



# Measure A Strategic Plan Update

Board of Directors  
October 2, 2014



## Presentation Outline

- Strategic Plan development process
- Program challenges and opportunities
- Financial outlook
- Recommendations
- Implementation strategy
- Next steps



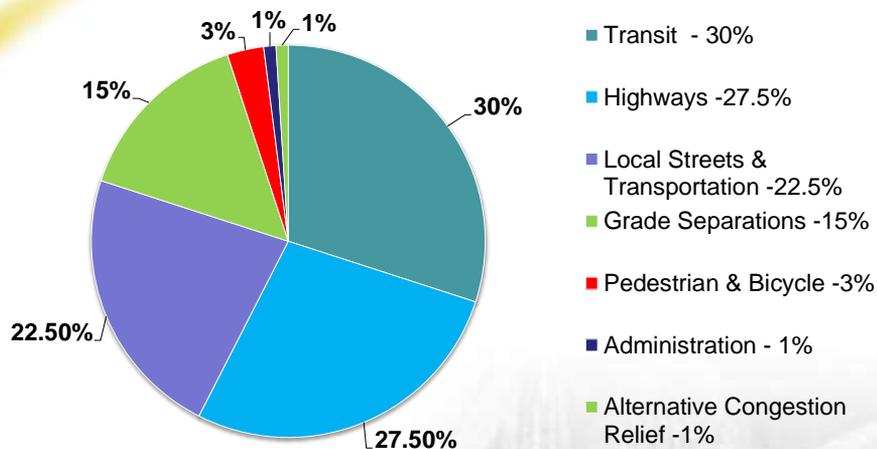
## Background

- **Original Measure A: 1989 – 2008**  
**Current Measure A: 2009 – 2033**
- **Measure A requires a strategic plan be updated every 5 years to set project selection and ranking processes**
- **Strategic Plan for 2009-2013 was adopted in December 2008**
- **Current Strategic Plan update is needed for 2014 – 2019**

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## Measure A – Program Categories



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## Purpose of Strategic Plan Update

**Review and modify, as needed, the policy framework for guiding programming and allocation decisions, including:**

- **Funding prioritization and evaluation criteria for the selection of candidate projects**
- **Procedures for sponsors to initiate and implement projects**

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## Strategic Plan Development Process

- **Review accomplishments over the past 5 years**
  - **Assessed what worked and what did not work as well**
- **Review county demographics and travel data**
  - **Determine if program evaluation criteria need to be revised for changing demographics and travel data**
- **Receive input from stakeholders on how Measure A processes have performed**
- **Review Measure A financial outlook**

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## Stakeholder Outreach

During July and August, TA staff reached out to the following stakeholders for input:

- TA, SamTrans and Caltrain Citizens Advisory Committees
- C/CAG Technical Advisory Committee
- SM County Paratransit Coordinating Council
- SamTrans Accessibility Committee
- San Mateo County Economic Development Association
- C/CAG Congestion Management and Environment Quality Program Committee
- C/CAG Bicycle and Pedestrian Committee

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## Challenges and Opportunities

- The current processes for project selection and initiation are viewed as working well
- The flexibility of the program is particularly appreciated
- The challenges/opportunities include:
  - Program-wide
  - Category specific

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## Program-wide Challenges and Opportunities

- Establish metrics to better determine how well selected projects are meeting Measure A plan goals
- Find that sponsor resources, expertise and funding may impact project delivery
- Need to focus on the following in light of state-wide and regional initiatives:
  - Complete Streets
  - Sustainability

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## Category-specific Challenges and Opportunities

### Highway/Grade Separation Programs

- Insufficient funding available to deliver projects already in pipeline
- Need to balance delivery of planned projects while allowing for new projects

### Pedestrian and Bicycle Program

- Stakeholders' concern that 3% of funds is insufficient to address bike/ped needs
- Ensure funds are available for a mix of projects, while retaining the ability to deliver large capital projects

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## Category-specific Challenges and Opportunities

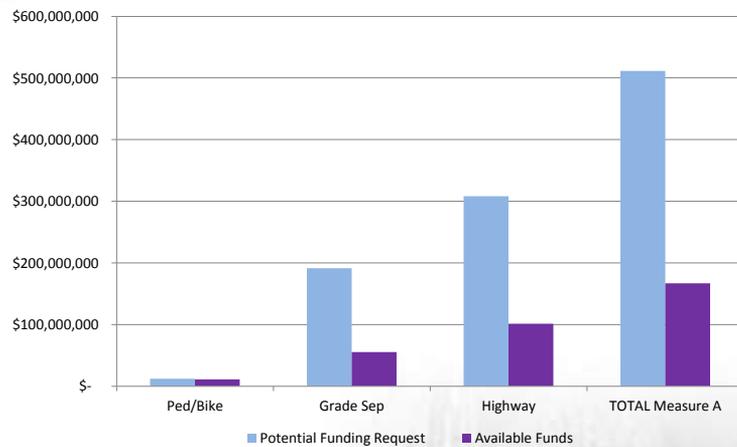
### Shuttle Program

- **SamTrans is developing a Mobility Management Plan to provide planning guidance**
  - **Who is best suited to planning and administering shuttle service?**
  - **How can TA leverage this planning effort to improve shuttle service delivery and productivity?**

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## Funding Challenges FY2015 - 2019



Potential funding needs over the next five years from the projects that received funding from the ped/bike, grade separation and highway call-for-projects.

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## Anticipated Funding Challenges

- Pipeline projects in the grade separation, highway and pedestrian/bicycle categories exceed \$500 million over the next 5 years
- Estimated Measure A receipts for these categories (\$167 million) during the same time period will be insufficient

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## Financial Outlook

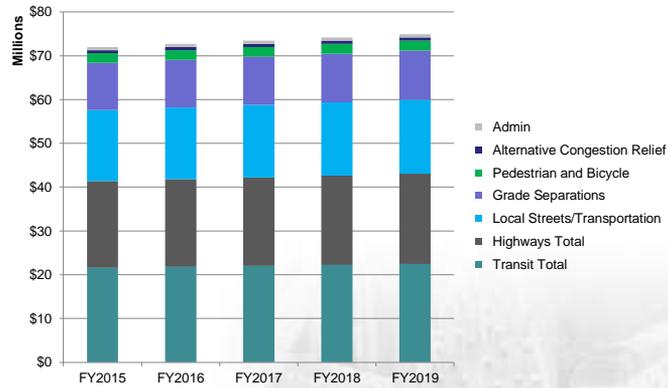
- Budgeted Fiscal Year 2015 sales tax revenue receipts: \$72 million
- Available Measure A funds over the next 5 years: \$430 million
  - Assuming a 1% growth of sales tax receipts: \$367 million
  - Including current fund balance from new Measure A: \$63 million

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## Annual Measure A Revenues

	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Measure A Revenues (\$M)	\$72.0	\$72.7	\$73.4	\$74.2	\$75.0



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## Financial Outlook

Sales tax revenue receipts for each category over the next 5 years and potential needs:

<u>Program Category</u>	<u>Est. Receipts (\$M)</u>	<u>Potential Needs (\$M)</u>
Alt. Congestion Relief	\$3.6	*
Pedestrian & Bicycle	\$11.0	\$12
Grade Separation	\$55.1	\$191
Local Streets & Roads	\$82.6	*
Highways	\$101.0	\$308
Transit	\$110.2	*

\* No figures estimated for these categories; no list of pipeline of projects generated from the prior calls-for-projects.

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## Other Funding Issues

- **Current call-for-projects funding cycles may not align well with anticipated state and federal grant opportunities**
- **Potential funding opportunities, with some uncertainties**
  - **Federal MAP21 Reauthorization**
  - **State Cap & Trade funds**
  - **Caltrans STIP**
- **Project sponsors encouraged to explore other funding opportunities, including traditional and innovative financing**

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## Recommendations and Implementation Strategy

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## Project Selection & Funding Cycles

- **Board-approved project selection framework has worked well; minor adjustments are needed**
- **Adjust call-for-projects funding cycles to leverage external funding opportunities**
  - Better align with federal, state & regional cycles
- **Partner with SamTrans on Mobility Management Plan**
  - Look for opportunities to improve selection of high-performing and cost-effective shuttles
  - Develop a County Alternative Congestion Relief Plan; establish strategies to assist with project selection

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## Project Selection Criteria

- **For discretionary categories such as highways, ped/bike and grade separations, project selection should consider Complete Streets, where contextually appropriate and required, to benefit multimodal projects**
  - Funding for multimodal projects still needs to consider Measure A program category constraints
- **Better define sustainability as a project selection criterion**
  - Promote sustainable practices in planning and design, and in construction methods

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## Project Initiation & Implementation

- **Require Project Sponsors to coordinate project delivery decisions with the TA based on staffing resource and expertise**
- **Allow Project Sponsors to delegate implementation responsibility to TA or other entities:**
  - Highway Program
  - Shuttle Program

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## Implementation

- **Continue with current call-for-projects process**
  - Develop schedule that better aligns with other funding programs
- **Capital Improvement Program development to better help manage funding needs with projected revenues**
  - Better align with Measure A funding cycles
  - Advocacy planning tool to better leverage external funding
- **Coordinate with C/CAG on countywide planning efforts to better assist and guide the Measure A project selection processes**

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## Implementation

- **Explore and consider financing to advance needed projects**
  - Backed by future Measure A receipts
  - Need to consider financing costs versus future construction cost increases
- **Explore and develop performance measures to better determine if programs meet Measure A goals, taking into consideration both quantitative and qualitative evaluation**

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## Schedule

- **Oct. 2 – Review draft Strategic Plan recommendations with Board**
- **October/November – Public outreach on draft plan**
- **November – Review comments; incorporate where warranted**
- **Dec. 4 – Board adoption of final FY2014-2019 Strategic Plan**

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