

# **TRANSPORTATION AUTHORITY OF MARIN**

## **TRANSPORTATION SALES TAX**

### **MEASURE AA**

### **STRATEGIC PLAN 2019**

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## Glossary

**Allocation** - An action by the TAM Board making funds available. After funds are programmed in the Strategic Plan, the TAM Board can make individual allocations to projects and programs. Following the allocation action, TAM enters into a funding agreement with the sponsor. The sponsor can then spend the funds.

**Bonding** - Selling municipal bonds will allow the Transportation Authority of Marin to accelerate capital projects by pledging future revenues for the repayment of bonds and getting needed capital funds “up front” for project implementation.

**Citizens' Oversight Committee** - A 12-member committee of TAM consisting of 5 representatives selected from the five planning areas and 7 representing diverse interest groups in Marin County. Reports directly to the public on all issues related to the Expenditure Plan and use of the ½-cent transportation sales tax.

**Climate Change** - A long-term change in global or regional climate patterns, in particular an increase in the average atmospheric temperature apparent from the mid to late 20th century onwards and attributed largely to increased levels of atmospheric carbon dioxide. Certain human activities, including the use of fossil fuels and deforestation, have been identified as primary causes of ongoing climate change, often referred to as global warming.

**Expenditure Plan** - The Marin County Transportation Sales Tax Renewal 2018 Final Expenditure Plan, which is the plan for spending the ½-cent transportation sales tax funds.

**Golden Gate Bridge Highway and Transportation District** - The agency responsible for the Golden Gate Bridge, as well as for regional transit including ferries and bus service between Sonoma, Marin, and San Francisco counties. Golden Gate currently operates local transit services in Marin County under contract to the Marin Transit.

**HOV Lane** - High Occupancy Vehicle or Carpool lane, open to vehicles with 2 or more occupants—including buses—during peak commute hours.

**Leverage or Leveraging (*also Matching*)** - The planned use of local sales tax dollars to attract other local, regional, State, or Federal funds. Can include the use of local funds as a required match to these other fund sources.

**Marin Mobility Consortium** - The Marin Mobility Consortium is a collaboration of community stakeholders and advocates meeting regularly to advise on the development and evaluation of Marin Access' services and to discover new ways to coordinate transportation options.

**Marin Sonoma Narrows (MSN)** - The Narrows on US Highway 101 (US101) links the San Francisco Bay Area and Oregon and is the only continuous north-south route through Marin and Sonoma counties. Issues with the route include an insufficient number of lanes through the Narrows, sections that do not meet current freeway standards and a consistent poor level of service (e.g., delays, slow traffic, traffic jams) in many sections.

**Marin Transit (formerly Marin County Transit District (MCTD))** - The existing local transit district, Marin Transit currently contracts for local transit services with Golden Gate Transit. Marin Transit also currently contracts for paratransit services with Whistlestop Wheels, as well as contracting for the West County Stagecoach. Marin Transit is governed by two city representatives and five representatives from the Board of Supervisors.

**North-South Greenway** - The North-South Greenway Gap Closure Project is part of a regional effort to create a more extensive non-motorized transportation network in Marin County. It closes a key pedestrian and cyclist gap between the Central Marin Ferry Connector and the existing multi-use paths at the intersection of Old Redwood Highway and Wornum Drive.

**Paratransit** - Specialized transportation services for seniors and/or persons with disabilities who are unable to use regular bus routes.

**(to) Program** - To assign a future expenditure of funds to a particular use within a particular timeframe.

**Safe Pathway Projects** - TAM's Safe Pathways to Schools Program funds construction projects that address safety for commutes to schools .

**Sea Level Rise** - An increase in global mean sea level (the average height of the ocean's surface apart from the daily changes of the tides) as a result of an increase in the volume of water in the world's oceans. Sea level rise is usually attributed to global climate change by thermal expansion of the water in the oceans and by melting of ice sheets and glaciers on land.

**Self-Help County** - A county with a local sales tax dedicated to transportation is called a "self-help" county because the tax demonstrates that the County is willing to "help itself" to solve its own transportation problems. A self-help county has greater opportunities to compete for regional, State, and Federal grants by establishing a reliable source (i.e., sales tax revenues) for the local matching funds that are required by most grantors.

**Short Range Transit Plan** - A 10-year vision of the capital and operating needs of a transit agency. Required by the Metropolitan Transportation Commission (MTC), under guidance from the Federal Transit Administration (FTA), an SRTP is required from each major transit agency in the Bay Area. The SRTP serves to identify transit needs and develop priorities.

**Strategic Plan** - A detailed plan of expenditures and revenue completed by the Transportation Authority of Marin every year. The plan projects the use of sales tax funds, as well as other funding that may be available to projects in the plan. The Strategic Plan also considers the need for bonding or other financing techniques to accelerate projects

**TAM** - Transportation Authority of Marin (TAM) – the agency created for the purpose of administering the ½-cent sales tax for transportation in Marin County. The TAM Board includes representatives from each city and town in Marin County, plus the five members of the Board of Supervisors. The Authority also functions as the Congestion Management Agency for Marin County.

## Executive Summary

The first Marin County Transportation Sales Tax Expenditure Plan, approved by 71.2% of Marin voters as Measure A in November 2004, dedicates an estimated \$332 million in local sales tax revenues to transportation needs over a twenty-year period from 2005 to 2025. Measure A has been a major source of transportation funding in Marin County over the past 14 years and was set to expire on March 31, 2025.

Subsequently, the Marin County Transportation Sales Tax 2018 Expenditure Plan was approved by 76.7% of Marin voters as Measure AA in November 2018. This renewed the current ½-cent transportation sales tax for another 20 years, until 2039. The goal of the Measure AA was set forth in the Expenditure Plan as:

**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 Measure AA Expenditure Plan is a detailed document that defines how the 1/2-cent transportation sales tax would fund the essential transportation needs in Marin, including local street and road maintenance, Safe Routes to Schools programs, high quality transit service, and highway and interchange improvements.

The Measure AA Expenditure Plan is a 30-year plan extending the existing funding source of Measure A for 24 years beyond the existing expiration date. The Measure AA Expenditure Plan adjusts the expenditures to address current and future transportation priorities and provides funding to address urgent needs without increasing the current half-cent tax.

The 2018 estimate for the 30-year Measure AA Expenditure Plan is approximately \$827 million. Even with supplemental funding from the State's Road Repair and Accountability Act of 2017 (Senate Bill 1), local jurisdictions are still expected to contribute local funds to transportation projects to make up the loss of state and federal sources over the years. Also, without local funding, projects have lower chances of securing state and federal funds.

The Measure AA Expenditure Plan approved by voters lists projects and programs that are eligible for sales tax funds and establishes the maximum percentage of funds that can be allocated to each category. It did not establish exactly when allocations will be made. TAM has developed this Strategic Plan to establish the timing of allocations and address funding priorities among the projects. The Measure AA Strategic Plan reconciles the timing of expected revenues with the schedule for when those revenues are needed in order for sponsors to deliver projects and services. It takes into consideration the availability of federal, state, and other funds beyond Measure AA.

The Measure AA Strategic Plan provides a 30-year outlook for how the local transportation sales tax will be spent. The Measure AA Strategic Plan presents to the financial community and the stakeholders at large a clear sense of the agency's strategy in managing its revenues and expenditures responsibly and cost effectively. It provides the best available understanding of when revenue will be available and how that revenue will be spent. The resulting assignment of dollars to programs and projects is a commitment to sponsors that the funds will be available. The Strategic Plan itself does



not constitute a final funding commitment. Commitments to individual projects and programs are secured through actual allocation actions by the TAM Board.

The Measure AA Strategic Plan makes provisions for project management oversight, administration, and overhead necessary to manage and oversee a program of this complexity. The Measure AA Strategic Plan also outline a plan for the necessary reserves needed for dealing with the fluctuations in sales tax revenue due to shifting economic trends. The Measure AA Strategic Plan programs funds according to estimated project and program schedules and provides the overall structure for the management of the sales tax revenues. It provides guidance for sponsors on requesting, utilizing, and reporting on the expenditures of the sales tax allocated.

In short, the Strategic Plan provides the overall roadmap for the programming of Measure AA funds consistent with sponsor's expectations. The Revenues and Expenditures Element of the Measure AA Strategic Plan will be updated annually to ensure that funds are readily available for the years needed to accommodate project and program delivery. The annual update will be released in advance for a minimum of 30 days for public review, require a public hearing and comment. The annual updates will show whether cash needs exceed revenue and trigger TAM borrowing funds in order to meet needs.

As outlined in the Expenditure Plan, the revenues generated by the 1/2-cent sales tax 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:

<p><b>Category 1: Reduce Congestion on Highway 101 and Adjacent Roadways</b></p> <ul style="list-style-type: none"><li>Category 1.1: Provide matching funds for the MSN Project</li><li>Category 1.2: Provide matching funds for the Hwy 101/I-580 Direct Connector</li><li>Category 1.3: Improve Hwy 101 local interchanges and freeway access routes</li><li>Category 1.4: Implement commute alternatives and trip reduction strategies</li></ul> <p><b>Category 2: Maintain, Improve, and Manage Marin's Local Transportation Infrastructure</b></p> <ul style="list-style-type: none"><li>Category 2.1: Maintain and manage local roads</li><li>Category 2.2: Provide safe pathways for safe walking and biking access to schools</li><li>Category 2.3: Develop projects to address transportation impacts from sea level rise</li><li>Category 2.4: Support operational improvements through innovative technology</li></ul> <p><b>Category 3: Reduces School-Related Congestion and Provide Safer Access to Schools</b></p> <ul style="list-style-type: none"><li>Category 3.1: Maintain the Safe Routes to Schools Program</li><li>Category 3.2: Expand the Crossing Guard Program</li><li>Category 3.3: Provide capital funding for small school safety related projects</li></ul> <p><b>Category 4: Maintain and Expand Local Transit Services</b></p> <ul style="list-style-type: none"><li>Category 4.1: Maintain and improve existing transit service</li><li>Category 4.2: Maintain and expand rural and recreational bus services</li><li>Category 4.3: Maintain and expand transit services for those with special needs</li><li>Category 4.4: Provide transit services to schools</li><li>Category 4.5: Invest in bus transit facilities</li><li>Category 4.6: Expand access to ferries and regional transit, managed by Golden Gate Transit</li></ul>
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**Category 1** — Category 1 focuses on Highway 101 as Marin’s “Main Street” that is one of the busiest traffic corridors in the Bay Area. This category aims at reducing congestion on Highway 101 and adjacent roadways. The primary projects under Category 1 include the Marin Sonoma Narrows and the Northbound Highway 101 / Eastbound I-580 Direct Connector. Category 1 provides local matching funds for these two projects as leverage for regional toll funds, as well as possible state and federal funds. Category 1 also provides funding to plan for improving local interchanges and freeway access to Highway 101. Lastly, Category 1 helps fund commute alternatives and trip reduction strategies throughout the county that provide alternatives and incentives for commuters who choose not to commute via single occupancy vehicles during peak hours.

**Category 2** — Category 2 programming is based maintaining, improving, and managing local transportation infrastructure, including roadways, bikeways, sidewalks, and pathways. An emphasis on the Complete Streets principle has been maintained for this category, as was introduced in Measure A. Sponsors of funds from Category 2 will be expected to consider and implement non-motorized modes of transportation for all roadway projects. Under the largest subcategory for local roads, funds will be distributed based a formula that considers the population and road miles within the local jurisdiction. Funding levels are increased from 13.25% under the original Measure A to 22% of all funds under the new Measure AA. The eligible usage of these funds has been greatly expanded.

In recognition that congestion around schools caused by voluminous drop-offs and pickups can be alleviated with projects that promote safe walking and biking access to schools, this category includes funding Safe Pathway projects. A small amount of funding in this category (1%) is dedicated to projects that addresses and mitigates transportation impacts from sea level rise. Lastly, a small amount of Category 2 funds (0.5%) can be expended on operation improvements to local streets and roads through innovative technology.

**Category 3** — Category 3 includes three programs that work in concert with each other to reduce school-related trips that result in congestion around schools. The first program, Safe Routes to School, is an educational and promotion program encourages parents to allow their children to walk or bike to schools. This program has proven to be effective to reduce school-related trips when it was funded under Measure A. Category 3 will slightly increase funding for the Safe Routes to Schools Education and Encouragement program.

The Crossing Guard Program is an important component that works closely with the Safe Routes to Schools Program. Intersections that are considered impediments to walking to schools are manned with crossing guards. Category 3 will fund 82 sites with crossing guards throughout the County, with an additional nine crossing guards from Measure B Vehicle Registration Fee. Note six additional guards are paid for by others, for a countywide total of 97.

Finally, Category 3 will fund small safety related projects around schools. Similar to the Safe Pathway Program under Category 2, the funds from Category 3 will smaller lower cost projects that can be implemented quickly to address priority needs.

**Category 4** — Marin Transit is the primary claimant for Category 4. Golden Gate Transit receives a nominal share (0.5%) to provide access to ferries and regional transit. The Measure A Expenditure Plan requires that Marin Transit prepare a Short-Range Transit Plan (SRTP)—to be approved by the TAM Board of Commissioners—that provides a 10-year outlook for revenues and needs for local

transit in the county. The current 2018-2027 SRTP was prepared and approved by the Marin Transit Board in December 2017 and accepted by the TAM Board as part of the approval process under Measure A. The adoption of the next SRTP will occur under Measure AA and will follow the same process established under Measure A. Currently, the 55% maximum share identified for Category 4 is fully programmed annually, consistent with local transit needs identified in the SRTP.

The detailed dollar amounts programmed for each Category are included as Attachments to the Strategic Plan.

A section of the Measure AA Strategic Plan will be dedicated to the winding down of Measure A with discussions on the accomplishments of Measure A and remaining commitments from Measure A that will carry over to Measure AA.

A number of policies are outlined or included in this Strategic Plan to make clear the actions, intentions and expectations of TAM. The policy elements discussed in this document include: the Separation of Categories, Reserves, Debt, Investments, Fund Swaps, Advancement of Fund, Funding Restriction, and Strategic Plan Amendments. These policies are part of the structure and guidelines for prudent administration of the Measure AA program.

Of paramount interest to local sponsors due to receive a portion of the sales tax revenues are the implementation guidelines; how sponsors, or claimants, receive and utilize the funds. This Strategic Plan provides various claimant policies, including: Eligibility for Funding, the Application Process, Allocations and Disbursement of Funds, Monitoring and Reporting Requirements, and Eligible and Ineligible Costs.

This Strategic Plan programming roadmap will serve as the starting line for sales tax usage. Each time a sponsor requests the next phase of funding for a project or program, TAM will assess progress and eligibility, assuring that sponsor reporting requirements are met. The incremental allocation of funds along with regular monitoring done by TAM staff will provide additional assurance that the goals of the Expenditure Plan, the strong message from voters, are being met.

## **I. Introduction**

The Transportation Sales Tax Measure Expenditure Plan approved by voters as Measure AA in November 2018 dedicates an estimated \$827 million in local sales tax revenues to essential transportation project and program needs in Marin County.

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 for all users.**

The Expenditure Plan lists transportation projects and programs that are eligible for sales tax funds and establishes the maximum percentage of sales tax funds that can be allocated to each category over the 30-year life of the Expenditure Plan. The Expenditure Plan provided minimal guidance on the timing of allocation of the ½-cent sales tax revenue to each of the categories.

TAM has developed the Measure AA Strategic Plan to establish the timing of allocation amounts, addressing funding priorities among the projects. The Strategic Plan reconciles the timing of expected revenues with the schedule for when those revenues are needed in order for sponsors to deliver projects and services. It takes into consideration the schedule of availability of federal, state, and other funds beyond Measure AA and an assessment of the reasonableness of project and program schedules.

The Strategic Plan has been developed in close coordination with project and program sponsors. Independent but related efforts, such as local capital improvement plans, as well as the ongoing implementation of the comprehensive funding plan for the completion of major projects, have been closely coordinated with TAM, to assure that sales tax revenues are not overstated, and are consistent with TAM forecasts and Expenditure Plan commitments. The resultant Strategic Plan continues to provide the overall roadmap for the programming of Measure AA funds consistent with sponsor's expectations. The Strategic Plan will be updated every year.

The Strategic Plan makes provisions for project management administration consistent with the voter-approved Expenditure Plan and overhead necessary to oversee a program of this complexity. The Strategic Plan also accounts for the necessary reserves needed the fluctuations in sales tax revenue seen over the last several years of shifting economic trends. The Strategic Plan provides the overall structure for the management of the sales tax revenues. Finally, guidance is provided to sponsors on requesting, utilizing, and reporting on the results of the sales tax allocated.

The Strategic Plan roadmap will serve as the starting line for sales tax usage. Each time a sponsor requests the next phase of funding for a project or program, TAM will assess progress and eligibility, assuring that sponsor reporting requirements are met. The incremental allocation of funds along with regular monitoring done by TAM staff will provide additional assurance that the goals of the Expenditure Plan—a strong message from voters—are being met.

## ***A. The Transportation Authority of Marin***

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 AA, the 1/2 cent Transportation Sales Tax renewed in 2018, and Measure B, the \$10 Vehicle Registration Fee passed in 2010. In addition to administering these 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 Citizens' 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.

## ***B. Overview of Measure AA***

Starting in 2017, TAM began visiting local jurisdictions to provide educational briefings and introduce the idea of renewing the Measure A half-cent transportation sales tax. These briefings focused on providing information about the projects and programs supported by the current sales tax and receiving feedback from elected officials and residents on priorities and unmet needs. The idea of legislatively increasing the statewide sales tax cap to enable an increase in the transportation sales tax was initially discussed, then abandoned. TAM staff completed educational briefings in all eleven cities and towns, as well as the county, reporting results to the TAM Board at the May 2017 TAM meeting.

In May 2017, a public opinion poll was conducted to gauge the public opinion on their priority transportation needs and willingness to consider renewing the transportation sales tax or potentially increasing the sales tax to ¾-cent. The poll demonstrated considerably more support for renewing the sales tax rather than increasing the sales tax, with 72% of likely 2018 voters supporting renewal of the existing ½-cent transportation sales tax and a range from 60.8% to 66.9% supporting an increase to ¾-cent.

In June 2017, after hearing poll results and considering city/town/county input, the TAM Board approved the formation and membership of a Transportation Sales Tax Expenditure Plan Advisory Committee (EPAC). The EPAC was selected by the TAM board and was comprised of 24 community members representing a broad range of neighborhood, business, civic and advocacy interests in Marin County. TAM's Citizens' Oversight Committee all served on the

EPAC. The EPAC met nine times between June and December 2017 to develop a plan to renew the existing ½-cent transportation sales tax and consider expanding the sales tax to ¾-cent.

The EPAC reviewed the baseline poll results, received broad education about the current ½-cent transportation sales tax and learned from a variety of agencies about current transportation programs and unmet transportation needs. Based on this information, the EPAC developed a draft expenditure plan that culminated with unanimous approval of a plan, and a consensus recommendation to pursue a 30-year renewal of the current ½-cent sales tax to be placed on the ballot in November of 2018, to take effect on April 1, 2019. Since the existing Measure A sales tax is set to expire in 2025, the actual extension from Measure AA would be 24 years beyond the original date.

The EPAC recognized the changes in our transportation environment and the need to adjust how funds are being spent and supported the renewal under a new Expenditure Plan. The EPAC acknowledged the rapidly changing landscape of transportation and mobility choices and therefore recommended having milestones to periodically review and adjust plan elements to address future conditions. The EPAC demonstrated a strong commitment to build on the current successful transportation sales tax measure.

In December 2017, the TAM Board unanimously accepted the Draft Sales Tax Renewal Expenditure Plan developed by the EPAC, after making some adjustments. Staff conducted a follow-up poll in January 2018 and engaged outreach to stakeholder groups, and cities and towns to receive input on the plan.

The 2018 follow-up poll confirmed that traffic congestion continues to be a top concern of Marin County residents. There was great interest by Marin residents in addressing transportation issues and implementing solutions. The 2018 poll results showed strong support for renewing the transportation sales tax with support from likely 2018 voters at 77.9%, and after a series of critical statements were presented, 73.2%. TAM's professional polling firm recommended the TAM Board proceed with consideration of a ballot measure renewing the current sales tax in November 2018, due to the strong polling results.

As authorized by the TAM Board in December 2017, TAM staff presented the Draft Transportation Sales Tax Renewal Expenditure Plan to each City/Town Council and the Marin County Board of Supervisors.

The presentations provided background on the EPAC process, why early renewal was important, an overview of the unanimous plan established by the EPAC and the results of the poll. TAM and Marin Transit invited discussion and input from councilmembers and the public on the draft proposal. These meetings were instrumental to provide detailed information about the draft proposal and to receive community and stakeholder input about transportation needs and priorities. Feedback at the meetings provided a strong indication of support for the renewal of the local transportation sales tax and recognition of the public's priorities in the poll. Councils supported all four core elements of the plan: Highways and Interchanges, Local Streets and Roads, Safe Routes to Schools and Transit. There was acknowledgement of the importance of local funding to support local needs and priorities.

As a result of positive feedbacks from the follow-up poll and outreach, the TAM Board authorized a final round of approvals from local jurisdictions via Board action on April 26, 2018.

A second round of council and BOS outreach, this time with requested approvals of the Draft Expenditure Plan, occurred in May, June, and July 2018, with all 12 jurisdictions approving the Draft Expenditure Plan. The TAM Board approved Ordinance 2018-01 on July 26, 2018 to adopt the Measure AA Expenditure Plan Renewal. The Marin County Board of Supervisor subsequently passed Ordinance 2018-85 on July 31, 2018, to place the Final Transportation Sales Tax Expenditure Plan on the November 2018 Ballot.

On November 6, 2018, 76.7% of Marin voters approved the renewal of the Measure Transportation Sales Tax and Expenditure Plan,

The Measure AA Expenditure Plan Renewal was based on the expectation that the ½-cent sales tax would generate approximately \$827 million over 30 years, net of expenses for administration and program management, debt service and bond issuance costs. The respective estimated allocation for each category - by percentage and estimated revenue - is shown in the table below.

<b>IMPLEMENTATION CATEGORY</b>		<b>Estimated (in millions)</b>
<b>Category 1 Reduce Congestion on Hwy 101 &amp; Adjacent Roadways</b>	<b>7.0%</b>	<b>\$57.9</b>
1.1 Provide matching funds for the MSN Project	1.5%	\$12.4
1.2 Provide matching funds for Hwy 101/I-580 Direct Connector	2.0%	\$16.5
1.3 Improve Hwy 101 local interchanges and freeway access routes	3.0%	\$24.8
1.4 Implement commute alternatives and trip reduction strategies	0.5%	\$4.1
<b>Category 2 Maintain, Improve, and Manage Marin’s Local Transportation Infrastructure</b>	<b>26.5%</b>	<b>\$219.2</b>
2.1 Maintain and manage local roads	22.0%	\$181.9
2.2 Provide safe pathways for safe walking and biking access to schools	3.0%	\$24.8
2.3 Develop projects to address transportation impacts from sea level rise	1.0%	\$8.3
2.4 Support operational improvements through innovative technology	0.5%	\$4.1
<b>Category 3 Reduces School-Related Congestion and Provide Safer Access to Schools</b>	<b>11.5%</b>	<b>\$95.1</b>
3.1 Maintain the Safe Routes to Schools Program	3.5%	\$28.9
3.2 Expand the Crossing Guard Program	7.0%	\$57.9
3.3 Provide capital funding for small school safety related projects	1.0%	\$8.3
<b>Category 4 Maintain and Expand Local Transit Services</b>	<b>55.0%</b>	<b>\$454.9</b>
4.1 Maintain and improve existing transit service	33.0%	\$272.9
4.2 Maintain and expand rural and recreational bus services	3.0%	\$24.8
4.3 Maintain and expand transit services for those with special needs	9.5%	\$78.6
4.4 Provide transit services to schools	5.0%	\$41.4
4.5 Invest in bus transit facilities	4.0%	\$33.1
4.6 Expand access to ferries and regional transit, managed by Golden Gate Transit	0.5%	\$4.1
<b>TOTAL</b>	<b>100%</b>	<b>\$827.0</b>

Per the Expenditure Plan, each of the four categories is further divided into subcategories. Each subcategory is allocated a percentage of actual sales tax receipts, after expenses. The sections that follow provide a brief overview of each of the categories. A more detailed description of

each—including the related subcategories and the current estimated figures, is included in Attachment 2.

### ***C. Overview of Measure A***

#### **1. Accomplishments**

TAM's 2004 half-cent transportation sales tax (Measure A) provided a reliable funding stream for local streets and roads maintenance, major roadway improvements, Safe Routes to Schools programs, and local transit services.

This funding stream has provided significant benefits that have helped improve mobility, reduce local congestion, protect the environment, enhance safety, and provide a variety of high-quality transportation options to meet local needs. Completed and successful efforts are highlighted below.

##### Highways

- Completion of the Highway 101 Gap Closure Project in San Rafael, the high-occupancy vehicle (HOV) lane, including the new Southbound 101 to eastbound I-580 high-speed two-lane connector. The project also included the separated (Class I) multi-use path over Lincoln Hill.

##### Local Transit

- Developed a local transit system designed to serve the needs of Marin residents and workers traveling within the county.
- Enabled Marin Transit to pay for and expand local transit services, paratransit services, the West Marin Stagecoach, and the Muir Woods Shuttle.
- Kept local transit and paratransit fares low.

##### Local Streets

- Completed major road improvements including 4th Street in San Rafael, Miller Avenue in Mill Valley, Sir Francis Drake Boulevard through Samuel P. Taylor Park in West Marin, and portions of Novato Boulevard in Novato.
- Paved and reconstructed hundreds of miles of local streets and roads, representing over \$60 million in investment.

##### Safe Routes to Schools

- Ongoing success of the Safe Routes to Schools program, with an average of over 50% green trips in over 60 schools countywide, teaching kids the healthy habits of biking and walking, and reducing congestion on our roadways.
- Funded and implemented nearly \$20 million in Safe Pathways capital projects to increase safe access to schools.
- Placement of 88 crossing guards near schools, providing an essential safety service for kids walking and biking to school.



## **2. Continued Commitments for Major Road Projects**

When the original transportation sales tax was passed in 2004 as Measure A, one of the Strategies was improvements to major roads. After thorough review of countywide needs on major arterial roads that served cross-jurisdictional needs, 15 roads were identified in that original expenditure plan for improvement. The funds dedicated under the original Measure A to the Major Road Strategy were 13.25% of the total sales tax revenue.

After passage of Measure A, an effort ensued to prioritize the Major Road projects through an eight-month assessment process involving all of the jurisdictions affected along with a number of modal advocates including transit operators and bicycle advocates. The resultant product was a prioritized list of the 15 original Major Roads.

The sponsor local jurisdictions began development of the projects. Early projects completed included 4th Street West End in San Rafael, followed by Sir Francis Drake in West Marin County through Samuel P. Taylor Park. Miller Avenue in Mill Valley followed with completion in 2018. Novato completed Novato Boulevard Phases 2 and 3 and has started Phase 1.

When the 24-community member Expenditure Plan Advisory Committee met in 2018 to consider the expansion or reauthorization of the transportation sales tax in Marin, they agreed to carry-over the unspent Major Road funding from Measure A, but recommended not continuing the program as is, and instead dedicating more funding to the Local Infrastructure Category, a formula program of funds granted to all 12 of Marin's local jurisdictions including the County. The TAM Board agreed with this recommendation.

The Major Roads funds that would have continued until the expiration of the original Measure A sales tax in 2024 were set aside off the top with the new sales tax Measure AA. Those funds will be made available to the jurisdictions with remaining originally programmed projects shown below over the life of the new Measure AA, under as-needed timing of the project sponsor. Other Major Roads projects that are not specifically mentioned below will not receive the new Measure AA funds.

Unique to this arrangement is the fact that this off-the-top set aside will not diminish the funding level of other categories receiving funds under the new reauthorized sales tax Measure AA. That's due to the new set-aside taking the place of the old existing set-aside.

Under the original Measure A Program, \$2.35 mil 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 emergency 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.

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 Projects. The total amounts are delineated as follows, under their original prioritized road segments:

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

The Strategic Plan illustrates when the sponsors of these projects are scheduled to need their funding.

## ***D. Overview of Categories in the Expenditure Plan***

### **1. Category 1: Highway 101 and Adjacent Roadways**

**Reduce congestion on Highway 101 and adjacent roadways by leveraging non-local funds to accelerate completion of key multimodal projects.**

Critical projects funded under Category 1 include the Marin Sonoma Narrows and the North Bound Highway 101 / Eastbound I-580 Direct Connector, which are essential to the delivery of workers and goods, and the management of congestion throughout the county. A new funding program will begin planning for improving numerous local road interchanges with Highway 101. The local funds will serve to attract state and regional toll funds for these essential projects to be completed.

These local funds will also continue Marin County's successful programs to reduce congestion by working with employers and employees on commute alternatives and trip reduction. Strategies such as promoting telecommuting, vanpooling, and carpooling incentives, and first/last mile services to regional transit hubs have all proven to be successful ways to providing quality options to driving.

### **2. Category 2: Marin's Local Transportation Infrastructure**

**Maintain, improve, and manage Marin's local transportation infrastructure, including roadways, bikeways, sidewalks, and pathways.**

Category 2 substantially increases funding for pothole repair and other local street and road maintenance and rehabilitation. Funds are eligible for a wide variety of local road needs, to create a well-maintained and resilient transportation system. This category will continue our local jurisdictions' recent progress rebuilding, repaving, and reconstructing our local roads, including the addition of features that support walking, biking, and taking transit.

Additional investment over the current sales tax will occur as funds nearly double that are available to local cities and towns. Funds can be spent on an expanded list of eligible improvements, including alternative fuel fleet vehicles, EV infrastructure, and school bus service that relieves congested corridors. A distinct amount of funds in this category can also be spent to provide safe and connected bicycle and pedestrian paths to schools, major transit hubs, and other destinations throughout the county.

The funding will also launch new infrastructure projects that promote resiliency and innovation, particularly projects that tackle flooding and sea level rise impacts to our transportation infrastructure. The renewed sales tax funding will increase public availability to alternative fuel facilities, such as electric vehicle charging infrastructure. Innovative technology for better managing traffic will also be supported, such as the installation of smart traffic signals and real-time transit information.

### **3. Category 3: School-Related Congestion and Safer Access to Schools**

#### **Reduce school related congestion and provide safer access to schools.**

Category 3 will expand Marin's award-winning Safe Routes to School program that focuses on education, encouragement, safe pathways, and crossing guards to enable students to bike, walk and take the bus to school. The renewed sales tax added funds to the previous crossing guard program. It maintains the Safe Routes to School education and encouragement program in over 60 schools and will provide a steady source of funding for both large and small safety-related improvements around schools. Additionally, school bus transit will receive dedicated funding to help reduce school-related congestion as noted below in Category 4.

### **4. Category 4: Local Transit Services**

#### **Maintain and expand efficient and effective local transit services in Marin County to reduce congestion and meet community needs, including services to schools and specialized service for seniors and persons with disabilities, to reduce congestion and meet community needs.**

Category 4 will preserve and enhance the array of local transit services that many residents and workers rely on. With public input, these services are designed to meet community needs. Under this category, the sales tax enables Marin to keep and enhance a robust local public transit system.

Local transit services are dedicated to delivering workers and students to their jobs and schools. Category 4 will continue support for transit and paratransit services for Marin's seniors and persons with disabilities. Category 4 will continue to provide unique services such as the Muir Woods Shuttle and the West Marin Stagecoach.

Category 4 will dedicate funds for yellow school bus and other school transit services, including providing matching funds for alternative fuel buses, such as all-electric buses, and planning for alternatives to traditional transit services. All local transit will be monitored by the Citizen's Oversight Committee regarding cost-effective performance.

## ***E. Strategic Plan Purpose & Guiding Principles***

This Strategic Plan serves as the programming document for the programs and projects that are contained in the four categories defined in the Expenditure Plan. In the development of the Measure A Expenditure Plan in 2004, a number of themes on how the sales tax funds should be spent emerged and were codified as guiding principles in the Measure A Strategic Plan. These principles remain valid and shall be incorporated in the Measure AA Strategic Plan.

### **1. 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 Measure. The message sent by voters that the County is willing to fund many of its transportation needs

create opportunities at the federal, state, and regional level for funding to come to Marin County. 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 Plan can be utilized to bring additional funds to the County, will continue to be a primary focus of TAM.

**2. Support timely and cost-effective project delivery, ensuring all strategies progress towards measurable improvements.**

With the recent dearth of funding at the federal and state level resulting in an increasingly larger backlog of transportation needs, it is imperative that local dollars be utilized efficiently and effectively. 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.

**3. Maximize the cost-effective use of sales tax dollars.**

The projects and programs envisioned in the Expenditure Plan 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 other project delivery needs as well. 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.

**4. Promote a balanced use of funds throughout the County.**

The Expenditure Plan provides the basis for how funds are distributed throughout the County over the life of the Measure AA program. TAM will remain committed to working with program and project sponsors to move all strategies forward simultaneously to provide a balanced expenditure of Measure AA funds throughout the County.

**5. 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. 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.

## II. Policy Elements

The Measure AA Strategic Plan sets policy and provides guidance for the administration of the Measure AA program, ensuring prudent stewardship of the funds. Policies incorporated into this document not only guide the financial decisions TAM expects to make but also will determine how sales tax funds are allocated to specific projects and programs.

### *A. 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 sub-categories. The Strategic Plan will be updated annually when status information on actual expenditures will be 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.

### ***B. Reserve Policy***

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, to ensure a cushion if economic decline occurs that adversely affects the collection of the sales tax. This reserve is in addition to the Major Roads reserve to meet existing commitments.

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. The impacts on revenue availability to strategies of establishing a 5% and a 10% annual reserve fund were analyzed. Given that the reserve fund is only one mechanism TAM uses to address fluctuations in sales tax revenue and that a conservative sales tax forecast is used, a 5% annual reserve is recommended by staff for Board consideration for the first five years of the Strategic Plan. The 5% reserve is estimated at \$7.23 million. It is further recommended to release the existing Measure A reserve back to the original Strategy's in proportion to the funds collected for the Measure AA reserve. The conditions and process for disbursing revenues from the reserve will be considered in future policy discussions of the Board, necessitated by sudden decline or unforeseen emergencies.

### ***C. Debt 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 TAM's Annual Strategic Plan. Bonds, if issued, will be paid for from the proceeds of the sales tax.

TAM will review and update its Debt Management Policy annually when needed to identify financing guidelines, required reserves, procedures, and internal control oversight to ensure that bond proceeds will be directed only to their intended use prior to any bond issuance.

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 typical a last resort to avoid the cost associated with a bond issuance. Other methods such as borrowing between categories, borrowing against the reserve funds, and borrowing from other agencies will be explored if financing is needed.

If debt financing is needed, the debt policy provides a framework for issuing debt, addressing restrictions on the amount and type of debt to be issued, the issuance process, and the management of the debt portfolio.

Objectives of TAM's debt financing policy are to:

- 1) Maximize the use of Measure AA cash and other leveraged funds to capital projects, thereby minimizing the amount of debt required to deliver projects cost effectively and in a timely manner;
- 2) Maintain cost effective access to the capital markets through prudent yet flexible policies;
- 3) Moderate debt principal and debt service payment through effective planning and project cash management in accordance with TAM project sponsors; and,
- 4) Achieve the highest practical credit ratings.
- 5) The sales tax revenue of the categories or subcategories requiring the issuance of debt will be used to satisfy payments on the debt.

An effective debt management policy provides guidelines to manage a debt program in line with the available resources. Adherence to its debt management policy signals to rating agencies and the capital markets that TAM is well managed and will likely meet its obligations in a timely manner.

#### ***D. Investment Policy***

The TAM Administrative Code Article VI, Section 106.8 states that “all funds of the Authority will be invested in the manner and upon the conditions set forth in Government Code 53601, and the receipt, transfer or disbursement of such funds during the term of the Agreement shall be accounted for in accordance with generally accepted accounting principles applicable to governmental entities.” Currently, most of TAM's funds are invested with 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.

To expand upon the Administrative Code, TAM developed an investment policy with the help of its financial advisor team and input from the Marin County Department of Finance. The TAM Investment Policy was adopted by the Board in April 2007 and substantially updated in April 2016 with input from the CalTRUST investment team. This policy has been reviewed and updated when needed annually. The following objectives were set forth in the policy:

- 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.**



### ***E. Leveraging and Fund 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 up new opportunities to compete for state and federal grants that require a local match. The Expenditure Plan also discusses TAM's authority to bond and use other financing mechanisms for the purposes of expediting the delivery of transportation projects and programs and to provide economies of scale.

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 Measure AA funds for an equivalent or greater amount of state or federal dollars is one mechanism that TAM will utilize in the delivery of the Measure AA program. In its role as the Congestion Management Agency for Marin, TAM has the responsibility for programming the majority of state and federal funds that come to the county. TAM is therefore well-situated to 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 in some way reduce overall project costs of TAM sales tax categories, e.g. by reducing or eliminating the need for other financing.
- The fund swap will facilitate the accelerated delivery of TAM's sales tax categories.
- The fund swap will facilitate the accelerated or reduced delivery cost of TAM funded projects that would otherwise have been funded with federal funds.

### ***F. Compliance Audit Policy***

The Measure AA Expenditure Plan provides TAM with the authority to audit all Measure AA fund recipients for their use of the sales tax proceeds. An independent compliance audit is explicitly permitted under the terms and conditions of TAM's funding agreements/contracts with all Measure AA funding recipients. With the implementation of the projects/programs under Measure AA starting in FY19-20, staff will also start the revision process to the current compliance audit policy to include Measure AA funding recipients/projects/programs and start the implementation of the policy accordingly.

### ***G. Expenditure Plan Amendment***

The Expenditure Plan must be reviewed every six years following passage to ensure that it responds to a rapidly evolving transportation landscape, incorporates innovations, and reflects current priorities. The TAM Board may also consider an amendment, adhering to the process below, at the point of the six-year review or at any time deemed necessary during the life of the Expenditure Plan.

The TAM Board cannot increase the sales tax through an amendment process; any increase in the level of tax must be approved by voters. The TAM Board cannot amend the plan to include prohibited categories including funds to extend or operate SMART, to support parks and open space, or to fund the planning, construction, or renovation of housing. The TAM Board Amendments must continue to fulfill obligations for long-term contracts, bonding and financing; any such amendments will be subordinate to any sales tax lien against any bond issuance.

To modify this Expenditure Plan, an amendment must be approved by a two-thirds majority of the total commissioners on TAM's Board, a noticed public hearing and a 45-day public comment period. Following the two-thirds vote, any plan amendment will be submitted to each of the cities and towns in Marin County and to the Board of Supervisors for their approval.

Amending the Expenditure Plan will require a majority vote of 50+% of the cities or towns representing 50+% of the incorporated population, as well as a majority vote of the Board of Supervisors.

The Expenditure Plan Development Committee, EPAC, and the TAM Board recognized in the development of the Measure AA Expenditure Plan that we exist in a disruptive environment when it comes to transportation needs and their solutions. The advent of autonomous vehicles, the move towards mobility as a service, and the demand to reduce our carbon footprint are all elements of transportation that will influence the future of transportation service.

The TAM Board included in the voter approved Measure AA sales tax expenditure plan a six-year revisiting of the plan. This period is sufficient time to allow some of the major urgent capital projects and urgent programs to be substantially delivered. Many of the ongoing programs could be maintained, but the TAM board could choose to assign funding differently, as options will have changed on providing cost-effective transportation solutions.

TAM envisions a transparent process with stakeholder and public involvement for any proposed amendment and at the six-year review. TAM will examine the usage of the tax up to that time, an assessment of outstanding needs, a full assessment of other funds TAM and our member and partner agencies could leverage to meet needs, and whether anything in the sales tax plan should be adjusted. The TAM Citizen's Oversight Committee will serve as an advisory forum for any adjustment to the plan.

Note that transportation will likely remain a high priority with the public, our local communities, and our business community. The approval of the Measure AA sales tax by 76.65% of voters indicates how important transportation is in our local communities. The importance of transportation to the attraction of and retention of employees remains very high. Adding in the vibrance of Marin as a recreational destination, these all fore-tell the need to sustain a high-quality diverse set of transportation projects and programs.

#### ***H. Strategic Plan Amendment Policy***

The Strategic Plan is the programming document that directs the use of the transportation sales tax revenue over the next 30 years. The Strategic Plan provides the intent of the 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 Annual 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. Comments will be accepted at the meeting regarding the amendment. Approval of the amendment will occur at the following Board meeting, allowing time for additional comment. 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.

### ***I. Interest Fund Policy***

All interest income generated by the sales tax can only be spent for the transportation purposes authorized by the Sales Tax Renewal Expenditure Plan. All use of sales tax interest revenue shall be solely determined by the TAM Board, in a noticed public meeting.

Interest funds should be only used in cases where no other funding source is available or when immediate action is required to keep a Measure AA project or program on schedule. Examples include bid openings or construction shortfalls where an immediate source of funding is required to prevent substantial delays. The construction phase of projects is a period when any delay can have significant disruption to the total project budget or result in a vital construction window being missed if bids must be rejected. In the case of an increase in costs during construction, significant delay claims may occur if TAM does not have a source of readily available funding.

Commitments from previously allocated interest funds from Measure A will continue to be honored. This includes an insurance policy associated with the Central Marin Ferry Connection and limited bicycle path maintenance.

The current interest policy has Measure A and AA interest applied in the following priority order:

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

#### ***J. 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 this Expenditure Plan, meeting amendment guidelines and policies outlined in this Strategic Plan.

#### ***K. Funding Restriction Policy***

These funds may not be used for any transportation projects or programs other than those specified in the Expenditure Plan. Any transportation project or program not so specified will require an amendment to this 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.

An independent Citizen's Oversight Committee will be established that will audit and report annually on TAM's use of the sales tax funds.

#### ***L. Advancement of Fund Policy***

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

As was the case in the first successful sales tax measure, Measure A, passed in 2004, there are several large capital improvement projects that need funds over a shorter period of time. 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 for highway improvement projects.

The two major projects (Marin Sonoma Narrows and Direct Connector from northbound Highway 101 to eastbound I-580) approved by the public and the planning for interchange improvements under Category 1 will require an advancement of funds from the sales tax stream. Major Road Projects and RSR Bridge Approaches may also require advancement of funds. These projects are discussed below in the Section entitled, Programming Methodology & Assumptions for Categories

In addition, project sponsors, particularly local jurisdictions using the Local Streets and Roads funds under the Measure, needed more than their annualized share to complete a priority project.

TAM will continue to advance funds depending on overall funding availability. TAM may choose to assign interest cost to the advancing of funds.

***M. Staffing and Administration Policy***

TAM will hire the staff and professional assistance required to administer the proceeds of this tax and carry out the mission outlined in the Sales Tax Renewal Expenditure Plan. The total cost for administrative staffing will not exceed 1% and program management will not exceed 4% of the revenues generated by the transportation sales tax. Other administrative and operational costs are included in the 1% and 4% allowance. This is consistent with the previous sales tax plan.

### III. Revenues & Expenditures

The **Measure AA – Transportation Sales Tax 2019 Strategic Plan** provides a 30-year outlook for how the local transportation sales tax will be spent. The Revenue and Expenditure Element of the Strategic Plan is the result of an analysis and modeling of revenue capacity, matched to project costs and project delivery schedules. The resulting assignment of dollars to programs and projects does not constitute a final funding commitment. Commitments are secured through actual allocations actions by the TAM Board to individual projects and programs.

#### *A. Sales Tax Revenue Forecast Assumptions*

TAM evaluated and revised its revenue assumptions in the formation of the Expenditure Plan. The budgeted Measure AA revenue level for FY 19/20 is \$27.5 million and will be used as the base for future revenue growth.

It is anticipated that sales tax revenue projections will be updated annually as part of the Revenue and Expenditure update process. Actual revenue and expenditure data will be added to the forecast. Annual revenue projections will be presented to the TAM Board for adoption before they are used in the updates of the Measure AA Strategic Plan.

#### *B. Off-the-top Expenditure Assumptions / Debt Capacity*

The Measure AA Expenditure Plan indicates that allocations to categories and subcategories are made after taking “off-the-top” expenses for administration, program management, Major Road Reserve of \$2.35 million annually, and consideration of up to 5% reserve.

For purposes of developing the revenue and expenditure plan, it is important to understand how funds are taken “off-the-top” and how the net amount available to categories and sub-categories is calculated.

Sales tax revenues are received monthly from the Board of Equalization. From the revenues remitted to TAM, the following off-the-top allocations are made consistent with the Expenditure Plan:

- 1% of sales tax receipts to TAM administration and 4% to program management,
- \$2.35 million annually to fund existing commitments to several major road projects and to the Richmond-San Rafael Bridge approaches, and
- Staff recommends 5% of sales tax receipts reserved annually for the first five years of the Strategic Plan.

The remaining revenues are allocated to each category and subcategory. The above-mentioned off-the-top expenditures were envisioned at the time the Expenditure Plan was developed and approved by the TAM Board.

As called for in the Expenditure Plan, Major Road Reserve is reserved off-the-top in the Strategic Plan to fulfill outstanding commitments to several major road projects. No debt payment,

besides funding the existing commitments, is anticipated at the development of the Strategic Plan. Staff will revisit the debt finance assumptions before the issuance of the bond and adjust assumptions and bond reserve needs appropriately if financing needs arise.

### ***C. Revenue and Expenditure Plan***

#### **1. Revenue Available for Programming**

The sales tax forecast for Marin County is the gross revenue available for the Measure AA Expenditure Plan. As noted previously, certain “off the top” deductions are made for expenditures required by law as anticipated in the Expenditure Plan. After the off-the-top expenditures and reserves are set aside, the amount available for programming to categories is calculated based on the percentage share of each category and subcategory in the Expenditure Plan. Measure AA sales tax revenue available for programming for each year of the plan period is shown in Attachment 1.

#### **2. Revenue & Expenditure Plan by Category/Subcategory**

The Expenditure Plan dedicated funding to categories and subcategories by percentage share. The four categories and associated subcategories are progressing at slightly different paces, given the nature of the project or program.

The sales tax revenue and expenditures programmed for each category and subcategories are shown in the Attachments to this Strategic Plan:

**Attachment 1 – Sales Tax Revenues and Assignment to Strategies** – this table exhibits in tabular format the revenue available by Category in each of 30 years of the Strategic Plan.

**Attachment 2 – Sales Tax Programming Summary** – this table exhibits programming of each Strategy over the 30 years of the Strategic Plan.

**Attachment 3-1 – Category 1: Highway 101 and Adjacent Roadway Revenues and Expenditures**

**Attachment 3-2 – Category 2: Local Transportation Infrastructure Revenues and Expenditures**

**Attachment 3-3 – Category 3: School-Related Congestion and Safer Access to Schools Infrastructure Revenues and Expenditures**

**Attachment 3-4 – Category 4: Local Transit Services Revenues and Expenditures**

**Attachment 4 – Set Aside for Major Roads and RSR Approaches**

The tables in Attachments 3-1 through 3-4 and Attachment 4 provide the basis for which allocations to subcategories and projects will be made. For each Category and the Set Aside for Major Roads and RSR Approaches, there is a detailed table of planned revenues and programming to those revenues.

Methodology and assumptions for how funds are programmed for each category and subcategory are described in Section III.D Programming Methodology and Assumptions for Strategies. Note that many of the aforementioned subcategories will require TAM and consultant support staff to manage their direct delivery.

For purposes of establishing sales tax availability targets for each subcategory, direct project management costs were included as a cost to each category. Direct project management costs are deducted before sales tax revenue availability is calculated by percentage shares for each subcategory. Note that at the end of each fiscal year, if direct project management costs are not expended as envisioned, the funds are returned to the Category and allowed to be claimed by the project or program sponsor in the following year.

**D. Programming Methodology & Assumptions for Categories**

**1. Category 1: Highway 101 and 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 in the Measure AA Expenditure Plan and the share of Measure AA revenue for each subcategory is as follows:

<b>Subcategories</b>	<b>Percentage Share</b>
1.1 Provide local matching funds to accelerate the completion of the Marin Sonoma Narrows, to reduce impacts and enhance the facility for all users	1.5%
1.2 Provide local matching funds to accelerate the completion of the Highway 101/I-580 Direct Connector, including the development of local enhancements to reduce impacts and enhance the facility for all users	2.0%
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.	3.0%
1.4 Implement commute alternatives and trip reduction strategies to decrease single occupant vehicle (SOV) trips, increase shared mobility, and reduce peak hour congestion throughout the county.	0.5%
<b>Total</b>	<b>7.0%</b>

**1.1 Marin Sonoma Narrows**

The US101 Marin-Sonoma Narrows is expected to enter its final phase of construction in the Summer of 2020. At that time, the total of \$12.4 million, representing 1.5% of the overall sales tax measure, will need to be committed by the TAM Board. The last phase of the Narrows is dependent on two other major fund sources: Regional Measure 3 funds provided



by MTC/BATA and State funds either granted or advanced by the California Transportation Commission (e.g. SB1). Both of these funds are expected to be available by June 2020.

The completion of the Narrows HOV Lane and multi-use path system in Marin will be matched by the completion of the HOV Lane and path system in Sonoma County. The final Sonoma project stretches from East Washington to Petaluma Boulevard North in the City of Petaluma and will begin construction approximately the Summer of 2019. The Marin project, assuming it receives all of its intended funding, will start construction in Summer of 2020.

If sufficient funds are not available through regular sales tax collections to meet the cash flow needs of the Narrows construction project, then a borrowing of future sales tax will need to occur. That borrowing will generate issuance costs that must be covered by the 1.5% of dedicated funds under the Measure, which again, is estimated at \$12.4 million. All possible borrowing scenarios will be considered to keep the borrowing costs to a minimum, including borrowing from MTC or BATA, or borrowing from a local jurisdiction.

This Strategic Plan shows the likely cash flow of the full \$12.4 million dedicated to the Narrows across the three years of constructing the final Narrows segment in Marin from FY 20/21 thru FY 22/23. It is estimated that due to the delivery schedule of other projects under Measure AA, sufficient funds will be available to meet the cash flow needs of the Narrows during this period. Costs of debt issuance or other borrowing will reduce the net funds available to the projects.

## **1.2 Direct Connector from Northbound Highway 101 to Eastbound Interstate 580**

The Connector from Northbound Highway 101 to eastbound I-580 in San Rafael has been the subject of two strong public approvals. Voters in the Bay Area approved the Regional Measure 3 toll increase on June 6, 2018 that dedicated \$135 million to the Direct Connector. At present time, RM3 is the subject of litigation against the voter approval and it is unknown when the RM3 funds will be fully available.

The Direct Connector is receiving \$15.3 million in local Measure AA sales tax from voter approval in November 2018. As RM3 remains unavailable, Measure AA will be utilized to begin work on the project. The project has been conceptually developed but still requires all required phases of a major state highway project to be completed.

Staff is recommending the use of \$600,000 in Measure AA funds to complete the Caltrans required Project Initiation Document (PID) and Project Study Report (PSR), over the next two years. Upon approval of the PID and PSR, TAM will immediately start the Environmental Document approval process, accompanied by Preliminary Engineering. This is estimated to cost \$3.9 million and is expected to be completed by the end of 2022. All efforts are being made to expedite this schedule if possible.

The Strategic Plan shows the cash flow needs of the Direct Connector over the next several years, covering the completion of the Environmental Document. For remaining work - Final Design, Right of Acquisition and Utility Relocation, and Permits - it is unknown at this time when RM3 toll funds will be available. Therefore, the Strategic Plan programs only the early phases using Measure AA sales tax. The Strategic Plan will need to be amended if further funds are needed from Measure AA for remaining phases of the project.

This Strategic Plan shows the likely cash flow of the \$4,500,000 needed for the Direct Connector work up through completion of the Environmental Document in 2022. It is unknown at this time if debt issuance or other borrowing will be required to deliver necessary funding to this project. Any costs of debt issuance or borrowing must be funded by the project funds, reducing net funds available to the project.

### **1.3 Interchange Improvements**

Measure AA dedicates 3% of its 30-year funding stream to planning interchange improvements at 11 locations in Marin. Some of these locations have been cooperatively planned amongst the partners for years. Other locations have held long standing visions for improvements but have not been planned in detail. The set of interchanges envisioned for planning as set forth in the Expenditure Plan are as follows:

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

TAM recognizes that each interchange listed represents significant access for the adjacent communities. Interchanges vary in age, and in needs for improvements. As communities around Marin have grown over the last 30-40 years, interchanges built in the 1950's and 1960's have not been altered to meet demands of vehicles, transit, bicyclists and pedestrians. A number of interchanges have been improved by the Department of Transportation over the years, including the Southbound Highway 101 offramp to East Blithedale and interchanges in the Novato area. A number of interchange improvements have been planned but never implemented.

TAM intends to address each interchange and the needs of all users in concert with the Department of Transportation, transit operators, local public works staff and city/town/county leadership. Eleven interchanges are difficult to plan all at once so TAM staff will arrange work after consulting with all affected jurisdictions and assessing needs.

While 3% of the overall Measure AA sales tax was dedicated to interchange improvements, or \$24.8 million, funds are not sufficient to implement many major improvements. The Expenditure Plan envisioned planning for improvements and seeking other grants from federal, state, and regional sources to complete implementation. Note that with the successful passage of Senate Bill 1, the State has over \$2.3 billion per year for highway needs, including operational improvements at interchanges. If projects are well coordinated with strong local

support and matching funds from various sources including minimal Measure AA funds, the state could be influenced to address the capital needs and fund the projects.

This Strategic Plan shows the likely cash flow of the \$24.8 million needed for the Interchange planning work. It is unknown at this time if sufficient funds will be available in future years to advance the majority of funds to early years of the measure.

### **1.4 Commute Alternatives and Reduction of Trips**

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 be sustained with 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 including car sharing, TAM's Get SMART Pilot Program, and promotion of first/last mile access to major transit hubs, through bike sharing support and other shared mobility programs.

As a primary method of promoting a variety of high-quality transportation options and alternatives to single occupant vehicle trips, TAM launched the Marin Commutes Program in 2019 as a comprehensive public engagement strategy emphasizing the benefits of alternative transportation options and building awareness of the incentives and tools available to Marin commuters. Many of the commute alternatives and trip reduction strategies under this category of Measure AA will be delivered through the Marin Commutes Program

TAM funds transit programs under category 4 and public transit operations, maintenance or capital expenses are an ineligible expense. Commute Alternatives and Trip Reduction strategies often include local employer and employee outreach, education, rewards and incentives. TAM will administer the Commute Alternatives program as part of its existing Commute Alternatives program.

## **2. Category 2: 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 in the Measure AA Expenditure Plan and the share of Measure AA revenue for each subcategory is as follows:

Subcategories	Percentage Share
2.1 Maintain and manage local roads to provide safe and well-maintained streets for all users. All investments will consider the needs of all users in accordance with local practices (i.e. “Complete Streets” practices) that have been adopted in each city, town, and the County. Improvements to maximize the efficiency, effectiveness, and resiliency of our transportation system to be determined by local jurisdictions and may include: <ul style="list-style-type: none"> <li>• Paving and repair to roadways, drainage, sidewalks and intersections</li> <li>• Bike lanes and paths</li> <li>• Safe pathways to transit and bus stop improvements</li> <li>• System enhancements to accommodate new technologies such as signal coordination, real time information</li> <li>• Investments to address congestion on local street and road corridors</li> <li>• Facilities and support including project management, technical services and outreach to support alternative fuel vehicles, electric vehicles, zero emission vehicles and autonomous vehicles</li> <li>• Municipal fleet conversion to alternative fuel vehicles including electric vehicles</li> <li>• Improvements to address sea level rise and flooding on local streets</li> </ul>	22.0%
2.2 Provide safe pathways for safe walking and biking access to schools.	3.0%
2.3 Develop projects to address and mitigate transportation impacts from sea level rise, including facilities to support alternative fuel vehicles including electric vehicles.	1.0%
2.4 Support operational improvements to local streets and roads through innovative technology.	0.5%
<b>Total</b>	<b>26.5%</b>

### 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, including drainage, lighting, landscaping and other roadways system components.
- 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.

Local Infrastructure funds can be used for any eligible local transportation need identified by the jurisdiction's Public Works Director and approved by the respective governing board.

Local Jurisdictions will provide an Annual Report on expenditures, indicating the use of funds, any carry-over funds and their intended use. The Annual Report will include the amount spent that year, total estimated project costs, total expenditures to date and a brief description including photos, locations, and benefits of the projects.

The purpose of these reports is to have ongoing documentation showing that this element of Measure AA funds was spent on eligible activity in accordance with the Expenditure Plan. It is up to each jurisdiction to decide what to spend the funds on, in accordance with the Measure Expenditure Plan.

## **2.2 Safe Pathways for Safe Walking and Biking Access to Schools**

Subcategory 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.

Subcategory 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.

Subcategory 2.2 provides funds to environmentally clear, design, and construct projects identified through implementation of the Safe Routes Plans. As defined in the Expenditure Plan, typical projects might include the construction of pathways, sidewalk improvements, circulation improvements, or traffic safety devices.

Subcategory 2.2 is intended to fund larger projects. The allocation of funds under Subcategory 2.2 is recommended to be capped up to \$400,000 to assure equitable distribution of available funds. A Call for Projects will be conducted approximately once every three to four years when the accumulation of funds has reached a sufficient level to fund more than seven projects. Smaller safe pathway projects are discussed under subcategory 3.3.

Eligible Safe Pathways projects will be selected based on performance criteria that may include 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.

A primary element in development of the plans is the “walkabout” where the team identifies on-site, the routes to the school and areas for safety improvement. Plans resulting from this reconnaissance are reviewed and approved by the local jurisdictions’ public works department. This thorough review means that the final approved concept reflects support of parents, school officials and local jurisdictions.

## **2.3 Sea-Level Rise**

The realities of rising sea levels, higher tides, and flooding are Bay Area issues that are particularly challenging in Marin and will have a severe effect on the future of infrastructure facilities. Marin has been served well by the efforts to define the impacts of climate change through its evaluations of vulnerabilities - the 2015 BayWAVE and C-SMART reporting efforts, addressing both Marin’s bayside and ocean coast impacts and opportunities for solutions. Caltrans has evaluated its major facilities and their vulnerability and released their report in Spring 2018 – Caltrans District 4. Climate Change Vulnerability Assessments.

The Expenditure Plan Advisory Committee considered the needs identified in BayWAVE and C-SMART and identified a small share of the Measure AA program to address sea-level rise. The funds are small and no doubt 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. The TAM Board agreed with this approach and the public approved this dedication of funds as part of Measure AA.

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 sea-level rise funding category is a new funding element in Measure AA. Since the new Measure AA plan takes effect April 1, 2019, and collection of funds for this new category will only have occurred for 2-3 months when this plan is adopted, TAM will address the use of these funds over the next full fiscal year of collection, FY 19/20. Staff will work closely with local agencies to consider future needs and opportunities and present programming options back to the TAM Board in preparation for the FY 20/21 Strategic Plan.

A reservation of \$50,000 is identified in this Strategic Plan for sea level rise needs. If other near-term opportunities arise, the Strategic Plan will be amended to include programming of funds during this upcoming fiscal year, FY 19/20.

## **2.4 Innovative Technology**

Over the last several years, the transportation industry has seen rapid changes in mobility from the use of smartphone applications, Transportation Network Companies (TNCs), advanced traffic management and Intelligent Transportation Systems (ITS), and the emergence of Connected and Autonomous Vehicles (CAVs). These changes will have long-term implications for how Marin residents and workforce travel around the county. Mobility-on-Demand applications and the shared economy have the potential to reduce the reliance on vehicle ownership as a necessity to travel freely throughout the county, providing increased mobility options for our disadvantaged residents and elderly population. These changes, coupled with the maturity of clean, electric vehicle technologies, create possibilities for improved mobility and access while reducing greenhouse gas and particulate emissions.

It is impossible for transportation agencies to fully anticipate changes in the era of digital transformation that will occur over the next few years, let alone for the traditional planning horizon of several decades or more. The level of interest and investment in transportation technologies and market-driven solutions will have many positive benefits such as reducing traffic accidents and enhancing the productivity of our existing transportation assets. TAM must develop pro-active plans, policies and principles that encourage the use of innovation by partnering with the private-sector and with peer-agency leaders in the development and deployment of transportation technologies and solutions.

As part of TAM's Vision Plan adopted in the fall of 2017, TAM created an Innovation strategic plan, working closely with local agencies, both planning, public works, and sustainability coordinators, TAM was able to identify prospects for piloting in Marin, including shared mobility, mobility as a service, real time traveler information systems, adaptive traffic signal control, connected and automated vehicle pilots and integrated corridor management of Highway 101. All these pilots should be assessed based on their ability to attract private or grant funding, their ability to provide mobility improvements to improve the county transportation system, among other technology, safety, costs, environmental and equity considerations.

Much like the sea-level rise category of funds, the Innovation funds will just start to be collected April 1, 2019. TAM staff has begun discussions of potential pilots regarding bringing innovative solutions to the County and recommend reserving all available funds, totaling \$191,000 for next Fiscal Year. Much further discussions will be brought to the TAM Board.

### 3. Category 3: School-Related Congestion and Safer Access to Schools

Strategy 3 of the Expenditure Plan is to "reduce school related congestion and provide safer access to schools." The three subcategories in the Measure AA Expenditure Plan and the share of Measure AA revenue for each subcategory is as follows:

Subcategories	Percentage Share
3.1 Maintain the Safe Routes to Schools program	3.5%
3.2 Expand the crossing guard program, providing funding for up to approximately 96 crossing guards throughout Marin County.	7.0%
3.3 Capital funding for small safety related projects.	1.0%
<b>Total</b>	<b>11.0%</b>

The Expenditure Plan identifies school-related trips as a "significant impact on traffic congestion" in Marin, as has been the situation for many years. Category 3 is comprised of three subcategories designed to complement each other with the overall objective of providing safer access to Marin schools.

Student drop-off and pick-up automobile trips create local congestion at arrival and dismissal times, while also decreasing safety for those who walk and bike to school. Reducing single student vehicle trips to schools will have the immediate benefit of reducing congestion, as well as long-term benefits to the health of students and families, and the creation of lifelong sustainable habits.

This category expanded the crossing guard program from the previous Measure A. FY 19/20 will have 100 TAM funded guards and seven guards funded by others to bring the total program to 107 guards. It will maintain the Safe Routes to School education and encouragement programs at over 60 schools in Marin, with some room for growth. Finally, an increase in Safe Pathways funds will provide a steady source of funding for safety-related improvements around schools, including small projects that can be implemented quickly to address priority needs. Note school bus service is funded in the Transit funding category provided in the Measure, not the Safe Routes to Schools program.

#### 3.1 Safe Routes to School Program

Subcategory 3.1 funds the Safe Routes to Schools (SR2S) Program, which is a proven program designed to reduce local congestion around schools. 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, managed by TAM, is in its 18th year of operation and has proven its ability to increase alternative mode use to schools, with over 60 participating schools, and an average of over 50% green trips – walking, biking, and taking transit – to and from participating schools. In addition to congestion relief, the program seeks to improve safety, create a healthy lifestyle for children, and enhance the sense of community in their neighborhoods.

Measure AA will provide continued revenue for the successful Safe Routes program to continue expanding across Marin County.

The long-term success of the program is driven by collaboration between parents, teachers, local public works officials, engineers, school administrators, local elected officials, and law enforcement. The program includes classroom education, special events and contests, and Safe Routes development, mapping and engineering assistance. Structure is provided through the development of “Safe Routes Travel Plans,” which map out future improvements and target the use of funds used in subcategory 3.1, “Safe Pathways.”

TAM’s SR2S program continues to make a significant impact across the county, reducing car trips to and from schools and making a safer environment for all:

- In 2000, there were nine schools participating in Safe Routes to Schools; today, there are 60 schools, representing over 30,000 students.
- From 2011 through 2017, the county has maintained an average 50 percent green trip rate (walking, bicycling, bus, and carpool trips) to and from schools, even while enrollment and participating schools continue to increase.
- Seven Task Forces, representing over 60 parent volunteers are now actively promoting SR2S.

To strengthen the relevance and long-term impacts of Marin’s Safe Routes to Schools program, the program must continually evolve and try new solutions identified through TAM’s Safe Routes to Schools Program Evaluation Report conducted every 3-4 years. These funds will continue to fund TAM programs, and school bus operations or capital needs are not eligible expenses.

### **3.2 Crossing Guards**

Subcategory 3.2 provides for establishment of crossing guards at approximately 91 intersections in FY19/20 throughout the county and tasks local Public Works Directors with their prioritization, subject to TAM approval (an additional nine guards are funded by TAM’s \$10 VRF and six are funded by others, totaling 100 countywide). The crossing guards are provided by a professional company that specializes in crossing guard programs in order to “eliminate liability concerns and to ensure that well trained crossing guards with back-ups are available for every critical intersection.”

The Expenditure Plan explains that one of the greatest barriers to using alternative modes to schools is the difficulty of crossing Marin’s busiest streets. Even with infrastructure improvements, parents are reluctant to allow their children to walk or bike to school if they must cross a busy street. While some schools operate volunteer crossing guard programs,

experience suggests that this is not a reasonable long-term strategy, as volunteers can be difficult to maintain.

TAM will use funds from subcategory 3.2 to contract with a professional company that specializes in crossing guard programs to ensure that there are well-trained crossing guards with back-ups for every critical intersection, and the program is professionally managed with low risk and liability.

Measure AA funds along with the contribution from Element 3 of the Vehicle Registration Fee will allow the Crossing Guard Program to place approximately 100 guards in the field. A recertification of the sites occurs every four years and a revised list is expected in 2022. Costs and revenues are reviewed at that time to verify that 97 guards are a sustainable level. Periodically new sites are requested to be studied or conditions from the previous evaluation may have changed (student growth, boundary changes etc.) In these cases, TAM may evaluate a site before 2022 and add additional locations if warranted. Note. Three additional sites will be added for FY19/20 under this policy. The Program will reset to the 97-guard level upon the 2022 recertification.

### **3.3 Small Safety-Related Projects**

While subcategory 2.2 funds “large” Safe Pathway projects with allocation of funds that could exceed \$350,000 or more, subcategory funds “small” Safe Pathway projects not covered by subcategory 2.2. TAM envisions limiting up to \$50,000 per project maximum.

Small-scale safety improvement devices that may not compete 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.

## **4. Category 4: 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.”

While one of the primary goals of the Expenditure Plan was to mitigate congestion, it was also a goal of the Expenditure Plan 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.

This local sales tax measure provides a dedicated source of funds for local public transit services in Marin County, but it is not the only source of funding available for transit operators. Marin Transit will plan and implement services that are tailored to the needs of Marin’s workers and residents. These funds dramatically increase the county’s opportunities

to match or leverage state and federal funding sources to maintain and further enhance local transit service. Marin Transit will work with the public, and Marin’s cities and towns, to design and deliver a range of services. Transit services will be designed to further reduce greenhouse gas emissions and deploy smaller, cleaner vehicles that reflect the needs of our neighborhoods.

The six subcategories in the Measure AA Expenditure Plan and the share of Measure AA revenue for each subcategory is as follows:

Subcategories	Percentage Share
4.1 Maintain and improve existing levels of bus transit service in areas that can support productive fixed-route service throughout Marin County. <ul style="list-style-type: none"> <li>• Maintain a network of high productivity bus service in high volume corridors</li> <li>• Expand first and last mile transit services for residents and workers</li> <li>• Provide innovative services in communities that may not support traditional fixed-route service</li> <li>• Enhance public safety through Marin Transit’s role in providing emergency mobility in the face of natural disaster</li> <li>• Provide funding for the Muir Woods Shuttle System</li> </ul>	33.0%
4.2 Maintain and expand the rural and recreational bus services including the West Marin Stagecoach.	3.0%
4.3 Maintain and expand transit services and programs for those with special needs – seniors and persons with disabilities including those who are low-income.	9.5%
4.4 Provide transit services to schools in Marin County to reduce local congestion. <ul style="list-style-type: none"> <li>• Provide yellow bus services in partnership with local schools and parent organizations</li> <li>• Provide transit routes to schools along high performing corridors</li> </ul>	5.0%
4.5 Invest in bus transit facilities for a clean and efficient transit system. <ul style="list-style-type: none"> <li>• Provide matching funds for the purchase of the green transit fleet including alternative fuel vehicles and electric vehicles</li> <li>• Support the role of Marin Transit in development of a renewed/relocated Bettini Bus Hub</li> <li>• Support the development of a local bus maintenance facility</li> <li>• Improve passenger amenities at bus stops, including real-time transit information</li> </ul>	4.0%

4.6 Expand access to ferries and regional transit, managed by Golden Gate Transit. <ul style="list-style-type: none"> <li>• Expand and maintain connecting ferry shuttle services to address first and last mile connections</li> <li>• Expand and maintain remote parking locations and other strategies to expand regional transit access for Marin’s residents and commuters</li> <li>• Expand first and last mile access to regional transit services for access to jobs in Marin County</li> </ul>	0.5%
<b>Total</b>	<b>55.0%</b>

The Expenditure Plan requires Marin Transit to prepare a Short-Range Transit Plan (SRTP) every two years through a planning process that includes extensive public input from all areas of the county. This SRTP is a balanced five-year plan with a ten-year outlook based on extensive data collection, assessment of financial inputs, and public participation. The SRTP and supplemental documents provide detailed performance data that address the criteria in the Expenditure Plan.

Marin Transit adopts the final local SRTP in a public hearing prior to sending the plan to TAM, which approves the SRTP in a public forum. All transit investments will be evaluated based on an analysis of a consistent set of performance-based criteria to ensure that funds are spent where they will provide the greatest benefit.

Bus transit investments will be evaluated every two years through a short-range transit planning process that includes extensive public input from all areas of the county. Should the transit operators desire to reevaluate longer term service planning, TAM will work with transit operators to conduct independent operational analysis and long-range planning to assess long term investments maximize transit ridership, performance goals, and congestion reduction while minimizing transit operations costs and ongoing subsidies for low performing routes in the county. Transit investments for short range planning efforts will be prioritized based on an analysis of the following measurable performance criteria:

- Fills a gap in the bus transit network
- Meets productivity standards based on passengers per hour
- Meets cost effectiveness standards based on subsidy per trip
- Relieves congestion as measured in total ridership
- Provides seamless connections to regional service
- Eliminates “pass ups” or overcrowding on existing routes
- Promotes environmental justice based on demographic analysis
- Attracts outside funding sources, including federal, state, and toll revenue as well as other local funds

**4.1 Maintain and Improve Existing Levels of Bus 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. Category 4.1 provides the county with the necessary financial independence to ensure that local bus transit service supports countywide goals for enhanced mobility and to meet the needs of residents and workers both now and in the future.

This category will provide funding to maintain and improve intercommunity bus transit service and service along major bus transit corridors throughout Marin County. Marin Transit operates a number of bus transit corridors that have frequent service and boast high ridership numbers at peak hours. These include:

- All day services in the Canal – downtown San Rafael – Marin City corridor.
- Services between San Rafael and San Anselmo.
- Services to local colleges.
- Peak period services to major employers in Novato, San Rafael, and other locations.

While frequent service is critical along major corridors, there are transit markets and communities within Marin County that may be better served with low cost services such as smaller transit vehicles or on-demand services, such as the West Marin Stagecoach.

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.

#### **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 improving mobility for Marin County residents and visitors. These are primarily the West Marin Stagecoach, Muir Woods Shuttle, and Tomales-Dillion Beach Dial-A-Ride that serve the rural and recreational areas of Marin County.

#### **4.3 Maintain and Improve Transit Services and Programs 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 the disabled, travel training, subsidized taxi services, and volunteer drive programs. Marin Transit contracts with Whistlestop Wheels to provide specialized services for older adults and persons with disabilities. These services are essential to keep Marin's resident's 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. With support of the 2004 sales tax, there have been many successful programs, including new shuttle services and scheduled group trips. Measure AA funding will allow these innovations to continue and expand to serve Marin's aging population.

This program will also extend funding for low- income seniors and people with disabilities.

#### **4.4 Provide Dedicated Funding for Transit Services to Schools in Marin County to Reduce Local Congestion**

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 students with longer trips to school.

Category 4.4 dedicates funds to maintain yellow bus services in partnership with local schools and parent organization. Category 4.4 also funds enhanced school-oriented bus services is 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 for a Clean and Efficient Transit System**

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 and save costs in the long term. 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).

Bus transit facilities investments will be prioritized to coordinate with transit service projects. High priority from Category 4.5 are encouraged to be used as matching or leveraged funds to help transportation sales tax dollars go farther. Top among these are transit hubs, bus stop improvements, and a new bus maintenance facility. Bus stops will be redesigned with a variety of new amenities. These may include street furniture, shelter, landscaping, lighting, bus maps and schedules, and real-time information.

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**

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.

Category 4.6 helps to expand and maintain connecting ferry shuttle services, remote parking locations adjacent to transit hubs, and other last mile solutions that provide regional access for Marin's residents and commuters.

Category 4.6 provides dedicated funding to improve access to regional bus and ferry service provided by the Golden Gate Bridge, Highway, and Transportation District. These funds support Golden Gate Transit in their regional transit efforts and are contingent on Golden Gate maintaining their bridge toll revenue that currently funds these regional services and meeting their performance and operations subsidy goals.

## **IV. Accountability**

### ***A. Open and Public Meeting***

TAM's business will be conducted in an open and public meeting process. TAM will approve all programming and allocations of funds described in this document and will ensure that adequate public involvement has been included in the preparation of all spending plans. All meetings of TAM will be conducted according to state law.

### ***B. Independent Auditor***

TAM will be required to hire an independent auditor who will audit sales tax expenditures, ensuring that expenditures are made in accordance with the Expenditure Plan.

### ***C. Administrative Code***

The TAM Administrative Code prescribes the powers and duties of the Authority's Chair and Vice Chair, the method of appointing Authority employees, and methods, procedures and systems of operation and management of the Authority. TAM will be guided by an Administrative Code covering all aspects of its operation and the administration of Measure AA funds.

### ***D. Citizens' Oversight Committee (COC)***

The COC created in 2004 will be continued under Measure AA. The COC reports directly to the public and is charged with reviewing all of TAM's expenditures. The committee is responsible for the following tasks:

- The committee holds public hearings and issues reports, on at least an annual basis, to inform Marin County residents how funds are being spent. The hearings are open to the public and held in compliance with the Brown Act, California's open meeting law. Information announcing the hearings is well-publicized and posted in advance.
- The committee has full access to TAM's independent auditor whose work they oversee. The committee has the authority to request and review specific information and to comment on the auditor's reports.
- The committee publishes an annual report. Copies of these documents are made widely available to the public at large.

The COC is designed to reflect the diversity of the county. The committee consists of 12 members. Each organization represented on the COC nominates its representative, with final appointments approved by TAM's governing board. Membership is as follows:

- One member is selected from each of the five planning areas in Marin County by TAM Board members representing that area (Northern Marin, Central Marin, Ross Valley, Southern Marin, and West Marin). (Totaling 5 members)



- Seven members are selected to reflect a balance of viewpoints across the county. These members are nominated by their respective organizations and appointed by TAM's Board, as follows:
  - One representative from a taxpayer group
  - One representative from the environmental organizations of Marin County
  - One representative from a major Marin employer
  - One representative from the Paratransit Coordinating Council representing seniors and persons with disabilities
  - One representative from the League of Women Voters
  - One representative from an advocacy group representing bicyclists and pedestrians
  - One representative from a school district

## V. 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 A 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 discussed in Section I.E.

#### 1. Eligibility for Funding

- Project types and sponsors are to be as 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 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 A 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, and Category 2.1 (Local Roads), which are distributed on a formula basis. 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 established 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 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 sponsor 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.

## **VI. Conclusion**

The Measure AA – Transportation Sales Tax Strategic Plan is a comprehensive document guiding the allocation of sales tax revenue over 30 years. With comprehensive policies and procedures corresponding to principles outlined in the Expenditure Plan approved by voters, this guiding document provides the necessary assurance to project and program sponsors, as well as the banking community, that TAM is managing its sales tax funds well.

The public was notified—via a notice on the TAM website homepage ([www.tam.ca.gov](http://www.tam.ca.gov))—that the Measure AA Strategic Plan was circulated for comment from May 30, 2019 to June 29, 2019. Copies of the document were be available electronically on the TAM website, and hard copies were be available at the TAM’s office at 900 Fifth Avenue, Suite 100; San Rafael, CA 94901.

A public hearing was held on June 27, 2019, immediately prior the TAM Board of Commissioners discussing this item. The TAM Board of Commissioners approved the Measure AA Strategic Plan at their regular meeting on June 27, 2019. With no comments received by June 29, 2019, the Measure AA Strategic Plan was adopted on June 29, 2019.

**Transportation Authority of Marin**

**Measure AA**

**Attachment 1: Sales Tax Revenues and Assignment to Categories**

	Year	1	2	3	4	5	6	7	8	9	10	11	12	13
	Total	FY 18/19 <sup>1</sup>	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31
<b>Measure AA Sales Tax Revenue</b>	<b>\$1,200,330,286</b>	<b>\$7,075,000</b>	<b>\$27,500,000</b>	<b>\$28,187,500</b>	<b>\$28,892,188</b>	<b>\$29,614,492</b>	<b>\$30,354,854</b>	<b>\$31,113,726</b>	<b>\$31,891,569</b>	<b>\$32,688,858</b>	<b>\$33,506,080</b>	<b>\$34,343,732</b>	<b>\$35,202,325</b>	<b>\$36,082,383</b>
<b>Off the Top Assignment</b>														
5% Administration & Program Management Set Aside (1% & 4%)	\$60,016,514	\$353,750	\$1,375,000	\$1,409,375	\$1,444,609	\$1,480,725	\$1,517,743	\$1,555,686	\$1,594,578	\$1,634,443	\$1,675,304	\$1,717,187	\$1,760,116	\$1,804,119
Major Road & Other Commitment Set Aside	\$32,900,000	\$587,500	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000
Reserve Funds (5%) Set Aside <sup>4</sup>	\$7,227,452	\$0	\$1,375,000	\$1,409,375	\$1,444,609	\$1,480,725	\$1,517,743	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotal - Off the Top Set Aside</b>	<b>\$100,143,966</b>	<b>\$941,250</b>	<b>\$5,100,000</b>	<b>\$5,168,750</b>	<b>\$5,239,219</b>	<b>\$5,311,449</b>	<b>\$5,385,485</b>	<b>\$3,905,686</b>	<b>\$3,944,578</b>	<b>\$3,984,443</b>	<b>\$4,025,304</b>	<b>\$4,067,187</b>	<b>\$4,110,116</b>	<b>\$4,154,119</b>
<b>Net Measure AA Revenue</b>	<b>\$1,100,186,320</b>	<b>\$6,133,750</b>	<b>\$22,400,000</b>	<b>\$23,018,750</b>	<b>\$23,652,969</b>	<b>\$24,303,043</b>	<b>\$24,969,369</b>	<b>\$27,208,040</b>	<b>\$27,946,991</b>	<b>\$28,704,415</b>	<b>\$29,480,776</b>	<b>\$30,276,545</b>	<b>\$31,092,209</b>	<b>\$31,928,264</b>
Reserve Fund Expenditure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue Available to Categories</b>	<b>\$1,100,186,320</b>	<b>\$6,133,750</b>	<b>\$22,400,000</b>	<b>\$23,018,750</b>	<b>\$23,652,969</b>	<b>\$24,303,043</b>	<b>\$24,969,369</b>	<b>\$27,208,040</b>	<b>\$27,946,991</b>	<b>\$28,704,415</b>	<b>\$29,480,776</b>	<b>\$30,276,545</b>	<b>\$31,092,209</b>	<b>\$31,928,264</b>
<b>Assignment to Categories</b>	<b>Total</b>	<b>FY 18/19 <sup>1</sup></b>	<b>FY 19/20</b>	<b>FY 20/21</b>	<b>FY 21/22</b>	<b>FY 22/23</b>	<b>FY 23/24</b>	<b>FY 24/25</b>	<b>FY 25/26</b>	<b>FY 26/27</b>	<b>FY 27/28</b>	<b>FY 28/29</b>	<b>FY 29/30</b>	<b>FY 30/31</b>
<b>Category 1</b>														
TAM Direct Project Management <sup>2</sup>	\$6,000,000	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Category 1 - Highway 101 & Adjacent Roads	\$71,013,042	\$429,363	\$1,368,000	\$1,411,313	\$1,455,708	\$1,501,213	\$1,547,856	\$1,704,563	\$1,756,289	\$1,809,309	\$1,863,654	\$1,919,358	\$1,976,455	\$2,034,978
<b>Category 1 Total</b>	<b>\$77,013,042</b>	<b>\$429,363</b>	<b>\$1,568,000</b>	<b>\$1,611,313</b>	<b>\$1,655,708</b>	<b>\$1,701,213</b>	<b>\$1,747,856</b>	<b>\$1,904,563</b>	<b>\$1,956,289</b>	<b>\$2,009,309</b>	<b>\$2,063,654</b>	<b>\$2,119,358</b>	<b>\$2,176,455</b>	<b>\$2,234,978</b>
<b>Category 2</b>														
TAM Direct Project Management <sup>2</sup>	\$3,750,000	\$0	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Category 2 - Local Transportation Infrs.	\$287,799,375	\$1,625,444	\$5,811,000	\$5,974,969	\$6,143,037	\$6,315,306	\$6,491,883	\$7,085,130	\$7,280,952	\$7,481,670	\$7,687,406	\$7,898,284	\$8,114,435	\$8,335,990
<b>Category 2 Total</b>	<b>\$291,549,375</b>	<b>\$1,625,444</b>	<b>\$5,936,000</b>	<b>\$6,099,969</b>	<b>\$6,268,037</b>	<b>\$6,440,306</b>	<b>\$6,616,883</b>	<b>\$7,210,130</b>	<b>\$7,405,952</b>	<b>\$7,606,670</b>	<b>\$7,812,406</b>	<b>\$8,023,284</b>	<b>\$8,239,435</b>	<b>\$8,460,990</b>
<b>Category 3</b>														
TAM Direct Project Management <sup>2</sup>	\$7,500,000	\$0	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
Category 3 - School-Related Congestion	\$119,021,427	\$705,381	\$2,326,000	\$2,397,156	\$2,470,091	\$2,544,850	\$2,621,477	\$2,878,925	\$2,963,904	\$3,051,008	\$3,140,289	\$3,231,803	\$3,325,604	\$3,421,750
<b>Category 3 Total</b>	<b>\$126,521,427</b>	<b>\$705,381</b>	<b>\$2,576,000</b>	<b>\$2,647,156</b>	<b>\$2,720,091</b>	<b>\$2,794,850</b>	<b>\$2,871,477</b>	<b>\$3,128,925</b>	<b>\$3,213,904</b>	<b>\$3,301,008</b>	<b>\$3,390,289</b>	<b>\$3,481,803</b>	<b>\$3,575,604</b>	<b>\$3,671,750</b>
<b>Category 4'</b>														
TAM Direct Project Management <sup>2</sup>	\$3,000,000	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Category 4 - Local Transit Services	\$602,102,476	\$3,373,563	\$12,220,000	\$12,560,313	\$12,909,133	\$13,266,674	\$13,633,153	\$14,864,422	\$15,270,845	\$15,687,428	\$16,114,427	\$16,552,100	\$17,000,715	\$17,460,545
<b>Category 4 Total</b>	<b>\$605,102,476</b>	<b>\$3,373,563</b>	<b>\$12,320,000</b>	<b>\$12,660,313</b>	<b>\$13,009,133</b>	<b>\$13,366,674</b>	<b>\$13,733,153</b>	<b>\$14,964,422</b>	<b>\$15,370,845</b>	<b>\$15,787,428</b>	<b>\$16,214,427</b>	<b>\$16,652,100</b>	<b>\$17,100,715</b>	<b>\$17,560,545</b>
<b>TAM Direct Project Management</b>	<b>\$20,250,000</b>	<b>\$0</b>	<b>\$675,000</b>	<b>\$675,000</b>	<b>\$675,000</b>	<b>\$675,000</b>	<b>\$675,000</b>	<b>\$675,000</b>	<b>\$675,000</b>	<b>\$675,000</b>	<b>\$675,000</b>	<b>\$675,000</b>	<b>\$675,000</b>	<b>\$675,000</b>
<b>Assignment to Categories</b>	<b>\$1,079,936,320</b>	<b>\$6,133,750</b>	<b>\$21,725,000</b>	<b>\$22,343,750</b>	<b>\$22,977,969</b>	<b>\$23,628,043</b>	<b>\$24,294,369</b>	<b>\$26,533,040</b>	<b>\$27,271,991</b>	<b>\$28,029,415</b>	<b>\$28,805,776</b>	<b>\$29,601,545</b>	<b>\$30,417,209</b>	<b>\$31,253,264</b>
<b>Total Revenue Assigned</b>	<b>\$1,100,186,320</b>	<b>\$6,133,750</b>	<b>\$22,400,000</b>	<b>\$23,018,750</b>	<b>\$23,652,969</b>	<b>\$24,303,043</b>	<b>\$24,969,369</b>	<b>\$27,208,040</b>	<b>\$27,946,991</b>	<b>\$28,704,415</b>	<b>\$29,480,776</b>	<b>\$30,276,545</b>	<b>\$31,092,209</b>	<b>\$31,928,264</b>
<b>Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Note:**

1. Collection of Measure AA revenue commenced on April 1, 2019. FY 18/19 includes only three months of revenues (April 1, 2019 to June 30, 2019).
2. TAM direct project management is actual cost needed to manage the category. The amounts shown are the anticipated costs. Any project management funds not used will return to the Category in the following year.
3. The Measure AA Expenditure Plan expires March 31, 2048, therefore, the last year (FY 47/48) of the Strategic Plan only includes revenues collected from July 1, 2047 to March 31, 2048.
4. Per Expenditure Plan, TAM may set aside 10% of revenues for reserve fund. Staff recommends setting aside 5% for the first five full years for reserve funds.





**Transportation Authority of Marin  
Measure AA  
Attachment 2: Revenues and Assignments to Categories and Subcategories**

	EP	w/PM	Year	1	2	3	4	5	6	7	8	9	10	11	12	13
Category 1 - Highway 101 & Adjacent Roads	%	%	Total	FY 18/19 <sup>1</sup>	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31
TAM Direct Project Management			\$6,000,000		\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Category 1.1 Marin Sonoma Narrows	1.5%	21.4%	\$15,217,081	\$92,006	\$293,143	\$302,424	\$311,937	\$321,689	\$331,683	\$365,263	\$376,348	\$387,709	\$399,354	\$411,291	\$423,526	\$436,067
Category 1.2 Hwy 101/580 Direct Connector	2.0%	28.6%	\$20,289,441	\$122,675	\$390,857	\$403,232	\$415,917	\$428,918	\$442,245	\$487,018	\$501,797	\$516,945	\$532,473	\$548,388	\$564,701	\$581,422
Category 1.3 Local Interchanges	3.0%	42.9%	\$30,434,161	\$184,013	\$586,286	\$604,848	\$623,875	\$643,377	\$663,367	\$730,527	\$752,695	\$775,418	\$798,709	\$822,582	\$847,052	\$872,134
Category 1.4 Commute Alternatives	0.5%	7.1%	\$5,072,360	\$30,669	\$97,714	\$100,808	\$103,979	\$107,230	\$110,561	\$121,754	\$125,449	\$129,236	\$133,118	\$137,097	\$141,175	\$145,356
<b>Subtotal</b>	<b>7.0%</b>	<b>100.0%</b>	<b>\$77,013,042</b>	<b>\$429,363</b>	<b>\$1,568,000</b>	<b>\$1,611,313</b>	<b>\$1,655,708</b>	<b>\$1,701,213</b>	<b>\$1,747,856</b>	<b>\$1,904,563</b>	<b>\$1,956,289</b>	<b>\$2,009,309</b>	<b>\$2,063,654</b>	<b>\$2,119,358</b>	<b>\$2,176,455</b>	<b>\$2,234,978</b>
<b>Category 2 - Local Transportation Infrastructure</b>	<b>%</b>	<b>%</b>	<b>Total</b>	<b>FY 18/19 <sup>1</sup></b>	<b>FY 19/20</b>	<b>FY 20/21</b>	<b>FY 21/22</b>	<b>FY 22/23</b>	<b>FY 23/24</b>	<b>FY 24/25</b>	<b>FY 25/26</b>	<b>FY 26/27</b>	<b>FY 27/28</b>	<b>FY 28/29</b>	<b>FY 29/30</b>	<b>FY 30/31</b>
TAM Program Management			\$3,750,000	\$0	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Category 2.1 Local Transportation Infrastructure	22.0%	83.0%	\$238,927,783	\$1,349,425	\$4,824,226	\$4,960,351	\$5,099,880	\$5,242,896	\$5,389,488	\$5,881,995	\$6,044,564	\$6,211,198	\$6,381,997	\$6,557,066	\$6,736,512	\$6,920,444
Category 2.2 Safe Pathways	3.0%	11.3%	\$32,581,061	\$184,013	\$657,849	\$676,412	\$695,438	\$714,940	\$734,930	\$802,090	\$824,259	\$846,982	\$870,272	\$894,145	\$918,615	\$943,697
Category 2.3 Sea Level Rise	1.0%	3.8%	\$10,860,354	\$61,338	\$219,283	\$225,471	\$231,813	\$238,313	\$244,977	\$267,363	\$274,753	\$282,327	\$290,091	\$298,048	\$306,205	\$314,566
Category 2.4 Innovative Technology	0.5%	1.9%	\$5,430,177	\$30,669	\$109,642	\$112,735	\$115,906	\$119,157	\$122,488	\$133,682	\$137,376	\$141,164	\$145,045	\$149,024	\$153,103	\$157,283
<b>Subtotal</b>	<b>26.5%</b>	<b>100.0%</b>	<b>\$291,549,375</b>	<b>\$1,625,444</b>	<b>\$5,936,000</b>	<b>\$6,099,969</b>	<b>\$6,268,037</b>	<b>\$6,440,306</b>	<b>\$6,616,883</b>	<b>\$7,210,130</b>	<b>\$7,405,952</b>	<b>\$7,606,670</b>	<b>\$7,812,406</b>	<b>\$8,023,284</b>	<b>\$8,239,435</b>	<b>\$8,460,990</b>
<b>Category 3 - School-Related Congestion</b>	<b>%</b>	<b>%</b>	<b>Total</b>	<b>FY 18/19 <sup>1</sup></b>	<b>FY 19/20</b>	<b>FY 20/21</b>	<b>FY 21/22</b>	<b>FY 22/23</b>	<b>FY 23/24</b>	<b>FY 24/25</b>	<b>FY 25/26</b>	<b>FY 26/27</b>	<b>FY 27/28</b>	<b>FY 28/29</b>	<b>FY 29/30</b>	<b>FY 30/31</b>
TAM Program Management			\$7,500,000	\$0	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
Category 3.1 Safe Routes to Schools	3.5%	30.4%	\$36,223,913	\$214,681	\$707,913	\$729,569	\$751,767	\$774,520	\$797,841	\$876,194	\$902,058	\$928,568	\$955,740	\$983,592	\$1,012,140	\$1,041,402
Category 3.2 Cross Guard Program	7.0%	60.9%	\$72,447,825	\$429,363	\$1,415,826	\$1,459,139	\$1,503,534	\$1,549,039	\$1,595,682	\$1,752,389	\$1,804,115	\$1,857,135	\$1,911,480	\$1,967,184	\$2,024,281	\$2,082,805
Category 3.3 Small School Safety Projects	1.0%	8.7%	\$10,349,689	\$61,338	\$202,261	\$208,448	\$214,791	\$221,291	\$227,955	\$250,341	\$257,731	\$265,305	\$273,069	\$281,026	\$289,183	\$297,544
<b>Subtotal</b>	<b>11.5%</b>	<b>100.0%</b>	<b>\$126,521,427</b>	<b>\$705,381</b>	<b>\$2,576,000</b>	<b>\$2,647,156</b>	<b>\$2,720,091</b>	<b>\$2,794,850</b>	<b>\$2,871,477</b>	<b>\$3,128,925</b>	<b>\$3,213,904</b>	<b>\$3,301,008</b>	<b>\$3,390,289</b>	<b>\$3,481,803</b>	<b>\$3,575,604</b>	<b>\$3,671,750</b>
<b>Category 4 - Local Transit Services</b>	<b>%</b>	<b>%</b>	<b>Total</b>	<b>FY 18/19 <sup>1</sup></b>	<b>FY 19/20</b>	<b>FY 20/21</b>	<b>FY 21/22</b>	<b>FY 22/23</b>	<b>FY 23/24</b>	<b>FY 24/25</b>	<b>FY 25/26</b>	<b>FY 26/27</b>	<b>FY 27/28</b>	<b>FY 28/29</b>	<b>FY 29/30</b>	<b>FY 30/31</b>
TAM Program Management			\$3,000,000	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Category 4.1 Bus Transit Service	33.0%	60.0%	\$361,261,486	\$2,024,138	\$7,332,000	\$7,536,188	\$7,745,480	\$7,960,004	\$8,179,892	\$8,918,653	\$9,162,507	\$9,412,457	\$9,668,656	\$9,931,260	\$10,200,429	\$10,476,327
Category 4.2 Rural/Recreational Bus Services	3.0%	5.5%	\$32,841,953	\$184,013	\$666,545	\$685,108	\$704,135	\$723,637	\$743,627	\$810,787	\$832,955	\$855,678	\$878,969	\$902,842	\$927,312	\$952,393
Category 4.3 Transit Services for Special Needs	9.5%	17.3%	\$103,999,519	\$582,706	\$2,110,727	\$2,169,509	\$2,229,759	\$2,291,516	\$2,354,817	\$2,567,491	\$2,637,691	\$2,709,647	\$2,783,401	\$2,858,999	\$2,936,487	\$3,015,912
Category 4.4 Transit Services to Schools	5.0%	9.1%	\$54,736,589	\$306,688	\$1,110,909	\$1,141,847	\$1,173,558	\$1,206,061	\$1,239,378	\$1,351,311	\$1,388,259	\$1,426,130	\$1,464,948	\$1,504,736	\$1,545,520	\$1,587,322
Category 4.5 Bus Transit Facilities	4.0%	7.3%	\$43,789,271	\$245,350	\$888,727	\$913,477	\$938,846	\$964,849	\$991,502	\$1,081,049	\$1,110,607	\$1,140,904	\$1,171,958	\$1,203,789	\$1,236,416	\$1,269,858
Category 4.6 Ferries and Regional Transit	0.5%	0.9%	\$5,473,659	\$30,669	\$111,091	\$114,185	\$117,356	\$120,606	\$123,938	\$135,131	\$138,826	\$142,613	\$146,495	\$150,474	\$154,552	\$158,732
<b>Subtotal</b>	<b>55.0%</b>	<b>100.0%</b>	<b>\$605,102,476</b>	<b>\$3,373,563</b>	<b>\$12,320,000</b>	<b>\$12,660,313</b>	<b>\$13,009,133</b>	<b>\$13,366,674</b>	<b>\$13,733,153</b>	<b>\$14,964,422</b>	<b>\$15,370,845</b>	<b>\$15,787,428</b>	<b>\$16,214,427</b>	<b>\$16,652,100</b>	<b>\$17,100,715</b>	<b>\$17,560,545</b>
<b>Total Sales Tax Programming</b>	<b>100%</b>		<b>\$1,100,186,320</b>	<b>\$6,133,750</b>	<b>\$22,400,000</b>	<b>\$23,018,750</b>	<b>\$23,652,969</b>	<b>\$24,303,043</b>	<b>\$24,969,369</b>	<b>\$27,208,040</b>	<b>\$27,946,991</b>	<b>\$28,704,415</b>	<b>\$29,480,776</b>	<b>\$30,276,545</b>	<b>\$31,092,209</b>	<b>\$31,928,264</b>

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14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
FY 31/32	FY 32/33	FY 33/34	FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/48 <sup>3</sup>
\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
\$448,921	\$470,909	\$510,852	\$524,695	\$538,883	\$553,427	\$568,334	\$583,614	\$599,276	\$615,329	\$631,784	\$648,650	\$665,937	\$683,657	\$701,820	\$720,437	\$739,519	\$558,595
\$598,562	\$627,879	\$681,136	\$699,593	\$718,511	\$737,903	\$757,779	\$778,152	\$799,034	\$820,439	\$842,378	\$864,866	\$887,916	\$911,543	\$935,760	\$960,583	\$986,026	\$744,793
\$897,842	\$941,819	\$1,021,704	\$1,049,389	\$1,077,767	\$1,106,854	\$1,136,668	\$1,167,228	\$1,198,551	\$1,230,658	\$1,263,567	\$1,297,299	\$1,331,875	\$1,367,314	\$1,403,640	\$1,440,874	\$1,479,039	\$1,117,190
\$149,640	\$156,970	\$170,284	\$174,898	\$179,628	\$184,476	\$189,445	\$194,538	\$199,759	\$205,110	\$210,595	\$216,217	\$221,979	\$227,886	\$233,940	\$240,146	\$246,506	\$186,198
<b>\$2,294,965</b>	<b>\$2,397,577</b>	<b>\$2,583,976</b>	<b>\$2,648,575</b>	<b>\$2,714,790</b>	<b>\$2,782,659</b>	<b>\$2,852,226</b>	<b>\$2,923,532</b>	<b>\$2,996,620</b>	<b>\$3,071,535</b>	<b>\$3,148,324</b>	<b>\$3,227,032</b>	<b>\$3,307,708</b>	<b>\$3,390,400</b>	<b>\$3,475,160</b>	<b>\$3,562,039</b>	<b>\$3,651,090</b>	<b>\$2,806,776</b>

FY 31/32	FY 32/33	FY 33/34	FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/48 <sup>3</sup>
\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
\$7,108,975	\$7,431,469	\$8,017,293	\$8,220,320	\$8,428,422	\$8,641,727	\$8,860,365	\$9,084,468	\$9,314,174	\$9,549,623	\$9,790,958	\$10,038,326	\$10,291,879	\$10,551,770	\$10,818,159	\$11,091,207	\$11,371,082	\$8,717,521
\$969,406	\$1,013,382	\$1,093,267	\$1,120,953	\$1,149,330	\$1,178,417	\$1,208,232	\$1,238,791	\$1,270,115	\$1,302,221	\$1,335,131	\$1,368,863	\$1,403,438	\$1,438,878	\$1,475,203	\$1,512,437	\$1,550,602	\$1,188,753
\$323,135	\$337,794	\$364,422	\$373,651	\$383,110	\$392,806	\$402,744	\$412,930	\$423,372	\$434,074	\$445,044	\$456,288	\$467,813	\$479,626	\$491,734	\$504,146	\$516,867	\$396,251
\$161,568	\$168,897	\$182,211	\$186,825	\$191,555	\$196,403	\$201,372	\$206,465	\$211,686	\$217,037	\$222,522	\$228,144	\$233,906	\$239,813	\$245,867	\$252,073	\$258,434	\$198,125
<b>\$8,688,083</b>	<b>\$9,076,542</b>	<b>\$9,782,194</b>	<b>\$10,026,749</b>	<b>\$10,277,418</b>	<b>\$10,534,353</b>	<b>\$10,797,712</b>	<b>\$11,067,655</b>	<b>\$11,344,346</b>	<b>\$11,627,955</b>	<b>\$11,918,654</b>	<b>\$12,216,620</b>	<b>\$12,522,036</b>	<b>\$12,835,087</b>	<b>\$13,155,964</b>	<b>\$13,484,863</b>	<b>\$13,821,985</b>	<b>\$10,625,651</b>

FY 31/32	FY 32/33	FY 33/34	FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/48 <sup>3</sup>
\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
\$1,071,396	\$1,122,702	\$1,215,901	\$1,248,201	\$1,281,308	\$1,315,243	\$1,350,026	\$1,385,679	\$1,422,223	\$1,459,681	\$1,498,075	\$1,537,429	\$1,577,767	\$1,619,113	\$1,661,493	\$1,704,933	\$1,749,458	\$1,327,301
\$2,142,792	\$2,245,403	\$2,431,802	\$2,496,401	\$2,562,616	\$2,630,485	\$2,700,052	\$2,771,358	\$2,844,446	\$2,919,361	\$2,996,150	\$3,074,858	\$3,155,534	\$3,238,226	\$3,322,986	\$3,409,865	\$3,498,916	\$2,654,602
\$306,113	\$320,772	\$347,400	\$356,629	\$366,088	\$375,784	\$385,722	\$395,908	\$406,349	\$417,052	\$428,021	\$439,265	\$450,791	\$462,604	\$474,712	\$487,124	\$499,845	\$379,229
<b>\$3,770,300</b>	<b>\$3,938,877</b>	<b>\$4,245,103</b>	<b>\$4,351,231</b>	<b>\$4,460,012</b>	<b>\$4,571,512</b>	<b>\$4,685,800</b>	<b>\$4,802,945</b>	<b>\$4,923,018</b>	<b>\$5,046,094</b>	<b>\$5,172,246</b>	<b>\$5,301,552</b>	<b>\$5,434,091</b>	<b>\$5,569,943</b>	<b>\$5,709,192</b>	<b>\$5,851,922</b>	<b>\$5,998,220</b>	<b>\$4,611,131</b>

FY 31/32	FY 32/33	FY 33/34	FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/48 <sup>3</sup>
\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
\$10,759,123	\$11,242,863	\$12,121,601	\$12,426,141	\$12,738,294	\$13,058,251	\$13,386,208	\$13,722,363	\$14,066,922	\$14,420,095	\$14,782,097	\$15,153,150	\$15,533,479	\$15,923,316	\$16,322,898	\$16,732,471	\$17,152,283	\$13,171,942
\$978,102	\$1,022,078	\$1,101,964	\$1,129,649	\$1,158,027	\$1,187,114	\$1,216,928	\$1,247,488	\$1,278,811	\$1,310,918	\$1,343,827	\$1,377,559	\$1,412,134	\$1,447,574	\$1,483,900	\$1,521,134	\$1,559,298	\$1,197,449
\$3,097,323	\$3,236,582	\$3,489,552	\$3,577,222	\$3,667,085	\$3,759,194	\$3,853,605	\$3,950,377	\$4,049,568	\$4,151,239	\$4,255,452	\$4,362,270	\$4,471,759	\$4,583,985	\$4,699,016	\$4,816,923	\$4,937,778	\$3,791,923
\$1,630,170	\$1,703,464	\$1,836,606	\$1,882,749	\$1,930,045	\$1,978,523	\$2,028,213	\$2,079,146	\$2,131,352	\$2,184,863	\$2,239,712	\$2,295,932	\$2,353,557	\$2,412,624	\$2,473,166	\$2,535,223	\$2,598,831	\$1,995,749
\$1,304,136	\$1,362,771	\$1,469,285	\$1,506,199	\$1,544,036	\$1,582,818	\$1,622,571	\$1,663,317	\$1,705,081	\$1,747,890	\$1,791,769	\$1,836,745	\$1,882,846	\$1,930,099	\$1,978,533	\$2,028,178	\$2,079,065	\$1,596,599
\$163,017	\$170,346	\$183,661	\$188,275	\$193,004	\$197,852	\$202,821	\$207,915	\$213,135	\$218,486	\$223,971	\$229,593	\$235,356	\$241,262	\$247,317	\$253,522	\$259,883	\$199,575
<b>\$18,031,871</b>	<b>\$18,838,106</b>	<b>\$20,302,668</b>	<b>\$20,810,234</b>	<b>\$21,330,490</b>	<b>\$21,863,752</b>	<b>\$22,410,346</b>	<b>\$22,970,605</b>	<b>\$23,544,870</b>	<b>\$24,133,492</b>	<b>\$24,736,829</b>	<b>\$25,355,250</b>	<b>\$25,989,131</b>	<b>\$26,638,859</b>	<b>\$27,304,831</b>	<b>\$27,987,452</b>	<b>\$28,687,138</b>	<b>\$22,053,237</b>

<b>\$32,785,221</b>	<b>\$34,251,101</b>	<b>\$36,913,941</b>	<b>\$37,836,790</b>	<b>\$38,782,709</b>	<b>\$39,752,277</b>	<b>\$40,746,084</b>	<b>\$41,764,736</b>	<b>\$42,808,855</b>	<b>\$43,879,076</b>	<b>\$44,976,053</b>	<b>\$46,100,454</b>	<b>\$47,252,965</b>	<b>\$48,434,290</b>	<b>\$49,645,147</b>	<b>\$50,886,275</b>	<b>\$52,158,432</b>	<b>\$40,096,795</b>
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