

# RESILIENTSR37



## STATE ROUTE 37 POLICY COMMITTEE

9:30 a.m., Thursday, March 7, 2019  
Novato City Hall Council Chambers  
901 Sherman Avenue, Novato, 94945

### MEETING AGENDA

1. **CALL TO ORDER AND INTRODUCTIONS** **Chair David Rabbitt**
  
2. **OPPORTUNITIES FOR PUBLIC COMMENT**
  
3. **CONSENT CALENDAR**
  - 3.1. Minutes of the January 10, 2019 SR 37 Policy Committee Meeting\* **Drew Nichols, SCTA**  
**Recommendation:**  
Approve January 10, 2019 SR37 Policy Committee Meeting Minutes
  
4. **PRESENTATION ITEMS**
  - 4.1. Alternative Modes and TDM Update:
    - 4.1.1. Travel Behavior and Transit Feasibility Study **NVTA**
  
5. **DISCUSSION/INFORMATION ITEMS**
  - 5.1. SR 37 Project Coordination Opportunities **Caltrans**
    - 5.1.1. Report out on 2019 flooding
    - 5.1.2. Status of Project Initiation Documents  
View under Resources at: <https://scta.ca.gov/highway37/>
    - 5.1.3. Update on 10-Year SHOPP List
    - 5.1.4. Transportation Permitting Task Force (AB 1282)
  - 5.2. Resilient 37 Memorandum of Understanding Status\* **MTC**
  - 5.3. Segment A1 – SB-1 Planning Grant **TAM**
  - 5.4. Segment B – Interim Delivery Update **MTC**
  - 5.5. Segment C – Fairground Interchange Delivery Update **STA**

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## 6. COMMITTEE MEMBER COMMENTS / STAFF UPDATES

GROUP

## 7. FUTURE TOPICS

Bay Area Regional Collaborative (BARC) – San Pablo Bay Active Transportation Access Study  
AA for the Bay – restoration projects in San Pablo Bay  
STA – Ferry Study update  
SMART – Feasibility Study update  
MTC/Caltrans – Ultimate Environmental Phase Discussion

## 8. ADJOURNMENT

Next SR 37 Policy Committee Meeting: 9:30, Thurs., June 6, 2019 at a location to be determined.

\* Materials included

### Future Meeting Schedule (Pending Approval)

**9:30AM, Thursday, June 6, 2019**

**9:30AM, September 5, 2019**

**9:30AM, December 5, 2019**

### SR 37 Policy Committee Members:

#### **SCTA**

David Rabbitt, Sonoma County  
Board of Supervisors  
Jake Mackenzie, MTC  
Commissioner  
Susan Gorin, Sonoma County  
Board of Supervisors

#### **NVTA**

Alfredo Pedroza, MTC  
Commissioner  
Belia Ramos, Napa County  
Board of Supervisors  
Leon Garcia, Mayor City of  
American Canyon

#### **TAM**

Damon Connolly, MTC  
Commissioner  
Judy Arnold, Marin County  
Board of Supervisor s  
Stephanie Moulton-Peters,  
Councilmember,  
City of Mill Valley

#### **STA**

Bob Sampayan, Mayor City of  
Vallejo  
Jim Spering, MTC  
Commissioner  
Erin Hannigan, Solano County  
Board of Supervisors

#### **MTC**

Therese McMillan  
Executive Director

#### **Caltrans**

Tony Tavares  
District 4 Director

# RESILIENTSR37



## State Route (SR) 37 Policy Committee Meeting Minutes

9:30 a.m., Thursday, November 8, 2018

Foley Cultural Center

Vallejo, CA 94592

### 1. Call to Order/Introductions

Chairman David Rabbitt called to order the State Route 37 Policy Committee at 9:30 a.m.

#### Policy Committee Members Present:

David Rabbitt	Chair, Supervisor, County of Sonoma
Erin Hannigan	Vice-Chair, Supervisor, County of Solano
Judy Arnold	Supervisor, County of Marin
Damon Connolly	MTC Commissioner, Supervisor, County of Marin
Leon Garcia	Mayor, City of American Canyon
Jake Mackenzie	MTC Commissioner, Councilmember, City of Rohnert Park
Stephanie Moulton-Peters	Councilmember, City of Mill Valley
Alfredo Pedroza	MTC Commissioner, Supervisor, County of Napa
Bob Sampayan	Mayor, City of Vallejo
Jim Spering	MTC Commissioner, Supervisor, County of Solano

#### Policy Committee Members Absent:

Susan Gorin, Supervisor, County of Sonoma  
Belia Ramos, Supervisor, County of Napa

#### Executive Directors Present:

Daryl Halls, Solano Transportation Authority  
Kate Miller, Napa Valley Transportation Authority  
Suzanne Smith, Sonoma County Transportation Authority  
Dianne Steinhauser, Transportation Authority of Marin

Others Present:

Janet Adams	STA
Anthony Adams	STA
Tanya Albert	County of Marin
Tom Bartee	Office of Senator Bill Dodd
Derek Beaudy	SF Regional Water Board
James Bezek	County of Solano
Steve Birdlebough	Sonoma County Transportation and Land Use Coalition
John Bly	Engineering Contractors Association
Adam Brand	SCTA – Counsel
Patricia Brown	Resident
James Cameron	SCTA
David Calson	ESA
Fidel Chavez	Carpenter’s Union
Kevin Chen	MTC
Lauren Clark	City of Napa
Bernadette Curry	STA – Counsel
Jessica Davenport	State Coastal Conservatory
Francesca Demgan	
John Diamante	North Rail & Multi Use Pathways System
Andrew Dohrmann	TY Lin
Bill Emlen	County of Solano
Jean Finney	Caltrans
Rick Fraites	Marin Audubon Society
Andrew Fremier	MTC
Maureen Gaffney	ABAG Bay Trail
Seana Gause	SCTA
Hillary Gitelman	ESA

Alan Glen	TY Lin
Joseph Green-Heffern	Resident- County of Solano
Erin Hanford	City of Vallejo
Sissel Heber	HNTB
Jason Holley	Public Works, City of American Canyon
Kevin Johnson	Fehr & Peers
John Kenyon	TY Lin
Steve Kinsey	Alta Planning and Design Inc.
Tom Leader	TLS/RBD
Houman Makarechi	Kleinfelder
Johanna Masiclat	STA
Dan McElhinney	Caltrans
Ashley Nguyen	MTC
Nick Nguyen	TAM
Drew Nichols	SCTA
David Oster	Friends of SMART
Elizabeth Patterson	Mayor, City of Benicia
Elizabeth Payan	SMART
Leo Roy Pfeifer	Sustainable Novato
Logan Pitts	Office of Senator Bill Dodd
Erik Prince	Common Ground
Lee Rosenblatt	CBG
Barbara Salzman	Marin Audubon Society
Danielle Schmitz	NVTA
Shaveta Sharma	NVTA
Frasier Shilling	UC Davis
Grant Sungar	Consultant
Karen Taylor	CDFW-ES

Francesca Vantaggiato	UC Davis
Joy Villafranca	AECOM

2. Opportunities for Public Comment

John Diamonte commented on the railway assessments along the SR 37 Corridor. A series of handouts were provided for references.

The first assessment in question is whether a railway linking Highway 101 and the other corridors is the most ecological choice; second, would the cost of a railway be the least expensive compared to all alternatives, and lastly, Mr. Diamonte commented on whether a railway solution is the fastest alternative in which can be delivered.

3. Consent Calendar

3.1. Minutes of the July 20, 2018 SR 37 Policy Committee Meeting

The minutes for the July 20, 2018 State Route 37 Policy Committee were recommended, and approved unanimously, following a motion by Stephanie Moulton-Peters, and a second by Supervisor Judy Arnold.

4. Presentation

4.1. SR 37 Resilient Corridor Program

Ashley Nguyen and Kevin Chen, MTC, presented to the committee the SR 37 Resilient Corridor Program.

Ms. Nguyen recalled The Corridor Plan that provides a birdseye view of the entire corridor and ideas suggested to move forward with.

Segment B of the corridor has been identified as the priority segment and Ms. Nguyen recalled that eastbound travel along the corridor during commute hours takes 100 minutes

There are six known weak links, some of which flooded in 2017, that are prone to flooding – Petaluma River Levee, Port Sonoma, Novato Creek and Day Island Road, Tubbs Island, and

Mare Island. It’s modeled the corridor will be underwater in 30 years.

Furthermore, SR 37 houses a rich ecological home to nine special-status species with significant acres of bay- and wetlands.

The idea championed is to consider the corridor, and bring all the elements, under one vision, one plan, and to be mindful of equity issues moving forward.

The I-5 North Coast Corridor program in San Diego, CA is viewed as an opportunity to learn from, a model, for the SR 37 corridor.

This project has a \$6 billion program to be delivered over 40 years, including a half-cent sales tax allowing a continuous revenue stream alongside federal, state, and local funding.

Ms. Nguyen suggested the benefit this projects brings to SR 37 is the development of a blueprint which is available illustrating how the I-5 North Coast Corridor program will be delivered. Components included in this measure are Highway Improvements, Coastal Rail and Transit, and Environmental Protection and Coastal Access; thus providing an opportunity to use as a model locally.

The intent is to deliver an equitable corridor program that results in community benefits for all, including those who utilize the corridor for employment and recreation.

Highway 37 must become resilient to sea level rise. The program’s purpose was described to the committee.

The resilient corridor program includes \$5 billion in funding in a 25 year time frame to address highway, transit, environment, public access, and equity components which seek for an opportunity to make the SR 37 Corridor adaptive to sea level rise from Interstate 80 to Highway 101.

There is also significant interest to alleviate the traffic congestion via public transportation, such as the inclusion of a regional bus express

system between Vallejo and Novato and SMART's interest in an east-west expansion to the Solano Hub that can help develop a robust transit system along the corridor.

MTC staff has been working closely with the environmental community over the past year and half to understand their perspective of the corridor that can allow natural resources to be protected and restored.

The Regional Advance Mitigation Planning (RAMP) aims to balance the needs of transportation and conservation to maximize benefits and provides a comprehensive planning framework to mitigate unavoidable biological resource impacts caused as a result of infrastructure projects.

Ms. Nguyen further described the active landscape enhancements that are currently underway.

Kevin Chen provided a description of interim congestion relief projects for Segment B to bring the roadway up to standard.

Given the serious bottlenecking that occurs on this segment, the goal is to improve the corridor by reconfiguring the existing roadway to a three-lane facility, with a contraflow lane, similar to the Golden Gate Bridge. It was worth noting that the time to move the barriers would take upward to two hours.

Additionally, modifications at the Tolay Creek Bridge are identified to provide smoother transitions.

The second design alternative suggested is a four lane highway for Segment B using the shoulder as a part time lane similar to the third lane on the Richmond-San Rafael Bridge.

Furthermore, intersection improvements at the Highway 121/37 intersection and Mare Island Interchange were described as near-term operational efficiency improvements. Ideas considered are a double lane roundabout at

Highway 121/37 and a lane drop extension with ramp metering at Mare Island.

These projects can be delivered in three to five years with an expected cost of \$100-150 million to deliver. The environmental process is hoped to begin next year with a cost of \$8 million and PS&E cost of \$12 million.

The drivers of Highway 37 have a lot of benefits, primarily the reduction of 100 minutes of delay eastbound to 24 minutes; westbound congestion delay would reduce from 47 minutes to 23 minutes.

Furthermore, improving the levy system is another element considered. The intent is to study at more potential improvements to increase the potential.

In regards specifically to Segment B, between Highway 121 and Mare Island, five alternatives have been identified; two of these suggestions are along the current alignment:

1. Current Alignment Hybrid Existing;
2. Current Alignment Causeway;
3. Northern Alignment;
4. Southern Alignment (Shoreline);
5. Southern Alignment (San Pablo Bay).

Mr. Chen explained the evaluation metrics used for these various alternatives, noting the rigorous evaluation criteria that was established, and outlined the assessment summary.

Alternative 3, Northern Alignment, was regarded as the least favorable alternatives.

The total construction costs are projected for all the alternatives to be between \$2.4 and \$3.3 billion.

Ashley Nguyen further added that the sea level rise adaption project includes a separated Class 1 bicycle lane to enhance safety.

Resilient by Design, Common Ground, and MTC have received an SB-1 Planning Grant with hope

to utilize for more public access through the corridor.

Ms. Nguyen championed the notion to be mindful of how to identify further funding and to consider the users of the corridor, and to continue exploring atypical partnerships.

Ms. Nguyen commented on the partnerships that have been created via the SR Policy Committee, and advocated to expand further with these visions.

The recommendations for actions were highlighted.

Suzanne Smith, SCTA, reiterated the word and meaning of “We” and the significance of the policy committee to address the corridor.

Jake Mackenzie commented on importance of this project as Chair of MTC and reemphasized the importance of “We.”

Chairman Rabbitt opened for public comment.

Barbara Salzman commended MTC for the work and emphasized the importance of what is being completed, both short- and long term.

Ms. Salzman advocated to continue looking for the whole picture and the importance to tie advanced mitigation to a specific project.

Patricia Tuttle-Brown, an advocate for clean air and resident of the City of Petaluma, spoke on the environmental challenges posed in this corridor and highlighted that air quality is central to all transportation issues.

Regarding environmental issues, air quality is important to consider for wildlife and environmental access, to name a few. Pollution emitting from cars is the biggest air quality problem and Ms. Brown further advocated on the need for further funding and incentives to help the changes from single occupancy driving.

Derek Beaudy, San Francisco Regional Water Quality Control Board, thanked MTC staff for the presentation. As a participant in the

environmental working group, Mr. Beaudy spoke on benefits and appreciation for all the efforts that went into the working group.

Mr. Beaudy further added:

His agency’s goals including protection of waters for the Bay Area and the need to work collaboratively to develop projects with the minimal environmental impacts. Given limited available funding, short term fixes should help plan for long term solutions for the corridor’s vision and design.

Specifically, while Segment B has been identified as the priority segment by the Project’s partners, we urge consideration of the entire corridor—Segments A, B, and C—during the environmental planning and documentation phase. This will help ensure a corridor-wide vision guides the design and that the long-term adaptation planning for Segments A and C will not be constrained by the design of Segment B. Further, it should help ensure that money spent on short-term fixes along Segment B either contributes appropriately to a longer-term fix, or is limited to the minimum needed if the longer-term fix is something different.

We encourage the Project’s partners to continue to evaluate a full range of project design alternatives with respect to not only their transportation goals, but also with an understanding of their potential impacts to the sensitive Bay, wetland, and creek environments around SR 37.

Permittable project alternatives may not be along the current alignment of SR 37. The preferred alternative must be the least environmentally damaging practicable alternative that accomplishes the basic project purpose and avoids and minimizes direct and indirect impacts to the resources and processes that support the beneficial uses of San Pablo Bay and its surrounding bayland habitats.

Finally, any near-term traffic congestion projects on Segment B will require authorization from the Water Board—likely a Clean Water Act Section 401 certification—if the project discharges fill into the Bay, wetlands, or other waters. We will work with you to consider short term designs, including mitigation for fill, clean water measures to address stormwater runoff from the project, and the short-term project’s role in a longer-term fix. I would ask that you continue to keep us involved as project planning moves forward.

Steve Birdleough, Sonoma County Transportation and Land Use Coalition, commended the staff on this work, and was pleased to see the diamond lanes considered along the highway.

Jessica Davenport, State Coastal Conservancy, thanked all staff involved in the analysis of the alternative alignments.

Frasier Schilling, UC Davis, acknowledged Caltrans staff present for their work and added there is a lack of academics in this process and spoke on the usefulness of academic opinions in projects.

## 5. Action Items

### 5.1. MTC Regional Measure 3 Funding Plan

Suzanne Smith described the Regional Measure 3 funding plan.

Ms. Smith explained the funding structure presented, adding a plan needs to be submitted to Caltrans this month.

The fund plan presented sets \$15 million to STA for Segment C – Fairgrounds Interchange, \$20 million to SCTA to pursue PAED and PS&E for Segment B, 4\$ million to SCTA for PAED for Highway 37/121 Improvements, \$3 million for TAM to study the levees on Segment A, and \$58 million to SCTA/TAM for Segment A and B improvements.

Stephanie Moulton-Peters, Dianne Steinhauser, and Chairman Rabbitt all provided

complements and thanked all staff agencies for the approach of the plan presented.

In regards to transit options incorporated into the plan, Kate Miller, NVTA, explained staff is looking into transit options, however the legislation is loosely defined.

The action requested is to authorize the submission of the request to MTC.

Supervisor Jim Sperring moved to accept the funding plan and to authorize submission of the initial request to MTC, Jake Mackenzie seconded. The motion was approved unanimously.

## 6. Information Items

### 6.1. SR 37 Project Coordination Opportunities

#### 6.1.1. Status of Project Initiation Documents

Jean Finney introduced Kelly Hirschberg to the committee as the new project manager for SR 37.

The 16 projects programmed along SR 37, Segment B, in the SHOPP were described, 15 currently planned and programmed.

A handout was provided to the committee members. Five projects are currently under preparation for the 2020 SHOPP.

The projects submitted are in alignment with MTC and Caltrans’ plans and staff continues to coordinate with partnering agencies.

Ms. Hirschberg stated that more information will be presented to the committee as it evolves.

Supervisor Erin Hannigan, County of Solano, asked about absence of the Sacramento Street entrance.

Ms. Hirschberg responded that she will look into it and follow up with the information when an answer is identified.

Supervisor Judy Arnold, County of Marin, spoke on the absence of the Novato Creek flooding



challenge and wondered why this was not included.

Ms. Finney responded that attempts were made to include this in the 10-year plan, but due to capacity challenges, this was tabled to be included in a future plan.

Supervisor Arnold further added that this is a pressing issue that needs to be addressed now and not in the future.

Ms. Finney responded Caltrans has financial and performance targets that must be met and this project was unable to meet those targets.

Dan McElhinney added that he will look further into this, suggesting with the defeat of Proposition 6, there may be an opportunity to add projects. The CTC requests a renewal of the assess management plan every couple years and there are intentions to include Novato Creek on the project list.

Staff will continue to advocate for a higher level of planning.

#### 6.1.2. Update on 10-year SHOPP List

Discussed concurrently with Item 6.1.1

### 6.2. Alternative Modes Update

#### 6.2.1. NVRTA – Bus Transit Feasibility Study presentation (draft)

Kate Miller introduced Kevin Johnson with Fehr and Peers on the preliminary Bus Transit Feasibility Study and travel patterns on SR 37. The study included the introduction of smart phone data to establish existing driving patterns.

The study's purpose was to examine other modes of travel aimed to relieve congestion, addressing equity concerns, and understanding the demand and propensity to use fixed bus, micro-transit options.

“Right sized transit” (i.e. Backbone, Crowd-Sourced, Door-to-Door) was the approach used, stating that one type of transit does not serve all needs. However, there needs to be an

understanding of the markets before the needs are determined.

The study suggests an on-demand, pooling option, as opposed to a fixed route service.

The key findings of the origin and destinations were described, including residents of Solano County accessing jobs in Marin and Sonoma Counties, most drivers are driving long distances for work-related trips, most drivers earn at, or below, the median income, and some bus opportunities exist, although micro-transit and pooling options best serve others.

Mr. Johnson explained how the traffic count data was collected and the results found.

In terms of usage, the AM westbound commute is primarily residents of Solano County; Sonoma Highway is predominantly used by residents in Napa County.

When considering the propensity for taking transit, service from Sonoma (city) to Vallejo, San Rafael to Vallejo, and Novato to Vallejo ranked the highest.

The next steps described revolve around understanding the approaches for transit on the corridor, be it an express bus, micro-transit, and/or park and pool.

Chairman Rabbitt opened the floor for public comment:

Patricia Tuttle-Brown quoted, “a developed country is not where the poor have cars, but where the rich take public transportation.” Ms. Brown further spoke on these plans for public transportation.

Steve Birdlebough expressed appreciation on the level of detail in the presentation and wondered how individuals will access transit, bicycles, and scooters.

#### 6.2.2. SMART – Feasibility Study update

Suzanne Smith briefly updated the committee on SMART's plan to pursue an engineering analysis of East-West service to assess viability.

This is a preliminary step and the draft study is anticipated late next year.

7. Correspondence

Correspondences were included in the agenda packet.

8. Committee Comments and Staff updates

N/A

9. Future Topics

The future topics include:

- BARC – San Pablo Bay Active Transportation Access Study
- STA – Ferry Study update
- Environmental Phase Discussion:
  - Segment B Interim
  - Segment A & B Ultimate

10. Adjournment

The committee adjourned at 11:20 a.m.

MEMORANDUM OF UNDERSTANDING  
for  
THE RESILIENT STATE ROUTE 37 PROGRAM  
between  
BAY AREA TOLL AUTHORITY  
CALIFORNIA DEPARTMENT OF TRANSPORTATION  
SOLANO TRANSPORTATION AUTHORITY  
SONOMA COUNTY TRANSPORTATION AUTHORITY  
TRANSPORTATION AUTHORITY OF MARIN  
NAPA VALLEY TRANSPORTATION AUTHORITY

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

Recitals

1. The Resilient SR 37 Program aims to address resiliency of transportation infrastructure to sea level rise and flooding, traffic congestion, and opportunities for ecological enhancements, transit, multimodal use and public access along the SR 37 corridor from I-80 to US 101. The Program includes near- and longer-term improvements for a majority of the 20-mile corridor, including the long-term sea level rise vulnerability of a number of low-lying areas throughout the corridor.
2. The SR 37 Policy Committee, Executive Steering Committee (“ESC”) and the Project Leadership Team (“PLT”) currently have varying roles and responsibilities in the development and delivery of the Program. The SR 37 Policy Committee, composed of Executive Directors and Board Members representing BATA, Caltrans, STA, SCTA, TAM, and NVTA, provides policy oversight and dispute resolution to the respective staffs. The Executive Directors of BATA, Caltrans, STA, SCTA, TAM, and NVTA serve on the ESC to provide strategic direction to the Policy Committee and PLT. The Directors and their staffs of BATA, Caltrans, STA, SCTA, TAM, and NVTA participate in the PLT to vet technical, policy, and other related project issues and elevate them as appropriate to the ESC.
3. The BATA, Caltrans, STA, SCTA, TAM and NVTA completed a SR 37 Transportation and Sea Level Rise Corridor Improvement Plan that identified Segment B between and including Sears Point to the Mare Island Bridge (referred to herein as the “Segment B”) as the highest priority. On November 2, 2017, the SR 37 Policy Committee confirmed that Segment B is the priority segment. Subsequently, BATA, STA, SCTA, TAM and NVTA prepared a Project Initiation Document (PID)

for Segment B improvements and submitted it to Caltrans for review and approval. Caltrans approved this PID on December 28, 2018.

4. On November 8, 2018 the SR 37 Policy Committee unanimously approved a funding plan and authorized the applicable sponsor(s) to submit Initial Project Reports to the Metropolitan Transportation Commission for funding consideration under Regional Measure 3, as follows: \$15 million to STA for Segment C-Fairgrounds Interchange, \$20 million to SCTA for Interim Segment B Environmental and Design Phases, \$4 million to SCTA for Environmental Phase for SR 37/121 improvements, \$3 million to TAM for Segment A levee study, and \$58 million to SCTA and TAM for Ultimate Segment A and Segment B improvements.
5. The Parties wish to organize the delivery of the SR 37 Program wherein:
  - a. BATA, Caltrans, SCTA and TAM is assigned to and have purview over Segment A (US 101 to SR121);
  - b. BATA, Caltrans, SCTA, STA and NVTA is assigned to and have purview over Segment B (Sears Point to Mare Island Bridge); and
  - c. BATA, Caltrans, and STA is assigned to and have purview over Segment C (Mare Island Bridge to I-80).

The SR 37 Policy Committee, ESC and PLT continue to perform the same roles and responsibilities except for the technical work, discussions, actions and decisions of the individual Party would be targeted and applicable to the project segment for which that Party is assigned.

6. The Parties commit to continue to make progress on the delivery of the priority Segment B interim and ultimate projects, while also performing feasibility studies, environmental studies, PIDs, and related studies with the goal of coordinating the longer-term delivery of the SR 37 Program.
7. A Party intends to seek legislation to amend Section 30910 of the Streets & Highway Code for the Sears Point-Mare Island Bridge to become a State-owned bridge, joining the toll bridge financial enterprise administered by BATA.
8. The Parties acknowledge the likely need for funding above and beyond toll bridge enterprise funding administered by BATA, and as such, intend to develop a financing and funding plan consisting of other traditional and untraditional funding sources to deliver the Program.
9. The Parties wish to work cooperatively to deliver the Program by exploring alternative project delivery methods (including, but not limited to, Design Build contracts), early environmental enhancements, and traditional and non-traditional funding and partnerships.

I. Term

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

II. SR 37 Program Delivery Organization

A. Executive Steering Committee (ESC)

1. Role

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

2. Members

- a. Executive Director, BATA (or designee)
- b. District 4 Director, Caltrans (or designee)
- c. Executive Director, STA (or designee)
- d. Executive Director, SCTA (or designee)
- e. Executive Director, TAM (or designee)
- f. Executive Director, NVTA (or designee)

3. Assignment

- a. Segment A: BATA, Caltrans, SCTA, TAM
- b. Segment B: BATA, Caltrans, SCTA, STA, NVTA
- c. Segment C: BATA, Caltrans, STA

4. Responsibilities

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

5. Decision-making

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

## 6. Meetings

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

## B. Corridor Director of the ESC

1. The Corridor Director serves as staff to the ESC, represents all ESC members and works directly with member agency Executive Directors and their staffs.
  - a. BATA will select, with the ESC, and employ the Corridor Director.
  - b. BATA reserves the right to make decisions regarding hiring, promotion, termination, compensation, and removal of the Corridor Director, in consultation with the ESC.
  - c. The Corridor Director may serve the SR37 Corridor Policy Committee in a similar capacity.
  
2. Responsibilities  
The Corridor Director shall work with the Project Leadership Team, collaborate and provide direction to the project managers, as appropriate, to
  - a. Develop a implementation plan(s) and funding plan(s), including delivery methods
  - b. Develop the scope, schedule, budget and funding plan for individual projects.
  - c. Report regularly to the ESC on project status, risks assessments, change, costs and schedule.
  - d. Develop project staffing plans.
  - e. Prepare agendas for ESC meetings.
  - f. Deliver progress reports to and consult with the SR 37 Corridor Policy Committee.
  - g. Deliver progress reports to ESC and Policy Committee.
  - h. Provide oversight and direction to project managers.

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

## C. Project Leadership Team

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

2. Members

- a. Deputy Executive Director, Operations, BATA (or designee)
- b. Chief Deputy Director, Caltrans District 4 (or designee)
- c. Deputy Executive Director/Director of Projects, STA (or designee)
- d. Director of Projects and Programming, SCTA (or designee)
- e. Principal Project Delivery Manager, TAM (or designee)
- f. Director of Programs, Projects and Planning, NVTA (or designee)

3. Assignment

- a. Segment A: BATA, Caltrans, SCTA, TAM
- b. Segment B: BATA, Caltrans, SCTA, STA, NVTA
- c. Segment C: BATA, Caltrans, STA

4. Responsibilities

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

- a. Developing a implementation plan(s) and funding plan(s)
- b. Developing the scope, schedule, budget and funding plan for individual projects.
- c. Reviewing cost estimates, risk assessments, and cash flow requirements.
- d. Reviewing project status, scope and budgets, expenditures, staffing and contractor services to anticipate, identify, evaluate, and report to the Corridor Director concerning any project issues.
- e. Developing project staffing plans and structures.
- f. Preparing other project related reports for ESC review.
- g. Performing such other assignments as appropriate.

5. Meetings

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

### III. GENERAL

#### A. Integration Clause

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

#### B. Amendments

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

**C. Counter Parts**

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

**D. Miscellaneous**

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

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

\_\_\_\_\_/\_\_\_\_\_  
Jake Mackenzie Date  
Chair  
Metropolitan Transportation Commission/Bay Area Toll Authority

\_\_\_\_\_/\_\_\_\_\_  
Tony Tavares Date  
District 4 Director  
Caltrans

\_\_\_\_\_/\_\_\_\_\_  
Harry Price Date  
Chair  
Solano Transportation Authority

\_\_\_\_\_/\_\_\_\_\_  
Date  
Chair  
Sonoma County Transportation Authority



BATA/Caltrans/STA/SCTA/TAM/NVTA  
Memorandum of Understanding  
Resilient SR 37 Program

\_\_\_\_\_/\_\_\_\_\_  
Date  
Chair  
Transportation Authority of Marin

\_\_\_\_\_/\_\_\_\_\_  
Date  
Chris Canning  
Chair  
Napa Valley Transportation Authority