

## STAFF REPORT

**SUBJECT:** Measure A Strategic Plan

**MEETING DATE:** May 21, 2009

**AGENDA ITEM:** 10

**STAFF CONTACT:** Jim Kemp, Steve VanDenburgh

**RECOMMENDATION:**

Receive a summary of the presentation made to the SBCAG Subregional Committees on the initiation of the Measure A Strategic Plan development process.

**SUMMARY:**

On May 6, the North County and South Coast Subregional Committees of the SBCAG board met separately with the Parsons Brinckerhoff team in Buellton and at the SBMTD offices, respectively, to hear a presentation from PB on the team's approach and methodology for preparing the Strategic Plan and the milestones at which PB will ask the board to make decisions that will shape the Plan, such as how projects should be prioritized in the plan for funding.

Attached to this staff report is a copy of PB's Powerpoint Presentation to the committees. SBCAG staff will review some of the key points of the presentation and answer any additional questions board members may have.

Based on the schedule that PB has established for developing the plan, board members should reserve the following dates on their calendars (all are Wednesdays) for subregional committee meetings. North County meetings would be held at 9:00 a.m. and South Coast meetings at 1:30 p.m., on the following topics:

July 1	Project prioritization criteria, methods for allocating subregional funds to projects and programs, potential project lead agencies
August 5	Interregional bus service cost sharing (north\south), Interregional transit operator arrangements
October 7	Uses of leveraged and matching funds, SBCAG staffing needs analysis
November 4	Draft Strategic Plan

**DISCUSSION:**

The passage of Measure A will provide over \$1.0 billion for transportation needs over 30 years within the county, from 2010-2040, and help leverage and match an estimated \$ 0.5 billion in state and federal funds. Measure A goes into effect and revenues begin to be collected on April 1, 2010. Funds will be spent according to the Investment Plan approved by voters. But not all \$1.5 billion in projects can be delivered in the first year of the program. A schedule for

**Member Agencies**

Buellton ■ Carpinteria ■ Goleta ■ Guadalupe ■ Lompoc ■ Santa Barbara ■ Santa Maria ■ Solvang ■ Santa Barbara County

delivering projects in the investment plan must be developed based on many factors including availability of Measure A funds and matching funds, debt financing options, project development schedules, project priorities, etc. Funding from other sources required to complete the projects included in the Investment Plan must be identified. The agencies that will be responsible for delivering the projects in the plan must also be identified. The Measure A ordinance requires that SBCAG adopt a Strategic Plan no later than November 1, 2010 to address these and other issues.

On April 16, the board hired Parsons Brinckerhoff to prepare the Strategic Plan. PB's contract budget, as approved by the board, is \$300,000 and is effective May 1, 2009. SBCAG has asked PB to complete the Strategic Plan by the end of the calendar year 2009. This would allow SBCAG time after the New Year to begin a bond issuance process before revenues are collected on April 1, 2010, if a bonding strategy is recommended in the plan adopted by the board.

PB is an international planning and engineering firm with an office located in Los Angeles. PB's team includes two local firms, MNS Engineers (Buellton, Santa Barbara) and Com3 Consulting (Santa Barbara). The local firms bring knowledge of the Measure A program to the team and will assist PB with project cost estimating, project descriptions, program scheduling, and lead agency identification. A third firm, Sharon Greene & Associates will be responsible on the team for developing a matching and leveraged funds strategy for the program. PB also has on its roster the financial advisory firm of Montague DeRose. Montague's role will be to advise PB and SBCAG on any bond issuance scenarios that are developed as part of the Strategic Plan.

PB, Com3, and Sharon Greene & Associates worked as a team to prepare the *101 in Motion* plan adopted by the SBCAG board in July 2006. They are experienced at facilitating meetings of elected officials and technical staff in a public setting, working with such groups to establish project priorities, and working through difficult issues to reach a resolution. These are critical roles that the consultant must play in this process. In the written proposal and interviews, they demonstrated superior knowledge of the Measure A program. They highlighted issues that will have to be resolved to complete the plan such as determining which sub-region program(s) will fund interregional transit services. They also demonstrated that they understand that much of the highway project cost estimating work has already been completed. They demonstrated they have the resources to handle the transit aspects of this assignment, including developing a rail project scope and cost estimate and evaluating current interregional transit service arrangements. Finally, they placed more emphasis on getting consensus on the prioritization of projects in the program which staff believes is critical to a successful outcome.

The primary purposes of the Strategic Plan are to:

- Define the preliminary scope, cost and schedule for each project. More detailed and consistent cost estimates and descriptions will need to be developed than what is included in the Investment Plan. In order for a schedule of projects to be adopted, criteria will have to be developed to prioritize Measure A projects and other large, non-Measure A projects that have received funding from SBCAG but have funding shortfalls. These non-Measure A projects, including Highway 101 Linden Avenue\Casitas Pass Road Interchanges in Carpinteria and Highway 166 Widening, Guadalupe to Santa Maria, may compete in the early years of the program for regional funding with Measure A projects.
- Identify critical issues and risks to program delivery such as the sensitivity of sales tax revenues to various potential economic scenarios or the effect that State budget shortfalls or the upcoming federal transportation authorization bill (and future federal funding) may have on the timing or availability of matching funding.

- Detail revenue projections and possible financing tools needed to deliver the Investment Plan. Projects will have to be prioritized and either spread out over 30 years to match cash flow or some debt financing options will have to be looked at to see if projects could be front loaded in the program.
- Identifying the sources of matching and leveraged funds for the projects in the Investment Plan. The Strategic Plan will analyze the amount of funding required from the STIP, STIP-TE, STP, Measure D ending balance, and State-Local Partnership program needed to deliver the projects.
- Identifying a lead agency or “project sponsor” for each project. This will require analyzing the resources and experience of local agencies, SBCAG and Caltrans to determine the agency that is in the best position to deliver the projects.

The development of the Strategic Plan will be an interactive process with TTAC, the North and South Coast Subregional Committees, the SBCAG Board and the Citizens Oversight Committee. The latter must be formed at least 90 days prior to the adoption of the Strategic Plan, but no later than April 1, 2010, so it may review the plan and provide comments before it is adopted.

On May 6, the North County and South Coast Subregional Committees of the SBCAG board met separately with the PB team, in Buellton and at the SBMTD offices, respectively, to hear a presentation from PB on the team’s approach and methodology for preparing the Strategic Plan, and the milestones at which the board will be asked to make decisions that will shape the Strategic Plan, such as how projects should be prioritized in the plan for funding. A copy of PB’s Powerpoint presentation is attached to the staff report.

The PB team has also begun scheduling one-on-one meetings with local agencies, MTD and Caltrans to gather information required for the preparation of the Strategic Plan. TTAC members will continue to be consulted through the summer at one-on-one meetings or at TTAC meetings, as the Strategic Plan is developed.

**RECOMMENDATION:**

Receive a summary of the presentation made to the SBCAG Subregional Committees on the initiation of the Measure A Strategic Plan development process.

**Attachments:**

1. Summary of Measure A (Road Repair, Traffic Relief, and Transportation Safety Measure for Santa Barbara County)
2. Powerpoint Slides, Preparation of Measure A Strategic Plan

# ROAD REPAIR, TRAFFIC RELIEF AND TRANSPORTATION SAFETY MEASURE FOR SANTA BARBARA COUNTY

## Summary

This measure, consisting of an ordinance and investment plan, will implement needed road repair, traffic relief, and transportation safety projects and programs in Santa Barbara County.

The measure calls for the North County and South Coast to each receive \$455 million in funding for high priority transportation projects and programs that advisory committees in each region have selected to address the current and future needs of that region.

In the North County, the plan includes widening the Highway 101 Santa Maria River Bridge, improving safety on rural highways like 166, improving safety at school crossings and providing safe routes to schools, increasing senior and disabled accessibility to public transit, making local street improvements such as pothole and bridge repairs and adding turn lanes at intersections.

On the South Coast, the plan includes providing incentives for commuters to form carpools and vanpools, safer walking and bike routes to schools, increasing senior and disabled accessibility to public transit and making local street improvements such as pothole repairs and synchronized traffic signals. +

The measure will relieve traffic congestion and improve safety by providing \$140 million in matching funds to widen Highway 101 from 4 lanes to 6 lanes south of Santa Barbara and \$42 million for improvements on Highway 101 in the North County.

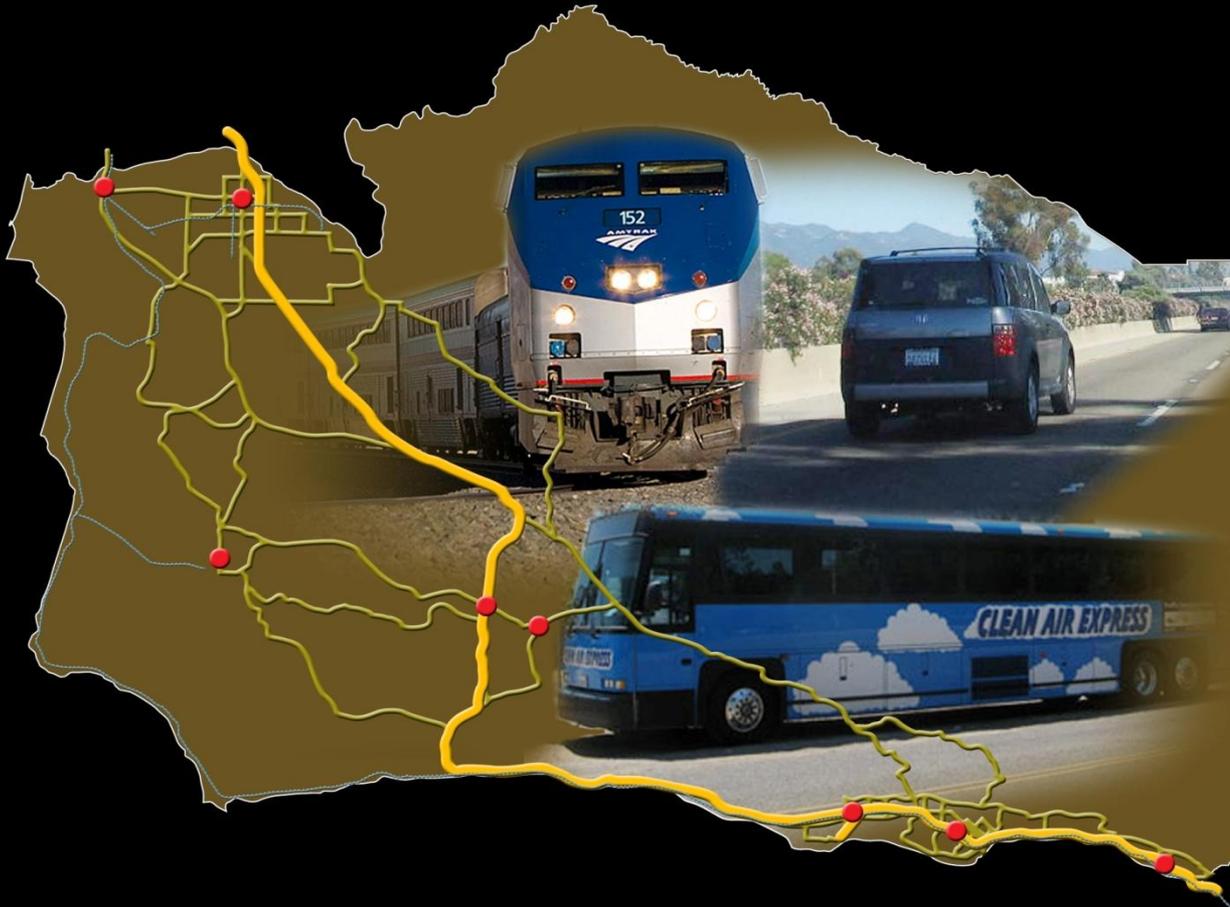
The improvements will be funded through a continuation of a local one half percent (1/2%) sales tax approved by county voters in 1989 which will expire in 2010. Upon approval of this measure by two-thirds of county voters, the term will be extended for 30 years, generate \$1.050 billion, and match an estimated \$522 million in federal and state gas taxes, developer fees and other funding for projects described in this investment plan.

The Santa Barbara County Local Transportation Authority, consisting of local elected officials from the eight cities and the board of supervisors, will administer the measure according to strict accountability provisions including annual independent financial audits and public review of expenditures by a citizen's oversight committee.

<b>REQUIRED INVESTMENTS</b>			
<b><u>Highway 101 Widening: Carpinteria to Santa Barbara</u></b>		<b>\$140 million</b>	
<b><u>North County</u></b>		<b>\$455 million</b>	
Hwy 101/Union Valley Parkway Interchange	Orcutt		\$10 mil.
Hwy 101 Santa Maria River Bridge	Santa Maria		\$10 mil.
Hwy 101/135 (Broadway) Interchange	Santa Maria		\$10 mil.
Hwy 101/Betteravia Interchange	Santa Maria		\$2 mil.
Hwy 101/McCoy Interchange	Santa Maria		\$10 mil.
Hwy 246 Passing Lanes	Lompoc-Buellton		\$20 mil.
Hwy 246/Santa Ynez River Bridge	Lompoc		\$8 mil.
Highway 166 Safety Improvements.	Guadalupe-Cuyama		\$3 mil.
Solvang Circulation Improvements			\$3 mil.
Buellton Circulation Improvements			\$3 mil.
Guadalupe Circulation Improvements			\$3 mil.
Specialized Transit, Seniors-Disabled			\$4.5 mil.
Safe Routes to School, Bicycle & Pedestrian			\$3 mil.
Carpool and Vanpool Program			\$2 mil.
Interregional Transit			\$22.5 mil.
Local Street & Transportation Improvements			\$341 mil.
(allocated as follows, with a min. of \$43 mil. for Safe Routes to School, transit services, bicycle, pedestrian and other alternative modes)			
Buellton	\$9.9 mil.	Guadalupe	\$12.5 mil.
Lompoc	\$65.4 mil.	Santa Maria	\$137.2 mil.
Solvang	\$11.2 mil.	County\Unincorp.	\$104.8 mil.
<b><u>South Coast</u></b>		<b>\$455 million</b>	
Safe Routes to School			\$13 mil.
Bike & Pedestrian Program			\$13 mil.
South Coast Transit Operations Program			\$58 mil.
South Coast Transit Capital Program			\$27 mil.
Interregional Transit			\$25.35 mil.
Specialized Transit, Seniors-Disabled			\$6 mil.
Carpool and Vanpool Program			\$7 mil.
Commuter\Passenger Rail			\$25 mil.
Carpinteria Circulation Improvements			\$1 mil.
Goleta Overpass Improvements			\$7 mil.
Local Street & Transportation Improvements			\$272.7 mil.
(allocated as follows)			
Carpinteria	\$22.78 mil.	Goleta	\$42.91 mil.
Santa Barbara	\$104.05 mil.	County\Unincorp.	\$102.91 mil.

May 6, 2009

# Preparation of Measure A **STRATEGIC PLAN**



Presented to:



Subregional Committees

Presented by:



Parsons Brinckerhoff

In Association with:

Sharon Greene + Associates  
COM3 Consulting  
MNS Engineers



# The PB Team

Preparation of Measure A Strategic Plan



Project Management, Cost Estimates, Transit, & Organizational Analysis



Financial Plan



Project Definitions, Lead Agency, Prioritization



Project Definitions, Cost Estimates. Schedules



# Purpose of Strategic Plan

## Preparation of Measure A Strategic Plan

- Define scope, schedule, budget for each project
- Prioritize projects for delivery
- Identify critical issues and risks
- Establish sources and uses of matching and leveraged funds to maximize Measure A dollars
- Identify lead agency for each project
- Layout a year by year implementation schedule and cash flow



# Measure A Differs from Measure D

## Preparation of Measure A Strategic Plan

- Need for matching/leveraged funding
- Transit elements
- Separate North and South County allocations
- Citizens Oversight Committee
- Transportation programs with undefined project scopes
- Competitive transportation programs



# Measure A Projects/ Programs

## Preparation of Measure A Strategic Plan

- 10 defined road projects
- 1 defined rail project
- 4 circulation improvement programs (scopes TBD)
- 3 safe routes to school and pedestrian/bike programs
- 3 bus operation programs
- 1 bus capital program
- 4 carpool and specialized transit programs
- 2 local return programs



# A Successful Strategic Plan:

## Preparation of Measure A Strategic Plan

- Delivers projects as promised in 30 years
- Maximizes benefits and minimizes costs
- Informs the community
- Maintains consensus despite tough choices
- Gives Board community buy-in so that policies do not require re-hashing at each milestone and funding cycle



# Keys to Success

## Preparation of Measure A Strategic Plan

- Consensus through incremental steps
- Regular/frequent interface with Subregional Committees (SCs) and TTAC
- Agreement on protocols
- Project by project assessment
- Timeline of leveraged funding that can be “opportunistic”
- Factual basis for informed decisions



# TTAC Input Needed on:

## Preparation of Measure A Strategic Plan

- Project scopes, budgets and schedules
- Prioritization criteria
- Sequencing of projects
- Distribution of Measure A revenue - %, set amount, other
- Uses of matching funds
- Cost overrun/ underrun protocol
- Escalation protocol
- Interregional Transit Program – North/South
- Lead agency
- Draft Strategic Plan



# Role of Citizens Oversight Committee

## Preparation of Measure A Strategic Plan

- Review Draft Strategic Plan
- Ensure accountability to voters of expenditures
- Ensure provisions of Investment Plan and Ordinance are carried out



# Subregional Committee Decision Points

## Preparation of Measure A Strategic Plan

### *July 2009*

- Project priorities
- Allocation protocols for subregional funds
- Lead agency for each project

### *August 2009*

- Funding for Interregional projects
- Interregional operator arrangements

### *October 2009*

- Uses of leveraged funds
- SBCAG staffing needs

### *November 2009*

- Draft Strategic Plan