

**ADMINISTRATION, PROJECTS & PLANNING  
EXECUTIVE COMMITTEE  
MEETING**

**MONDAY, MARCH 9, 2020**

**3:30 PM**

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



900 Fifth Avenue  
Suite 100  
San Rafael  
California 94901

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**AGENDA**

1. Chair's Report (Discussion)
2. Commissioners Comments (Discussion)
3. Executive Director's Report (Discussion)
4. Open time for public expression, up to three minutes per speaker, on items not on the Board of Commissioners' agenda. (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. Approval of Minutes from February 10, 2020 Meeting (Action) - **Attachment**
6. Highway 101 Interchange and Approaching Roadway Study – Authorize Contract for Professional Services (Action) - **Attachment**
7. Review the FY2020-21 Measure A/AA 1/2-Cent Transportation Sales Tax and the Measure B \$10 Vehicle Registration Fee Revenue Estimates and Budget Development Schedule (Action) - **Attachment**
8. Marin County US 101 Bus on Shoulder Feasibility Study Contract Authorization (Action) - **Attachment**
9. Plan Bay Area 2050 Marin County Project List (Action) - **Attachment**

**Belvedere**  
James Campbell

**Corte Madera**  
David Kunhardt

**Fairfax**  
John Reed

**Larkspur**  
Dan Hillmer

**Mill Valley**  
Stephanie Moulton-Peters

**Novato**  
Eric Lucan

**Ross**  
P. Beach Kuhl

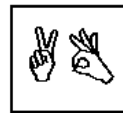
**San Anselmo**  
Brian Colbert

**San Rafael**  
Gary Phillips

**Sausalito**  
Susan Cleveland-Knowles

**Tiburon**  
Alice Fredericks

**County of Marin**  
Damon Connolly  
Katie Rice  
Kathrin Sears  
Dennis Rodoni  
Judy Arnold



Late agenda material can be inspected in TAM's office between the hours of 8:00 a.m. and 5:00 p.m.  
TAM 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 Denise Merleno at 415-226-0820 or email: dmerleno@tam.ca.gov, **no later than 5 days** before the meeting date.

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MEETING OF THE  
TRANSPORTATION AUTHORITY OF MARIN  
EXECUTIVE COMMITTEE  
Administration, Projects & Planning  
February 10, 2020  
3:30 PM

TAM CONFERENCE ROOM  
900 FIFTH AVENUE  
SAN RAFAEL, CALIFORNIA

**MEETING MINUTES**

Members Present: Alice Fredericks, Tiburon Town Council, Committee Chair  
Gary Phillips, San Rafael City Council  
Kate Sears, Marin County Board of Supervisors  
Damon Connolly, Marin County Board of Supervisors

Members Absent: Brian Colbert, San Anselmo Town Council

Other Commissioners Present: Judy Arnold, Marin County Board of Supervisors  
Stephanie Moulton-Peters, Mill Valley City Council

Staff Members Present: Anne Richman, Executive Director  
Bill Whitney, Principal Project Delivery Manager  
Dan Cherrier, Principal Project Delivery Manager  
David Chan, Manager of Programming & Legislation  
Derek McGill, Planning Manager  
Grace Zhuang, Accounting and Administration Specialist  
Helga Cotter, Senior Accountant  
Li Zhang, Deputy Executive Director/Chief Financial Officer  
Molly Graham, Public Outreach Coordinator  
Nick Nguyen, Principal Project Delivery Manager  
Scott McDonald, Senior Transportation Planner

Others Present: Bin Zeng, Senior Auditor, Moss, Levy & Hartzheim LLP

*Chair Alice Fredericks called the meeting to order at 3:30 p.m.*

**1. Chair's Report (Discussion)**

Chair Fredericks noted she did not have a report.

**2. Commissioner Comments (Discussion)**

There were none.

TAM APP Executive Committee Meeting  
February 10, 2020

### **3. Executive Director's Report (Discussion)**

Executive Director (ED) Anne Richman reported on the first US 101 to I-580 Direct Connector Ad-hoc Committee meeting on January 27, and the impending advertisement for bids by the County for construction of the Sir Francis Drake Blvd Corridor Project noting that TAM has provided \$14 million for the project.

ED Richman reported on the Safe Routes to Schools Team Leader luncheon, the expansion of the GetSMART Lyft incentive program and the pilot bikeshare program relating to the opening of new Sonoma Marin Area Rail Transit (SMART) stations.

ED Richman also reported on TAM's upcoming participation in the Annual Day of Giving on March 7, 2020 where TAM will team up with Safe Routes to School staff to provide information about projects and programs and to request pledges to commit to trying alternative to driving alone.

Last, ED Richman provided an update on the FASTER (Freedom, Affordability, Speed, Transparency, Equity, Reliability) measure, noting that the Metropolitan Transportation Commission (MTC) is considering combining the measure with AB 1487, which supports affordable housing.

### **4. Open Time For Public Expression**

Cindy Winter of Larkspur, commented on MTC's draft Regional Bicycle Superhighway Network, which is proposed as part of Plan Bay Area 2050. Ms. Winter stated that TAM should support the proposal.

### **5. Approval of the Minutes from January 13, 2020 Meeting (Action)**

Commissioner Sears moved to approve the Minutes of the January 13, 2020 meeting, which Commissioner Phillips seconded. The motion carried unanimously.

### **6. Review and Acceptance of the 2019 Measure A Compliance Audit Results (Action)**

Li Zhang, Deputy Executive Director/Chief Financial Officer, and Bin Zeng, Senior Auditor with Moss, Levy & Hartzheim LLP, presented this item which recommends that the Committee review the 2019 Measure A Compliance Audit results for referral to the TAM Board for acceptance.

Ms. Zhang confirmed the TAM Board approved the compliance audit list at their June 2019 meeting. She discussed the audit process, which included a workshop held in August 2019 for the funding recipients.

Mr. Zeng described the audit process, noting that they typically audit one strategy for each auditee and employ different procedures depending on the project/program that utilized the funding. He noted that the reports in the packet describe the procedures in detail.

Mr. Zeng proceeded to discuss the results of each of the compliance audit, noting that the City of San Rafael was the only agency that incurred an observation, which was related to the proper accounting of the eligible expenditures under the correct general ledger. He confirmed that all the funds allocated to the City of San Rafael, Marin Transit, County of Marin, City of Sausalito and the Town of Fairfax were used appropriately.

In response to Commissioner Phillips, Mr. Zeng confirmed that the City of San Rafael correctly used the funds provided to them for path maintenance. Ms. Zhang explained that the wrong codes had been applied to the accounting system, but the amount of funds provided matched the invoices submitted. She confirmed that the policy

TAM APP Executive Committee Meeting  
February 10, 2020

for Measure A interest provides 50% of eligible expenses and that staff at the City of San Rafael are seeking to avoid this type of error in future.

Ms. Zhang stated that staff will be working with the Citizens' Oversight Committee (COC) to revise the current compliance audit policy and incorporate Measure AA into the process. The revised policy will be presented for the TAM Board's approval in the near future.

No members of the public came forward to speak.

Commissioner Phillips moved to accept the 2019 Measure A Compliance Audit Results for referral to the full TAM board for acceptance, which Commissioner Sears seconded. The motion carried unanimously.

## **7. Marin County State Route 37 Segment A1 Adaptation Study Presentation (Discussion)**

ED Richman introduced Dan Dawson, Marin County Public Works Department, and Nick Nguyen, TAM's Principal Project Delivery Manager, to present this discussion item.

Mr. Nguyen discussed the Adaptation Study, reviewing the study scope, and the key findings in the areas of transportation and habitat. Mr. Nguyen stated that TAM contributed funds to the study and concurrently worked with the County on how to address flooding and sea level rise without raising the roadway. He noted that the study should feed into subsequent reports from Caltrans who will begin the environmental clearance progress.

Mr. Dawson provided an overview of the Adaptation Study and explained that the levees currently protecting the area were built primarily for agricultural purposes. He stated that Segment A1 of the roadway would need to be raised at least 18 to 22 feet under Caltrans' High Risk Design standards with interchange improvements that include Atherton Avenue and Hwy 101, and that any future plans to extend SMART to the East Bay could affect the project. Mr. Dawson also discussed the issues surrounding the habitat areas, which include flooding and water flow problems caused by Novato Creek Bridge.

Mr. Dawson discussed the Technical Advisory Group, the problems faced by State Route 37 (SR37), including increased sea level rise and its effect on habitat restoration, and project costs. He presented maps showing the extent of flooding and road height, and he discussed the four main design approaches ("Visions") identified in the study, including reconstructing levees and raising and widening the bridge over Novato Creek, and construction of a new levee and viaduct structure that would offer habitat opportunities.

In response to Commissioner Sears, Mr. Dawson clarified the lifecycle costs of the different designs. In response to Commissioner Arnold, Mr. Dawson confirmed that freight rail utilizes the rail track.

Mr. Dawson discussed the difficulty of amortizing the total cost of each Vision over a 30-year period for comparison purposes in response to Commissioner Phillips, noting that the projected costs are speculative. Mr. Nguyen stated that the scope of the studies was limited due to the size of the grant.

In response to Commissioner Connolly, Mr. Nguyen discussed the purpose of the study and its future role in Caltrans' environmental clearance process.

Commissioner Phillips expressed the need to move forward with a project to alleviate traffic conditions on SR37 as soon as possible. Mr. Nguyen stated that MTC is working on Segment B where there is most congestion and Commissioner Sears expressed satisfaction with the study because Segment A has not been prioritized and the study provides alternatives for consideration.

Chair Fredericks asked if the study and design efforts could be used to fix SR37 incrementally, which she thought would be more productive. Mr. Dawson stated that the ultimate cost could be more if the project were undertaken in a piecemeal fashion.

Commissioner Arnold asked if Caltrans would consider a toll road and Mr. Nguyen noted that a toll road is being considered for Section B.

There were no public comments on this issue.

ED Richman stated that the draft report has been released for public comment until Thursday, February 13, 2020, and that the presentation to the TAM Board could include any comments. She noted that the draft report was posted on the TAM website.

*The meeting was adjourned at 4:30 p.m.*

DRAFT



**DATE:** March 9, 2020

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

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

**SUBJECT:** Highway 101 Interchange and Approaching Roadway Study – Authorize Contract for Professional Services (Action), Agenda Item No. 6

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## RECOMMENDATION

The Administration, Projects and Planning Executive Committee recommends that the Board authorize the Executive Director to execute a contract with the consulting engineering firm of HNTB for the Highway 101 Interchange and Approaching Roadway Study in an amount not to exceed \$1,875,000. The scope of work includes preparation of up to 12 independent studies of interchanges along the Highway 101 corridor. Funding for this project is provided from the voter approved Measure AA ½-Cent Transportation Sales Tax under Category 1.3 “Improve Highway 101 local interchanges and freeway access routes to reduce congestion, improve local traffic flow, and address flooding impacts throughout the county.”

## BACKGROUND

This is a new project that was included in the Measure AA ½-Cent Transportation Sales Tax Expenditure Plan. The Expenditure Plan allocates 3% of the revenue from the sales tax, estimated at \$24.8 million over the 30-year period of the Measure.

The Expenditure Plan states the following:

“Accessing Highway 101 in Marin is a major source of congestion on local roads, which reduces the connectivity of communities across Marin. These funds would be used to attract regional, state, and federal funds for a program of improvements to local road interchanges. These improvements would improve the operation and safety of these interchanges for all users, allowing smoother travel to and from Highway 101 and local roads.

The funds provide seed money to perform the planning, the public outreach, and to develop the scope of improvements needed at these interchanges. The interchange planning would include recommended improvements for all users.”

The funds would address Highway 101 interchanges at a number of locations in Marin below:

- Alexander Avenue
- Sausalito / Marin City
- Tiburon Blvd / East Blithedale
- Paradise Drive/Tamalpais Drive
- Sir Francis Drake Blvd
- San Rafael Onramp at 2nd Street and Heatherton Avenue
- Merrydale Road/North San Pedro Road
- Manuel T Freitas Parkway
- Lucas Valley/Smith Ranch Road
- Ignacio Blvd
- San Marin Drive/Atherton Avenue

## **DISCUSSION**

### **Study Approach and Initial Schedule**

The overall approach to begin the study program is to identify operational and safety improvements for all users of an interchange and approaching roadways including adjacent intersections. Many of the Highway 101 interchanges were built many years ago when Marin's traffic was much different than today and are considered to have numerous non-standard features as compared to current design practices. They were also built during an era that was auto centric and did not accommodate or equally consider other users such as pedestrians and cyclists.

Staff is proposing a multi-step process to understand and document the existing conditions of the interchanges and approaching roadways and then identify deficiencies that contribute to congestion and impact mobility and safety. As a first step we are proposing to initiate an in-depth study of each interchange and to prepare an independent report that will recommend a series of actions to address the identified needs.

The following will be the steps taken in this initial scope of work:

- Identify and Establish Program Goals and Objectives
- Develop Evaluation Criteria & Performance Metrics
- Conduct Focused Stakeholder Engagement
- Perform Cost-Effective Data Collection & Review of Existing Reports and Studies
- Perform Traffic Assessment & Forecasts
- Identify Deficiencies, Constraints and Opportunities
- Prepare Planning Level Cost Estimates and Cost-Benefit Analysis
- Determine Sea Level Rise Susceptibility and Adaptive Capacity
- Prepare Interchange Study Report (for up to 12 Interchanges)
- Prepare a Prioritization and Implementation Plan
- Identify and Pursue Funding Opportunities



Preparation of 12 Interchange Studies is estimated to take 24 months. At the conclusion of the study process we will present our findings to the Board. Based on the contents of the implementation plan a recommendation will be made to advance the identified improvements to the next stage of the project development process. This may include advancing a smaller scope of work into the environmental and design phase or working with our partners to pursue alternative means of delivery. Note that staff has scoped the preparation of up to 12 interchanges versus the 11 that were identified in the expenditure plan to allow flexibility moving forward should other needs be identified.

For improvements that are on the State Highway System (SHS) TAM will need to follow the Caltrans Project Development Procedures. Larger scale improvements on the SHS would require the preparation of a Caltrans Compliant Project Initiation Document (PID) also referred to as a Report Study Report. Preparation of a PID will be authorized through a future task order when more information is known.

TAM will work collaboratively with our member agency staff, including the Public Works Departments and Community Development Departments as well as Golden Gate and Marin Transit, and Caltrans. We will also engage interested stake holders throughout the communities where the Interchanges are located. We envision a web-based survey to engage the public and solicit input and will host a small-scale workshop in Southern Marin, Central Marin and Northern Marin as the studies are developed.

### **Consultant Recruitment Process**

To assist TAM in developing this program we conducted a recruitment process to attract a consulting team experienced in areas such as structural engineering, highway design, local roadway design, traffic engineering, traffic modeling, environmental analysis and public outreach.

TAM released a Request for Proposals on November 21, 2019 and received a total of five proposals on December 20, 2019. A selection panel consisting of representatives from TAM, Caltrans and a local Public Works Department was formed to evaluate all qualified proposals. Interviews were conducted on January 22, 2020. The consulting team lead by HNTB was determined to be the most qualified firm given the scope of the services requested. TAM and HNTB refined the scope of work and agreed on a fee for service. Staff is recommending selection and retention of the top-rated firm.

The recruitment process contemplated pursuing preparation of up to three PID's to allow TAM and the consulting team to begin future project development procedures for projects on the SHS. A future action by the Board will be required prior to proceeding with this phase.

### **FISCAL IMPACTS**

Funding for the Interchange Study Program is available from the Measure AA ½-Cent Transportation Sales Tax. 3% of the revenue from the sales tax is allocated to Category 1.3 to Enhance Interchanges on Highway 101 and the approaching roadways. It is estimated \$825,000 will be allocated to Category 1.3 each year beginning last April 2019. The FY2019-20 TAM Annual Budget includes \$350,000 for this work, which staff believes is enough to cover this year's work and no budget amendment is needed.

### **NEXT STEPS**

Upon approval of the TAM Board, staff will execute a contract with HNTB and initiate the Study Program.

### **ATTACHMENTS**

None

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**DATE:** March 9, 2020

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

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

**SUBJECT:** Review the FY2020-21 Measure A/AA 1/2-Cent Transportation Sales Tax and the Measure B \$10 Vehicle Registration Fee Revenue Estimates and Budget Development Schedule (Action), Agenda Item No. 7

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## **RECOMMENDATION**

The TAM Administration, Projects & Planning Executive Committee reviews the FY2020-21 Measure A/AA 1/2-Cent Transportation Sales Tax and the Measure B \$10 Vehicle Registration Fee Revenue Estimates and Budget Development Schedule, and refers them to the TAM Board for review and approval.

## **BACKGROUND**

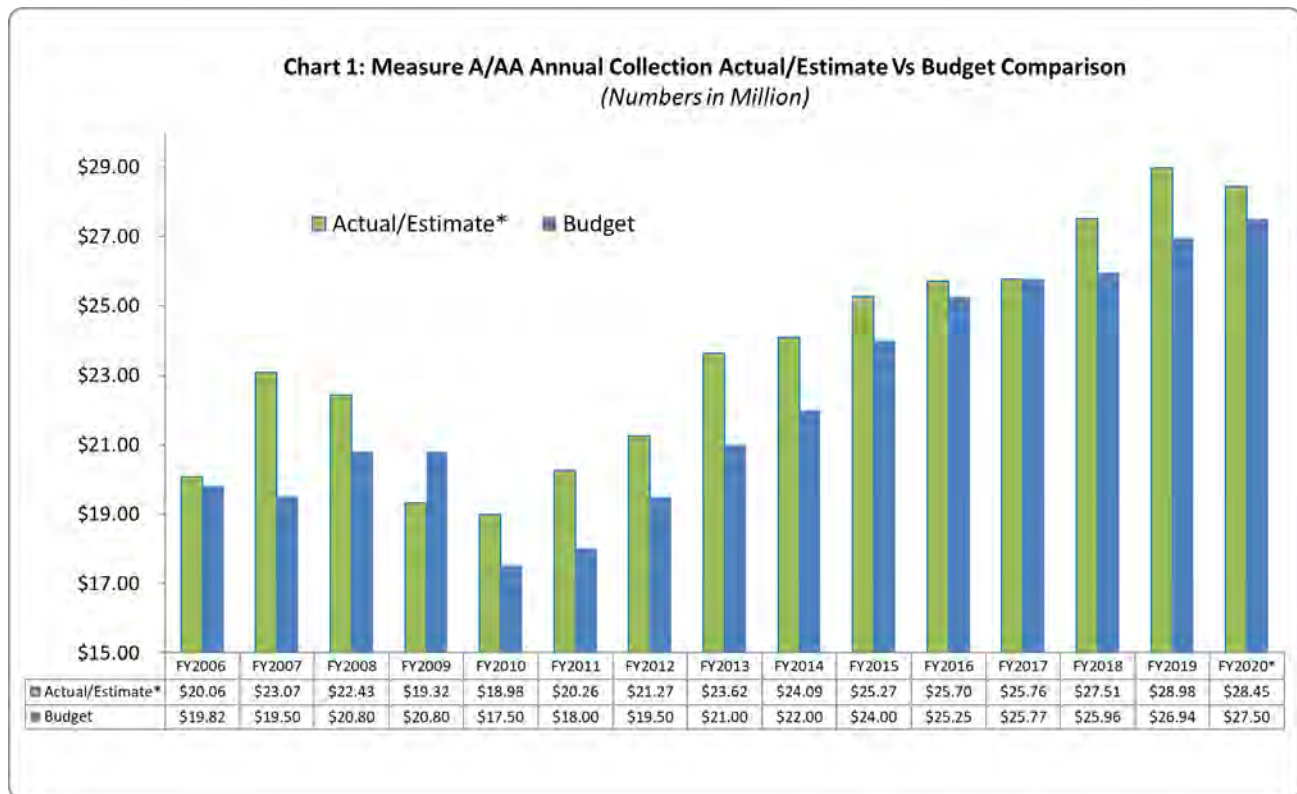
Pursuant to Article VI, Section 106.1 of the TAM Administrative Code, no later than its June meeting of each year, the TAM Board shall adopt the annual budget for the following fiscal year. For the annual budget development of TAM and its member agencies, staff develops and the TAM Board adopts the Measure A/AA 1/2-Cent Transportation Sales Tax and the Measure B \$10 Vehicle Registration Fee revenue levels in March of every year. The approval of the expected revenue levels in March allows fund recipients time to build these local funding dollars into their budget processes for FY2020-21. These revenue estimates will also be used to update the revenue and expenditure elements in the Measure A/AA 1/2-Cent Transportation Sales Tax and Measure B \$10 Vehicle Registration Fee Strategic Plans, which will guide the FY2020-21 programming and allocation process, and the establishment of contract levels for all projects and programs under both measures.

## **DISCUSSION/ANALYSIS**

### **Recommended FY2020-21 Measure A/AA Revenue Estimate:**

Sales tax revenue collection is one of the main indicators of economic strength and consumer confidence. TAM's Measure A/AA 1/2-Cent Transportation Sales Tax revenue bottomed at \$18.8 million in FY2009-10 and has been seeing positive growth since then, at an average annual growth rate of 4.9%, as of the end of FY2018-19. Measure A/AA revenue collection reached a new record high in FY2018-19, at \$28.98 million, which is \$2.08 million higher than the \$26.9 million originally budgeted for the year. The TAM Board adopted the most conservative estimate out of the three scenarios presented by staff during the FY2018-19 budget cycle and directed any excess revenue over the budgeted level to be made available as part of the following year's funding allocation process.

Chart 1 below illustrates budgeted Measure A/AA 1/2-Cent Transportation Sales Tax revenues versus actual annual collection between FY2005-06 and FY2019-20, with the FY2019-20 number estimated based on the collection of the first 6-month of the year, from July to December 2019.



Attachment 1 is the Five-Year Measure A/AA 1/2-Cent Sales Tax Projection provided by Avenu Insights & Analytics based on its analyses and modeling of TAM’s taxable sales data, with four scenarios presented: Conservative, Most-Likely, Optimistic and Recession, ranging from \$27.4 million to \$29.7 million. On the other hand, the statewide sales tax growth rate prepared by the California Department of Finance and released by the California Department of Tax and Fee Administration in January 2020 for FY2020-21, for the period of July 2020 to June 2021, is 3.3%, as shown in Attachment 2.

Based on the analyses from various sources, staff developed the following revenue projection options for the FY2020-21 Measure A/AA 1/2-Cent Transportation Sales Tax.

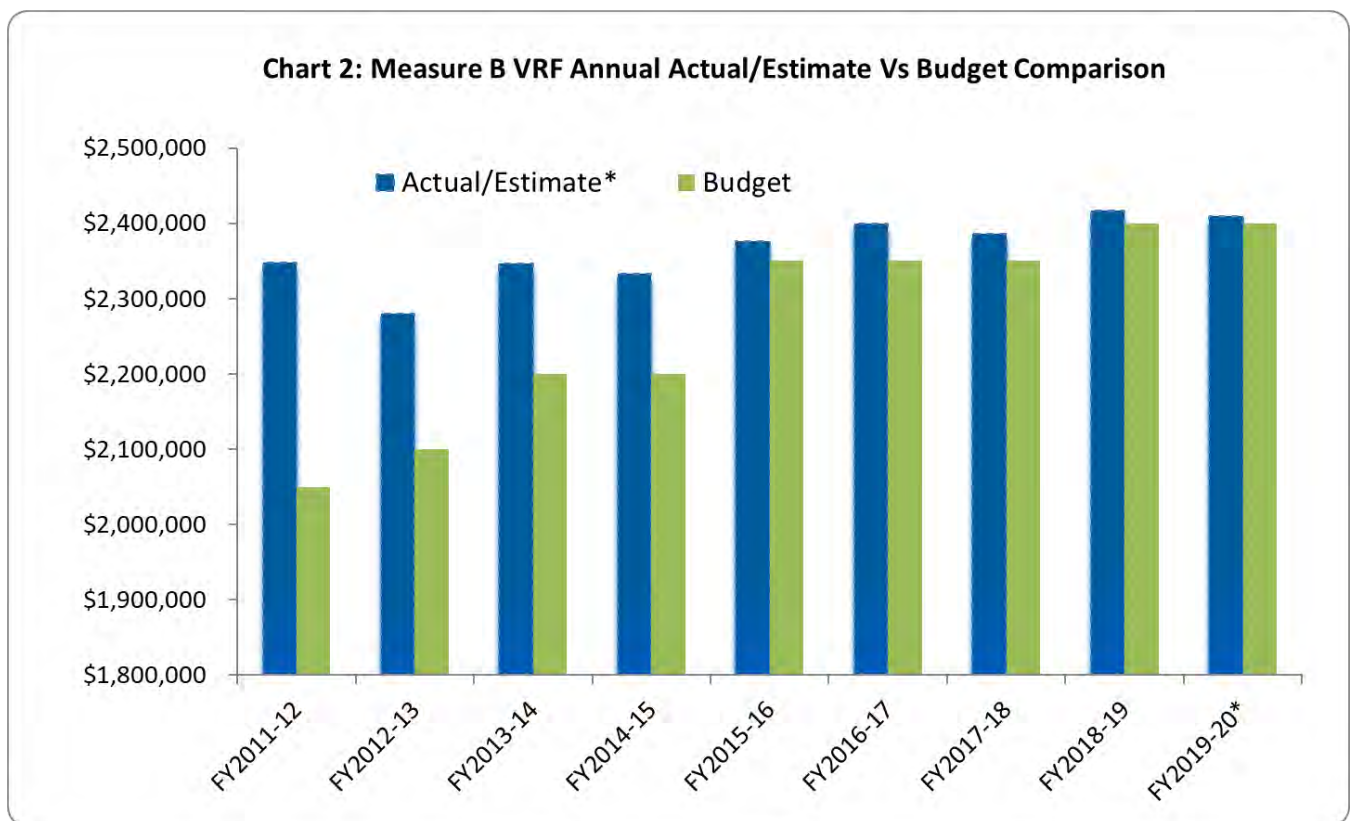
Budget Option	Assumption	In Millions
Option 1: Conservative	Assuming recession late 2020/early 2021	\$27.5 million
Option 2: Moderate	Assuming similar level revenue as FY2019-20	\$28.5 million
Option 3: Aggressive	Apply DOF’s Statewide 3.3% Growth rate to the expected FY2019-20 revenue level	\$29.6 million

While the fundamentals of the economy are still going strong in the US and a recession is not expected in the near future, fears of a coronavirus-induced global recession have become more plausible, following recent turmoil in the global financial market. Though both the Federal Reserve and the White House are seeking possible remedies to calm the public and defend the US economy, the potential economic damage from an outbreak is uncertain and could be significant.

To continue TAM’s prudent and conservative approach and better prepare the agency for the next recession, staff recommends Option 1, the conservative level at \$27.5 million, to be approved for the development of the FY2020-21 TAM Annual Budget. As part of TAM’s ongoing funding management practice, any excess revenue from the prior year will be made available to the funding recipients in the following year. Staff will also actively monitor the sales tax revenue trend and any potential economic downturn timely and update the Board if any negative adjustments are necessary during the year.

**Recommended FY2020-21 Measure B Revenue Estimate:**

Measure B, the \$10 Vehicle Registration Fee revenue dedicated to transportation projects and programs, was passed by Marin voters in November 2010. Collection of this local revenue source started in May 2011. Chart 2 illustrates the actual revenue collections of Measure B from FY2011-12 to FY2019-20, with the FY2019-20 number estimated based on prior year’s collection level.



The table below illustrates the history of the number of registered fee-paid vehicles in Marin County. As you can see from Table 1, the number of registered vehicles in Marin County was decreasing from 2008 to 2012 but has been increasing since 2013 with the exception of a slight 0.78% decrease from 2016 to 2017. Total registered vehicles in the County was 249,524 as of December 31, 2019. Most of the increase from 2018 to 2019 was from the increase of electric vehicle sales in the County. As observed from prior years, revenue collected was less than what was suggested by the number of registered vehicles in the County, due to delinquent payments and other reasons. Budgeted Measure B revenue for the current year is \$2.4 million and actual collection for FY2018-19 is \$2.42 million. Staff believes that actual revenue for the current year will be around \$2.42 million, the same revenue level as the actual collection for FY2018-19, and staff recommends setting the budget level for FY2020-21 at \$2.42 million as well.

**Table 1: DMV Estimated Marin County Fee Paid Vehicle Registration  
 Year 2000 -2019**

Year	Registered Vehicle	Annual # Change	Annual % Change
2000	232,450	N/A	N/A
2001	235,679	3,229	1.39%
2002	239,689	4,010	1.70%
2003	232,712	-6,977	-2.91%
2004	243,499	10,787	4.64%
2005	238,045	-5,454	-2.24%
2006	242,478	4,433	1.86%
2007	242,953	475	0.20%
2008	241,308	-1,645	-0.68%
2009	240,466	-842	-0.35%
2010	240,345	-121	-0.05%
2011	235,891	-4,454	-1.85%
2012	235,535	-356	-0.15%
2013	240,921	5,386	2.29%
2014	243,069	2,148	0.89%
2015	245,849	2,780	1.14%
2016	249,314	3,465	1.41%
2017	247,424	-1,890	-0.78%
2018	247,820	396	0.16%
2019	249,524	1,704	0.68%

*Data Source: DMV Forecasting Unit*

**FY2020-21 Budget Development Schedule:**

Below is the budget development schedule for the FY2020-21 budget development process:

February 11, 2020	Budget Development Kick-off Meeting
February-June 2020	Budget and Work Plan Development/Review Work Process
March 2020	Review and Acceptance of Measure A/AA & B Revenue Levels
April/May 2020	Review and Release of Draft Budget for Comments
June 25, 2020	Public Hearing and Adoption of Final Budget

**FISCAL CONSIDERATION**

The recommended revenue estimates will be used to determine the FY2020-21 programming/allocation and contract levels for various projects and programs under both the Measure A/AA 1/2-Cent Transportation Sales Tax and Measure B \$10 Vehicle Registration Fee revenue measures.

**NEXT STEPS**

After the review and approval of the FY2020-21 Measure A/AA 1/2-Cent Transportation Sales Tax and Measure B \$10 Vehicle Registration Fee revenue estimates by the TAM Board, staff will develop the draft FY2020-21 Annual Budget, present it for review at the April/May COC and Administration, Projects & Planning Executive Committee meetings, as well as for the review of the Marin Managers' Association; release for the 30-day public review and comment period at the May TAM Board meeting; and request the TAM Board to adopt the final draft at the June Board meeting.

**ATTACHMENTS**

- Attachment 1: TAM Measure A/AA 1/2-Cent Transportation Sales Tax Projection (FY2019-20 to FY2025-26)  
– *Avenu Insights & Analytics*
- Attachment 2: California Department of Finance Estimated Statewide Taxable Sales Growth  
– *Released by California Department of Tax and Fee Administration January 2020*

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## Marin Co Transport Auth 1/2% Sales &amp; Use Tax Forecast by Category

Accrual through August Clean-up

Voter Approved	FY 18 - 19	FY 19 - 20	FY 20 - 21	FY 21 - 22	FY 22 - 23	FY 23 - 24	FY 24 - 25	FY 25 - 26
<b>General Retail</b>	9,187,624	9,030,025	9,147,469	9,260,451	9,369,458	9,478,464	9,587,471	9,696,477
% Change	3.8%	-1.7%	1.3%	1.2%	1.2%	1.2%	1.2%	1.1%
<b>Food Products</b>	5,453,246	5,365,416	5,514,809	5,665,430	5,816,051	5,966,671	6,117,292	6,267,913
% Change	7.7%	-1.6%	2.8%	2.7%	2.7%	2.6%	2.5%	2.5%
<b>Transportation</b>	6,373,994	5,715,050	5,876,042	6,046,469	6,215,232	6,383,995	6,552,759	6,721,522
% Change	17.3%	-10.3%	2.8%	2.9%	2.8%	2.7%	2.6%	2.6%
<b>Construction</b>	3,375,749	3,322,293	3,433,668	3,534,880	3,632,882	3,730,884	3,828,887	3,926,889
% Change	5.7%	-1.6%	3.4%	2.9%	2.8%	2.7%	2.6%	2.6%
<b>Business To Business</b>	4,554,442	4,470,966	4,655,537	4,834,919	5,013,265	5,191,610	5,369,956	5,548,302
% Change	13.7%	-1.8%	4.1%	3.9%	3.7%	3.6%	3.4%	3.3%
<b>Miscellaneous</b>	818,039	864,946	902,383	932,890	963,041	993,192	1,023,343	1,053,494
% Change	3.2%	5.7%	4.3%	3.4%	3.2%	3.1%	3.0%	2.9%
<b>Gross</b>	<b>29,763,094</b>	<b>28,768,696</b>	<b>29,529,906</b>	<b>30,275,038</b>	<b>31,009,928</b>	<b>31,744,818</b>	<b>32,479,708</b>	<b>33,214,598</b>
% Change	<b>8.9%</b>	<b>-3.3%</b>	<b>2.6%</b>	<b>2.5%</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.3%</b>	<b>2.3%</b>

CDTFA Administration	(305,090)	(323,338)	(331,893)	(340,268)	(348,527)	(356,787)	(365,046)	(373,306)
Conservative		\$28,018,700	\$28,730,800	\$29,425,900	\$30,109,500	\$30,791,700	\$31,472,400	\$32,151,600
<b>Most-Likely</b>	<b>\$29,458,004</b>	<b>\$28,445,358</b>	<b>\$29,198,013</b>	<b>\$29,934,770</b>	<b>\$30,661,401</b>	<b>\$31,388,031</b>	<b>\$32,114,661</b>	<b>\$32,841,291</b>
% Change	<b>8.9%</b>	<b>-3.4%</b>	<b>2.6%</b>	<b>2.5%</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.3%</b>	<b>2.3%</b>
Optimistic		\$28,872,000	\$29,665,200	\$30,443,700	\$31,213,300	\$31,984,400	\$32,757,000	\$33,531,000
Recession Scenario		\$28,445,358	\$27,352,400	\$26,879,466	\$27,531,933	\$28,184,399	\$28,836,865	\$29,489,331
% Change from Prior Fiscal Year			-3.8%	-1.7%	2.4%	2.4%	2.3%	2.3%
Fiscal Year to Fiscal Year Change			(\$1,092,958)	(\$472,934)	\$652,467	\$652,466	\$652,466	\$652,466
Difference between Recession and Most-Likely			(\$1,845,614)	(\$3,055,304)	(\$3,129,468)	(\$3,203,632)	(\$3,277,796)	(\$3,351,960)

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STATE OF CALIFORNIA

## CALIFORNIA DEPARTMENT OF TAX AND FEE ADMINISTRATION

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GAVIN NEWSOM  
 Governor

JULIE LEE  
 Acting Secretary, Government Operations Agency

NICOLAS MADUROS  
 Director

January 9, 2020

**TO: CITY AND COUNTY FINANCE OFFICIALS**

Continuing the practice of past years, we are sending you recently estimated statewide growth rates to assist in your coming budget preparations.

The table below shows preliminary or estimated statewide changes in taxable sales for the first quarter of calendar year 2019 through the second quarter of calendar year 2021:

<u>Sales Period</u>	<u>Year to Year Change In Taxable Sales</u>	<u>Allocations Received by Local Jurisdictions</u>
Jan. - Mar. 2019	1.6% (actual)	Mar. - June 2019
Apr. - June 2019	4.8% (actual)	June - Sept. 2019
July - Sept. 2019	1.9% (preliminary)	Sept. - Dec. 2019
Oct. - Dec. 2019	4.3% (est.)	Dec. 2019 - Mar. 2020
Jan. - Mar. 2020	3.8% (est.)	Mar. - June 2020
Apr. - June 2020	4.2% (est.)	June - Sept. 2020
July - Sept. 2020	5.3% (est.)	Sept. - Dec. 2020
Oct. - Dec. 2020	3.0% (est.)	Dec. 2020 - Mar. 2021
Jan. - Mar. 2021	3.1% (est.)	Mar. - June 2021
Apr. - June 2021	1.8% (est.)	June - Sept. 2021

The California Department of Department of Finance made these growth estimates in conjunction with its preparation of the *2020-21 Governor's Budget*.

For taxable sales data, please visit our open data portal: <https://www.cdtfa.ca.gov/dataportal/>

If you would like this letter to be sent to you electronically, please provide your email address to us at: [research@cdtfa.ca.gov](mailto:research@cdtfa.ca.gov)

Sincerely,

Genti Droboniku, Manager  
 Research and Statistics Section

GD:vs

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**DATE:** March 9, 2020

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

**FROM:** Anne Richman, Executive Director *Anne Richman*  
Derek McGill, Planning Manager

**SUBJECT:** Marin County US 101 Bus on Shoulder Feasibility Study Contract Authorization (Action),  
Agenda Item No. 8

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## **RECOMMENDATION**

The Administration, Projects & Planning Executive Committee reviews and refer to the TAM Board to authorize the Executive Director to enter into contract with Kimley-Horn to prepare the Marin County US 101 Bus on Shoulder Feasibility Study in the amount not to exceed \$308,000. This work is funded by a Caltrans Planning Grant.

## **BACKGROUND**

In June 2019, the TAM board approved a resolution authorizing the Executive Director to enter into agreements with Caltrans to accept a \$308,000 planning grant to conduct the Marin County US 101 Bus on Shoulder Feasibility Study and commit to a local match (staff time) in the amount of \$42,000. Bus on shoulder is a concept that has seen successfully implemented in various parts of the US, as well as piloted in California. During peak hours, public transit buses are allowed to operate on the shoulder of the highways to bypass areas of traffic congestion. This operational exception can significantly improve travel times for transit, improve transit reliability and make transit services a more attractive travel option.

This study would assess the feasibility of this approach on US 101 in Northern Marin County. Study area limits are approximately Mission Avenue in San Rafael to San Marin Avenue in Novato.

## **DISCUSSION/ANALYSIS**

In November 2019, TAM received Notice to Proceed from Caltrans to conduct the Marin County US 101 Bus on Shoulder Feasibility Study.

TAM released a request for proposals/request for qualifications (RFP/Q) in January 2020 seeking qualified consultants to prepare the feasibility study, operations planning, concept design, cost estimating, implementation planning, public outreach and other associated activities to support the development of this option for improving transit service. This RFP/Q was circulated through TAM's bidding notification channels, and TAM coordinated with local transit operators to further extend circulation to potential transit planning consultants. TAM convened a selection panel to evaluate and review the responses to the RFP/Q. The selection panel consisted of two members of TAM Staff, along with staff from Marin Transit and Golden Gate Bridge Highway and Transit District (GGBHTD).

In response to this RFP/Q, TAM received three qualified responses. The selection panel evaluated all three qualified proposals received and also interviewed all three firms. Based on the evaluation criteria, the selection panel unanimously determined the following ranking of the firms:

1. Kimley-Horn
2. CDM Smith
3. TJKM

Based on the unanimous decision of the selection panel, TAM has begun contract negotiations with Kimley-Horn, and seeks authorization to enter into agreement with a not to exceed amount of \$308,000.

### **FISCAL CONSIDERATION**

Funding for this study is available from a Caltrans Planning Grant, and \$100,000 of the work planned is included in TAM's FY2019-20 Annual Budget. Work is expected to be completed in FY2021-22. Staff time for this effort is included as the local in-kind match to the Caltrans grant. No budget amendment is necessary.

### **NEXT STEPS**

Upon approval of the TAM Board, staff will enter into contract with Kimley-Horn and conduct a kickoff meeting with project partners including Caltrans, California Highway Patrol (CHP), MTC, SMART, Marin Transit, GGBHTD, and local jurisdictions along the corridor. All work is expected to be completed by February 2022.

### **ATTACHMENTS**

N/A



**DATE:** March 9, 2020

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

**FROM:** Anne Richman, Executive Director *Anne Richman*  
Derek McGill, Planning Manager

**SUBJECT:** Plan Bay Area 2050 Marin County Project List (Action), Agenda Item No. 9

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## RECOMMENDATION

TAM staff recommend that the Administration, Projects and Planning Executive Committee reviews and refers to the TAM Board the Marin County Plan Bay Area (PBA) 2050 Revised Project List, and provide input to the Executive Director on a letter of commitment to the Metropolitan Transportation Commission (MTC) for improvements to State Route 37 (as part of the Plan Bay Area 2050 effort).

## BACKGROUND

Every four years, MTC and the Association of Bay Area Governments (ABAG) are required to develop and adopt a Regional Transportation Plan and Sustainable Communities Strategy (RTP/SCS). The last RTP/SCS, known as Plan Bay Area 2040, was adopted in August of 2017. Immediately following the adoption of Plan Bay Area 2040, MTC staff began development of a scenario planning process, Horizon, and the update to the RTP/SCS known as Plan Bay Area 2050.

As the Congestion Management Agency (CMA) for Marin County, TAM is required to coordinate with MTC on the development of the RTP/SCS and to submit projects on behalf of Marin County. In April 2019, the TAM Board accepted its initial draft list of projects for Marin County for consideration in PBA 2050. MTC's primary goal at that time was to identify a universe of projects to be considered for inclusion into PBA. This initial project list is included as **Attachment A**, identifying approximately \$3.6B in improvements to Marin County's transportation network.

At the last three TAM Board meetings, staff provided an overview of the elements and recent activities with PBA 2050. Staff will continue to provide updates on this process as key elements of the plan are drafted for MTC's approval in Summer 2020.

## DISCUSSION/ANALYSIS

In January 2020, MTC provided a draft forecast of county funding available to TAM over the 30-year planning horizon covered in PBA 2050. This 30-year financial forecast assumes operations and maintenance funds are committed (MTC's fix-it first strategy) and these revenues are not included in the county budgets. The financial

forecast is also split into two timeframes to comply with the state’s greenhouse gas (GHG) reduction mandate by 2035. The financial forecast includes the following major sources of funding:

- One Bay Area Grant (OBAG) Funding – this federal funding is distributed based on a 50% split to Priority Development Areas (PDAs), and future funding cycles are not expected until 2023, pending federal transportation bill reauthorization. Typically, these funds average \$10 million per cycle for Marin County and are split amongst a pool of eligible projects.
- Regional Transportation Improvement Funding (RTIP) – this state funding source is used for capital improvements and will not be available for TAM until approximately 2028 due to prior project advances that are being repaid.
- County Sales Tax Funding and Vehicle Registration Fees – Marin’s local ½-Cent Transportation Sales Tax (Measure AA) and \$10 Vehicle Registration Fee (Measure B) funds are required to be spent in accordance with the voter approved expenditure plans. TAM spends approximately 77% of Measure AA, and 75% of Measure B on operations and maintenance of the system.
- Transportation for Clean Air (TFCA) County Share – these funds, available from the Bay Area Air Quality Management District (BAAQD) and distributed by TAM, are typically spent to support bike and pedestrian projects, or projects that meet BAAQMD emission reduction metrics.
- Local Partnership Program (Formula) – this state funding source is for Self Help Counties that have voter-approved fee or sales tax measures dedicated to transportation. It is eligible for capital investments as determined by the TAM Board and approved by CTC. These funds are intended to support TAM-led projects but can be made available to other agencies’ projects. These funds are dispersed in cycles every 2-3 years.

Approximately \$557M is determined to be available for purposes of submitting a fiscally constrained project list for the Plan, as shown below.

**Table 1: Plan Bay Area 2050 Draft Financial Projections for Marin County**  
*(Numbers in Millions)*

	<b>OBAG</b>	<b>RTIP</b>	<b>Meas. AA</b>	<b>Meas. B VRF</b>	<b>TFCA</b>	<b>LPP</b>	<b>Total Available</b>
<b>MARIN</b>							
Bin 1 (2021-2035)	31.95	47.95	121.63	11.55	7.39	12.42	232.89
Bin 2 (2036-2050)	48.20	72.83	176.16	9.12	5.83	12.42	324.56
<b>Total</b>	<b>80</b>	<b>121</b>	<b>298</b>	<b>21</b>	<b>13</b>	<b>25</b>	<b>557</b>

In addition to the above funding sources, the following funds are anticipated to be assigned to various Marin County projects:

- Regional Measure 3
- Active Transportation Program
- State Highway Operations and Protection Program
- Other Bridge Toll Funds
- Federal Transit administration (FTA) Funding
- Local Streets and Roads funding

Based on these available revenues, TAM staff have developed the Marin County PBA 2050 revised project list to fit within this new fiscal envelope, included as **Attachment B**. This list has been reviewed by project sponsors and reflects their input. The constrained project list is for planning purposes, and no funding is programmed as part of this process.



In developing the constrained project list, TAM staff considered the above revenue sources with eligible projects based on the following factors:

- County budget funding source eligibility (described above)
- Project schedule and alignment with individual funding sources.
- Likelihood to attract regional funding.
- The ability to use other fund sources.
- The ability to align with regional strategies being considered as part of the draft blueprint.

Based on this framework, many projects in the Marin County PBA 2050 revised project list will require MTC regional discretionary funding in the Plan. Projects that are not fully funded either through local or regional funds will not be included in the plan.

Upon acceptance of this list by the TAM Board, TAM staff will work with MTC to request that these projects be added into the final blueprint for the Plan, pending funding assignment. TAM staff will report back on the transportation investments included in the final blueprint later this spring/summer.

#### *State Route 37 Letter of Commitment/Support*

For projects that went through MTC's project performance assessment (\$250M+ projects) and require regional funding, a letter of commitment is required by MTC to describe actions that will be taken or explored further to improve the performance of the project. For Marin County, State Route 37 is the only project required to submit a letter of commitment. TAM is working with the North Bay County Transportation Agencies and MTC to develop a consistent letter of commitment.

The MTC project performance assessment flagged State Route 37 with the following considerations:

- Does not support PBA 2050 Affordable guiding principle, noting that the tolling element of the project would increase travel costs for lower income residents.
- Does not support PBA 2050 Healthy guiding principle, noting the project would significantly increase emissions through the induced demand of the project over time.
- Does not advance equity in all three futures studied in the project performance assessment, as the majority of forecasted users are not low-income.

As a response to these identified challenges, MTC is asking the North Bay County Transportation Agencies to commit to exploring actions that could increase project performance in these three areas. Potential strategies in the draft blueprint to consider committing to explore include:

- Affordable –
  - Reform Regional Transit Fare Policy
  - Provide Transit Alternatives on Tolled Facilities
- Healthy –
  - Adapt to Sea Level Rise
  - Maintain Urban Growth Boundaries
  - Protect High-Value Conservation Lands
  - Build a Complete Streets Network
- Equity -
  - Consistent regional means-based discounts for fares and tolls

Overall this project received a high benefit cost ratio in two of the three scenarios tested in the project performance assessment.

Based on feedback from the Executive Committee, MTC and North Bay County Transportation Agencies staff will draft a letter to share with the TAM Board for acceptance.

### **FISCAL CONSIDERATION**

PBA 2050 does not program or allocate funding. However, transportation projects in PBA 2050 are included in CEQA (California Environmental Quality Act) requirements related to air quality for the region, allowing projects to become eligible for state and federal funding.

### **NEXT STEPS**

Staff will work with MTC and project sponsors to support Marin County's transportation projects in PBA 2050.

MTC is expected to continue discussion on the transportation blueprint of PBA 2050, and TAM staff will report out on this effort over the coming months. Other elements of the plan development are summarized as follows:

- MTC will develop draft regional population and housing growth forecasts for local jurisdictions' review in early 2020;
- Develop the Draft Plan Bay Area 2050 Report and environmental reports, in late 2020
- Approve the environmental reports and Plan Bay Area 2050 in mid-2021 and Adopt RHNA allocations in 2021.

### **ATTACHMENTS**

Attachment A: TAM Board Initial Project List – Approved April 2019

Attachment B: Draft Marin County PBA 2050 Revised Project List



**TAM DRAFT RTP Project List – April 25, 2019**

<b>Programmatic Category</b>	<b>Projects in Category (not exclusive)</b>
Minor Highway Improvements	Highway Interchange Improvements Bellam Boulevard Improvements Bike/Ped Crossings Auxiliary Lanes
Minor Roadway Improvements	Local Road Rehab Projects Sea Level Rise Bridge Replacement HSIP Projects Sir Francis Drake Boulevard 3rd Street 2 <sup>nd</sup> Street East Blithedale Ave
Minor Transit Improvements	Bus Stop Shelter Replacements Access to transit Fleet Expansion/Facilities Manzanita Park and Ride Other Park and Ride Improvements Transit Service Expansion
New Bicycle & Pedestrian Facilities	North South Greenway Projects SMART Multi Use Path Cross Marin Bikeway 2nd to Anderson Path Grand Avenue East Francisco Boulevard Central Marin Gap Closure Bay Trail Segments Approaches to the RSR Bridge Safe Pathways Projects Small Safety Projects Safe Routes to Transit Projects
Management Systems	Ramp Metering Phase 1 & 2 Innovative Technology
Safety and Security	Safe Routes to Schools Program Crossing Guard Program
Travel Demand Management	TDM Program Alt Fuels Program Traveler Information Programs
Intersection Improvements	Anderson at Drake The Hub
Multimodal Streetscape Improvements	Local Road Improvements



		Project Sponsor	Est. Construction Date	Est. Operation Date	Project Cost
<b>Non-Exempt Projects</b>					
<i>Transit Capacity Increasing</i>					
SMART Larkspur Extension	Project Completed 2019		2019	2019	\$ 40
Downtown Novato SMART Station	Fully Funded		2019	2019	\$ 5
San Rafael Transit Center Relocation		GGBHTD	2024	2026	\$ 45
Marin Transit O&M Facility		MT	2021	2024	\$ 31
Larkspur Ferry Parking Garage		GGBHTD	2024	2026	\$ 64
Bus On Shoulder on Highway 101		TAM	2027	2029	\$ 50
<i>Subtotal</i>					\$ 190
<i>Roadway Capacity Increasing</i>					
RSR Eastbound Travel Lane	-		-	2017	\$ 74
Marin Sonoma Narrows		TAM	2020	2023	\$ 151
US 101/I-580 Direct Connector		TAM	2025	2026	\$ 147
RSR Westbound Joint Use Lane*		TAM	2022	2023	\$ 160
Resilient State Route 37		TAM	2030	2036	\$ 1,000
Novato Boulevard**		Novato	2021	2023	\$ 15
<i>Subtotal</i>					\$ 1,473
<b>TOTAL</b>					<b>\$ 1,664</b>
<i>MTC Target Budget</i>					<i>1,174</i>

\* Funding from Toll O&M

\*\* The addition of a roadway lane requires this project to be listed as a non-exempt project.

Additional Notes – Projects in ~~Strikethrough text~~ indicate fully funded projects or completed projects since the last RTP submittal process. MTC target budget does not provide a forecast for revenue sources and will be revised once revenue forecasts are developed.

Draft Marin County PBA 2050 Revised Project List (page 1 of 2)

		Est. Const Date	Est. Op Date	Project Cost (\$M)	Project Cost YOE (\$M)
<b>RTP Project List</b>					
Transit Capacity Increasing	San Rafael Transit Center Relocation	2024	2026	\$ 45	\$ 51
	Marin Transit O&M Facility	2021	2024	\$ 31	\$ 32
	Larkspur Ferry Parking Garage	2024	2026	\$ 64	\$ 72
	Bus On Shoulder on Highway 101	2027	2029	\$ 10	\$ 12
	Regional Express (ReX) Bus Network	TBD	TBD	\$ 62	TBD
Roadway Capacity Increasing	Marin Sonoma Narrows	2020	2023	\$ 141	\$ 141
	US 101/I-580 Direct Connector	2025	2027	\$ 147	\$ 171
	RSR Westbound Joint Use Lane	2022	2023	\$ 160	\$ 170
	Resilient State Route 37	2030	2036	\$ 1,000	\$ 1,344
	Novato Boulevard*	2021	2023	\$ 15	\$ 15
Programmatic Category	Minor Highway Improvements			\$ 877	
	New Bicycle & Pedestrian Facilities Management Systems			\$ 531	
	Safety and Security			\$ 80	
	Travel Demand Management			TBD	
	Intersection Improvements			\$ 27	
	Multimodal Streetscape Improvements			TBD	
	Planning			TBD	
	Emission Reduction Technology			TBD	
	<del>Minor Roadway Improvements</del>			<del>\$ 1,374</del>	
	<del>Minor Transit Improvements</del>			<del>\$ 168</del>	
	<del>Preservation/Rehab</del>			<del>TBD</del>	
	<del>Routine Operations &amp; Maintenance</del>			<del>TBD</del>	
	O&M	Transit Operations			\$ 7,247
Transit Capital**				\$ 2,978	
Local Streets and Roads				\$ 1,374	
<b>Subtotal</b>				\$ 4,732	\$ 16,664

Multi year Implementation  
Multi year Implementation

Revenue Forecast (\$M)

Local Committed	Regional Committed	County	Regional Request
		RM3 SHOPP Discretionary	Total Shortfall
	\$ 30	\$ 3	\$ 33 \$ 18 \$ 18
		\$ 10	\$ 10 \$ 22 \$ 23
		\$ 1	\$ 1 \$ 71 \$ 70
		\$ 12	\$ 12 \$ 0
		\$ 1	\$ 1
	\$ 90	\$ 12	\$ 102 \$ 39 \$ 43
	\$ 135	\$ 19	\$ 154 \$ 17 \$ 16
		\$ 1	\$ 1 \$ 169 \$ 169
	\$ 20	\$ 27	\$ 47 \$ 1,297 \$ 1,298
\$ 2		\$ 13	\$ 15 \$ 0
	TBD	\$ 602	\$ 101 \$ 703 \$ 174 \$ 174
\$ -	TBD	\$ 72	\$ 72 \$ 459 \$ 100
\$ -		\$ 15	\$ 15 \$ 65 \$ 65
\$ -		\$ 151	\$ 151 \$ 30
\$ -		\$ 13	\$ 13 \$ 13 \$ 13
		\$ 23	\$ 23 TBD \$ 15
		\$ 51	\$ 51 TBD \$ 30
		\$ 5	\$ 5 TBD
		\$ 7	\$ 30
\$ -			\$ - \$ 1,374
			\$ - \$ 168
			\$ - TBD
			\$ - TBD
\$ 690	\$ 6,557		\$ 7,247 \$ -
\$ 73	\$ 2,905	TBD	\$ 21 \$ 2,957 \$ 21
\$ 318	\$ 1,056		\$ 1,374 \$ -
\$ 1,083	\$ 10,518	\$ 275	\$ 558 \$ 12,987 \$ 3,908 \$ 2,094
		\$ 233	
		\$ 325	
		\$ 558	

\* The addition of a roadway lane requires this project to be listed as a standalone project.  
 \*\* Support for Minor Transit Improvements/State of Good Repair  
~~Strikeout~~ text indicates these programs have been included in the O&M category

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Draft Marin County PBA 2050 Revised Project List (page 2 of 2)

Programmatic Category	Projects in Category (not exclusive)	Supportive PBA 2050 Draft Blueprint Strategies
Minor Highway Improvements	Highway Interchange Improvements Bellam Boulevard Improvements Bike/Ped Crossings Auxillary Lanes	Operate and Maintain the Existing System Advance Regional Vision Zero Policy Build a Complete Streets Network Adapt to Sea Level Rise
New Bicycle & Pedestrian Facilities	North South Greenway Projects SMART Multi Use Path 2nd to Anderson Grand Avenue East Francisco Central Marin Gap Closure Bay Trail Approaches to the RSR Bridge Safe Pathways Projects Small Safety Projects Safe Routes to Transit Projects	Operate and Maintain the Existing System Advance Regional Vision Zero Policy Build a Complete Streets Network Adapt to Sea Level Rise
Management Systems	Bus Transit Technologies Ramp Metering Innovative Signal Technology	Enable Seamless Mobility Reform Regional Transit Fare Policy Advance a Regional Vision Zero Policy Operate and Maintain the Existing System
Safety and Security	Safe Routes to Schools Program Crossing Guard Program Road Safety Projects	Advance Regional Vision Zero Policy Build a Complete Streets Network
Travel Demand Management	TDM Program Shared Mobility Programs	Build a Complete Streets Network
Intersection Improvements	Anderson at Drake The Hub (San Anselmo)	Operate and Maintain the Existing System Advance Regional Vision Zero Policy Build a Complete Streets Network
Multimodal Streetscape Improvements	Local Road Improvements Sea Level Rise Program	Operate and Maintain the Existing System Advance Regional Vision Zero Policy Build a Complete Streets Network Adapt to Sea Level Rise
Planning	Various Studies and Plans	TBD
Emission Reduction technology	Alternative Fuel Programs	N/A
Minor Roadway Improvements	Local Road Rehab Projects Sea Level Rise Bridge Replacement HSIP Projects Sir Francis Drake Boulevard 3rd Street (San Rafael) 2nd Street (San Rafael) East Blithedale	Operate and Maintain the Existing System Advance Regional Vision Zero Policy Build a Complete Streets Network Adapt to Sea Level Rise
Minor Transit Improvements	Bus Stop Shelter Replacements Access to transit Fleet Expansion/Facilities Manzanita Park and Ride Other Park and Ride Improvements Transit Service Expansion	Enable Seamless Mobility Reform Regional Transit Fare Policy Advance a Regional Vision Zero Policy Operate and Maintain the Existing System