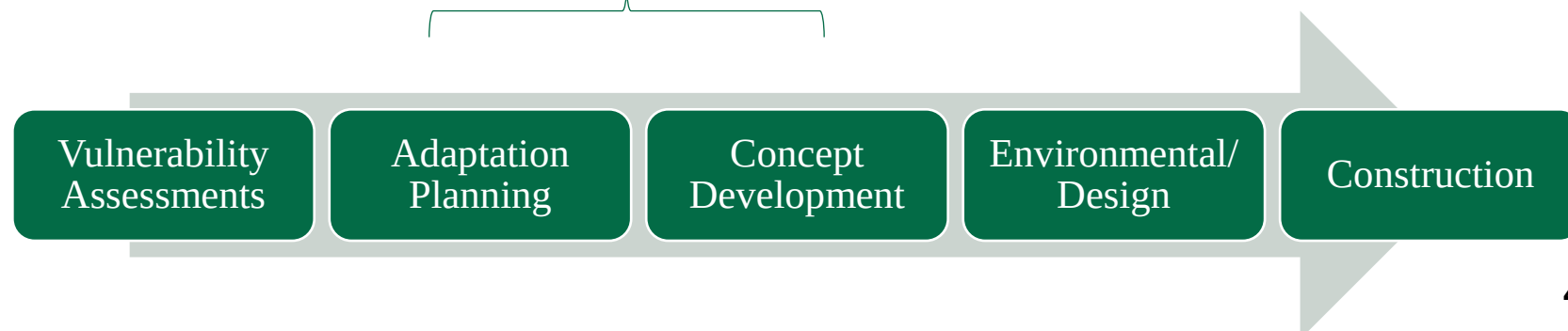
Resilient Transportation Design Principles

Transportation Authority of Marin
Board of Commissioners

TAM Sea Level Rise Program

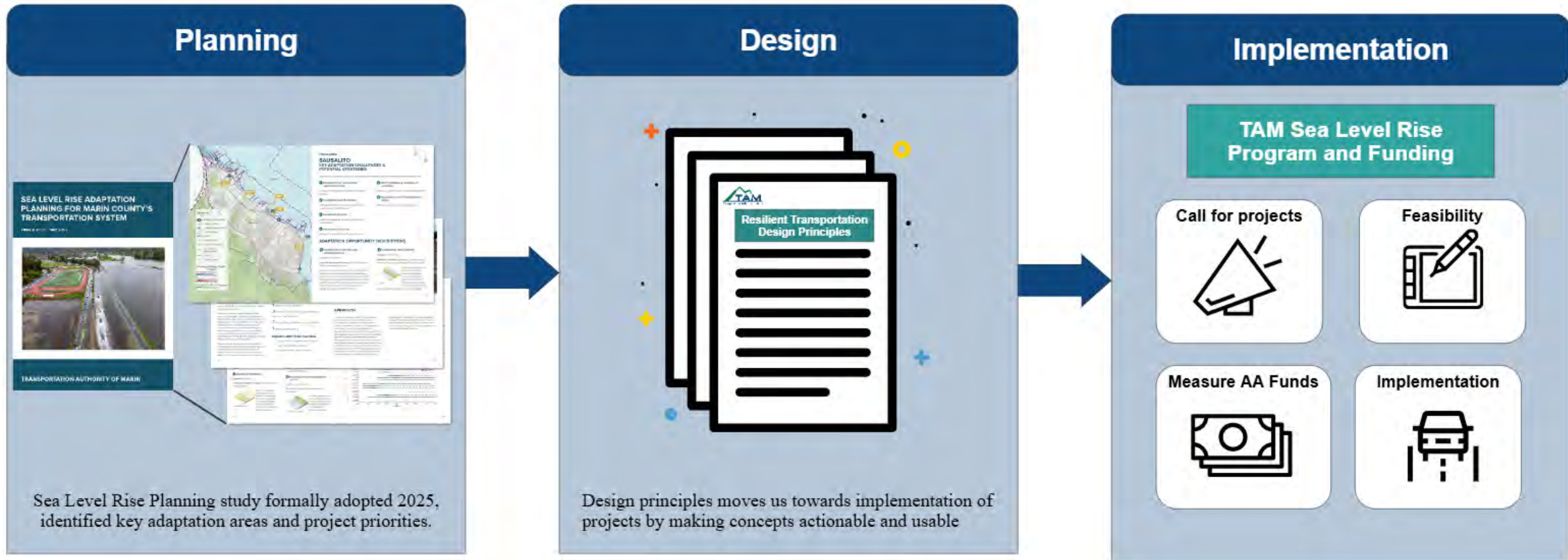
- Measure AA Category 2.3
 - 1% set aside to develop projects to address transportation impacts from sea level rise (SLR)
 - Support protecting and adapting Marin's roadways and related infrastructure to the effects of SLR and flooding
- Efforts underway in Marin County include:
 - Marin County Collaborative
 - Local Jurisdiction Plans
 - Bay Conservation and Development Commission (BCDC), San Francisco Estuary Institute (SFEI), Caltrans studies, other regional efforts
- Board Direction
 - Move from planning into initial conceptual design and identify potential projects for project development

TAM SLR Program Focus Area



Project Context

Where we've been and where we're going



Design Principles Goals

Develop

- Develop an actionable set of design principles on which Marin's jurisdictions and departments can align and implement.

Advance

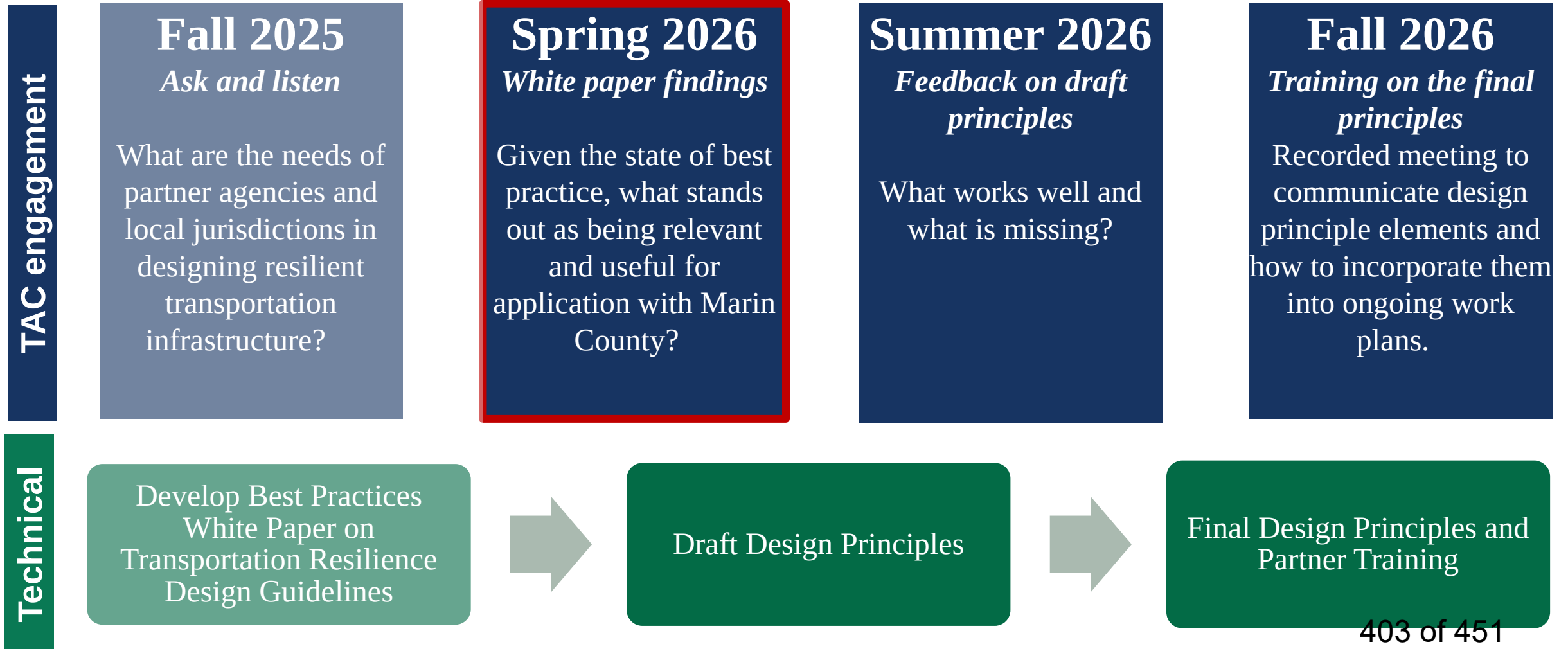
- Advance the integration of resilience measures into Marin County's transportation system.

Integrate

- Integrate and build on key recommendation from TAM SLR Study.

Begins with understanding current best practices and approaches in terms of *climate-resilient design guidance*.

Timeline



Best Practices in Resilient Transportation Design Guidelines

White Paper Goals and Methodology

Goals of the Paper



Capture tools, strategies, and opportunities applicable to Marin



Bridge the gap between planning and implementation



Identify ways in which TAM can play a supportive role in advancing implementation

Methodology



Review of current standards and guidelines in Marin County



Review of regional, national, and global comparable guidelines and principles



Interviews with key stakeholders and subject matter experts

White Paper Research

Collected information from existing guidance and industry best practice to guide Design Principles development

Current Standards

- **Existing landscape:** Layered standards with varying enforceability & update cycles
- **Future landscape:** TAM SLR Principles as non-mandatory or required?

Documents Reviewed

- **International and National Examples:** Singapore, NYC, Boston, Honolulu, Miami
- **State Examples:** CA Coastal Commission, Caltrans
- **Regional Examples:** Bay Trail, Marin County, San Francisco, San Mateo

Interviews

- **Expert Interviews:** C/CAG, OneShoreline, Port Authority NY NJ, NACTO

Five Key Challenges

Challenge 1 Scale & Scope



Challenge 2 Governance



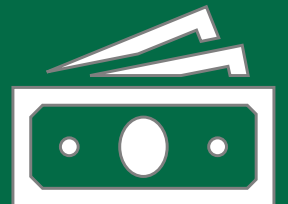
Challenge 3 Uncertainty & Flexibility



Challenge 4 Buy-in & Adoption



Challenge 5 Funding & Operations and Maintenance



Key Takeaways

Focus on frameworks, not fixed solutions.	<i>Do not design to a specific year, design to an asset's lifespan</i>
Pair guidance with clear governance.	<i>Define who applies the principles and when</i>
Design for uncertainty and change.	<i>Plan to an asset's functional lifespan and understand flexibility in the models</i>
Make usability a priority.	<i>Align with existing standards and workflows</i>
Account for full lifecycle costs.	<i>Consider operations and maintenance early and support strategies that are sustainable over time</i>
Principles can be a bridge to implementation.	<i>Translate policy goals into project level expectations</i>



Design Principles Development

- From the Challenges identified in the White Paper, identify what fits best for TAM's program and benefits for jurisdictions
- Focus scope of Principles into categories and identify limitations
 - County developing Design Plan and Guidance for Stormwater and Green Infrastructure
 - Integrate County effort and work on elevation elements
 - Identify needs for additional data and guidance
 - Begin development of lifecycle cost assessments for local project development
- Design Principles intended to be tied to TAM SLR Program and Voluntary Adaptation Policy
 - Funding to address Sea Level Rise impacts available to those who adopt the policy

Example Case Study

“Fortunate Way”

Your Project:

- Fortunate Way is a 2-lane road in Jurisdiction X with a 15-year lifetime.
- Fortunate Way has no bike or pedestrian facilities and is within a floodplain.
- Fortunate Way is an evacuation route for the community.
- Goal is to ensure the roadway is functional through 2050 under 0.8ft of SLR, increase stormwater capacity and reduce runoff.



Case Study

“Fortunate Way”

How TAM Design Principles are applied:

1. City adopts the Voluntary Adaptation Policy
2. City determines what solutions are applicable, if any (i.e. road elevation, temporary pumps, etc.)
3. City determines future needs (i.e. feasibility study for levees or sea walls for off right of way protection, etc.)
4. City can access TAM Sea Level Rise Program funding for feasibility studies or near term solutions



TAM Sea Level Rise Program and Funding

- Resilient Transportation Design Principles designed to tie into Voluntary Adaptation Policy
 - Local jurisdictions elect to adopt a policy stating the intent to align with the TAM SLR Study and commit to pursuing adaption actions
- Jurisdictions using the Policy/Principles can access Measure AA SLR Program funding (~\$350,000 / year)
 - Funding focused on design and implementation (near term solutions (i.e. temporary pumps, etc.) and/or technical assistance for project development through feasibility studies)
 - Delivered through a Call for Projects process every 2 years

Discussion and Next Steps

- Staff drafts Design Principles with local Public Works and TAC
- Further discussion around TAM SLR Program and Funding
 - Finalize the draft Voluntary Adaptation Policy
- Return to the Committees and Board for next steps

Thank you!!



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Transportation Authority of Marin

Sea Level Rise Adaptation Planning for Marin County's Transportation System

White Paper: Best Practices in Resilient Transportation Design Guidelines

Reference: V3

April 29, 2026



This report takes into account the particular instructions and requirements of our client. It is not intended for and should not be relied upon by any third party and no responsibility is undertaken to any third party.

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1. Introduction

Background and Context

Marin County is increasingly vulnerable to the impacts of sea level rise and related flooding hazards, including coastal flooding, riverine and stormwater flooding, groundwater rise, and shoreline erosion. The cost of adapting to 2050 sea level rise has been estimated at \$17B for the county, according to the 2023 Sea Level Rise Adaptation Funding and Implementation Final Report by MTC/ABAG and BCDC.¹ Much of the county's transportation network is located in low-lying coastal and bay-adjacent areas, often constrained by natural topography, developed land uses, and existing infrastructure. As sea levels rise and coastal flooding events become more frequent, these conditions heighten the risk of transportation system damage and disruptions that can affect daily travel, emergency response, economic activity, and community connectivity. Addressing these risks is particularly critical in Marin County, where transportation corridors often serve as lifelines with limited redundancy.

Over the past several years, Marin County agencies, including the Transportation Authority of Marin (TAM), and regional partners have made substantial progress in identifying and understanding vulnerabilities to sea level rise and related flooding. Numerous studies, plans, and assessments have documented exposure, vulnerability, and potential impacts to transportation and other critical assets. This growing body of work has been essential in building awareness, improving technical understanding, and establishing a shared foundation for adaptation action, which are already under development.

Because transportation projects are regularly planned, designed, funded, and constructed, they present recurring opportunities to integrate sea level rise and flood resilience considerations into planning, capital investments, and maintenance activities. Barriers to more widespread integration may include funding constraints, regulatory, permitting, and governance complexities, uncertainty about appropriate design approaches, and incentive structures that do not always reward long-term resilience. Addressing these challenges requires practical tools and guidance that support decision-making at the project level.

This TAM Sea Level Rise (SLR) Resilience Design Principles study ("TAM SLR Principles") is intended to support TAM's efforts to address the risks posed by sea level rise to the transportation system and advance adaptation efforts so that the transportation system functions safely and reliably into the future. These principles will be used by local agencies as they move toward project implementation, and other partners can look to them as a guide or reference as well. A central goal is to develop a set of resilient design principles or guidelines that local jurisdictions across the county can use when planning and designing transportation projects. These principles are intended to reduce the risk of disruption due to flooding and sea level rise, while remaining flexible enough to be applied across different contexts, project types, and funding sources. As part of a broader Sea Level Rise Program, TAM plans to use the TAM SLR Principles to help guide future Measure AA investments, with funding available to support projects that incorporate these principles into transportation planning and design.

The county's agencies, including TAM, have a strong track record of advancing similar transitions from planning to practice. Previous efforts, such as the development of stormwater design guidelines, resilient roads initiatives, and other climate- and sustainability-focused programs, have demonstrated TAM's ability to translate policy goals and technical research into actionable guidance for local jurisdictions. These efforts provide an important precedent for the current work and highlight the value of clear, practical design principles that can be applied consistently across projects. Specific examples and challenges of putting principles into practice are discussed throughout this white paper.

¹ Metropolitan Transportation Commission (MTC) / Association of Bay Area Governments (ABAG) and the San Francisco Bay Conservation and Development Commission (BCDC). 2023. Sea Level Rise Adaptation Funding and Investment Framework Final Report Draft. Obtained from: [Sea Level Rise Adaptation Funding and Investment Framework Final Report \(mtc.ca.gov\)](https://mtc.ca.gov/Sea-Level-Rise-Adaptation-Funding-and-Investment-Framework-Final-Report).

White Paper Goals

This white paper is a first step in the process of creating TAM's SLR Principles. The goals of the paper are as follows:



Capture tools, strategies, and opportunities that are applicable to the Marin County context, drawing from a global review of best practices in resilient transportation design.



Bridge the gap between planning and implementation by highlighting approaches that can be realistically adopted by local agencies.



Identify ways in which TAM can play a supportive role in advancing implementation (i.e., through guidance, coordination, or integration into existing programs and processes).

To inform this work, the project team conducted a literature review of current transportation design standards in Marin County alongside global best practices in resilient transportation design. A summary of this review is provided in Appendix A.3. The team also conducted focused interviews with practitioners from San Mateo County, OneShoreline, the Port Authority of New York and New Jersey (PANYNJ), and the National Association of City Transportation Officials (NACTO). The interview guide and a summary of key insights are included in Appendix A.2. Findings from the literature review and interviews were then synthesized to identify strategies and approaches to design guidance that directly inform the development of the TAM Sea Level Rise (SLR) Design Principles.

The remainder of this paper is organized into three sections. **Section 0 Current Standards and Principles** describes the existing standards and guidelines that shape transportation design in Marin County, including their regulatory status, update cycles, and treatment of climate change and sea level rise. Next, **Section 3 Best Practices in Resilient Transportation Principles** synthesizes insights from the literature review and interviews, highlighting five common challenges associated with developing and implementing design guidelines, along with best practices for addressing them. Finally, **Section 4 Conclusions and Recommendations** closes out the paper with recommendations to support TAM as it advances into the guideline development phase.

2. Current Standards and Guidelines

The Transportation Authority of Marin (TAM) is the countywide transportation agency responsible for planning, funding, and coordinating transportation investments across Marin County. Working in partnership with the County and Marin's eleven cities and towns, TAM administers voter-approved local transportation funding and allocates resources to projects and programs spanning highways and local roads, transit, bicycle and pedestrian infrastructure, and transportation demand management. Through these roles, TAM is uniquely positioned to advance transportation resilience by integrating sea level rise and climate risk considerations into planning, funding priorities, and project delivery across jurisdictions.

A range of existing plans, policies, standards, and regulatory frameworks already shape how transportation and infrastructure projects are planned, designed, and delivered in Marin County. These documents operate at different scales (from federal and state requirements to regional and local guidance) and vary in their level of enforceability, update cycles, and treatment of climate risks. Developing new resilience design guidelines without a clear understanding of this existing landscape risks duplication, misalignment, or limited implementation. As such, a first step in this project is establishing a baseline understanding of where current standards already address, partially address, or omit considerations related to sea level rise and flooding. The following figure summarizes key documents, their scope, and their relationship to climate resilience (Figure 1). Additional details on each source is provided in Appendix A.1.

TAM's Sea Level Rise Resilience Design Principles (TAM SLR Principles) will be a valuable addition to this existing set of standards and policies, and there are several ways in which they could be positioned within this broader system. One option is for the Principles to function similarly to other guidance or checklist documents, such as the Metropolitan Transportation Commission (MTC) Complete Streets Policy and accompanying checklist² serving as a resource that informs design decisions and implementation without being explicitly required. As discussed in Section 3, there are multiple strategies for increasing awareness, uptake, and consistent use of guidance documents without making them formally mandatory.

Alternatively, as has been done by other regions such as New York City and San Francisco and others, use of these Principles could be required based on a certain trigger. For example, projects above a certain cost threshold or located within a defined distance of the shoreline could be required to follow the principles and submit accompanying documentation. While this approach may increase the number of projects that engage with the guidance, it also introduces potential challenges, including resistance from users, increased administrative burden for implementing agencies, and reduced flexibility for projects that may struggle to fully comply. Section 3 outlines best practices for mitigating these challenges and balancing accountability with usability. Ultimately, determining where these principles sit within the existing framework will require careful consideration of both their intended influence and the practical realities of implementation.

² MTC. 2022. Complete Streets policy (Resolution No. 4493). Obtained from: [Resolution-4493_approved.pdf \(mtc.ca.gov\)](https://www.mtc.ca.gov/Portals/0/Resolution-4493_approved.pdf).

How Transportation Standards Apply in Marin County, CA

The diagram shows which documents apply universally, which are triggered by funding or jurisdiction, and which provide policy direction or guidance. Alignment reflects governing hierarchy and enforceability. Climate and update icons highlight documents that address sea level rise and those that change over time.

Key

Government Level

Federal

State

Regional

County

Multiple Levels

Update Cadence

Updated Regularly

Updated As Needed

Static

Includes Climate

Incorporates Climate and/or Sea Level Rise



Figure 1: Diagram displaying current standards and guidelines that shape Marin County transportation infrastructure.

3. Best Practices in Resilient Transportation Principles

Developing and implementing effective resilience design guidelines is inherently complex. This is evident in prior iterations of similar efforts in Marin County, in the findings from the literature review and practitioner interviews conducted for this study, and through discussions with the Technical Advisory Committee supporting this work. Challenges emerge at every stage of the process from defining the appropriate scale and scope of the guidelines, to securing buy-in and ensuring consistent implementation, to update cycles, and ultimately to funding, operating, and maintaining resilient infrastructure over time.

To support TAM in navigating these challenges, this section is structured around five key problem statements commonly faced by agencies developing new resilience design guidelines. For each problem statement, the section highlights observed best practices and illustrative examples drawn from peer agencies describing approaches used to mitigate challenges and support successful implementation. No single agency or governing body has fully resolved all these issues, and it is likely that TAM will encounter similar obstacles. However, learning from how others have addressed these challenges positions TAM to move forward more deliberately and to develop guidance that not only reflects current best practice, but also advances the state of practice in resilient transportation design.

Challenge #1: Scale and Scope

There are many different types of infrastructure that face many types of climate hazards.

Transportation agencies developing resilience design guidelines and principles are first confronted with questions of scale and scope. Roadways, trails, transit facilities, and supporting infrastructure each experience climate hazards differently, and these hazards, ranging from sea level rise to extreme precipitation to wildfire and heat, often interact in complex ways. As a result, agencies must determine not only which assets and hazards their principles should address, but also how prescriptive or flexible those principles should be across diverse contexts.

Regional and subregional agencies have generally approached this challenge by focusing on consistency of approach, rather than one set of solutions applied to all assets. Instead of prescribing a single design response for all infrastructure types, successful principles establish a shared analytical framework (common climate scenarios, risk assessment methods, and decision-making processes) that can be applied by different asset owners across jurisdictions. This allows agencies to respect local conditions while still ensuring regionally consistent outcomes.

One example of this framework-oriented approach at the regional scale is the San Francisco Bay Conservation and Development Commission's (BCDC) Regional Shoreline Adaptation Plan (RSAP), which is intended to coordinate protection of the Bay shoreline from sea level rise. The RSAP establishes a shared regional analytical framework and guiding principles, while relying on locally led Subregional Shoreline Adaptation Plans to tailor adaptation strategies to different geographies, asset types, and exposure pathways. This tiered structure is a strong example of addressing the reality that different infrastructure systems face different climate hazards, and that adaptation responses must account for this variation. At the same time, the RSAP's primary focus on shoreline and coastal systems illustrates the challenges of applying region-wide guidance to infrastructure, such as transportation networks, that extends across multiple hazard types and physical contexts.

The Bay Trail Design Guidelines illustrate this approach on a regional scale in the Bay Area. Developed to guide planning and design for a continuous, multi-jurisdictional trail network, these guidelines emphasize consistency in baseline assumptions while allowing site-specific responses. Rather than treating resilience as a separate requirement, the Bay Trail guidelines embed it into core design decisions, recognizing that different shoreline contexts will require different combinations of elevation, nature-based solutions, or phased adaptation over time. The guidelines offer a consistent set of sea level rise scenarios for users to integrate, as well as a clear framework for how to perform calculations and assessments.



Figure 2: Cover for the Bay Trail Design Guidelines

A similar subregional model is reflected in the San Diego Association of Governments (SANDAG) Regional Transportation Sea Level Rise Assessment and Adaptation Guidance. SANDAG's guidance is explicitly designed for transportation assets that cross jurisdictional lines, including roads, rail corridors, bike paths, and trails. Rather than issuing detailed design standards, the guidance defines regionally consistent sea level rise scenarios, vulnerability assessment methods, and prioritization criteria, and then provides a clear workflow that local agencies can apply to their own projects. This approach reinforces the idea that subregional agencies are well positioned to set protocols for climate analysis, while leaving detailed design decisions to project sponsors who best understand local constraints.

Another common best practice is to clearly articulate which infrastructure typologies and hazards a set of guidelines is intended to address, and where flexibility is expected. Agencies that attempt to cover all hazards and all asset types at a high level often risk producing guidance that is either too abstract to be actionable or too burdensome to implement. In contrast, many countywide efforts focus on specific systems, such as streets and rights-of-way, while acknowledging how those systems interact with broader watershed or shoreline processes.



Figure 3: Cover of the San Mateo County Green Infrastructure Design Guide

San Mateo County's Green Infrastructure Design Guide provides a useful example of this more targeted scoping. The guide focuses on streets and rights-of-way as a primary intervention point, outlining specific green infrastructure typologies such as bioretention, permeable pavement, vegetated swales, and flow-through planters. While the guide is rooted in stormwater management and water quality objectives, it explicitly connects these interventions to broader resilience and sustainable streets outcomes, including flood mitigation, urban cooling, and long-term adaptability under changing precipitation patterns. The City of San Mateo integrated the county's guidance to adopt their own Sustainable Streets and Parking Lots Policy³, highlighting the effectiveness of the guidelines for engaged local agencies.

Interviews with practitioners reinforced the importance of this kind of scoped clarity. Several interviewees noted that guidelines are most effective when they help users understand where resilience considerations apply and how deeply they are expected to engage, rather than attempting to solve every problem in a single document. In

³ City/County Association of Governments of San Mateo County (C/CAG). 2021. San Mateo Countywide Sustainable Streets Master Plan Appendix F. Obtained from: [Appendix-F-SSMP-Policy-Overview-and-Model-Language_final.pdf \(ccag.ca.gov\)](#)

practice, this often means prioritizing the most relevant hazards for a given infrastructure system, such as flooding and sea level rise for low-lying transportation corridors, while referencing complementary guidance for other risks such as evacuation planning for wildfire.

TAM has already taken meaningful steps toward addressing this challenge through the way these Principles have been framed. By defining this effort as *Sea Level Rise Resilience Design Principles*, TAM has intentionally narrowed the scope to a specific set of climate hazards including coastal flooding, storm surge, and groundwater rise. Similarly, the Principles are explicitly focused on transportation infrastructure, reinforcing TAM's core role and influence while providing a clear organizing framework for resilience considerations. While additional work remains to clearly define which components of the transportation system are in scope, this represents a strong foundation. Building on this clarity will allow TAM to further refine the applicability of the Principles while maintaining consistency across jurisdictions and projects.

Key Takeaways – Scope and Scale

Do not prescribe one solution for all assets.

Effective resilience guidelines prioritize a consistent analytical framework rather than uniform design responses across diverse infrastructure types.

Set countywide consistent thresholds, not site-specific outcomes.

Countywide and subregional agencies are well positioned to define shared climate scenarios, risk assessment methods, and workflows, while leaving detailed design decisions to project sponsors.

Be explicit about what is in scope and what is not.

Clearly defining applicable asset types and priority hazards improves usability and avoids overly abstract or burdensome guidance.

Focus guidance where TAM has the most influence.

Streets, rights-of-way, and transportation corridors are effective intervention points, even as they interact with broader shoreline and watershed processes.

Challenge #2: Governance

Responsibilities and authority for the implementation, administration, and long-term maintenance of design guidelines are not always clearly defined.

Even when the scale and scope of resilience design principles are well defined, implementation can be challenging if the governance structure (roles, responsibilities, and authority) is unclear. Sea level rise adaptation often cuts across agency roles, disciplines, and funding streams, creating uncertainty around who is responsible for applying guidelines, who has decision-making authority, and how compliance is ensured. As a result, many agencies have focused their guidance not only on what should be done, but on who is accountable for acting and how that accountability is operationalized.

The NYC Climate Resiliency Design Guidelines provide a clear example of this approach. NYC requires all city agencies to use the guidelines for applicable public capital projects and mandates that each agency appoints designated points of contact responsible for implementation. Projects must submit a Resilient Design Submittal Checklist documenting how climate risks and adaptation measures have been addressed. Other cities such as San Francisco have similar checklist structures (Figure 4). This creates a clear chain of responsibility, defining who reports what, to whom, and at what point in the project lifecycle while allowing individual agencies to retain control over design decisions within their portfolios. Other guidelines also apply to private development, such as OneShoreline and The City and County of Honolulu's development guidelines.

Marin County Public Works' previous effort to integrate a Sea Level Rise Checklist as a part of the Resilient Roads program is another example of utilizing checklists. However, checklists (such as the County's Sea Level Rise Checklist) on their own are insufficient to drive meaningful changes in design practice, unless paired with a structured governance system for broad integration into existing processes. To influence outcomes, checklists must be paired with measures (such as clear performance standards), staff training, early project requirements, and alignment with funding, permitting, or capital programming processes. This way climate resilience considerations are integrated into core project delivery.

Guidance for Incorporating Sea Level Rise into Capital Planning in San Francisco
Sea Level Rise Checklist

10. Is the project located within 100 ft of the shoreline?
(The State Level inundation tool includes the 100-foot shoreline buffer. If the project is located within this zone, the 100-year 1% annual exceedance probability total water level - which includes wave heights at the shoreline - must be considered.)
☐ Yes (Go to Question 11) ☐ No (Go to Question 12)

11. If the project is within 100 ft of the shoreline, what is your 100-year 1% annual exceedance probability total water level elevation?
(Please use the State Level inundation tool and select the closest point to your project location and record the year 100-year total water level elevation.)
100-year total water level elevation (in feet): _____ ft NAVD83

12. Is project influenced by subsurface conditions? This could be because the project includes underground infrastructure such as tunnels, pipes, roadways, subgrades, and/or foundations elements that are typically designed relative to the highest annual groundwater table.
☐ Yes ☐ No

SECTION I - Vulnerability Assessment for Potential Projects in the SLR Vulnerability Zone

A. Exposure (see SLR Guidelines for additional information):
Analyze if the project, site or asset could be subjected to sea level rise inundation, flooding, coastal flooding, or wave height. Some fields below are auto-populated based on data information entered.

Future Sea Level Rise Calculations

13. Calculate projected sea level rise at the end of the planning horizon year: _____ (from Question 4.)
Enter projected sea levels for the Intermediate and Intermediate-High scenarios below:
a. Intermediate Scenario: _____ in inches and _____ in feet
b. Intermediate-High Scenario: _____ in inches and _____ in feet

Assess Project Vulnerability to Permanent Inundation from Sea Level Rise

14. Subtract MINOR (6) from the project elevation (7)
Difference in feet: _____ ft
(If the answer is negative, the project is below MINOR and could be vulnerable to SLR.)

Is the project vulnerable to permanent inundation during the functional lifespan under the Intermediate SLR scenario? (In the answer to Question 13a greater than the answer to Question 14?)
☐ Yes: The project could be inundated by more likely sea level rise and will require adaptation strategies.
☐ No: Not vulnerable.

Is the project vulnerable to permanent inundation during the functional lifespan under the Intermediate-High SLR scenario? (In the answer to Question 13b greater than the answer to Question 14?)
☐ Yes: The project could be inundated by more extreme sea level rise and will require adaptation strategies.
☐ No: Not vulnerable.

NYC Mayor's Office of Climate and Environmental Justice
Climate Resiliency Design Guidelines - Version 4.1

Is the project located within the future 2% annual floodplain?		U.C.3.a-c
Current elevation (feet, NAVD83)		
FEMA 1% Base Flood Elevation (BFE) (feet, NAVD83)		Table 3
Fretboard (inches)		Table 3
Sea Level Rise Adjustment (SLRA) (inches)		Table 3
Estimated Design Flood Elevation (BFE + Fretboard + SLRA) (feet, NAVD83)		Table 3
Actual Design Flood Elevation (feet, NAVD83)		
Primary design strategy selected to address exposure to sea level rise		Appendix 4
Additional design strategy (if applicable) selected to address exposure to sea level rise		Appendix 4
Additional design strategy (if applicable) selected to address exposure to sea level rise		Appendix 4
Provide a narrative on the design interventions that mitigate risks from SLR. Refer to sheet "Appendix - Design Strategies" for examples of potential design strategies.		
Capital cost associated with incorporating sea level rise design criteria, if applicable. (5)		U.C.4
Has the project addressed exposure to sea level rise?		U.C.
Total capital cost associated with incorporating resiliency design criteria, if applicable. (5)		U.C.D
Expense cost (operation and maintenance) associated with incorporating resiliency design criteria, if applicable. (5)		U.C.D
If applicable, attach the final completed BCA analysis to Checklist submission.		U.C.D
For projects \$50M or greater, include final Benefits Cost Analysis (BCA) ratio.		U.C.D
If applicable, provide justification for why part or all of the project is incapable of accommodating design criteria relevant climate hazards. Please describe 2) if the application of the Guidelines are in conflict with the purpose and need of the project, 3) if the application of the Guidelines would impact the use of adjoining properties, including impacts on access, views, drainage, shading, noise, or other relevant impacts, 3) if the application of the Guidelines could be physically/structurally accommodated based on site constraints.		U.F
If the project cannot incorporate mechanical cooling, provide final justification for why the project cannot reasonably accommodate this design strategy, and the alternative cooling strategies employed. Attach relevant documentation to this submission.		
If the project is located in the current or future tidal inundation zone, provide final justification for why the project cannot be reasonably accommodated at another site. Attach relevant documentation to this submission.		U.A.3.a
		U.C.1.b

Figure 4: Snapshots of design guideline checklists San Francisco (right) and NYC (left).

At the Port Authority of New York and New Jersey (PANYNJ), use of their Sustainable Infrastructure Guidelines is required unless a formal exception is approved by a central authority. Importantly, interviewees emphasized that the exception pathway to this approval process is intentionally structured to avoid being “too easy,” reinforcing the authority of the guidelines while acknowledging that unique circumstances may arise. This balance helps maintain consistency without undermining credibility or buy-in.

Another common best practice is to establish a centralized accountability and procedural structure, even when implementation is distributed across multiple agencies or departments. One approach to this is creating a centralized agency or department tasked with overseeing policy and guidance related to sea level rise or other related climate hazards. Two examples are New York City (NYC)'s new Bureau of Coastal Resilience and San Mateo County's Flood and Sea Level Rise Resiliency District known as OneShoreline. This provides clear definition of governance within existing structures.

In addition to defining authority at the organizational level, some agencies have focused on clarifying responsibility within complex institutions. PANYNJ employs a “hub-and-spoke” model, in which a central resilience team develops core guidance, while discipline-specific liaisons are responsible for integrating that guidance into their respective technical standards and workflows. This approach makes clear who owns what by embedding responsibility within existing professional roles, rather than relying on a single central team to enforce compliance across all projects. It also supports long-term institutionalization of resilience practices as staff turnover.

Another effective mechanism for clarifying roles and responsibilities is to tie guideline compliance directly to capital planning and funding decisions. San Francisco's Guidance for Incorporating Sea Level Rise into Capital Planning demonstrates this approach. City departments must complete a Sea Level Rise Checklist for projects in vulnerable areas, and projects that do not adequately address sea level rise risk are not advanced through the capital planning process. In this model, enforcement does not rely on design review alone; instead, compliance is

embedded within funding and approval workflows, clearly signaling where authority lies and ensuring that resilience considerations are addressed early.

Another mechanism for defining authority is to refer to vetted and trusted standards to boost legitimacy. The Boston Climate Resilient Design Standards direct designers to U.S. Army Corps of Engineers levee guidance when roadways or embankments are intended to serve as flood barriers. By doing so, Boston clarifies which standards apply when responsibilities overlap transportation and flood control and also boost technical legitimacy to design decisions and reduce uncertainty about acceptable practices.

These examples suggest that clearly defining roles and responsibilities is as much about process design as it is about organizational structure. Effective guidelines articulate who is responsible for applying the guidance, how compliance is demonstrated, and where authority ultimately resides, whether through centralized oversight, distributed liaisons, capital planning controls, or reference to established external standards. For TAM, this highlights the importance of pairing technical guidance with clear implementation pathways, ensuring that expectations for coordination, accountability, and enforcement are understood across agencies and project sponsors.

Key Takeaways – Governance

Clear governance is as important as technical guidance.

Resilience guidelines are most effective when they clearly define roles, responsibilities, and decision-making authority across agencies and project sponsors.

Checklists help clarify accountability but are not sufficient on their own.

To influence outcomes, checklists must be embedded within broader workflows such as capital planning, permitting, funding decisions, and early project scoping.

Mandates with structured flexibility build credibility.

Requiring guideline compliance, while allowing limited and well-controlled exceptions, helps maintain consistency without undermining usability or buy-in.

Centralized oversight can coexist with distributed implementation.

Models such as centralized resilience offices or hub-and-spoke governance structures clarify accountability while allowing discipline-specific integration.

Linking guidance to funding and approvals drives early action.

Tying resilience requirements to capital planning and funding decisions ensures climate risks are addressed before key design choices are locked in.

Challenge #3: Uncertainty and Building in Flexibility

Resilience design guidelines risk becoming out of date or inflexible given uncertainty around future climate change and evolving science.

A core challenge in developing resilience design principles is the need to make decisions today in the face of uncertain and changing future conditions. Climate science continues to evolve, projections span wide ranges, and the timing and magnitude of impacts such as sea level rise come with uncertainty. This means guidelines must be specific enough to inform near-term design decisions, while remaining flexible enough to accommodate future scientific updates and changing risks.

Many agencies have addressed this challenge by shifting away from fixed, one-time design thresholds toward risk-based and phased adaptation frameworks. The California Coastal Commission's Critical Infrastructure at Risk: Sea Level Rise Planning Guidance exemplifies this approach. Rather than prescribing a single sea level

rise value, the guidance uses adaptation pathways that include defined triggers for future action based on sea level rise scenarios and flood events. This structure explicitly acknowledges uncertainty and encourages agencies to plan for a range of futures while avoiding over- or under-investment in the near term.

A similar philosophy is in San Francisco's Guidance for Incorporating Sea Level Rise into Capital Planning. San Francisco's framework requires projects to assess sea level rise risk over an asset's functional lifespan, rather than a fixed design horizon, and to follow a structured process from science review through vulnerability and risk assessment to adaptation planning. The guidance is explicitly designed to be updated as science evolves, reinforcing the idea that resilience planning is iterative rather than static.

Box 3.1: Elevating Roadways for Coastal Flooding

Bay Area agencies increasingly recognize that designing roadways today for full 2100 sea level rise is impractical given uncertainty in future conditions. Rather than relying on fixed, one-time elevation standards, guidance documents emphasize phased adaptation pathways with clear trigger points for future action.

Common elements across Bay Area guidance include:

- **Near-term design for mid-century condition.** Facilities are often designed to accommodate projected sea level rise through approximately 2050.
- **Documented pathways for future elevation.** Projects are expected to show how additional elevation could occur over time, preserving flexibility as conditions change. Near-term design targets are intended as an initial phase and should not preclude additional adaptation as future conditions and risk thresholds are reached.
- **Defined triggers for action.** Future upgrades are tied to measurable thresholds, such as:
 - Sea level or flood elevation thresholds
 - Flood frequency or event severity
 - Time-based milestones linked to an asset's functional lifespan

Local project example: Corte Madera active road project

An active roadway project in Corte Madera provides a **practical example of phased elevation in action**. The roadway experienced recurring flooding and required repaving as part of routine maintenance. Rather than repaving at the existing elevation, the **project added approximately one foot of elevation as an incremental adaptation step**. This approach **addressed near-term flooding** while preserving the ability to **elevate the roadway further in the future**, aligning capital maintenance with longer-term sea level rise adaptation.

Additional regional precedents:

- **Bay Trail Design Guidelines:** Require vulnerable segments to include a phased approach, such as:
 - Designing initially for ~2050 sea level rise
 - Reserving right-of-way for future levee raises
 - Using modular or liftable elements
 - Identifying planned inland detour routes
- **San Mateo County Planning Policy Guidance to Protect Bay Shoreline Areas:** Allows projects that cannot meet the long-term Bay Protection Standard at the outset to proceed with phased elevation tied to defined triggers.
- **San Francisco Sea Level Rise Checklist:** Requires documentation of an asset's functional lifespan and a sequence of adaptation actions, such as incrementally elevating roadways as sea level thresholds are exceeded.

Nature-based and hybrid solutions incorporated within the roadway right-of-way can provide flexibility that complements more traditional, fixed infrastructure interventions. Guidance such as the NYC Climate Resiliency

Design Guidelines, the City and County of Honolulu Climate Adaptation Design Principles, and Caltrans' Adaptation Strategies emphasize the use of green infrastructure elements, such as bioswales, vegetated medians, and permeable surfaces integrated into streets, to manage flooding and adapt over time. When applied within transportation corridors, these features can accommodate uncertainty by evolving incrementally, supporting near-term performance while preserving flexibility for future modifications without locking projects into rigid designs.

Interviewees emphasized that flexibility is also supported by how guidance evolves internally. At the Port Authority of New York and New Jersey, resilience guidance has been developed as an ecosystem rather than a single static document. Initial versions relied on simple, engineer-friendly methods, such as basic design flood elevation calculations, and were later refined to include more nuanced tools like benefit-cost analysis for larger or higher-risk projects. This “start simple, then add nuance” approach allows agencies to maintain usability while progressively incorporating more sophisticated analysis as institutional capacity and understanding grow.

Effective resilience guidelines incorporate uncertainty explicitly, promote phased and adaptable solutions, and steer agencies toward strategies that preserve future options. For TAM, this underscores the value of framing sea level rise resilience as an ongoing process – one that balances near-term decision-making with long-term adaptability, and that can evolve alongside climate science and regional understanding of risk.

Key Takeaways – Uncertainty and Building in Flexibility

Resilience guidance must balance precision and flexibility.

Principles should inform near-term design decisions while remaining adaptable to evolving climate science and changing risk conditions.

Move away from fixed design thresholds.

Risk-based, phased adaptation frameworks with defined trigger points are more effective than single, end-state design values in addressing uncertainty over time.

Plan over an asset's functional lifespan, not a fixed horizon.

Evaluating risk across how long infrastructure is expected to function supports more appropriate and durable adaptation strategies.

Address near-term risk while preserving long-term adaptation pathways.

Adaptation strategies should manage current flooding impacts without constraining future actions as conditions evolve.

Use ROW-integrated green infrastructure to support adaptive performance.

Bioswales, permeable surfaces, and other street-scale features can be incrementally adjusted or expanded over time, providing flexibility in how roadway projects respond to changing climate conditions.

Allow guidance to evolve over time.

Starting with simple, usable methods and adding analytical nuance as capacity grows helps maintain adoption while improving decision-making.

Challenge #4: Generating Buy-In and Adoption

New guidelines and additional workflows can be difficult to adopt and build buy-in for, particularly among already-burdened partner agencies.

Even well-designed resilience guidelines can struggle to gain traction if they are perceived as adding complexity, workload, or uncertainty to existing project delivery processes. Many practitioners may see guidelines as an additional burden on top of existing compliance requirements. For agencies and practitioners operating under tight timelines and resource constraints, buy-in is often driven by whether guidance is practical, efficient, and clearly integrated into their workflows. As a result, many successful guidelines focus as much on how they are used as on what they require.

A recurring theme across peer efforts is the importance of reducing friction by providing clear starting points and standardized tools. The San Mateo County Green Infrastructure Design Guide illustrates this approach by offering typical details, sizing guidance, and example applications that practitioners can adapt and use. Interviewees emphasized that borrowing and adapting details from other agencies, combined with local feedback, helped lower the barrier to entry by giving users a concrete place to begin rather than asking them to invent new solutions from scratch. Similarly, the California Coastal Commission's Critical Infrastructure SLR Guidance offers model policies including language to support easier adoption and implementation. This approach makes guidance documents a support tool rather than an additional burden, increasing the likelihood of consistent adoption.

Beyond tools and templates, buy-in is also strengthened when responsibility for implementation is embedded within existing networks and delivery processes. At the Port Authority of New York and New Jersey, the use of designated discipline-specific liaisons creates a sense of ownership by making guideline implementation part of established roles and responsibilities. Having the liaison be associated with a role rather than an individual is important to account for turnover. This model supports adoption over time, as updates to the guidance are integrated into existing technical standards and workflows rather than remaining the responsibility of a central team alone.

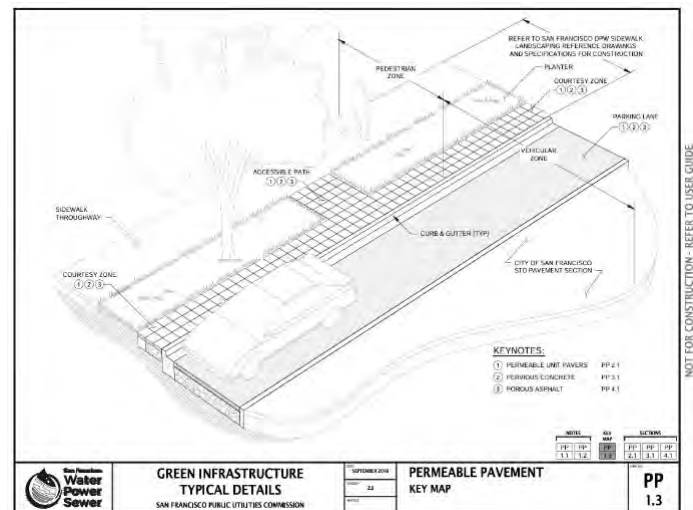


Figure 5: Typical design detail for sustainable streets from the San Mateo Green Infrastructure Design Guidelines

Peer-based development models reinforce this sense of ownership. NACTO's approach to guidance development relies heavily on member working groups and practitioner networks, drawing on collective expertise to shape content that reflects real-world constraints. Interviewees described this "hive mind" approach as critical to building credibility and relevance, as practitioners are more likely to adopt guidance they recognize as informed by their own experiences. This model offers a useful parallel for TAM's engagement with an advisory committee, regional stakeholders, and partner agencies, suggesting that sustained involvement can meaningfully support buy-in.

Several guidelines also address adoption challenges by pre-processing and organizing climate data. Rather than requiring project teams to independently interpret climate science, agencies such as NYC, Boston, OneShoreline, SANDAG, San Francisco, and others provide pre-processed climate scenarios, maps, and reference datasets that establish a common analytical baseline. By ensuring that all projects use consistent

assumptions, these tools reduce debate, streamline review, and allow practitioners to focus on design and implementation rather than data interpretation.

Guidelines that provide templates, standard workflows, peer-informed content, and ready-to-use data are more likely to be embraced by busy partners and consistently applied across projects. In the Bay Area, documents reference pre-processed sea level rise data from BCDC's Adapting to Rising Tides (ART) visualization tools⁴. In Marin, the County has developed a Resilient Roads dataset that also contains this information. For TAM, this underscores the importance of designing resilience guidance that minimizes friction, aligns with existing practices, and reflects the realities of partner agencies' capacity. This means the guidelines can be an enabling resource rather than an additional hurdle.

Key Takeaways – Generating Buy-In and Adoption

Buy-in depends on minimizing friction.

Guidance gains traction when it fits seamlessly into existing workflows and does not add perceived burden or complexity.

Standard tools enable faster adoption.

Templates, typical details, and model language give practitioners clear starting points and reduce the need to create new solutions from scratch.

Embedded ownership drives sustained use.

Integrating implementation into existing roles and peer networks builds credibility, relevance, and long-term adoption.

Ready-to-use data streamlines decisions.

Pre-processed climate data and visual tools reduce debate, speed review, and allow teams to focus on design and delivery.

Challenge #5: Funding, Operations, and Maintenance

Resilience projects, particularly for transportation infrastructure, are often costly and can exceed available funding, especially when long-term operations and maintenance are considered.

Transportation resilience projects frequently require significant upfront investment, and their costs do not end at construction. Operations and maintenance (O&M) represent substantial long-term commitments, particularly for assets exposed to recurring climate stressors such as flooding or sea level rise. As a result, agencies developing resilience design guidelines frame funding not as a one-time challenge, but as a lifecycle issue that must be addressed through planning, prioritization, and coordination across funding sources.

State-level guidance is increasingly reinforcing this lifecycle perspective. Guidance developed by the Governor's Office of Planning and Research⁵ emphasizes the importance of full life-cycle cost accounting in a changing climate, including accounting for future climate projections in design and performance criteria, ongoing maintenance and operations, and investments required across an asset's full functional lifespan. This framing

⁴ Available at: <https://www.adaptingtorisingtides.org/>

⁵ Governor's Office of Planning and Research. 2018. Planning and Investing for a Resilient California: A Guidebook for State Agencies. Obtained from: [20180313-Building_a_Resilient_CA.pdf](https://www.oppr.ca.gov/20180313-Building_a_Resilient_CA.pdf) ([lci.ca.gov](https://www.oppr.ca.gov/))

cautions against relying solely on short-term funding horizons or discounted cost assumptions that can remove long-term climate risks and costs.

Several guidance documents emphasize that long-term performance depends on explicitly accounting for O&M from the outset. San Mateo County's Green Infrastructure Design Guide makes this principle explicit by noting that green infrastructure is not "set and forget." Projects are required to include maintenance plans and commitments, ensuring that agencies budget not only for construction, but also for ongoing upkeep to maintain function and regulatory compliance over time. This framing directly impacts funding decisions by highlighting that under-resourced maintenance can undermine the long-term effectiveness of resilience investments.

Similarly, the Boston Climate Resilient Design Standards explicitly compare capital and operational costs across different flood protection strategies. For example, deployable flood barriers may have lower upfront costs but require recurring staffing, training, and deployment readiness, while permanent berms or raised roadways involve higher initial capital investment but lower long-term O&M demands. By encouraging designers and decision-makers to consider and plan for these tradeoffs, Boston's guidance helps align funding strategies with lifecycle cost realities rather than short-term budget constraints.

Interviewees also emphasized the importance of stacking funding sources and aligning resilience benefits with existing transportation funding programs. In San Mateo County, practitioners described combining multiple funding streams, incorporating green infrastructure into transportation project scoring criteria, and using pilot projects that achieve multiple objectives to demonstrate value and build momentum. These approaches reflect the reality that resilience projects are rarely funded through a single source and must often be assembled from a combination of grants, local funds, and matching requirements.

At the Port Authority of New York and New Jersey, benefit-cost analysis is applied to projects above certain thresholds or when requested, allowing more detailed evaluation where investment decisions are most consequential. Importantly, O&M considerations are included in this analysis, reinforcing the idea that cost should be assessed over the full life of an asset rather than at construction alone.

For Caltrans, integrating sea level rise considerations early, through Project Initiation Documents, environmental review, and project definition, is increasingly necessary to advance projects through permitting and position them for eligibility across state and federal funding programs, including climate resilience investments. By embedding climate risk into these early project development phases, Caltrans and other transportation agencies can better align projects with funding requirements and reduce the chance of costly redesigns later in delivery.

In some contexts, resilience investments are also influenced by private development, with public agencies responding by upgrading adjacent infrastructure to account for future climate conditions. Examples from Honolulu, San Mateo County, Miami, and Singapore reflect models where development requirements incorporate climate risk, triggering coordinated public infrastructure investments. However, this approach may be less applicable in areas with limited development pressure or constrained land use opportunities, such as Marin County.

Funding is inseparable from decisions about operations, maintenance, and long-term stewardship. Effective guidelines acknowledge lifecycle costs, encourage strategic prioritization, and support the assembly of diverse funding sources. For TAM, this suggests that resilience design guidance can play an important role in shaping projects that are not only technically robust, but also financially sustainable over time. While examples that tie resilience design guidance to existing and predictable funding sources (such as Measure AA's Sea Level Rise Program) are limited, incorporating these cost and lifecycle considerations into TAM's programs is key.

Key Takeaways – Funding, Operations, and Maintenance

Resilience funding is a lifecycle challenge, not a one-time cost.

Upfront capital investments must account for long-term operations and maintenance, especially for assets exposed to recurring climate stressors.

Explicitly planning for O&M protects long-term performance.

Guidelines that require maintenance plans and compare capital versus operational tradeoffs help prevent under-resourced investments that fail over time.

Aligning resilience with existing funding programs unlocks resources.

Stacking funding sources, integrating resilience into project scoring, and embedding climate risk early in project development improve funding eligibility and reduce costly redesigns.

Lifecycle cost transparency supports better investment decisions.

Incorporating O&M into benefit-cost analysis and prioritization ensures resilience projects are financially sustainable as well as technically robust.

4. Conclusions and Recommendations

This white paper was developed to achieve the following goals through a review of existing standards, guidance documents, and practitioner interviews.



Capture tools, strategies, and opportunities that are applicable to the Marin County context, drawing from a global review of best practices in resilient transportation design.



Bridge the gap between planning and implementation by highlighting approaches that can be realistically adopted by local agencies.



Identify ways in which TAM can play a supportive role in advancing implementation (i.e., through guidance, coordination, or integration into existing programs and processes).

The paper identifies a clear set of approaches learned from agencies advancing sea level rise resilience through design, and it has summarized Key Takeaways for the five challenges identified and explored, particularly focused on transportation infrastructure. Several consistent themes emerged across jurisdictions, offering important lessons for how TAM can shape an effective and implementable set of Sea Level Rise Resilience Design Principles tailored to Marin County. This review called out how sea level rise and climate resilience are already acknowledged across many documents, including the Countywide Plan, the Countywide Transportation Plan 2050, stormwater guidance, and regional and state standards. However, these considerations are often addressed at a policy or planning level, with limited translation into consistent, project-level design expectations.

This creates a clear opportunity for TAM's Sea Level Rise Resilience Design Principles to function as a bridge between policy intent and implementation and to serve local jurisdictions in Marin County. Rather than replacing existing documents, the principles can complement them by:

- Translating high-level resilience goals into practical design considerations for transportation projects;
- Providing a consistent framework for how sea level rise risk is assessed and addressed across jurisdictions;
- Referencing and aligning with existing standards (e.g., UCS, stormwater guidance, Caltrans manuals) while filling gaps related to future conditions and asset criticality.

- Incorporating principles and frameworks into a practical Sea Level Rise Program designed to be implemented by TAM and its local partners.

There is also an opportunity to better integrate sea level rise considerations into existing decision points, such as capital planning, funding prioritization, and early project scoping. Peer examples demonstrate that resilience considerations are most effective when embedded early, rather than added late in design or review. Aligning the principles with TAM's Measure AA Sea Level Rise programming, funding, and coordination roles will help ensure that resilience is addressed proactively and consistently.

Next Steps

Based on the findings of this White Paper, several actionable steps emerge to guide the next phase of TAM's sea level rise resilience effort:

Further Define Scope and Applicability

Clarify which transportation asset types, project scales, and contexts are expected to apply the principles, and where flexibility is appropriate. This includes identifying priority asset classes and geographies where sea level rise poses the greatest risk.

Pair Technical Guidance with Clear Implementation Pathways

Determine how and when the principles will be applied within existing processes, such as capital planning, funding programs, or project development milestones. Clearly articulate roles, responsibilities, and documentation expectations to support accountability without creating undue burden.

Embed Flexibility and Phased Adaptation

Structure guidance to support phased solutions, adaptation pathways, and future retrofits, rather than single end-state designs. This will help projects remain viable as conditions change over time.

Prioritize Usability and Alignment with Existing Practice

Develop templates, checklists, example workflows, and references to pre-processed data that reduce barriers to adoption. Where possible, align guidance with tools and standards already familiar to partner agencies.

Connect Design Guidance to Funding and Lifecycle Considerations

Encourage consideration of operations, maintenance, and lifecycle costs alongside capital investment decisions. Where feasible, link resilience outcomes to funding eligibility, prioritization criteria, or multi-benefit project objectives.

Align Design Principles to TAM Programs

Outline the specifics of how TAM will integrate the Principles into the Sea Level Rise Program and other TAM programs as applicable.

Taken together, these steps position TAM to play a critical role in advancing sea level rise resilience across Marin County's transportation system. By focusing on implementation-oriented guidance that is clear, flexible, and aligned with existing processes, TAM can move resilience forward, building on the progress across the county in multiple jurisdictions.

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A.1 Summary of Current Standards

Document Name	Brief Description	How SLR / Climate Resilience is Addressed
Marin County Storm Water Resource Plan	Countywide planning document guiding stormwater management, water quality improvement, groundwater recharge, and multi-benefit infrastructure investments.	Explicitly addresses flood risk reduction through improved drainage, green infrastructure, and nature-based solutions; supports resilience to increased storm intensity and coastal flooding associated with sea level rise.
Design Guidance for Stormwater Treatment and Control for Projects in Marin, Sonoma, Napa, and Solano Counties	Regional technical guidance for stormwater treatment, low-impact development (LID), and runoff control for new development and redevelopment projects.	Indirectly supports flood resilience by promoting infiltration, runoff reduction, and detention practices that reduce peak flows and localized flooding under future climate conditions.
Marin County Uniform Construction Standards (UCS)	Standard specifications and construction details governing public infrastructure projects within Marin County.	Incorporates drainage, grading, and materials standards that support flood-resilient design; can be applied to accommodate higher water levels and improved stormwater conveyance where required.
Marin County Code – Title 24 (Development Standards), Roads Chapter	Regulatory standards governing roadway design, construction, and improvements within the county.	Addresses roadway drainage and flood protection requirements; provides a regulatory framework that can support elevation, drainage, and design adaptations in flood-prone or SLR-affected areas.
Local Jurisdiction and County General Plans and Hazard Mitigation Plans	Policy and planning documents guiding land use, hazard mitigation strategies, transportation, environmental protection, and public safety throughout Marin County.	Explicitly recognizes climate change, sea level rise, and flooding hazards; includes policies to reduce risk to people, infrastructure, and ecosystems through adaptation and resilience planning.
Marin Countywide Transportation Plan (CTP) 2050	Long-range transportation planning document identifying multimodal investments and policies through 2050.	Identifies climate change, sea level rise, and flooding as risks to transportation assets; calls for resilient infrastructure planning, adaptation strategies, and protection of critical corridors.
Metropolitan Transportation Commission (MTC) Complete Streets Policy	Regional policy promoting safe, accessible, and multimodal transportation facilities for all users.	Indirectly supports resilience by encouraging context-sensitive design, green infrastructure, and street features that can improve drainage, reduce runoff, and enhance climate adaptability.

California Complete Streets Act	State law requiring cities and counties to plan for balanced, multimodal transportation networks.	Does not explicitly address SLR or flooding , but supports integrated street designs that can incorporate stormwater management and resilient public-realm improvements.
California Streets and Highways Code – California Bicycle Transportation Act	State legislation promoting bicycle transportation planning and facilities.	Indirect relationship to flood resilience ; supports active transportation networks that may require adaptive design in flood-prone or SLR-affected corridors.
Caltrans Highway Design Manual (HDM)	Primary design guidance for state highway facilities, including geometrics, drainage, and safety.	Addresses drainage design, flood protection, and hydraulic considerations; provides standards that can be applied to accommodate future flood conditions and sea level rise on state facilities.
Caltrans Standard Plans & Standard Specifications	Detailed construction standards and specifications for Caltrans projects.	Includes requirements for drainage systems, erosion control, and materials that support flood-resilient infrastructure; can be adapted for higher water levels and increased storm intensity .
Americans with Disabilities Act (ADA)	Federal civil rights law ensuring accessibility for people with disabilities in public facilities and rights-of-way.	Does not directly address SLR or flooding , but requires accessible routes to remain functional, which has implications for maintaining access during flood events and post-disaster recovery.
Geospatial and GIS data	There are several local, regional, state, and federal geospatial data sources that can inform the development of these guidelines. Below is a list (not exhaustive) of some of the key data sources available in Marin: • Marin County GIS Open Data Portal • MarinMap Data Viewer • Marin County LAFCo Data Portal • BCDC Open Data Portal • San Francisco Estuary Institute Data Center • Our Coast Our Future Hazard Map • CalAdapt • California State Geoportal • USGS Coastal Storm Modeling System (CoSMoS)	Many of these data sets do directly address both SLR and climate hazards specifically , which make them excellent resources to include in guidance documents. Others touch on infrastructure, policy, and other relevant topics.

A.2 Interview Questions and Insights Summary

Interview Participants

Three interviews were conducted with the following practitioners:

- Reid Bogert, Stormwater Program Director at City/County Association of Governments, San Mateo County
- Summer Bundy, Project Director at San Mateo County Flood & Sea Level Rise Resiliency District (OneShoreline)
- Josh DeFlorio, Transporting Planning Leader at Arup; previously Chief, Resilience & Sustainability at the Port Authority of New York and New Jersey (PANYNJ)
- Ryan Russo, Executive Director at National Association of City Transportation Officials (NACTO)

Interview Questions

Introduction & Background

- Please describe **[organization or individual name]** and involvement in transportation design specific to climate resilience and adaptation.

Design Guidance

- We'd like to learn more about how the **[document name]** was developed.
- Where did the initiative to create the design guide come from? Who contributed to its development?
- What sorts of funding mechanisms do you or others use to implement the recommendations and principles in the guidelines? How were you thinking about funding when writing the guidelines?
- What design elements of the guide have been most useful? What hasn't been effective, and why?

Implementation

- What challenges have you encountered when implementing resilient design strategies? What are some of the greatest success stories you've heard about?
- What was the coordination like with Public Works directors to create buy-in? Are the guidelines mandatory or is implementation voluntary?
- Many resilience strategies are beyond the street ROW. Can you share examples of successful collaboration across agencies, departments, or disciplines to implement them?

Best Practices

- What do you feel would make a set of guidelines, a toolkit, or best-practices collection push the envelope? What has been missing historically that would be helpful?

Closing

- Are there any other initiatives you are working on related to this work?

Supplemental Questions (if time allows):

- The acceptance and adoption of resilient design is still in very early stages, similar to how innovative Complete Streets design was 20 years ago. What advice or lessons learned do you have for moving the

needle on this? For example, are strategies, plans, and/or policies better received when they are simply guidance vs being prescriptive and mandated?

- What do you see as emerging best practices or innovations in resilient transportation design?

Summary of Interview Insights

Theme	Key Insight	Examples from Practitioner Interviews
Embedding Guidelines in Institutional Structures	Resilience guidelines are most effective when integrated into existing project delivery, approval, and funding processes rather than issued as standalone guidance.	• At PANYNJ, climate resilience design guidelines were mandatory unless a formal exception was approved by senior engineering leadership, reinforcing consistent application across projects. • Resilience requirements were embedded into standard design milestones (e.g., Basis of Design, Design Flood Elevation), ensuring early consideration rather than late-stage compliance. • In San Mateo County, green infrastructure and resilience elements were incorporated into transportation funding criteria (e.g., OBAG scoring), creating leverage even where guidelines were not formally adopted.
Simplicity and Usability	Clear, quantitative, and easy-to-apply guidance increases acceptance among engineering and public works staff.	• PANYNJ's early climate resilience standard used a simple calculation (FEMA flood elevation + freeboard + sea level rise projection), which engineers readily adopted because it was "definite" and easy to apply. • Practitioners recommended starting with lightweight requirements to build familiarity, then increasing sophistication over time. • San Mateo County's Green Infrastructure Design Guidelines were valued for providing typical design details (e.g., curb cuts, bioretention geometry) so agencies did not need to start from scratch.
Balancing Flexibility with Accountability	Guidelines must allow flexibility for project-specific conditions while maintaining clear accountability to avoid erosion of standards.	• PANYNJ emphasized the importance of having an exception pathway but cautioned that it must not be "too easy," or it risks undermining compliance. • PANYNJ used a hub-and-spoke model was used, with a central resilience guideline supported by discipline-specific appendices, allowing tailored application while maintaining alignment. • Interviewees consistently noted that purely voluntary guidance is unlikely to be implemented at scale without procedural mandates.
Funding and Operations Constraints	Limited funding, especially for long-term operations and maintenance, remains the most significant barrier to implementation.	• San Mateo County practitioners noted that while capital funding for green infrastructure could sometimes be secured, responsibility and funding for ongoing maintenance were often unclear. • PANYNJ incorporated operations and maintenance costs into benefit-cost analyses for large projects, even when O&M funding came from separate budgets. • Pilot projects funded through small, flexible funding sources were cited as effective tools for demonstrating feasibility and building momentum.

Cross-Agency and Cross-Jurisdictional Coordination	Many resilience strategies extend beyond the transportation right-of-way, requiring coordination that is difficult to sustain through implementation.	• In San Mateo County, coordination often occurred through watershed-scale planning and shared permitting requirements, though implementation responsibilities remained fragmented. • PANYNJ reported challenges advancing resilience measures where risks originated outside assets they owned (e.g., substations or shoreline defenses). • Multijurisdictional coalitions were described as easier to form during planning than to maintain through construction and operations.
Framing Resilience Around Community Needs	Connecting resilience measures to tangible community priorities increases political and institutional support.	• NACTO emphasized framing resilience around everyday needs such as safety, mobility, and neighborhood flooding rather than abstract climate change goals. • Practitioners suggested evacuation reliability and access during flooding as a compelling organizing narrative for Marin County. • Interviewees cautioned that over-reliance on checklists can overwhelm staff capacity and detract from the purpose of resilience guidance.

A.3 Literature Review Summary

Document Name	Author	Document Type	Key Takeaways	Application to TAM Resilience Design Guidelines
NYC Resiliency Design Guidelines	NYC Mayor's Office of Climate & Environmental Justice	Comparable Guidelines	These guidelines outline how best to include future climate data and considerations into design and implementation of infrastructure. Key elements of the document include enhancing stormwater management systems, incorporating SLR and future precipitation projections into design standards (DFE), and examples of flood protection options. All city projects must use and reference the guidelines by completing a checklist along with other documentation that needs city approval.	Designing to future climate is an important aspect of these guidelines, both for stormwater infrastructure and adjusting Design Flood Elevations for new construction. Similarly, extending the official floodplain (outside of what FEMA already includes), as well as other strategies to limit new construction in vulnerable areas can be an effective strategy. The strategies suggested
Boston Climate Resilient Design Standards & Guidelines	Boston Public Works Department	Comparable Guidelines	Developed by the City of Boston Public Works Department to guide flood and coastal resilience for public rights-of-way and infrastructure. The document outlines design flood elevations (DFE) incorporating sea level rise projections for 2030, 2050, and 2070, and includes strategies for raised roadways, flood barriers, and stormwater management. It also provides technical guidance for integrating resilience into transportation corridors and public spaces. These guidelines are required for city-led infrastructure projects: "All projects within the public right-of-way must comply with these standards and demonstrate consistency with the City's climate resilience goals."	Building and designing new and retrofitted infrastructure/buildings on the coastline to future sea levels, including increasing the Design Flood Elevation, and the amount of increase in design standards depends on the criticality and lifespan of the infrastructure. Transportation infrastructure is always critical and therefore requires the highest design levels. This same principle also extends to stormwater infrastructure, which should also be designed for future climate scenarios. The guidelines offer several solutions that can be implemented with design considerations and example drawings.

Singapore's Active, Beautiful, Clean Waters Design Guidelines	PUB (Singapore's National Water Agency)	Comparable Guidelines	A national design guide focuses on integrating green infrastructure and water-sensitive urban design into public and private developments. It includes technical specifications for vegetated swales, bioretention basins, rain gardens, and bioengineered waterways, with emphasis on stormwater quality, flood control, and landscape integration. While not focused on sea level rise, the guidelines support resilience to heavy rainfall and urban flooding. Use of the guidelines is mandatory for certain developments: "All new developments and redevelopments of ≥ 0.2 ha is required to incorporate ABC Waters design features and submit detailed engineering calculations and maintenance plans to PUB for approval."	These guidelines, while also emphasizing designing to future climate and incorporating sea level rise into planning, offer a suite of nature-based and green solutions to assist in flood adaptation. These include real project examples and generic drawings/diagrams.
Bay Trail Design Guidelines	MTC and ABAG	Comparable Guidelines	A regional design guide to support planning, design, and implementation of the San Francisco Bay Trail. The document includes standards for trail width, surfacing, signage, and accessibility, and integrates climate resilience strategies such as elevation planning, shoreline protection, and nature-based solutions to address sea level rise and flooding. It emphasizes multimodal connectivity and environmental stewardship across jurisdictions. There are dedicated "resilience tips" that discuss SLR and flooding, as well as explicit inclusion of planning for climate change as part of the guidelines. Use of the guidelines is strongly encouraged by all Bay Trail segments.	The guidelines offer a phased approach to implementing adaptation solutions to ensure that the trail remains close to the shore and accessible while still meeting regulatory requirements and protecting them from the most imminent threats. In essence, design for the 2050s now, but be ready for 2100. Like other guidelines we've seen, they encourage designers to add a climate factor to drainage and infrastructure designs and elevate according to a SLR-informed DFE. There is a focus on co-benefits of solutions and nature-based solutions. And while permanent, long-term solutions are the focus of the guide, there is some discussion of temporary, deployable flood barriers that can act as an important, interim mitigation measure. However, it is important to have a clear plan of action for those emergency measures.
Caltrans Complete Streets Toolbox	Caltrans	Comparable Guidelines	This toolbox provides a comprehensive catalog of design elements that support Complete Streets implementation on state highways and local roads. It includes technical descriptions and design considerations for pedestrian, bicycle, transit, and vehicle facilities, as well as green infrastructure features like bioswales, permeable pavements, and tree wells to support stormwater management and climate resilience. The toolbox is intended to assist planners and engineers in selecting appropriate treatments based on context and project goals. Use of the toolbox is recommended for Caltrans projects and encouraged by local agencies	The elements of this toolkit could be relevant to TAM as it integrates complete streets aspects into its resilient design guidelines. Especially linking pedestrian, bike, and transit considerations into design recommendations. Additionally, use of this toolkit is recommended for Caltrans ROW projects, so it could be useful to align with these existing recommendations for any projects that intersect with Caltrans assets.

Critical Infrastructure at Risk: Sea Level Rise Planning Guidance for California's Coastal Zone	California Coastal Commission	Comparable Guidelines	A technical guidance document from the CCC developed to support the planning, permitting, and adaptation of critical infrastructure in California's coastal zone. It outlines a step-by-step framework for assessing sea level rise vulnerability, evaluating adaptation pathways, and integrating resilience into infrastructure design, policies, and decision-making. The guidance includes scenario planning, risk tolerance thresholds, and coordination strategies for transportation, energy, water, and emergency services infrastructure. Appendices include model policies for reference and case studies. Use of the guidance is recommended but not mandated for projects subject to Coastal Commission review.	The general framework of this plan is highly applicable to TAM given they are following a similar structure. Model policies and designs can be useful to use as a starting point for creating similar concepts for TAM or borrowing some of the already completed work. Also provides a good example of how much detail could be put into a guide like this.
City & County of Honolulu Climate Adaptation Design Principles for Urban Development	Honolulu City Department of Planning and Permitting Transit-Oriented Development Division and the City Office of Climate Change, Sustainability, and Resiliency	Comparable Guidelines	A statewide guidance document developed by the Hawaii State Climate Commission to support climate-resilient design across public and private development. It outlines key principles for adapting to sea level rise, flooding, extreme heat, and groundwater inundation, with emphasis on nature-based solutions, equity, and long-term sustainability. The document includes recommended tools and best practices for site planning, building design, and infrastructure adaptation, giving three case study examples.	This document provides a framework that could inform TAM's guidance, particularly around integrating equity, nature-based solutions, and long-term planning horizons into transportation design. While less prescriptive than engineering design standards, the emphasis on aligning land use, infrastructure, and climate adaptation objectives could help TAM frame resilience as a cross-disciplinary responsibility rather than a standalone technical requirement.

Regional Transportation Infrastructure Sea Level Rise Assessment and Adaptation Guidance	San Diego Association of Governments	Comparable Guidelines	The guide provides a step-by-step framework for evaluating vulnerability across transportation assets, including roads, rail, bike paths, and transit facilities, using regionally consistent sea level rise scenarios and mapping tools. It outlines methods for identifying critical infrastructure, estimating exposure and risk, and prioritizing adaptation strategies based on cost, feasibility, and equity. Recommended adaptation measures include elevating roadways, improving drainage systems, integrating nature-based shoreline protections, and coordinating land use planning with transportation investments. The document also includes sample workflows, decision trees, and case studies to support implementation. While not regulatory, the guidance is intended to inform local and regional planning efforts.	The process for understanding risk and identifying critical infrastructure is similar to TAM's process but the recommendations for adaptation measures are interesting and could be replicated for our effort. The sample decision trees and workflows help make the guide more operational, which could be something to replicate with TAM.
Green Infrastructure Design Guidelines	CCAG, San Mateo County	Comparable Guidelines	A comprehensive design resource developed by the San Mateo Countywide Water Pollution Prevention Program (SMCWPPP) to support the planning, design, and maintenance of green infrastructure (GI) across public and private projects. The guide outlines best practices for integrating GI into streetscapes, parking lots, and development sites, with a focus on water quality treatment, runoff volume reduction, and hydrologic performance. It includes technical criteria for sizing and siting GI features, infiltration feasibility, and maintenance protocols, and aligns with regional stormwater regulations under the Municipal Regional Permit (MRP) Provision C.3. While not regulatory, the guide is intended to assist municipalities, developers, and design professionals in transitioning from gray to green infrastructure systems and advancing climate-resilient, sustainable urban environments.	These guidelines provide useful examples of how to integrate green infrastructure into transportation projects through typical details, siting criteria, and maintenance considerations. The focus on implementation feasibility and coordination with stormwater regulations could inform TAM's approach to linking resilience strategies with existing permitting, funding, and project delivery processes.

Planning Policy Guidance to Protect and Enhance Bay Shoreline Areas of San Mateo County	San Mateo County Flood and Sea Level Rise Resiliency District	Comparable Guidelines	A voluntary, implementation-focused framework developed by the San Mateo County Flood and Sea Level Rise Resiliency District to help cities and the County integrate climate resilience into land use planning and development approvals along the Bay shoreline. The guidance provides model language for general plans, zoning ordinances, and project review processes to address future conditions such as sea level rise, storm surge, and shallow groundwater rise. It introduces the Bay Protection Standard (FEMA's Base Flood Elevation plus six feet) as a consistent elevation benchmark for shoreline infrastructure, and promotes adaptation strategies including protection, accommodation, avoidance, and managed retreat. The guidance emphasizes nature-based solutions, equity-centered planning, and interagency coordination, and includes tools like overlay districts, buffer zones, and a Map of Future Conditions to support decision-making.	This guidance offers a strong example of translating sea level rise science into clear policy benchmarks, such as a consistent elevation standard, that can be applied across jurisdictions. The model policy language and emphasis on future conditions mapping could inform TAM's role in shaping consistent expectations for transportation projects in shoreline areas.
Adaptation Strategies for Transportation Infrastructure	Caltrans	Comparable Guidelines	An educational guidance document developed by Caltrans to help integrate climate resilience into transportation planning and project design. It provides a catalog of adaptation strategies for highways and other assets facing climate hazards such as extreme precipitation, riverine flooding, sea-level rise, coastal erosion, extreme heat, drought, wildfires, and landslides. The guide emphasizes a balanced approach, prioritizing nature-based solutions and asset relocation/elevation where feasible, while also outlining engineered protections and hybrid measures. It encourages planners and engineers to incorporate climate risk assessments, updated design standards, and phased adaptation pathways early in project development, in line with California's Climate Adaptation Strategy and Caltrans' district vulnerability assessments. Strategies are organized by hazard (e.g. floodplain restoration and larger culverts for flooding, dune restoration for coastal roads, heat-reflective pavements and shade trees for extreme heat, defensible space and fire-resistant materials for wildfire-prone areas) with guidance on selecting and combining measures.	The catalog of hazard-specific adaptation strategies provides a useful reference for identifying potential measures applicable to Marin's transportation assets. The emphasis on early integration of climate risk, phased adaptation pathways, and combining nature-based and engineered solutions aligns with TAM's goal of supporting practical, implementable guidance.

Guidance for Incorporating Sea Level Rise Into Capital Planning	City and County of San Francisco	Comparable Guidelines	The guidance outlines a step-by-step process – from using the latest SLR projections (based on IPCC/State scenarios) to conducting asset-specific vulnerability and risk assessments and then developing tailored adaptation plans. It introduces the concept of planning for an asset’s “functional lifespan,” often evaluating flood risk well beyond the standard design life, and it requires consideration of both a mid-range SLR scenario (~3 feet by 2100) and a higher-end scenario (~5 feet by 2100) in project planning. City departments must complete a Sea Level Rise Checklist for projects in designated flood-risk zones, incorporating strategies like elevation, floodproofing, or future retrofit “pathways” with trigger points for action.	This framework is a great example of integrating these issues directly into existing planning processes, such as capital planning. Additionally, the inclusion of functional lifespans, which we’ve seen in other guidelines, builds in the idea of flexibility and adaptability to help ensure solutions don’t quickly become out of date. They also utilize a checklist to simplify the use of the guidelines and organize the requirements for project managers.
Sea Level Rise Checklist	City and County of San Francisco	Comparable Guidelines	Checklist that accompanies above document. Provides guidance on determining a project’s “functional lifespan” and “planning horizon”, which determines design and policy choices. When asking for elevation, MHHW, and other inputs into the form, provides clear links to tools for those filling out the form to reference. Also asks about risk and damage estimates. Fairly easy to use and simple for users to fill out.	This checklist demonstrates how structured documentation can help standardize consideration of sea level rise across projects without being overly burdensome. TAM could adapt similar concepts, such as defining functional lifespan and planning horizons, while ensuring checklists are integrated into existing project workflows rather than treated as standalone compliance tool
San Mateo Countywide Sustainable Streets Master Plan	CCAG, Caltrans	Comparable Guidelines	A countywide policy and design framework that integrates Complete Streets, safety, sustainability, and green infrastructure objectives into transportation planning. The plan emphasizes context-sensitive street design, multimodal safety, and the use of transportation projects as opportunities to deliver stormwater management and environmental benefits.	The plan illustrates how resilience and sustainability goals can be embedded within broader transportation policy rather than addressed separately. TAM could draw from this approach to align resilience guidance with Complete Streets, safety, and mobility objectives already familiar to local agencies.
Marin County Storm Water Resource Plan	Marin County	Local Standards	A countywide planning document that identifies stormwater management needs, funding opportunities, and priority projects to improve water quality, flood management, and climate resilience. It	The plan provides local context on stormwater challenges and priorities that could inform where transportation resilience strategies are most impactful. Alignment with this plan could help TAM position

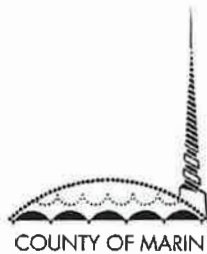
			emphasizes multi-benefit projects and coordination across jurisdictions.	transportation projects as contributors to broader watershed and flood management goals.
Design Guidance for Stormwater treatment and control for projects in Marin, Sanoma, Napa, and Solano Counties	Bay Area Stormwater Management Agencies Association	Local Standards	Regional technical guidance outlining standardized approaches for stormwater treatment, hydromodification control, and low-impact development consistent with Municipal Regional Permit requirements. Widely used by Bay Area agencies to ensure regulatory compliance.	These standards establish a baseline for stormwater design that TAM's resilience guidance should reference and build upon. Aligning with BASMAA guidance can help avoid conflicting requirements and reinforce integration of flood resilience within existing regulatory frameworks.
Paradise Drive Project	Town of Corte Madera	Example Project	(Confidential) project in Corte Madera to elevate a pedestrian bridge and road to be above projected water levels with SLR and king tides. Road would run underneath pedestrian bridge. Drawings show lines including 0-2' of wave run up and 7.2' for king tide height with SLR estimates between 1.1-3.5'. Structure also contains a retaining wall and drainage channel for additional flood protection.	Relevant example project to frame how SLR guidance can be integrated into Marin projects and example of where it is already being done.
Belmont Creek Restoration	OneShoreline	Example Project	Example from Reid and Summer's interview. Project being done by OneShoreline that has examples of multiple jurisdictions working together on a large project.	Strong example of combining both priorities and funding sources.
Grand Avenue	San Mateo County	Example Project	Example from Reid and Summer's interview. Project example of integrating multiple goals into a single effort (i.e., complete streets, safety, climate resilience, etc.). It could be good to reference when thinking about how to address goals across agencies and jurisdictions. Could also indicate how a common design guidelines document could help shape projects like this.	
Marin County Uniform Construction Standards (UCS) (2018)	Marin Public Works Association (Marin County & cities)	Local Standards	Standard construction drawings and specs for roads, sidewalks, drainage, etc., adopted county-wide to ensure consistent infrastructure quality. All Marin jurisdictions use the UCS for roadway improvements (e.g. curb, gutter, pavement structural sections). Updated periodically, based on latest Caltrans standards.	The UCS establishes a consistent baseline for roadway, sidewalk, and drainage design across Marin jurisdictions by standardizing construction details and specifications. While it ensures uniformity and constructability, it primarily reflects historical design assumptions and does not explicitly address future climate conditions such as sea level rise, flooding, or asset criticality.

Marin County Code – Title 24 (Development Standards), Roads Chapter	County of Marin (Board of Supervisors)	Local Standards	Local law setting design standards for new roads and driveways in unincorporated Marin. Defines road classes (arterial, collector, etc.) and specifies minimum design speed (25 mph), max. grades, intersection geometry, sight distance, etc. Requires road designs to follow Caltrans Highway Design Manual procedures for technical elements. All new or reconstructed roads must comply, ensuring safe and consistent road design.	Title 24 codifies minimum roadway design requirements for unincorporated Marin, ensuring consistency, safety, and alignment with Caltrans engineering standards. The code focuses on geometric and operational criteria and does not currently incorporate climate risk, future flood conditions, or resilience-based performance considerations.
Marin Countywide Plan (General Plan) – Circulation Element	County of Marin (Community Dev. Agency)	Local Standards	Marin’s comprehensive long-range plan (last updated 2007, amended 2023) guiding land use and transportation. The Circulation Element outlines policies for a “balanced, multimodal” transportation network per the Complete Streets Act. It mandates accommodating all users (cars, transit, bikes, pedestrians) and coordinates transportation with land use. Projects and street designs in unincorporated Marin must align with these policies (e.g. include bike/ped facilities and transit considerations).	The Circulation Element establishes countywide policy direction for a multimodal transportation system and integrates Complete Streets principles into land use and transportation planning. While it acknowledges sustainability and coordination with land use, it provides limited guidance on how to address climate hazards or resilience in project design.
Marin Countywide Transportation Plan (CTP) 2050 (adopted 2024)	Transportation Authority of Marin (TAM)	Local Standards	Marin’s 25-year strategic transportation plan, aligning local projects with regional goals. Outlines a vision for safety, mobility, equity, and sustainability in Marin’s transportation system. Sets priorities for improvements to roads (e.g. Hwy 101 Narrows completion), transit expansion, bike/ped networks, and adaptation to sea-level rise. CTP is policy-guiding (not regulatory) but steers local decisions and feeds into Plan Bay Area. It helps Marin speak with one voice regionally and positions projects for funding.	The CTP 2050 sets Marin’s long-term transportation vision and priorities, including adaptation to sea level rise and climate impacts. Although policy-guiding rather than regulatory, it plays a critical role in shaping investment decisions, regional coordination, and funding eligibility for resilient transportation projects.

Plan Bay Area 2050 (Regional Transportation Plan/SCS)	MTC (Metropolitan Transportation Comm.) & ABAG	Regional Standards	The official 30-year regional plan encompasses transportation, housing, economy, and environment for 9 counties. It allocates funding and sets regional strategies (e.g. transit expansion, Complete Streets, climate resilience) that Marin's projects should align with. Serves as the Bay Area's Regional Transportation Plan, required by federal law – thus, Marin's major projects must be listed in it to receive federal funds. Also is the Sustainable Communities Strategy under SB375, linking transportation and greenhouse gas reduction. Marin County and cities ensure their plans/projects are consistent to access funding and CEQA streamlining.	Plan Bay Area 2050 establishes the regional policy and funding framework that Marin projects must align with to receive state and federal transportation funding. The plan elevates climate resilience and Complete Streets as regional priorities, indirectly influencing Marin's transportation design decisions through funding and regulatory alignment.
MTC Complete Streets Policy (Resolution 4493, 2022)	MTC (Bay Area MPO)	Regional Standards	Regional funding policy requires that all transportation projects funded with MTC-controlled funds be designed as Complete Streets. Marin jurisdictions had to adopt Complete Streets resolutions and update general plans to be eligible. Projects must accommodate bicyclists and pedestrians safely; sponsors must submit a Complete Streets checklist verifying this. Also requires implementation of "All Ages and Abilities" bike facility guidelines on regionally significant bike routes. In practice, Marin cannot get regional grants for a road project unless it includes appropriate bike/ped improvements.	This policy makes Complete Streets a funding requirement for regionally funded transportation projects, reinforcing multimodal safety and accessibility across Marin. While focused on active transportation outcomes, the checklist-based approach offers a relevant model for how resilience considerations could be similarly institutionalized.
California Manual on Uniform Traffic Control Devices (CA MUTCD)	Caltrans (approved by FHWA)	State Standards	The required standards for all traffic signs, road markings, and signals on public roads in California. By law, local Marin agencies must use devices that conform to CA MUTCD specifications. Covers everything from stop sign size/shape to crosswalk striping patterns and bike lane symbols. Ensures uniformity and driver familiarity statewide. Marin's traffic engineering and signage follow this strictly; any non-compliant sign or experimental marking requires Caltrans approval. The CA MUTCD 2014 is current (a 2024 draft update aligning with the new federal MUTCD is underway).	The CA MUTCD provides mandatory, standardized requirements for traffic control devices that ensure safety and consistency across Marin's transportation network. Its prescriptive nature leaves little flexibility to address climate resilience directly, but it establishes non-negotiable constraints within which resilient design solutions must operate.

Caltrans Highway Design Manual (HDM) (7th Ed. & revisions)	Caltrans (Division of Design)	State Standards	Comprehensive design guidelines for streets and highways in CA. Specifies standards for road geometry: lane widths, design speed, curvature, grades, sight distance, intersection design, etc. While intended for state highways, local agencies like Marin County reference the HDM for local road design (and Marin's code requires using it for certain design elements). Embodies AASHTO Green Book criteria adapted to CA. The HDM also includes Chapter 1000 (Bikeway Planning and Design), which Marin follows for bike facilities (path widths, bike lane layout). Using HDM ensures local road projects meet modern safety and engineering practices and is required when using state/federal funds.	The HDM defines core roadway and bikeway design standards used by Marin agencies, especially where state or federal funding is involved. While essential for safety and consistency, the manual largely reflects historical conditions and provides limited direction on adapting roadway geometry or performance criteria for future climate risks.
Caltrans Standard Plans & Standard Specifications (2022)	Caltrans (Division of Engineering Services)	State Standards	The official construction drawings and material specifications for transportation projects in CA. They cover standard details (pavement structural sections, guardrails, traffic signals, signage installation, drainage structures, etc.) and technical specs for materials/workmanship. Marin incorporates these into local project bid documents – e.g. using Caltrans Class 2 aggregate base, or Standard Plan for curb ramp layout – to assure quality and facilitate contractor familiarity. Caltrans requires their use (or equivalent) for projects with state oversight. The Marin UCS draws heavily on the 2018 Caltrans standards. This yields consistency and easier maintenance across jurisdictions.	These standards ensure consistency, quality, and constructability for transportation projects and are widely embedded in Marin's UCS and bid documents. They provide a strong technical foundation but are not climate-responsive by default, highlighting the need for complementary guidance to address resilience objectives.

California Complete Streets Act (AB 1358, 2008; Gov. Code §65302(b)(2))	California State Legislature (OPR guidelines)	State Standards	Requires every city and county to plan for Complete Streets in their general plan circulation element when it's revised. Since 2011, circulation elements must account for all users (bikes, pedestrians, transit, autos) in context-appropriate ways. In Marin, this is implemented via updated General Plans (or addenda) adopting policies to increase pedestrian and bicycle safety, transit access, and reduce auto dependence. It's a planning mandate – it doesn't directly dictate project design, but any long-range transportation plan must include multimodal provisions. Effectively institutionalized Complete Streets in Marin's policy framework, ensuring that, for example, a road-widening plan also considers sidewalks and bike lanes by law.	The Act institutionalizes Complete Streets principles within Marin's planning framework, requiring consideration of all users in transportation planning. While not design-prescriptive, it creates a policy foundation that resilience guidance can build upon by linking climate adaptation with safety, access, and multimodal goals.
Americans with Disabilities Act (ADA) – Title II (1990) & PROWAG	Federal Standards	Federal Standards	Civil rights law requires accessible transportation facilities for people with disabilities. Public agencies must ensure that sidewalks, street crossings, public transit stops, parking, etc., are usable by those with disabilities. In Marin, this means every street project must install ADA-compliant curb ramps, tactile warnings, and ensure sidewalks have proper width/slope. Signalized intersections need audible pedestrian signals and pushbuttons at correct height. Transit stations/stops must be accessible (e.g. raised platforms or lifts for trains/buses). The ADA Title II “program access” rule also means Marin must retrofit barriers over time via a Transition Plan. The Access Board's Public Rights-of-Way Accessibility Guidelines (PROWAG), adopted by USDOT in 2024 for transit stops and likely soon for all public ways, provide the technical standards (e.g. curb ramp specs, crosswalk timing) that Marin follows. Non-compliance can result in lawsuits or loss of federal funds. In sum, ADA mandates “access for all” in Marin's transportation network – from curb cuts to crosswalk signals – and is integrated into state/local codes and everyday engineering practice.	ADA and PROWAG establish mandatory accessibility requirements that shape all transportation projects in Marin. These standards are non-negotiable and must be integrated into any resilience or adaptation strategy, reinforcing the need for climate-responsive designs that maintain accessibility under future flood and hazard conditions.



OFFICE OF THE
COUNTY COUNSEL

Brian E. Washington
COUNTY COUNSEL

May 28, 2026

Renee Giacomini Brewer
ASSISTANT COUNTY COUNSEL

Board of Commissioners
900 Fifth Avenue, Suite 100
San Rafael, CA 94901

Jenna J. Brady
Brandon W. Halter
CHIEF DEPUTY COUNTY COUNSELS

Re: **Closed Session – Initiation of Litigation [GC section 54956.9(d)(4)]**

Stephen R. Raab
Kerry L. Gerchow
Deidre K. Smith
Sarah B. Anker
Kate K. Stanford
Scott Drexel
Carolyn Ortler Tsai
Jacy Dardine
Valerie Berg
DEPUTIES

Dear Commissioners:

I request that you conduct a closed session, during your meeting on May 28, 2026 to discuss significant exposure to litigation. In my opinion, public discussion of this matter would prejudice your position. The specific reason and the legal authority for the closed session is Government Code section 54956.9(d)(2). A legislative body may hold closed sessions when, in the opinion of the legislative body of the local agency on the advice of its legal counsel, based on existing facts and circumstances, there is a significant exposure to litigation against the local agency.

Colleen McGrath
ADMINISTRATIVE SERVICES
OFFICER

In my opinion, a point has been reached where there is significant exposure to litigation against the County because the Transportation Authority of Marin has received a claim pursuant to the Government Claims Act (Government Code section 810, et seq.).

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It should be noted that Government Code section 54954.2(a)(1) requires that the Closed Session item be posted on TAM's agenda. Government Code section 54954.5 recommends that the agenda description should read as follows:

**CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED
LITIGATION - SIGNIFICANT EXPOSURE TO LITIGATION**
Pursuant to Government Code section 54956.9(d)(2) there is significant
exposure to litigation against the Transportation Agency of Marin
because a claim threatening litigation has been received.
Number of Cases: 1

Respectfully submitted,

By:


Stephen R. Raab
Marin County Counsel