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# Phase Three: 2035 Plan Post Referendum Analysis
# White Paper: Best Practices Research

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# Introduction

## Research Objective

This research is part of a larger effort to reexamine the needs of the community and analyze potential plan scenarios following a failed transportation sales tax referendum in 2010. As part of its mission to understand the transportation needs of the county and prepare a plan the community supports, the Hillsborough MPO is revisiting its Long Range Transportation Plan. The present task is the third and final phase of this effort.

### *Phase I*

The first phase explored alternative strategies for funding transportation projects and how those sources might be implemented in Hillsborough County. Research into possible funding strategies included using smaller, available opportunities and funding sources to implement key projects, such as gas tax, community investment tax, and special taxing districts.

### *Phase II*

Hypothetical funding scenarios, and corresponding projects the funds could pay for , were developed to gauge how palatable alternative funding sources are to the general public. A series of focus groups was conducted to discuss each of the funding scenarios with residents in Hillsborough County. Participants were grouped by the area they reside to discuss their reaction and opinion of each of the scenarios. Of the alternative scenarios discussed during the focus groups, local sales tax and gas tax were most favorable, as broader geographic applications that can address the overall transportation system's needs and a more fair collection method. The impact of increased sales tax was seen as small and fairly shared by everyone in the community, including visitors. Focus group participants largely felt increasing or expanding existing taxes would be more favorable than applying new taxes (in the case of mobility fees). At each discussion, it was apparent there is a deep lack of trust in local government's accountability, transparency, and consistency. However, many participants stated they would be more comfortable paying for something if there was a mechanism in place to ensure the funds are spent as promised. Also common was the mostly inaccurate recollection of the 2010 Sales Tax Referendum.

### *Phase III*

The first step in the third phase is to determine, through case study research, common themes in successful referenda. Twenty-three national examples of successful transportation referenda were identified, with a focus on measures undertaken in the last decade.

The next steps include conducting a statistically valid telephone survey; developing a project selection method, an accountability plan, and high level concept plans for a rail demonstration line; and assembling a potential project list with broad appeal to the community.

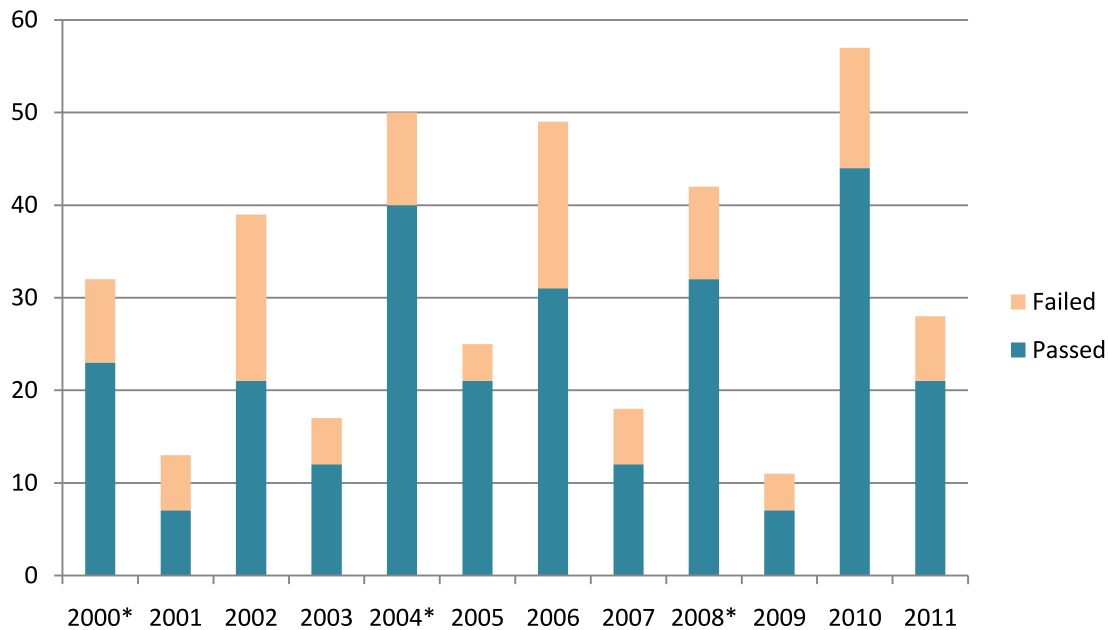
## Case Study Research

Since 2000, 383 transportation-related referenda have gone before voters across the country. These referenda are mechanisms for voters to choose to raise funds, often through locally-initiated sales tax increases, for desired transportation improvements. Of those 383 measures, 71 percent successfully passed[1]. Most recently, in 2011, 75 percent of the 28 referenda passed. Over the last decade, the trend has shown high voter support for transportation improvements with local tax dollars (**Figure 1**).

There is no difference in success for referenda on the ballot in even-number years compared to those in odd-number years – both have a success rate of approximately 70 percent. There is a substantial difference in the number of ballot initiatives however, with 271 in even years and 112 in odd.

The success rate for referenda on the ballot in the same year as a presidential election is higher (76 percent), however only three years in this sample were presidential election years, as noted.

Figure 1: Transportation Referenda by Year




** Election year*

## Purpose of this Document

This white paper documents several communities that held successful referenda over the past decade and leads to a discussion about how lessons learned might be applied in Hillsborough County. It is not intended as a reaction to Hillsborough County's efforts prior to the failed 2010 sales tax referendum.

The next section is an overview of the case studies (**Table 1**), followed by discussion highlighting exemplary measures arranged by theme. The themes were identified as being of particular interest or practical application in Hillsborough County. They include Project Mix, Selection, and Distribution of Funds; Accountability; and Public Education and Outreach.

The final section of this document includes discussion about some special cases, such as the state of Minnesota's project prioritization method for its state transportation plan and Hillsborough County's Community Investment Tax, and a simple tally and description of successful referenda in the past five years that were city-only efforts.

[1] Center for Transportation Excellence (www.cfte.org).

## Table 1: Case Study Research Summary

| City/Region and Name of Effort | Responsible Agency | Year Passed | Category of Tax/Fee | Proposed Increase (% & annual or total amount) | Year(s) of Prior Failed Attempts | Result of Vote | Project Package Composition | Areas of Note |
|---|---|---|---|---|---|---|---|---|
| Boulder County, CO Issue 1A | Boulder County | 2005 | Sales tax | 0.2% ($12M annually) | - | 52/48 | Transit & Trails ONLY; passed in 1992, Taxpayer's Bill of Rights limits tax amount a county can collect; Issue 1A exempted those limits, meaning county COULD collect taxes for transit and other improvements | |
| Contra Costa County, CA Measure J | | 2004 | Sales tax | 0.50% | - | 70/29 | Major Capital Project Expenses (35-40%) - widenings, corridor improvements (including rail stations), interchange improvements, carpool lane extensions, livable communities project grants, tunnel boring, and rail extension. Operating and Grant Program Expenses (34%); Hybrid Elements (32%) - Local street maintenance, pedestrian and bike facilities, ferry service, local bus service, and express bus service | Project Mix, Selection Process, and Distribution of Funds |
| Dallas Region, TX Bond approval | DART | 2000 | Bond sale approval | ($2.9B total bond release) | - | 77/23 | Light Rail | |
| Denver Region, CO FasTracks | RTD | 2004 | Sales tax | 0.40% ($158.2M annually) | 1997, 1999 | 58/42 | Light rail and bus improvements | Public Education and Outreach; Project Mix, Selection Process, and Distribution of Funds |
| City of Glendale, AZ GO Program | City of Glendale | 2001 | Sales tax | 0.3% | - | 64/36 | Transit (53%); Streets and roads (29%); Other programs and projects (13%); Bicycle and pedestrian (2%) | |
| Los Angeles County, CA Measure R | Los Angeles County MTA | 2008 | Sales tax | 0.50% ($40B total) | - | 67/33 | Rail & rapid transit expansion (16 projects); street improvements (8); traffic reduction (40); public transportation (9); quality of life (7) | Accountability; Project Mix, Selection Process, and Distribution of Funds |
| Maricopa County, AZ Proposition 400 | Maricopa Association of Governments | 2004 | Sales tax | 0.50% ($14.3B total) | 1994, 1997 | 58/42 | Highways (56.2%); Arterial Streets (10.5%); Transit (33.3%) | Public Education and Outreach; Accountability; Project Mix, Selection Process, and Distribution of Funds |
| Marin County, CA Measure A | Transportation Authority of Marin | 2004 | Sales tax | 0.50% | - | 71/29 | | |

| City/Region and Name of Effort | Responsible Agency | Year Passed | Category of Tax/Fee | Proposed Increase (% & annual or total amount) | Year(s) of Prior Failed Attempts | Result of Vote | Project Package Composition | Areas of Note |
|---|---|---|---|---|---|---|---|---|
| Miami-Dade County, FL People's Transportation Plan | Miami-Dade Board of County Commission | 2002 | Sales tax | 0.50% | - | 66/34 | Financing to increase capital and operating funds | Accountability; Project Mix, Selection Process, and Distribution of Funds |
| Orange County, CA Measure M | Orange County Transportation Authority (OCTA) | 2006 | Sales tax | 0.50% | - | 68.5/ 31.5 | | Public Education and Outreach; Accountability |
| Pima County, AZ | Regional Transportation Authority | 2006 | Sales tax | 0.50% | 2003 (City of Tucson), 2002 (City of Tucson), 1989 (countywide) | 67/33 | Roadways (58%); Transit (27%); Safety (9%); Env-Economic Development (6%); Statutory (<1%) | |
| Salt Lake, Weber, & Davis Counties, UT County Measure #2 | Utah Transit Authority | 2000 | Sales tax | 0.25% ($43M annually) | 1992 | 58/42 | 25% to I-15 improvements, 75% to transit (via 1992 legislation). Transit monies to fund 1) expanded bus service in each county that approved it; 2) expanded LRT in Salt Lake Co if it approves it, and 3) develop high-speed commuter rail for all three counties if all three counties approve it | Public Education and Outreach |
| Salt Lake & Utah Counties, UT Proposition 3/ Opinion Question | Utah Transit Authority | 2006 | Sales tax | 0.25% ($2.2B total) | - | 69/31 | 25% to I-15 improvements, 75% to transit (via 1992 legislation); 30 miles of LRT, 44 miles of CRT = 70 miles in seven years | Project Mix, Selection Process, and Distribution of Funds |
| San Joaquin County, CA Measure K | San Joaquin Council of Governments (SJCOG) | 2006 | Sales tax | 0.50% ($2.6B total) | - | 77.3/ 22.7 | 35 percent to local street repairs and roadway safety; 32.5 percent to congestion relief project; 30 percent to passenger rail, bus, and bicycles; and 2.5 percent to railroad crossing safety projects | Project Mix, Selection Process, and Distribution of Funds |
| San Mateo County, CA Measure A | San Mateo County Transportation Authority | 2004 | Sales tax | 0.50% | - | 75/25 | 30 percent to transit/paratransit, 27.5 percent to highways, 22.5 percent to local share, 15 percent to grade separations, 3 percent to bicycle and pedestrian facilities, 1 percent to alternative congestion relief programs, and 1 percent to administration | Project Mix, Selection Process, and Distribution of Funds |

| City/Region and Name of Effort | Responsible Agency | Year Passed | Category of Tax/Fee | Proposed Increase (% & annual or total amount) | Year(s) of Prior Failed Attempts | Result of Vote | Project Package Composition | Areas of Note |
|---|---|---|---|---|---|---|---|---|
| Santa Barbara County, CA Measure A2008 | Santa Barbara County Assoc of Govts | 2008 | Sales tax renewal | 0.50% ($1.05B total) | 2006 | 79/21 | Finish widening Hwy 101, local street improvements, safe routes to school, expand public transit with increased access, improve bike & ped paths, coordinate signals, earthquake retrofit | |
| Santa Clara County, CA Measure B | Valley Transit Authority and Santa Clara County | 2008 | Sales tax | 0.125% ($42M annually) | 2006 | 66.8/ 33.2 | Operating shortfalls and rising costs of implementing new rail and supporting operations for rail and expanded bus. Capital transportation projects (light rail expansion) have been delayed and funds reallocated to maintain bus and rail transit operations | |
| City of Seattle, WA Bridging the Gap | City of Seattle DOT | 2006 | Property tax, tax on commercial parking lots, employer tax* | $365M total | - | 54/46 | Street, bridge, and sidewalk repairs, transit improvements. Safe routes to schools | Project Mix, Selection Process, and Distribution of Funds; Accountability |
| Sonoma County, CA Traffic Relief Act | | 2004 | Sales tax | 0.25% ($17 – 30M annually) | - | 67.2/ 32.8 | | |
| St Louis County, MO Proposition A | Metro Transit Agency | 2010 | Sales tax | 0.50% ($75M annually) | 1997, 2008 | 62.9/ 37.8 | Fund bus, rail, and other transit capital and operating improvements. Metro's operating budget ($300M annually) is not sufficient and transit capital projects will be reduced if new operating revenues are not found | Public Education and Outreach; Project Mix, Selection Process, and Distribution of Funds |
| St Paul/ Minneapolis, MN MVST Amendment | | 2006 | State Constitutional Amendment dedicated 100% of motor vehicle sales tax (MVST) to highways and transit | $300M annually | - | 57/43 | Regional transit and highways | |

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| Washington State Nickel Package | Washington State Legislature | 2003 | Gas tax, heavy truck weight fees, motor vehicle sales tax | 5 cents/gallon gas tax increase; 15 % increase in gross weight fees on heavy trucks; 0.3 % increase in motor vehicle sales tax. ($3.9B total) | - | Enacted by state legi-slation | 158 projects total. Hwy projects: 82% of funding (focus on congestion relief); Hwy preservation: 3.7%; WA State Ferries: 7.6%; Freight Mobility: 0.3%; Multimodal improvements: 5.4% | |

** For this effort, only property tax required a vote.*

# Research Findings

## Common Traits

The following common themes were identified in the 23 case studies researched.

- Transit agencies and local municipality typically lead the effort
- Planning area typically matches the transit service boundaries, most often encompassing multiple municipalities
- Most referenda sunset; the shortest length of time was nine years, and the longest, 30; the three-county Salt Lake effort (2000) does not sunset
- 19 involved incremental increases to sales tax
- Increases ranged from 0.125 cents to 0.5 cents
- 11 cases approved a 0.5-cent increase to local sales taxes
- California requires 66 percent voter approval for a local sales tax to pass, as well as an expenditure plan outlining how the funds will be allocated, and an independent citizen oversight committee; therefore California cases are similar in regards to accountability and transparency

**Appendix A** contains additional information regarding the referenda included in this section.

## Project Mix, Selection Process, and Distribution of Funds

Most measures went to the ballot with a clearly defined plan and list of projects to be funded with the new or extended tax. Plans for light rail were especially detailed, while plans that funded a mix of infrastructure (resurfacing, railroad crossings, transit operations, etc.) often had percentages to guide how much funding would go to each category. The latter approach allows some flexibility, especially when a funding source is meant to continue for 30 years; priorities and needs can be reevaluated periodically. California measures are required to have detailed Expenditure Plans which also contribute to a high level of accountability.

Most measures also covered a large geographic area with multiple municipalities. It was common to see a percentage of the funds going directly to the local municipalities to use on locally-desired transportation projects. Additionally, project plans often took care to distribute the benefit of the new funding source both geographically and over time so that each area sees a tangible benefit during each planning period.

### *Contra Costa County, California*

Measure J was originally projected to fund $2.5 billion worth of transportation projects and programs through 2034 (revised to $1.5 billion). Its Expenditure Plan was developed over the course of two years with the participation of local governments, organizations, and residents. The plan identifies how the funds will be spent, and it received support from each Contra Costa jurisdiction and the County Board of Supervisors. While no specific prioritization process was located, preference is given to projects that maximize transportation benefits linked to providing affordable housing near transit or in downtown areas, and projects that benefit or have significance for all of Contra Costa County. Three categories were identified for project funding:

- Major Capital Project Expenses: 35-40 percent of annual revenues. Capital projects include: widenings, corridor improvements (some include rail stations), interchange improvements, carpool lane extensions, livable communities project grants, tunnel boring, and rail extension

- Operating and Grant Program Expenses: 34 percent of annual revenues
- Hybrid Elements: 32 percent of annual revenues; local street maintenance, pedestrian and bike facilities, ferry service, local bus service, and express bus service

### *Denver, Colorado*

After two unsuccessful transit referenda in 1997 and 1999, the metro Denver leadership made a concerted, coordinated regional effort to pass a 0.40 percent sales tax in 2004. The referendum passed with 58 percent of the vote in the RTD district, which includes nearly 40 jurisdictions.

The Plan developed by RTD to be funded by the increased sales tax included transit projects throughout the region, with many of them occurring simultaneously or in quick succession. The revenue from the increased sales tax was intended to speed up implementation of the system.

Prior to the vote, the Denver Economic Development Corporation published a 60-page paper detailing the benefits of a transit investment, including those related to TOD, quality of life, and the environment. Ultimately, much of the success of the rail, BRT, local bus, and Denver Union Station plan was attributed to its ability to benefit everyone, on a regional level. Improvements were programmed for every part of the RTD district, leaving no one out.

### *Los Angeles County, California*

Measure R's project package addressed the needs of the 88 cities in Los Angeles County with 15 percent of funds from the sales tax revenue allocated to local city-sponsored transportation improvements. In the first full year of implementation, local jurisdictions are expected to receive a total of over $100 million for their transportation needs.

Funds are distributed monthly by METRO based on a projected per capita formula established by the California State Department of Finance. Local jurisdictions are then able to use the funds on transportation projects that fall within the Local Return Guidelines. These Local Return funds may be put to work by cities for projects such as pothole repairs, major street resurfacing, left-turn signals, bikeways, pedestrian improvements, streetscapes, traffic signal synchronization, local transit service, and transportation plans, studies, or engineering. They may also be used as a local match to leverage larger state or federal grants. Revenue collected from the sales tax must fund transportation projects only.

Measure R devotes its funds to seven transportation categories:

- 35 percent to new rail and bus rapid transit projects,
- 20 percent to bus operations,
- 20 percent to carpool lanes, highways and other highway related improvements,
- 15 percent for local city sponsored improvements,
- 5 percent to rail operations,
- 3 percent to Metrolink projects, and
- 2 percent to METRO Rail system improvement projects.

Part of the measure's focus was on the 30/10 Initiative, a concept that uses the long-term revenue from the Measure R sales tax as collateral for long-term bonds and a federal loan. This financing approach is expected to allow METRO to build 12 key mass transit projects in 10 years, rather than 30, resulting in substantial cost savings. The 12 projects include seven new transit corridors (some as studies, some as capital projects) and five extensions to light rail or bus rapid transit lines.

### *Maricopa County, Arizona*

Proposition 400 continued the existing Proposition 300, the Regional Freeway System that funded a regional area road fund. The Proposition 400 campaign was spearheaded by the Maricopa Association of Governments (MAG). MAG is comprised of all municipalities and reservations in Maricopa County, and is both the MPO and council of governments for the Maricopa County region. Based on state statutes, it is responsible for developing regional transportation policy as well as setting transportation priorities and approving project scope and costs changes.

During the development of Proposition 400, MAG determined the region's transportation needs beyond 2005 and the expiration of Proposition 300. A key development in this process was the formation of the Transportation and Policy Committee (TPC). The TPC consisted of elected officials from the county's seven largest cities, several other smaller communities, and the county itself; an ADOT state board member, and six individuals from the private sector to represent business interests. The TPC was charged with developing the Regional Transportation Plan to define the projects funded by the tax extension over a 20-year timeframe. The TPC was identified as a key success factor behind passage of Proposition 400 because it consisted of experienced leadership and private sector members that built broad-based consensus.

The TPC divides the funding geographically, based on population and likely voter turnout, and based on current traffic measurements and growth projections. The project selection process for Proposition 400 was defined based on the Regional Transportation Plan. Prior to defining the region's needs, the TPC conducted a rigorous technical review of regional transportation deficiencies through corridor assessments, mode-specific analyses, and other regional planning studies, and recommended improvements. The TPC also considered the mix of project types, requiring a balance among desired freeways in the outlying areas, arterial street improvements in areas with greater density, and transit improvements. Funding and project selection decisions were made using a performance-based approach, with a selection of projects that showed the best chance for improvements, balancing these competing priorities. The resulting mix of projects included:

- Funding for new freeways in the Valley's high-growth areas;
- New interchanges and lanes for existing freeways;
- 275 miles of new or improved arterial streets;
- 1,200 new bus pullouts, 40 regional bus routes and 2,100 new buses; and
- 27 new miles of light rail, adding to a system already in the works in Phoenix and Tempe.

### *San Joaquin County, California*

The Measure K Renewal Expenditure Plan was developed from a three-year collaboration with local jurisdictions, community groups, business groups, the citizens of San Joaquin County, and as part of the Transportation Improvement Plan (TIP) which identifies priority projects and priority factors such as mobility accessibility, cost-effectiveness, environmental quality, environmental justice, and safety. Each of the category allocations provided as part of the measure are outlined in the TIP with specific details on how to distribute the funds.

Measure K allocates:

- 35 percent of funds to local street repairs and roadway safety
    - Focuses on maintenance of existing facilities and improving safety for all modes

- 32.5 percent to congestion relief project
  - Projects of regional importance; funds used with other revenues such as state funds and local fees allow for sooner-than-expected project delivery;
  - 60 percent of this category goes to state highway projects, 40 percent goes to regional arterial projects
- 30 percent to passenger rail, bus, and bicycles
  - Includes improvements to passenger rail transit, bus transit, bus rapid transit, bicycle and pedestrian facilities, and safe routes to school; intended to be used as a local match to leverage other state and federal funds
- 2.5 percent to railroad crossing safety projects
  - Provide motorist safety at railroad crossings; may include grade separated facilities and at-grade improvements

### *San Mateo County, California*

The Measure A expenditure plan was prepared with participation from the Countywide Technical Advisory Committee, focus groups, community workshops, voter surveys, and elected officials. Funding distribution reflects the Countywide Transportation Plan priorities, and it attempts to balance transit funding, road investments, and recognized local street needs. Public input was used to develop the criteria for project evaluation and prioritization, as well as monitoring programs and performance measures used to ensure efficient use of Measure A dollars. Projects were evaluated based on readiness and funding commitment to advance the project, geographical equity for the entire program, and effectiveness relating to project costs to benefits such as congestion relief, system connectivity, improved safety, and customer satisfaction.

The programming and allocation process included staff recommendations, Board consideration, funding agreements, and progress report submittals.

The project share and distribution from the San Mateo Measure A funds include:

- 30 percent to transit/paratransit,
- 27.5 percent to highways,
- 22.5 percent to local share,
- 15 percent to grade separations,
- 3 percent to bicycle and pedestrian facilities,
- 1 percent to alternative congestion relief programs, and
- 1 percent to administration.

### *City of Seattle, Washington*

The focus of Seattle's Bridging the Gap levy is on maintaining the transportation network and implementing backlogged improvements, from paving to Bicycle and Pedestrian Master Plan projects. To prioritize projects, the following goals were identified:

- Reduce the infrastructure maintenance backlog.
- Pave and repair Seattle streets.
- Make seismic upgrades to our most vulnerable bridges.
- Improve pedestrian and bicycle safety and create safe routes to schools.
- Increase transit speed and reliability.

More specific, measureable objectives communicate the measure's intentions and act as benchmarks over time. The levy sunsets after nine years, but in that time the Seattle Department of Transportation will:

- Resurface, restore, or replace approximately 200 lane-miles of arterial streets
- Rehabilitate or replace 3-5 bridges and seismically retrofit 5 additional bridges
- Repair or restore 144 blocks of sidewalks
- Build 117 blocks of new sidewalks
- Rehabilitate 40-50 stairways
- Restripe 5,000 crosswalks
- Create safe routes to schools near 30 elementary schools
- Support the development and implementation of a Pedestrian Master Plan
- Provide funding to implement the Bicycle Master Plan
- Add 4 miles of new multi-use paths
- Replace over 50,000 small, faded street and regulatory signs
- Provide funding for neighborhood-identified street improvements
- Secure up to 45,000 hours of new Metro Transit service
- Enhance transit and safety improvements on 3 key transit corridors
- Prune 25,000 street trees to prevent safety and security hazards
- Plant 8,000 new street trees
- Fund 3 major capital improvement projects: Spokane Street Viaduct, Mercer Street Corridor, and King Street Station

***Best Practices – Project mix, selection process, and distribution of funds***

1. Balance the mix based on public's needs with "no less than %" as guidelines with flexibility
2. Publicly developed plan completed before the vote
3. Encourage use of funds as the "local match" – multiplier effect
4. Plan component must be solid for first five years, more flexible after that
5. Something for everyone during each time period

## Accountability

While each measure's approach to accountability varied slightly, there were common elements that are applicable to future efforts. First, while most did not have a formalized Accountability Plan, there was language describing how the implementing agency would be held accountable to taxpayers, oftentimes directly in the language on the ballot. The California cases were especially clear in their accountability methods and typically included a clear, concise, and public-friendly website devoted to the measure's funds that was easily accessible from the agency's main page. The key to accountability is transparency. Maintaining an accurate fund balance, project progression, and annual reports on a prominent website is a common way to enhance the agency's transparency.

Most measures also include a citizen oversight group that meet regularly, review changes in revenue projections, and project expenditures. The amount of control that a citizen oversight group has varies, but placing the funds both under the implementing agency and a citizen oversight group that reports publicly are important to creating an accountable, trustworthy agency and program.

### *Los Angeles County, California*

The Los Angeles Metropolitan Transportation Authority (METRO) provides accountability of the sales tax revenue received for Measure R through a required Taxpayer Oversight Committee, annual audits of METRO and any municipality receiving funds, and an Expenditure Plan. Metro provides additional accountability with its user-friendly, online "Measure R Project Tracker" and "Project Delivery Progression."

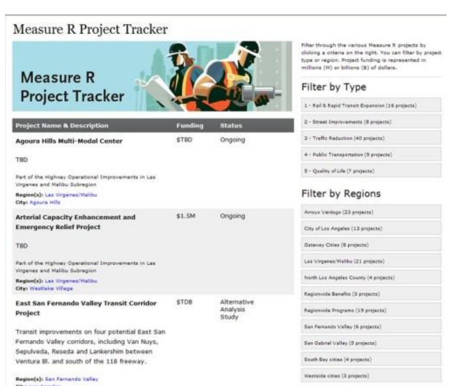
The Taxpayer Oversight Committee is comprised of three retired Federal or State Judges to be appointed by the Los Angeles County City Selection Committee. The responsibilities of this Committee include reviewing the results of audits, preparing annual reports, reviewing any proposed amendments of the ordinance including expenditure plan amendments, all proposed debt financing, and submitting all findings to the METRO Board of Directors. The Taxpayer Oversight Committee is also expected to consult with an advisory panel of professionals when fulfilling duties including: construction trade labor union representative, environmental engineer or environmental scientist, road and rail construction firm project manager, public and private finance expert, regional association of businesses representative, and transit system user.

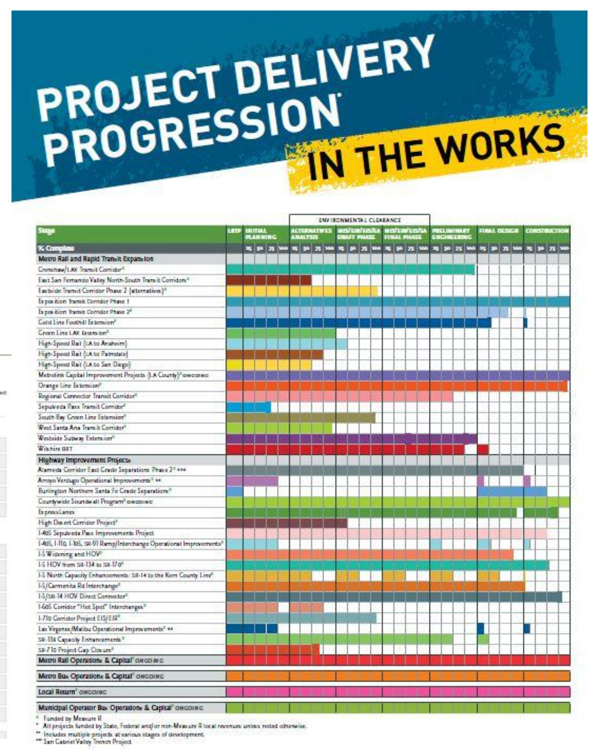
Funds distributed to the local jurisdictions are required to be placed into a separate account for Measure R funds. Through an annual audit, if it is determined dollars were not spent on transportation purposes outlined in the Local Return Guidelines, the penalty is suspension of disbursements for three years. In some circumstances, the local jurisdiction may be required to reimburse the Measure R Local Return account.

The Expenditure Plan outlines the percent of sales tax that goes to each program, including the first-year amount, 10-year amount and 30-year amount. Cost estimates for each project are shown with the funding source(s) along with the expected date of project completion.

In addition to the required Taxpayer Oversight Committee and Expenditure Plan to provide accountability, METRO maintains a "Measure R Project Tracker" and map on its website. Projects are listed by name and include a description, along with funding amount, status, and location in the region. The tool is easy to use and projects can be filtered by municipality or project type.

METRO also has a "Project Delivery Progression" outline of projects progress by phase. This list shows all projects underway or planned. While not all projects shown are funded by Measure R, the majority are.




**Los Angeles County, CA, Measure R: Project Tracker (left); Project Delivery Progression Chart (right)**

### *Maricopa County, Arizona*

According to campaign research efforts, accountability, oversight, and revenue protection ensured by audit processes were important to public and legislative acceptance. As a result, the following provisions were adopted into the Proposition 400 plan:

- Revenue firewalls – protected funding from being transferred from one program to another by mandating the funding distribution set among freeways/highways, arterial streets, and transit
- Performance audits – a five-year cycle of comprehensive, multi-modal performance audits performed to evaluate the RTP's scheduled projects and make project-specific recommendations on their viability
- Major amendment process – developed to be able to modify the RTP based on the results of performance audits or recommendations from the TPC
- Life Cycle Program – life cycle program forecasts and allocates funds through the full life cycle of the funding source; ensures realistic planning and construction schedules based on anticipated funding and costs, and provides a periodic report to the public and other governmental agencies of the status of the funds; implemented for the tax's arterial streets and transit elements, maintained respectively by MAG and Valley Metro Regional Public Transportation Authority (RPTA), which operates the regional transit system in the Phoenix metropolitan area

### *Orange County, California*

The Orange County Transportation Authority (OCTA) provides accountability for the funds collected through Measure M through its Taxpayer Oversight Committee, Fund Accounting Requirements, Spending Requirements, and user-friendly website.

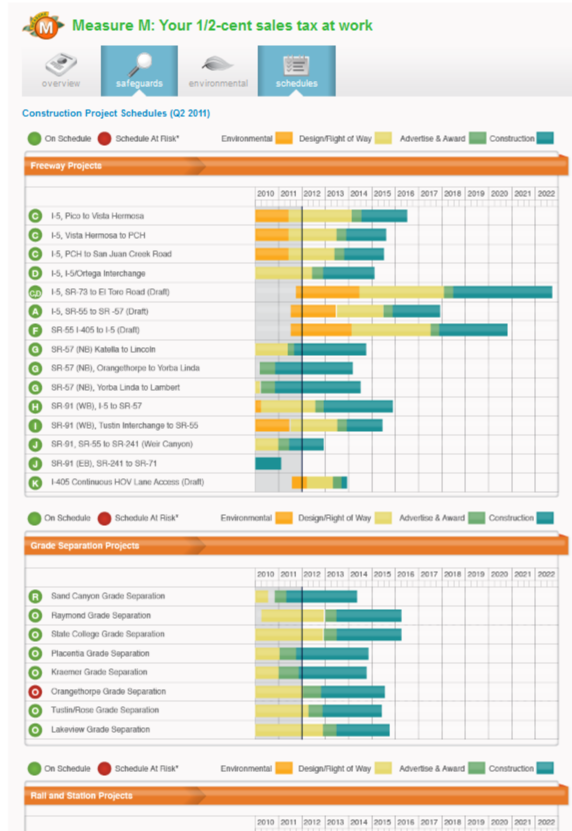
The Taxpayer Oversight Committee is responsible for ensuring the dollars received from the Measure M Transportation Investment Plan. Other responsibilities include reviewing and approving any changes in the plan, and may recommend major changes go before the voters for approval; ensuring all Orange County jurisdictions meet requirements prior to receiving tax dollars for local projects; holding annual public meetings on expenditure and status of the funds allocated; reviewing independent audits and performance of OCTA relating to Measure M dollars, and certifying if tax dollars were spent in compliance with the plan each year. The 11-member committee represents the five Orange County Supervisorial districts.

The Taxpayer Oversight Committee has two Subcommittees: the Audit Subcommittee and Annual Eligibility Review Subcommittee. Committee members are required to serve on one of the subcommittees. The Audit Subcommittee reviews the Revenue and Expenditure Quarterly Report, tracks financial progress of OCTA and implementation of Measure M, reviews results of the local transportation authority audit, and determines each year if OCTA is in compliance with the ordinance. The Annual Eligibility Review Subcommittee reviews submission of each local jurisdiction's CMP, Mitigation Fee Program, Expenditure report, local traffic signal synchronization Plan, and Pavement Management Plan. The annual independent audit, as well as the annual review and certification by the Independent Taxpayer Oversight Committee, are included in the spending requirements of the Transportation Investment Plan. The Fund accounting requirements also outline that the Committee can conduct an independent review or audit of the spending of tax funds.

The Local Transportation Authority Special Revenue Fund was established in accordance with the ordinance to maintain all tax revenues, and must be certified annually that funds are spent in compliance with the ordinance.

Orange County also maintains a public-friendly website with a great deal of information available, including links to all documents; explanation of the audit process; and project schedule showing where projects are in the process, and whether they are on schedule and budget or at risk.

Orange County, CA, Measure M2: Construction Project Schedule

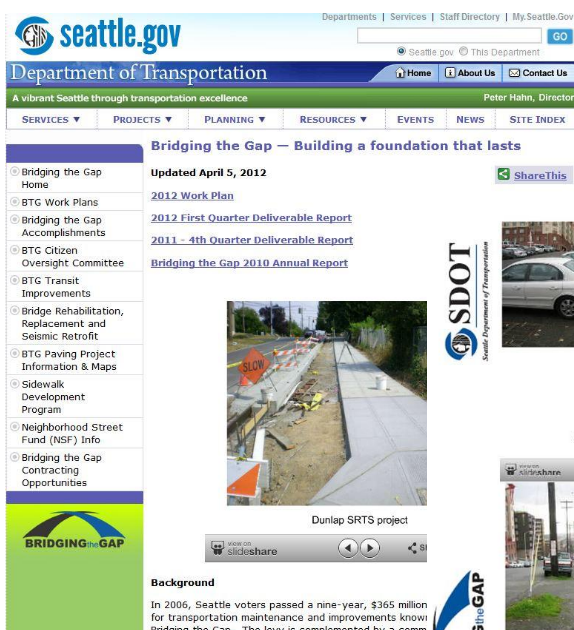



### *City of Seattle, Washington*

The City of Seattle's Department of Transportation manages a levy that was approved by voters in 2006. Bridging the Gap is a nine-year, $365-million levy to fund transportation maintenance and improvements. As part of its accountability to voters and citizens, the city maintains a website specific to Bridging the Gap that allows transparency of funds spent, projects completed, and upcoming work plans. The department shares before and after photos of completed projects, and the levy's goals and objectives.

Bridging the Gap has a Citizen Oversight Committee to provide further accountability. The 15-member committee is an advisory body that monitors revenues, expenditures, and program and project implementation. The Committee advises the City Council, the Mayor, and the Seattle Department of Transportation on responding to program and project cost savings or overruns. The Committee members are, in accordance with Council ordinance:

- Chair of the Council transportation Committee, or designee;
- Director of Finance;
- One representative from each of the following: Seattle Pedestrian Advisory Board; Seattle Bicycle Advisory Board; and Seattle Freight Advisory Board
- Five Seattle residents appointed by the Mayor, and confirmed by City Council;
- Five Seattle residents appointed by the City Council.





Seattle, WA, Bridging the Gap: Website (left); Before and After Photos (right)

### *Best Practices – Accountability*

1. A citizen oversight committee MUST be in place to monitor the funds
2. Transparency of process, projects, progress is needed to gain public support
3. Funds should be managed and distributed by the implementing agency – planning or transportation agency
4. Referendum language should clearly state how the agency will be accountable to the taxpayers
5. An informative, easy-to-navigate website is essential for people to easily find information

## Public Education and Outreach

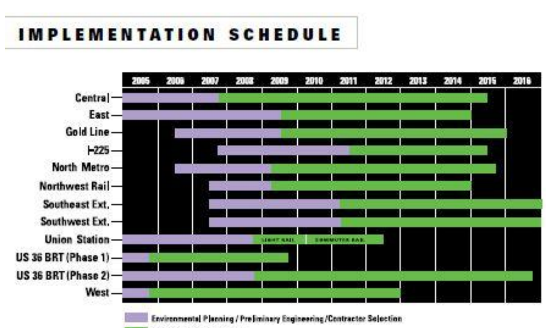
There are two stages of public outreach and education: marketing the plan prior to its public vote, and communicating the plan's progress after it has been passed (discussed under accountability). The latter effort can be led by the implementing agency, while the former is often led by advocacy coalitions. In some cases a business group, citizen group, and environmental group work together to spread a specifically-tailored message to their audience to encourage citizens to vote in support of the ballot measure. Cohesive political support is also important, both before and after the vote, if the current local administration is trusted and respected.

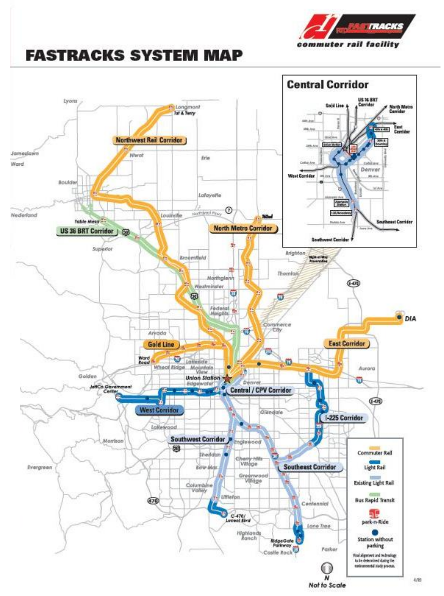
### *Denver, Colorado*

The unique aspect of Denver's "FasTracks Yes!" campaign was its early and wide-reaching education effort and public support. The professional campaign worth nearly $3.6 million started early, engaging local mayors and politicians throughout the RTD district. The earlier success of light rail in Denver helped drive the campaign, emphasizing that "promises had been kept." It focused on the business and environmental communities as well, building coalitions and diverse support from a wide array of groups:

- Economic development organizations, environmental groups, and organizations representing the disabled, the elderly, and the disadvantaged teamed together for field activities
- 157 businesses, 26 local governments, 74 local elected officials – including 23 mayors, 14 state elected officials, and 2 federally elected officials publicly supported the effort
- Broad coalitions of professionals like planners, transit advocates, environmentalists, business leaders, local elected officials, and developers helped to educate a broad public audience.
- The Denver Economic Development Corporation issued a 60-page paper detailing the benefits of rail, the impacts to life in Denver, the costs, and comparative case studies

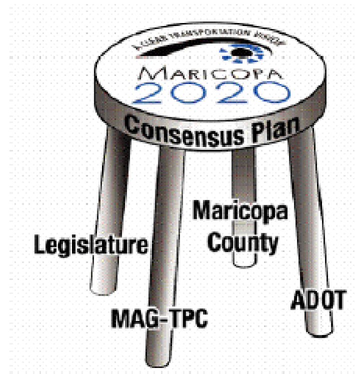
Denver CO, FasTracks: Project Schedule (left); System Map (right)



Early in the process, a 43,000 signature petition was required to bring the referendum to vote, helping get the word out ahead of active campaigning. TV, radio, and print ads/spots were produced and aired, and a Speakers Bureau program was developed to help educate and inform the regional public of FasTracks and how the tax increase would affect them. Official messaging communicated it as four pennies on a ten dollar purchase. The campaign clearly communicated what was included in the plan, and what each area would get, and the map of the complete system was incorporated into nearly every public piece and outreach material. Lastly the campaign responded quickly to criticism, stayed on message, and conducted opposition research, keeping a "War Book" for quick reference.

### *Maricopa County, Arizona*




Proposition 400 was an extension of an existing sales tax for transportation improvements (Proposition 300). Prior to the expiration of the existing tax, a grassroots effort led by the Associated General Contractors of Arizona (AGC) and its political consultant initiated its Maricopa 2020 campaign to advocate for an extension of Proposition 300. The purpose of this effort was to build support for Proposition 400's inclusion on the ballot. In addition, this effort sought to educate the public about the tax's expiration and build support for its extension. To accomplish this goal, the AGC delivered presentations to chambers of commerce, business organizations, and other community associations discussing future growth and mobility needs and related quality-of-life issues. One major selling point for the proposition was including the level of accountability into the bill authorizing the Maricopa County to hold the referendum, making MAG accountable to the state legislature in the development of the RTP (discussed under Accountability).

After the successful grassroots campaign, Proposition 400 was authorized by the state Legislature to appear on the ballot. Once the authorization was given, the business community leaders of Maricopa 2020 led the public campaign to pass Proposition 400 called "Yes on 400". This campaign required extensive public outreach. One of the primary points in selling the idea to elected officials, business interests, and taxpayers was that Proposition 400 did not constitute a new tax, but was merely an extension of an existing tax. However, Proposition 400 still required a significant amount of education and outreach to garner the support necessary for the measure to pass successfully. The education and outreach strategies implemented during the Proposition 400 campaign are as follows:

- Polling was used extensively to ascertain which aspects of the Proposition 400 plan resonated most with the public, and these were subsequently integrated into campaign outreach materials and advertisements. The common aspects highlighted included the economic benefits and quality of life.
- Campaign materials included targeted brochures tailored to emphasize the plan's benefits to various regions throughout the county.
- The campaign also printed and collected requests for early mail-in ballots, from which they built a database of public supporters.
- A Proposition 400 website that featured an interactive map allowing users to view and zoom in on specific improvements programmed in their region or neighborhood. However, in hindsight, it was suggested that the map be limited to specific corridors rather than specific projects.

### *Orange County, California*

OCTA contributes much of its success in renewing Measure M to the gaining voter trust through its successful administering of the Measure M funds, and clearly communicating the positive results. For renewal of Measure M (referred to as M2 and Renewed Measure M), OCTA had a comprehensive public outreach and education campaign, divided in three phases over two years.

Phase I began in fall 2004 to solicit input and consult with stakeholders about transportation issues and improvement options. It reached out to elected officials, city staff, transportation agencies, community stakeholders and the public. There were five focus groups and three opinion surveys along with one-on-one meetings, roundtable discussions, workshops, presentations, and other community outreach that involved community involvement meetings and presentations. Phase I brought specific themes to the public that were key in the Measure effort.

Phase II circulated the draft plan proposal and gathered feedback to refine the plan, beginning in January 2006. Phase II efforts included the distribution of approximately 5,000 plans via mail and in-person; website availability of draft plan, 800,000 public mailers with 9,071 response cards returned, 80 presentations or meetings to discuss the plan with elected officials, business groups and professional organizations, environmental groups, and OCTA's Committees; community workshops, and though media/broadcast media stories.

Phase III included an extensive effort aimed to educate and inform the public about plan details.

The Orange County Business Council joined forces with the OCMoves Steering Committee, a public- private partnership comprised of business leaders, public agencies, and elected officials, to campaign for the ballot measure itself. The effort was privately funded and comprised of residents, business professionals, and community activists. This committee continues to advocate Orange County's transportation priorities at regional, state, and federal levels, as well as provide oversight on behalf of the business community for renewed Measure M implementation.

### *Salt Lake, Weber, and Davis Counties, Utah*

In 1992, the area waged an unsuccessful campaign to pass an additional 0.25 percent to fund a light rail line paralleling I-15, the primary north-south connector in the region. Many attributed that failure to a lack of public concern over congestion in the area, and public uncertainty regarding light rail's ability to address congestion. Despite the failure of the 1992 referendum, the area received federal funds for nearly 75 percent of the cost of a starter light rail line (TRAX), which opened in 1999.

In 2000, People for Sensible Transportation, made up of mostly volunteer staff, led the campaign for the sales tax increase in Salt Lake, Weber, and Davis Counties. The 2000 success of County Measure #2 is partly attributed to the positive experience with the starter light rail line, which opened on-time and at-budget. Congestion in the area had also worsened since 1992, and almost all local government officials were behind the plan. The measure was officially slated for the ballot only two months prior to Election Day. With little time to campaign, proponents of the plan mailed pamphlets to residents near the proposed transit lines, aired radio and television ads, and distributed lawn signs. Opponents had little time to prepare for the referendum and had difficulty finding valid arguments against the transit investment, as evidenced by the demonstration line.

An integral part of passing the 2000 sales tax for three counties was ensuring that each area had something to gain by voting favorably. Commuter rail was programmed for Davis and Weber Counties, with connections to the commercial core of Salt Lake City. Additional light rail was planned for closer-in urban and suburban areas in Salt Lake County. Bus improvements were planned in all three counties.

### *Salt Lake and Utah Counties, Utah*


In 2006, Salt Lake County again asked for a 0.25-percent sales tax increase to fund transit, this time with Utah County (known as "Proposition 3" in Salt Lake County and the "Opinion Question" in Utah County). This plan focused on TRAX as one system and one project, rather than multiple, parsed by county or area. Emphasis was focused on accountability, with multiple layers of governmental (local, regional, and state-level) and citizen approval of projects to receive funds from the tax. Utah Transit Authority als  o touted its efficiency practices, like co-locating project staff and consultants in the same building, for easier communication and coordination during development and construction. The 'perfect' schedule and budget of the starter light rail line were again promoted, to boost credibility.

The "Vote for #3" campaign was led by Salt Lake Chamber of Commerce and its 2015 Transportation Alliance, a business-led effort to accelerate transportation improvements in Utah. The key strategy was a citizen-driven public awareness campaign to ensure that voters knew a yes vote was needed to "keep Utah moving" and the problems would continue to get worse, "Fix it now or fix it later". Local elected leaders also made rounds in the business community, service clubs and other organizations to voice their support of the tax and the reasoning behind it. The 2015 Transportation Alliance also commissioned a study by independent consultants to verify Utah's transportation needs, assess the costs to meet the needs, and consider funding options (including the sales tax, fuel tax, property tax, and other sources).

Pamphlets were also mailed to residents in 2006, detailing the impact of the tax increase to each household (estimated to be $104 a year). That year, the tax passed in both counties with even more approval than in previous attempts: 69 percent in Salt Lake County and 63 percent in Utah County.

### *St Louis County, Missouri*

The Metro's "Moving Transit Forward" plan emphasized participatory democracy by staging meetings across the region, developing an active website, and encouraging communication between "regular people" and top management at the agency. A business-institutional-citizen coalition, the Citizens for Modern Transit (CMT), was formed separately which provided material support for public transportation advocates. This group raised more than $178,000 to fund advertisements promoting Proposition A.

CMT and its Greater St. Louis Transit Alliance led advocacy efforts for Proposition A. The grassroots group sees an integrated, affordable, and convenient public transportation system with light rail expansion as the critical component to drive economic growth and improve quality of life. As a member organization, CMT sponsored a blog to increase communications and provide community education and resources on Transit Oriented Development.

The Transit Alliance organized public outreach and educational efforts and created a website to educate the public on the need for Proposition A funding to expand Metrolink. The website includes the ballot language and clearly communicates a “Yes” votes means more Metrolink, increased frequency on express and arterial bus routes, and high speed bus service between major residential and employment centers. A “No” vote means Metrolink reductions, MetroBus reductions, and Call-A-Ride reductions.

Proposition A’s passing in 2010 and was successful due in part to the support it garnered from a range of regional leaders. In a combined effort, Chesterfield, Missouri, Mayor John Nations (and chair of Advance St. Louis), Chancellor Mark Wrighton of Washington University, and CMT Executive Director Tom Shrout signed off on a full page paid political advertisement paid for by Advance St. Louis through funds raised by CMT that listed over 200 individuals, groups, businesses, agencies and government bodies that supported passage of Proposition A. The Washington University Student Life newspaper also mounted an aggressive campaign to encourage students to support Proposition A, both for the university and the future of the St. Louis Metro region. St. Louis County Executive John Dooley also offered strong support.

### *Best Practices – Public Education and Outreach*

1. Highlight past successes and accomplishments as collective successes—“We did this.”
2. Involve the public early and often
3. In regards to communicating the message:
    a. Personalize the benefits of the plan to the community—university, business, environmental, Environmental Justice, neighborhoods, etc.
    b. Share the communication load
        i. Independent coalitions can be powerful, and message(s) come from multiple sources
        ii. Recruit professional volunteers (planners, engineers, economic development, business leaders) as part of Speakers Bureau
4. Communicate consequences if plan does not pass
5. Respond to opposition quickly and stay on point, then move on

## Special Cases

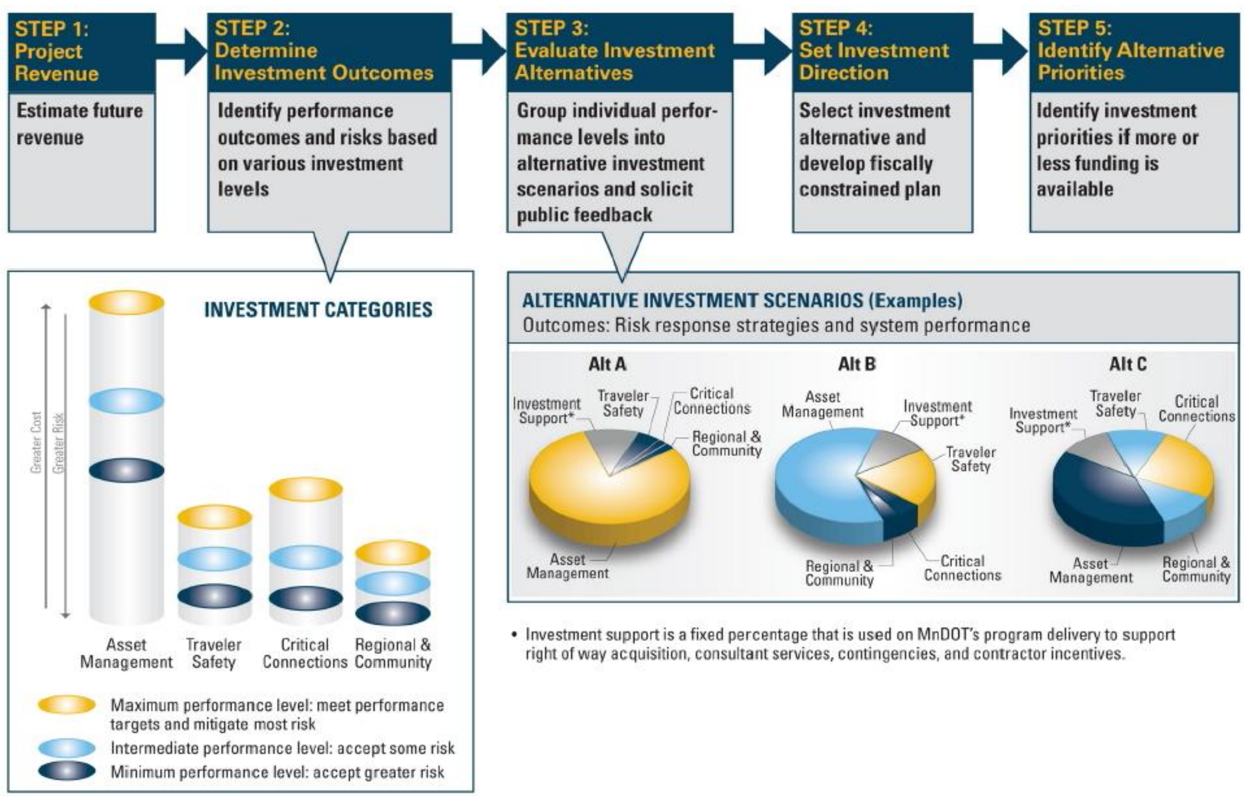
### *Hillsborough County Community Investment Tax*

The Hillsborough County Community Investment Tax is a 0.5-cent sales tax approved by voters in 1996, set to sunset in 2026. It is anticipated that revenues generated over the life of the tax will be approximately $4.7 billion. Of the funds collected, 25 percent are set aside for construction of new public school facilities. The remaining funds are used for:

- Community stadiums
- Education
- Government facilities
- Libraries
- Museums
- Parks
- Public safety
- Reclaimed water
- Stormwater
- Transportation
- Wastewater
- Water

### *Minnesota Department of Transportation Investment Scenarios*

Funding continues to be a critical issue across the country. In Minnesota, the costs required to meet performance targets will exceed projected revenue over the next 20 years. To address this challenge, the Minnesota Department of Transportation (MnDOT) used a five-step risk-based, performance-driven approach to update the State Highway Investment Plan. Through a risk analysis process, performance levels were identified based on the level of investment for each investment category (travel safety, asset management, critical connections, and regional and community improvements). The process allows MnDOT and the public to understand the outcomes associated with varying investment levels:




Source: www.dot.state.mn.us/planning/statehighwayinvestmentplan/plan_development.html

- **Step 1: Project Revenue**
  - MnDOT will project state and federal revenue available for investment on the trunk highway system over the next 20 years.
- **Step 2: Determine Investment Needs**
  - MnDOT has been using performance data (measures and targets) to evaluate its services and to guide its plans, projects, and investments since the 1990s. In the past, performance data, public input, and legislative direction have been used to make investment choices within available resources in each investment category.
  - Step 2 will use a risk-based, performance-driven approach to identify multiple performance levels and outcomes in each investment category.
- **Step 3: Evaluate Alternatives**
  - MnDOT will identify several alternative scenarios using different combinations of performance levels, detailing how money could be spent in each investment category. MnDOT will engage stakeholders in evaluating these alternative scenarios at Stakeholder Engagement Meetings in fall 2012.
- **Step 4: Set Investment Direction**
  - Based on input from the public and from stakeholders on the alternative investment scenarios developed in Step 3, a final investment direction will be set which will guide the development of MnSHIP.
  - MnSHIP provides a general plan for highway investment for the next 20 years (2013-2032):
    - The State Transportation Improvement Plan (STIP) defines projects for years 1 through 4 (2013-2016) that are generally considered commitments, while improvements identified in years 5 through 10 (2017-2022) are likely but not yet considered commitments as scope, timing, and priorities can change.
    - The second 10 years of the plan (2023-2032) will not identify specific projects, but rather lay out broad program-level investment priorities and associated funding allocations.
  - The impact of the investment plan on system performance will also be identified.
- **Step 5: Identify Alternative Priorities**
  - The 5-Step Process will assist MnDOT in prioritizing investment needs that cannot be addressed with available money. In Step 5, MnSHIP will address fiscal uncertainty and identify what MnDOT would do with more or less money. These priorities will be based on public input and the outcomes associated with the final investment direction set in Step 4.

### *Successful City-Only Transportation Referenda*

Most ballot measures to fund transportation projects include funds for transit improvements or to maintain existing service. Therefore, they typically follow the service boundaries, which, for most metropolitan transit providers, encompass more than one municipality. There have been relatively few city-only sales tax-based transportation referenda. Those approved in the past five years are listed below.

**2011** – Five sales tax referenda passed, but only one was a city-only measure. A total of 21 transportation referenda passed of the 28 that were on ballots.

- The City of Sterling (CO) passed an extension to the 0.10-cent tax for South Platte Valley Regional Transportation Authority. It does not sunset, and is expected to generate $175,000 annually.

**2010** – Four sales tax referenda passed, and three were city-only measures, all in Washington State. A total of 44 transportation referenda passed of the 57 that were on ballots.

- Bellingham, WA, passed a 0.20-cent sales tax increase to fund transportation projects in the newly-designated citywide “transportation benefit district.” The district was created through a City Council vote.
- Olympia, WA, increased its transit sales tax by 0.20-cent to 0.80-cent. In 2002, voters approved an increase from 0.30-cent to 0.60 cent to fund Intercity Transit.
- Walla Walla, WA, approved a 0.30-cent increase to its sales tax dedicated to transportation. The new amount is 0.60 cents and will help avoid cuts to Valley Transit Service’s service.

**2009** – Three sales tax referenda passed, and two were city-only measures. A total of 7 transportation referenda passed of the 11 that were on ballots.

- The City of Fountain (CO) passed a 0.74-cent sales tax that will be reduced to 0.35-cent after ten years. The tax will fund transportation improvements, maintenance (including resurfacing), and transit service.
- Oklahoma City, OK, approved a full penny to fund a diverse group of projects, including a new rail-based streetcar system, plus potential funding for other rail transit initiatives, such as commuter lines and a transit hub; sidewalks to be placed on major streets and near facilities used by the public and 57 miles of new public bicycling and walking trails throughout the city. The “MAPS” proposal is a seven-year, nine-month sales tax that will maintain the Oklahoma City sales tax rate where it currently stands.

**2008** – Twenty sales tax referenda passed, and seven were city-only measures. A total of 32 transportation referenda passed of the 43 that were on ballots.

- Flagstaff, AZ, voters were able to choose from between five different propositions. They could approve any, all, or none of the proposals to improve the Mountain Line Bus System: a. Continue the existing 0.175-cent tax for another 10 years; b. Establish a 0.02-cent tax to upgrade the Hybrid Electric Fleet; c. Establish a 0.02-cent tax to build a new Bus Rapid Transit route in the central business district; d. Establish a .04-cent tax to expand coverage or e. Establish a .04-cent tax to decrease headways. They approved all five measures.
- West Sacramento, CA, renewed a 0.25-cent sales tax for streetcar operations.
- Aspen, CO, approved a 0.40-cent tax to help implement BRT. Roaring Fork Transportation Authority serves six cities, although Aspen is the only one that appears to have voted on a sales tax referendum.
- Lawrence, KS, voters were offered two choices: a. 0.20-cent sales tax increase for a transit proposal; or b. 0.30-cent “infrastructure sales tax.” They approved the latter.
- Kansas City, MO, renewed a 3/8-cent sales tax to fund Kansas City Area Transportation Authority for 15 years.
- St Joseph, MO, passed an increase to the sales tax dedicated to transit from 0.15-cent to 0.44-cent.
- Seattle, WA, approved Proposition 1 after previously defeating it. In November 2008, voters defeated Proposition 1, a 20-year "Roads & Transit" construction plan. Sound Transit fast-tracked a new, 0.50-cent sales tax proposal that is stripped of all the road and highway provisions and is cheaper, costing around $17.8 billion and financed with an increase in sales taxes. It promises fewer deliverables than the previous year's plan, but included 34 additional miles of light rail, expanded bus service, and promises to make things happen in 15 years, not 20.

**2007 –** Three sales tax referenda passed in 2007, and none were city-only measures. A total of 12 transportation referenda passed of the 18 that were on ballots.

# Appendix A: Cut Sheets

## Referendum Case Studies

# Contra Costa, CA

**Name:** Measure J
**Year Passed:** 2004
**Amount:** ½ cent, continuation of existing tax (originally passed in 1998)
**Responsible Agency:** Contra Costa Transportation Authority
**Revenue Split:** 35-40% Major Capital Project Expenses (adjusted as appropriate)
34% Operating and Grant Program Expenses
21% Hybrid Elements [contains both capital and operating components]
**Original Revenue Forecast:** $2.5 billion over 25 years
**Revised Revenue Forecast:** $1.5 billion over 25 years

**Accountability**

- Very open/informative website
- City County Engineering Advisory Committee (CCEAC) provides peer review of projects (standard checklist includes scope, purpose, geometrics, public coordination, wetlands mitigation, landscaping, etc.)
- In 2008 the Authority adopted a resolution "Policy and Procedures with Respect to Compliance Audit of Recipients of Measure J Funds" to outline when compliance audits must be done

**Project Mix/Selection and Distribution of Funds**

- "Fair share" project implementation for each subregion [Central=TRANSPAC, West=WCCTAC, Southwest=SWAT, and East=TRANSPLAN]; if any project proves to be infeasible or cannot be implemented, the affected subregion may recommend that funds be reassigned to another project in same subregion to maintain "fair share"
- No specific prioritization process is defined, however:
  - "Preference would be given to projects that maximize transportation benefits linked to providing affordable housing near transit or in downtown areas"
  - If a project will have benefits and significance for all of Contra Costa, the Authority may update the Countywide Transportation Plan to include the project
- The Authority works with agencies to fund and prioritize the programs and projects that will work towards achieving the Authority's goals
- A portion of the funds collected are returned to local jurisdictions to be spent on projects of their choice
  - Local street maintenance and improvements
  - Distribution based on population and road miles
  - To receive funds, jurisdictions must comply with components of Growth Management Program

**Transportation Expenditure Plan**

- Voter-approved plan that specifies how tax revenues will be spent [created July prior to November 2004 vote]
- Contra Costa Transportation Authority, 19 cities in county, and Contra Costa Board of Supervisors assembled plan over 2 years, with help from residents
- Updated as needed (2006, 2009, 2011)
- Includes highways, arterials, transit facilities and services, bicycle and pedestrian facilities, and transportation projects that support all alternative modes of travel and reflects projects and programs of countywide, sub-regional, and local interest

**Strategic Plan**

- Updated every 2 years
- Objectives of Strategic Plan:
  - Revises/updates anticipated sales tax revenues
  - Guides programming of projects and implementation
  - Makes financial commitments to individual projects, by year (4-7 years)
- Reviews available funding and needs for next 4 years (defines the most cost-effective method of carrying out the projects in the Expenditure Plan)
- Helps to guide the Authority's cash flow and financial investments
- Reaffirms debt financing
- Includes a financial plan

**Countywide Comprehensive Transportation Plan**

- Updated every 5 years (first was created in 1995)
- Relies on preparation of "action plans" by each subarea of the county (including the two-county Tri-Valley Area); plans include:
  - Long-range assumptions of future land use based on local plans and forecasts
  - Multimodal transportation service objectives (MTSOs) that use a quantifiable measure of effectiveness
  - Actions to be implemented by each jurisdiction, included financially unconstrained list of projects
  - Process for consultation on environmental documents among jurisdictions
  - Procedure for reviewing impacts local General Plan amendments could have on achievement of MTSOs
  - Schedule for reviewing and updating the Action Plans

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**References**


- Contra Costa Transportation Authority Website: www.ccta.net/EN/main/state/162/measurej-projects.html
- Countywide Comprehensive Transportation Plan, June 2009: www.ccta.net/assets/documents/CTP/2009%20CTP%20Final%20Version%202009-08-19.pdf
- Financial Framework for Measure J Implementation, May 2006: www.ccta.net/assets/documents/FinancialFrameworkforMeasureJ.pdf
- Measure J Expenditure Plan, July 2004 (original voter-approved): www.ccta.net/assets/documents/Available~Publications/Expenditure~Plans/Measure%20J_expenditure%20plan.pdf
- Measure J Projects Fact Sheets: www.ccta.net/EN/main/state/162/measurej-projects.html
- Measure J Strategic Plan, July 2011 update: www.ccta.net/assets/documents/Available~Publications/Strategic~Plans~and~Amendments/2011StrategicPlanFINAL.pdf
- Policy for Advancement of Measure J Project Development Work, May 2006: www.ccta.net/assets/documents/CMP/FINALMeasureJpolicies050406.pdf

# Denver, CO

| | |
|---|---|
| **Name:** | FasTracks |
| **Year Passed:** | 2004 |
| **Amount:** | 0.4 cent, added to existing tax (was 0.6 cents) |
| **Responsible Agency:** | Regional Transportation District |
| **Revenue Split:** | All transit (bus and rail) |
| **Original Revenue Forecast:** | $4.7 billion over 20 years (no sunset date, but RTD has authority to reduce the tax) |
| **Revised System Cost:** | $7 billion (need additional revenue or extend completion date) |

**FasTracks Plan**

- Detailed plan for transit throughout the entire Denver area
  - Included 119 miles of rail and 18 miles of bus rapid transit, and enhanced bus service and FastConnects
  - 21,000 new parking spaces at rail and bus stations
  - Presented the total cost plus a financing plan to expedite construction (12 years)
- Emphasized the benefits of the system
  - Economic benefits to businesses
  - Congestion relief
  - Environmental benefits
  - Accessibility and mobility

**Campaign Strategy**

- The map of the complete system was incorporated into nearly every public piece and outreach material
- Large effort by the business community and large unpaid volunteer effort (positively received)
- Earlier success of light rail in Denver helped drive the campaign, emphasized that “promises had been kept”
- The campaign started early to educate the voters
- Clearly communicated what was included in the plan, and what each area would get
- Communicated the cost to the average person as “"For just four pennies on a $10 purchase, FasTracks will deliver projects on time that people will use and that will make Denver better."
- Wide array of organizations supported the effort [economic development organizations, environmental groups, and organizations representing the disabled, the elderly, and the disadvantaged teamed together for field activities; 157 businesses, 26 local governments, 74 local elected officials – including 23 mayors, 14 state elected officials, and 2 federally elected officials]
- Broad coalitions supported as well [planners, transit advocates, environmentalists, business leaders, local elected officials, and developers] – helped to educate a broad public audience
- Responded quickly to criticism, staying on message, and doing opposition research (created a “War Book”)

**Recent Issues and Challenges**

- Original system estimates of $4.7 billion have increased to $7.0 billion due to rising costs

**References**


- Denver RTD Website: www.rtd-fastracks.com/main_26
- Impact of FasTracks on the Metro Denver Economy, September 2004: www.metrodenver.org/files/documents/news-center/research-reports/FasTracks%20Economic%20Impact%20Study.pdf
- Center for Transportation Excellence Transportation Finance at the Ballot Box: www.cfte.org/CFTE%20Election%20Trends%20Report.pdf
- RTD FasTracks Plan, April 2004: www.reconnectingamerica.org/assets/Uploads/bestpractice177.pdf
- Audit of RTD Costs and Revenue Forecasts, November 2009: northareatransportation.net/Documents/BBC_RTDReport_NOV12.pdf
- FasTracks Referendum Language, 2004 (attached)

# Los Angeles, CA

| | |
|---|---|
| **Name:** | Measure R, Traffic Relief and Rail Expansion Ordinance |
| **Year Passed:** | 2008 |
| **Amount:** | ½ cent, adds to existing tax (total 1.5 cents, 1 to LA Transportation Commission)<br>(Will be voting in November to extend sunset by 30 years) |
| **Responsible Agency:** | Los Angeles Metropolitan Transportation Authority (METRO)<br>(Serves as transportation planner, coordinator, designer, builder, and operator) |
| **Revenue Split:** | 35% to new rail and BRT projects<br>3% to Metrolink projects<br>2% to Metro Rail system improvement projects<br>20% to carpool lanes, highways and other highway related improvements<br>5% to rail operations<br>20% to bus operations<br>15% for local city sponsored improvements [87 cities + unincorporated area] |
| **Original Revenue Forecast:** | $40 billion over 30 years for congestion relief projects |

**Local Distribution of Funds**

- 15% of funds returned for local use ("Local Return"); disbursed between 87 cities and the unincorporated area
- Funds distributed monthly based on population
- Funds must be used on transportation projects (e.g., major street resurfacing, rehabilitation & reconstruction, pothole repair, left-turn signals, bikeways, pedestrian improvements, streetscapes, signal synchronization, and transit service improvements)
- Funds may be used by the local jurisdiction as a local match for state and federal grants
- Jurisdictions are required to complete a verification of expended funds

**Accountability**

- User-friendly and transparent website has "Project Tracker"
  - Provides project description
  - Provides funding and status of each project
  - Allows website visitors to sort by area or project type
- "Project Delivery Progression" chart available on website shows the projects visually, including percentage complete and phase of project
- Independent taxpayer oversight committee provides annual independent audit report to taxpayers and ongoing monitoring and review of spending by Independent Taxpayers Oversight Committee
  - Audit is conducted of METRO as well as any jurisdictions receiving funds
  - If audit finds that funds were not spent on allowable projects, the jurisdiction may be required to reimburse the Measure R Local Return account
- Independent Taxpayer Oversight Committee
  - Comprised of:
    - 3 retired federal or state judges
    - 1 member appointed by Los Angeles County Board of Supervisors
    - 1 appointed by Mayor of City of Los Angeles
    - 1 appointed by Los Angeles County City Selection Committee
  - Reviews results of audit, prepares annual report, reviews proposed amendments to ordinance/Expenditure Plan, reviews all proposed debt financing, and submits findings to board
- Public hearing for annual audit

**Expenditure Plan**

- Voter-approved plan that specifies how tax revenues will be spent [created prior to vote]
- Identifies projects to be funded with the tax and identifies funding sources for remaining projects; provides expenditures in first year, 10-year, and 30-year amounts
- 30/10 Initiative "Accomplishes 30 years worth of projects in 10 years"; uses long-term revenues as collateral for bonds and federal loan to implement 12 large transit capital projects
  - Expected to result in substantial cost savings
  - Will allow immediate benefits (jobs, reduced greenhouse emissions, eased traffic congestion)

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**References**

- Metro Measure R Website: www.metro.net/projects/measurer
- 30/10 Initiative Concept: www.metro.net/projects/30-10
- Measure R Fact Sheet, November 2009: www.metro.net/measureR/images/Measure_R_fact_sheet.pdf
- Measure R Local Return Guidelines, October 2009: www.metro.net/projects_studies/local_return/images/measure-r-Local-Return-Guidelines.pdf
- Measure R Local Return Program Audit, April 2012: www.metro.net/board/Items/2012/04_April/20120418F&BItem30.pdf
- Measure R Project Delivery Progression: www.metro.net/measureR/images/Proj_Deliv_chart_11x17_mech_r3.pdf
- Measure R In the Works Project Information: www.metro.net/projects
- Measure R Traffic Relief and Rail Expansion Ordinance Language: www.metro.net/measurer/images/ordinance.pdf
- southbaycities.org/files/8.09%20MeasureRLocalReturnLACMTADRAFT001.pdf
- Measure R Information Guide: www.metro.net/measurer/images/information_guide.pdf

# Maricopa County, AZ

| | |
|---|---|
| **Name:** | Proposition 400 |
| **Year Passed:** | 2004 |
| **Amount:** | ½ cent, continuation of existing tax (originally passed in 1985) |
| **Responsible Agency:** | ADOT (freeways/arterials), Valley Metro (transit portion) |
| **Revenue Split:** | 56.2% freeways<br>10.5% arterials<br>33.3% transit (17% bus / 15% rail / 2% air quality [bike/pedestrian])<br>(Funds are deposited in separate accounts and cannot be transferred between) |
| **Original Revenue Forecast:** | $9-14.3 billion over 20 years (range reflects alternative sources) |

**History**

- In 1985 Proposition 300 (previous sales tax) "Regional Freeway System" created Regional Area Road Fund to be funded with the tax revenues, paid for construction of new controlled-access highways and freeways
- Referendum on ballot in 1994 to extend tax 10 years and add ½ cent for public transportation defeated
- Area Challenges
  - Rapid and sustained growth (>40 years)
  - Changing demographics (more ethnic minorities, aging population, lower income)
  - Growth on fringes + redevelopment (increased density in urban areas)
  - Need mix of modes
  - Disbursed job centers
- Proposition 400 language provided detailed project list for first 5 years (TIP) with less detail for remaining projects:
  - 344 total miles of new or improved freeways and highways
  - 275 miles of new or improved streets
  - 34 major intersections
  - 27.7 new miles of light rail
  - 40 enhanced or new bus routes
- As of FY 2011 – Maricopa is continuing to try to re-establish balanced life cycle programs for all modes due to decreased revenues from the sales tax

**Maricopa Association of Governments (MAG)**

- MAG is planning agency and decides what projects tax is used for
- Regional Council is decision-making body of MAG; includes representatives from:
  - 14 cities
  - 11 towns
  - 3 Indian communities
  - Maricopa County
  - Citizens Transportation Oversight Committee
  - Arizona DOT

**Transportation Policy Committee (TPC)**

- Public/private partnership charged with finding solutions to the region's transportation challenges
- Develops plan that addresses diverse transportation needs throughout region, makes recommendations to MAG

- 22 members
  - MAG
  - 6 private sector business representatives
  - Valley Metro Regional Public Transportation Authority (operates bus system)
  - Valley Metro Rail [METRO, non-profit] (operates light rail system)
  - Freight
  - Citizens Transportation Oversight Committee
    - 7 members: 1 from each of 5 supervisory districts in county, 2 Governor appointed (1 is appointed as Chair)
    - Reviews and advises MAG, RPTA, and State Transportation Board on matters pertaining to RTP, TIP, life cycle programs, and ADOT 5-year construction program; makes recommendations on proposed major amendments to RTP, criteria for establishing priorities, and 5-year audit
  - Arizona DOT

**RTP Partners**

- Ad hoc group meets regularly to coordinate planning and implementation of Prop 400 and projects in the RTP
  - MAG Regional Council
  - Arizona DOT
  - Regional Public Transportation Authority
  - Valley Metro Rail

*Table 1: Roles and Responsibilities of Primary RTP Partners*

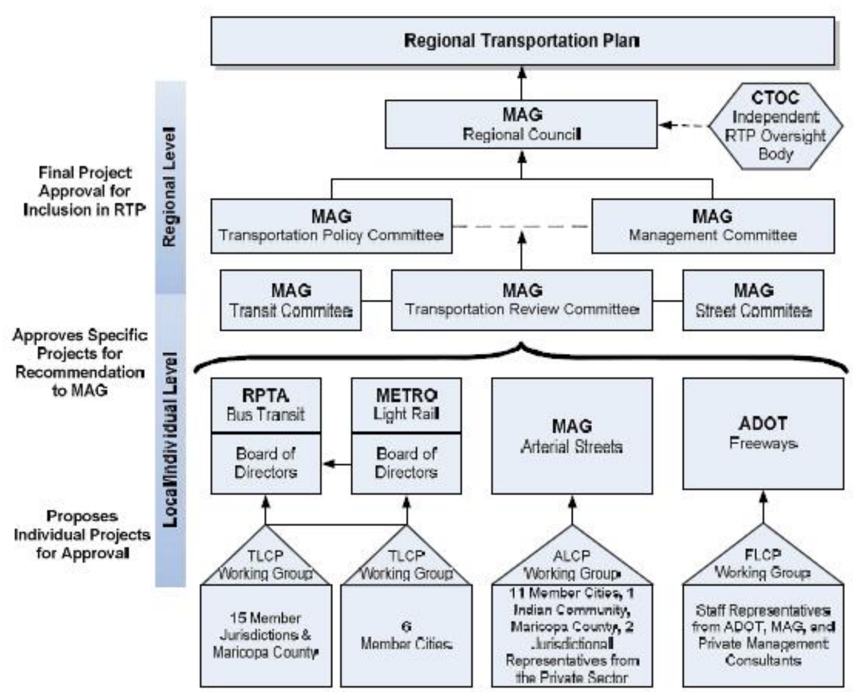
| | Regional RTP-Level | Individual Project-Level |
|---|---|---|
| MAG | ▪ Develops and approves RTP<br>▪ Sets priorities for implementing RTP projects | ▪ Provides administrative support for the Arterial Lifecycle Program |
| ADOT | ▪ Provides input and through State Transportation Board representation on the MAG Regional Council votes on RTP matters<br>▪ Maintains the arterial street fund and issues bonds on behalf of MAG | ▪ Builds, operates, and maintains the regional freeway and highway system |
| RPTA | ▪ Provides input and votes on RTP matters | ▪ Operates, builds, and maintains regional bus system |
| METRO | ▪ Provides input and votes on RTP matters | ▪ Builds, operates, and maintains the light rail system |

*Source: Auditor-generated based on information in the 2003 RTP, RTP updates, and annual Proposition 400 Reports*

**Regional Transportation Plan**

- Plan is MAG's LRTP [changes and recommendations are overseen by the agencies as listed above, but ultimately the Plan is approved by MAG Regional Council]
- 20-year plan
- Projects prioritized in 5-year increments
- Identifies which projects are funded by tax, required by Senate Finance Committee/HB 2292—this decided the allocation (freeways/transit/arterials)
- 6 public hearings were held before adopted
- TIP is short-term (first 5 years)
- Tax funds 45% of total $15.8 billion in needed projects [additional funding from other sources]
- Established four goals, 15 objectives, 19 performance criteria, and five evaluation criteria; Goals of the Plan:
  - System Preservation and Safety
  - Access and Mobility
  - Sustaining the Environment
  - Accountability and Planning

*Figure 4: Primary Entities Involved in Making RTP-Related Decisions*




Note: The State Transportation Board, although not directly involved in the RTP decision-making process, is responsible for approving the state-wide State Transportation Improvement Program (STIP) after the MAG Regional Council, MAG Transportation Policy Committee, and MAG Management Committee approve their local Transportation Improvement Program (TIP), which is updated every two years to outline implementation priorities through projects programmed for the next five-year timeframe of the 20-year RTP horizon.

**Developing Priorities**

- Extent of Local Public and Private Funding Participation
  - Highway Acceleration Policy [adopted by MAG to facilitate accelerating highway projects if local jurisdiction provides funds earlier than programmed]
- Social and Community Impacts
- Establishment of a Complete Transportation System for the Region [priority given to projects that lead to a complete transportation system as quickly as possible, maintaining a life cycle programming process for all major modes]
  - System level planning approach [all modes]
  - Project Development Process and Project Readiness [moves forward projects ready for construction]
  - Progress on Multiple Projects [all areas of the region throughout planning period]
  - Revenues, Expenditures, and Life Cycle Programming [accommodate cash flow, bonding is considered for "critical connections" weighted against the reduction in total revenues available for constructing projects/interest costs]
- Construction of Projects to Serve Regional Transportation Needs
  - Facility/Service Performance Measures—amount of travel on specific facilities, usage of transportation services, degree of congestion, and others [e.g., accident rate per million miles traveled, travel time between destinations, peak hour speed by facility type and geographic location, cost effectiveness, etc.]
  - Mobility Measures—availability of transportation facilities and services [e.g., % of people within 30 minutes of travel time to employment by mode, # of jobs/housing within ¼ mile of transit service, vehicles miles traveled per capita by facility and mode, etc.]
- Construction of Segments that Provide Connectivity with other Elements of the Regional Transportation System [construction sequenced to avoid gaps, isolated segments, bottlenecks, and dead-ends]
- Other Relevant Criteria Developed by the Regional Planning Agency [effective and efficient use of public resources, strong public support, geographic distribution, and inclusion of committed corridors; eliminates connection between freeways or fixed guideway facilities; etc.]

**Accountability**

- Major Amendment Process
  - Gives parameters for what constitutes a major amendment [e.g., addition or deletion of (whole or portion of, or exceeds $40 million) freeway, route on state highway system, or fixed guideway transit system]
  - Major amendments must adhere to specific and rigorous consultation and review process (in legislation)
- Life Cycle Programs
  - Management tools to ensure transportation program costs and revenues are balanced and project schedules can be met [develops a schedule of projects through the life of the tax, monitors the progress of implementation, and balances annual and total costs with estimated revenues; updated annually]
- Five-Year Performance Audits
  - Independent performance audit conducted by an independent firm (reports directly to the Auditor General of Arizona) to determine how well the plan is being implemented, how well the projects are performing, and if the goals of the RTP are met once the projects are built—provides another level of accountability
  - Audit focuses on:
    - Project performance in relieving congestion and improving mobility
    - Federal criteria
    - Efficiency of project changes (impact to budgets and schedules)
    - Effectiveness of organizational structure

**Findings of First (only) Performance Audit**

- Benchmarks were not set and goals were not identified (with exception of transit projects), making the audit difficult—recommendation is to set benchmarks immediately; create a quarterly (at least) "report card" or "dashboard" to match up the promises defined in the Proposition 400 to current project status

- There was limited documentation to demonstrate how projects were evaluated against criteria for reprioritization or how performance data was used in decision-making when making adjustments—recommendation is to clearly document the prioritization process and the change process
- Found that many opportunities exist for public input, but the process is difficult to understand and navigate—recommendation is to create a public/user-friendly “guidebook” to communication how the public can be involved and influence the process, and where the public can go to get the latest information [also mentioned that the role of the citizen advisory group needs to be reaffirmed to increase its effectiveness]
- MOUs exist to aid in collaboration and communication, however—recommendation is to establish guidelines clarifying codes of conduct, conflict resolution, and specific communication protocols
- The number of municipalities, entities, and boards/diversity of interests and local funding streams create challenges because some decisions benefit only a small number of people (not-region-wide) [no recommendation given, but does mention the efficiencies that might arise from merging regional transit and local jurisdictional activities]

**Education/Outreach**

- Grassroots effort led by Associated General Contractors of Arizona to get Prop 400 on ballot
    - Presented to chambers of commerce, business organizations, and other community associations discussing future growth and mobility needs and related quality-of-life issues
- Business community leaders, business-oriented coalition—caused support from local elected officials to grow
- Major selling point was “extension of tax” not a new tax
- Used extensive polling to learn which aspects of the plan resonated most with the public, integrated into campaign materials (economic benefits and resulting quality of life were leaders)
- Campaign materials included targeted brochures tailored to emphasize the plan’s benefits to various regions throughout the county
- Campaign printed and collected requests for early mail-in ballots, from which they built a database of public supporters
- A 300-person tracking poll was employed in month leading up election to gauge “real time” public support for the measure on a daily basis and simultaneous marketing efforts could quickly be tailored in response to the poll’s results (Tracking poll works on rolling basis—100 oldest members in poll rotated out with 100 new)
- Proposition 400 website featuring an interactive map allowing users to view and zoom in on specific improvements programmed in their region or neighborhood; in hindsight, it was suggested that the map be limited to specific corridors rather than specific projects

**Lessons Learned:**

- Voters insist on knowing what they would get for their money
- Plan’s prescription be limited to specific corridors rather than specific projects along such a corridor
- Flexible process, consistent message, strong partnership across numerous stakeholders and process participants

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- MAG Regional Transportation Plan, November 2003: www.azmag.gov/Documents/RTP_2003-Regional-Transportation-Plan.pdf
- MAG Regional Transportation Plan, July 2010: www.azmag.gov/Documents/RTP_2010-Annual-Report_Final_v17.pdf
- 2005 Annual Report on the Status of the Implementation of Proposition 400: www.azdot.gov/Highways/valley_freeways/SR51/PDF/ANNUALREPORT89292.pdf
- 2011 Annual Report on the Status of the Implementation of Proposition 400: www.azmag.gov/Documents/MAG_2011-09-12_DRAFT-2011-Annual-Report-on-Prop-400.pdf
- Maricopa Regional Transportation Plan, Consensus Effort to Balance Regional Needs: www.transportationforcommunities.com/cases/pdf/Maricopa%20Regional%20Transportation%20Plan%20-%20Balancing%20Regional%20Needs%20through%20Consensus.pdf
- Maricopa County Transportation Excise Tax Distribution Flow, 2006: www.azdot.gov/Inside_ADOT/FMS/PDF/rarftankchart_06.pdf
- Maricopa County Transportation Excise Tax Distribution Flow, 2011: www.azdot.gov/Inside_ADOT/FMS/PDF/rarftankchart_11.pdf
- NCHRP 20-24(62) *Making the Case for Transportation Investment and Revenue*, October 2009: downloads.transportation.org/Making_the_Case_Transportation_Investment_and_Revenue.pdf

# Orange County, CA

**Name:** Renewed Measure M
**Year Passed:** 2006
**Amount:** ½ cent, continuation of existing tax (originally passed in 1990)
**Responsible Agency:** Orange County Transportation Authority
**Revenue Split:** 43% freeways
32% streets
25% transit
**Original Revenue Forecast:** $15 billion over 30 years

**Accountability**

- Ordinance requires:
  - Transportation special revenue fund shall be established to maintain all revenues
  - Establishment of Taxpayer Oversight Committee
  - Each entity must maintain complete accounting records, separate from other funding sources
  - Performance measurement at least every 3 years
  - Quarterly status reports of major projects publicly presented to Authority
  - Annual independent audit of revenue spending
  - Voter approval required for major amendments to the Expenditure Plan
  - Strong penalties for misuse of funds (other than transportation, environmental cleanup)
- Taxpayer Oversight Committee
  - Orange County Auditor-Controller to serve as Chair
  - Members selected by 5-member Orange County Grand Jurors' Association
  - Must approve amendments (funding categories, programs, projects) to Expenditure Plan
  - Review annual independent audits and performance assessments
  - Taxpayer Oversight Committee Subcommittees
    - Each Committee member is required to serve on one of the subcommittees)
    - Audit Subcommittee
      - Review Measure M Revenue and Expenditure Quarterly Report
      - Track financial progress of OCTA and implementation of Measure M
      - Review results of annual Local Transportation Authority (LTA) audit
      - Determine annually if Authority is in accordance with Measure M Ordinance
    - Eligibility Review Subcommittee
      - Review submission of each local jurisdiction's CMP, Mitigation Fee Program, Expenditure Report, Local Traffic Signal Synchronization Plan, and Pavement Management Plan
- Public-friendly website
  - Project construction schedule chart (updated quarterly)

**Expenditure Plan**

- Called the "Orange County Transportation Investment Plan"
- Provides for needed countywide transportation facility and service improvements to be funded in part by tax
- Public comments received during development of plan, public reviewed and commented on draft plan
- 2% for "environmental cleanup" (not sure where this comes out of the total)
- 18% to Local Fair Share Program (again, not sure where this comes out of the total)

**Annual Progress Report**

- Shows projects spent over life of measure, with emphasis on projects recently completed/underway
- Lists local distribution of funds by city over life of tax

**Public Education and Outreach**

- **Phase 1:** Beginning in fall 2004, OCTA supported development of OC LRTP and to identify Measure M Investment Plan proposal improvements. *(*Memo in January OCTA BOD Agenda Package: *Measure M Investment Plan Outreach Update, December 16, 2055)*
  - Purpose of Phase I: Solicit input and consult with stakeholders about transportation issues and improvement options (fall 2004-dec 2005)
  - LRTP development and M2 plan proposal communicated with: elected officials, city staff, transportation agencies, community stakeholders, & public.
  - Included 5 focus groups and 3 opinion surveys along with one-on-one meetings, roundtable discussions, workshops, presentations, and other community outreach.
  - Community involvement meetings, presentations and/or roundtable discussions with Chambers of commerce, business leadership groups, Kiwanis/rotary/realtor clubs, planning and engineering groups, transportation agencies and professionals, reps from senior citizen and special needs groups, environmental groups, general public. (As of Jan 2006- received input for a year from these groups that were incorporated in Measure M Investment Plan)
  - Phase I of public involvement provided general themes
    - Add lanes to freeways to improve mobility and reduce traffic congestion on links (listed on memo)
    - Fix the 91
    - Improve traffic flow at freeway interchanges (outlined major chokepoints)
    - Preserve existing infrastructure
    - Optimize street operations
    - Include stringent voter safeguards
    - Acknowledge quality of life issues
    - Include safety improvements
    - Provide transit options for seniors and disabled
    - Build on existing Metrolink service
  - Phase I Measure M Investment Plan Outreach all included (*Measure M Investment Plan Outreach Update, December 16, 2055*):
    - City Outreach Detail: League of Cities Briefings, 11 Super Committee and Subcommittee Meetings plus planning meetings, 21 presentations to city councils, 70 mtgs. With city officials, 7 tech advisory committee workshops (TAC), 3 city questionnaires, 6 Orange County City Managers Association Meetings (OCCMA), and 11 OC Council of Governments (OCCOG) and OCCOG Technical Advisory Committee (TAC) Briefings.
    - Community Outreach Detail: 24 CAC Meetings, 58 Community Involvement Meetings/Presentations/Round Table Discussions that included 12 chambers of commerce, 14 business group consultations, 6 kiwanis/rotary clubs, 7 planning and engineering groups, 2 transportation agencies and professionals, 7 special needs reps., 3 LRTP Community Open Houses, 7 Environment/Community Groups
    - Opinion Research Detail: 5 focus groups, 3 public opinion polls, and 8,000 surveys submitted via OC Fair, website
- **Phase 2:** Goal to Circulate draft plan proposals and gather feedback to make plan refinements (Jan – April 2006)
  - Phase II Jan 2006 to April 2006 outreach included (for more details, please see Measure M: Final Transportation Investment Plan, April 2006 pdf fom April 2006 BOD mtg) :
    - 5,000 Draft Plans distributed via mail and in-person
    - OCTA website posted info and draft plan (nearly 6,000 website hits)
    - 800,000 public info mailers w. 9,071 response cards returned

  - 80 presentations/meetings to discuss plan with city council, super committees, chambers of commerce, business groups and professional orgs, environmental groups, League of Cities Super Committee, and OCTA's TAC, CAC and Special Needs in Transit Advisory Committee.
  - 6 community workshops throughout county
  - 74 telephone calls for info requests/comments
  - 84 letters and 15 emails received
  - 265 respondents to online survey
  - 84+ print and broadcast media stories
- **Phase 3:** Goal to Educate and inform the public about plan details (April 2006-July 2006)

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**References**


- Measure M Website: www.octa.net/M2/Overview.aspx
- Measure M 2009 Progress Report: www.octa.net/pdf/m2report09.pdf
- Measure M Accountability: www.octa.net/M2/Safeguards.aspx
- Measure M Performance Measure Dashboard: www.octa.net/M2/Dashboard.aspx
- Measure M2 Fact Sheet, March 2011: www.octa.net/pdf/renewedm.pdf
- Measure M2 Voter Pamphlet, November 2006: www.octa.net/MeasureM2/REST/ContentStream.ashx?entryId=2031&mode=Download
- OCTA PowerPoint Presentation Extending Measure M: bos.ocgov.com/legacy3/newsletters/pdf/Measure%20M.pdf
- Renewed Measure M Transportation Investment Plan, November 2006: www.octa.net/pdf/investmentplan.pdf
- Renewed Measure M Transportation Ordinance, July 2006: www.octa.net/MeasureM2/REST/ContentStream.ashx?entryId=2121&mode=Download
- Taxpayer oversight committee recruitment information: www.octa.net/M2/Safeguards/MemberRecruitment.aspx

# Salt Lake, Davis, and Weber Counties, UT

| | |
|---|---|
| **Name:** | -none- |
| **Year Passed:** | 2000 |
| **Amount:** | ¼ cent |
| **Responsible Agency:** | Utah Transit Authority |
| **Revenue Split:** | 75% Transit<br>25% Highways (I-15) |
| **Original Revenue Forecast:** | No sunset |

**Background**

- All three counties are in the service area of the Utah Transit Authority (UTA)
- Voted on separate but identical ballot measures.
- Each ballot measure proposed a 3/4-cent increase in the dedicated transit sales tax from the existing level of 1/4-cent.
- No sunset date for the increase, nor with the existing 1/4-cent tax.
- UTA indicated that the increased revenues would be used to
  - expand basic bus service in each county that approved the tax,
  - expand the light rail system in Salt Lake County if it approved the tax, and
  - develop a high speed commuter rail system through all three counties if all three counties approved the tax. The amount of money allocated to each of these three uses was not identified, on either a dollar or percentage basis.
- The measure received majority support in each of the three counties.
  - Davis County: 57.5%
  - Salt Lake County: 53.6%
  - Weber County: 52.8%.
- Legislation passed in 1992 required that Salt Lake County use 25% of the revenues generated from the existing 1/4-cent sales tax for I-15 highway improvements. This legislation also applied to the 1/4-cent sales tax increase with the 2000 ballot measure.

**Lessons Learned**

- Four critical conditions normally associated with failure existed within Salt Lake County.
  - Proponents only spent $163,292 on the campaign and began campaigning two months prior to the vote,
  - No expiration date existed with the tax increase,
  - A specific expenditure plan did not exist, and
  - A survey conducted at the beginning of the campaign indicated the measure was behind by about 10% in Salt Lake County.
  - Additionally, there was organized opposition
- Three factors compensated for the negative factors
  - UTA was aggressive in using its funds to communicate with voters through both a comprehensive mailing
  - and through the paid use of television during the campaign.
  - UTA's single existing light rail line was highly popular
  - significant amount of highway congestion resulting from delays in highway construction.

**Resources:**

- Utah Transit Authority, *FrontRunner and Beyond*, 2008: www.arema.org/files/library/2008_Conference_Proceedings/UTA_Frontrunner_and_Beyond_2008.pdf
- Factors Influencing Voting Results of Local Transportation Funding Initiatives with a Substantial Rail Transit Component: Case Studies of Ballot Measures in Eleven Communities, Mineta Transportation Institute, October 2001: ntl.bts.gov/lib/11000/11800/11827/BallotMeasures.pdf

# Salt Lake and Utah Counties, UT

**Name:** Proposition 3
**Year Passed:** 2006
**Amount:** ¼ cent
**Responsible Agency:** Utah Transit Authority
**Revenue Split:** 75% Transit
25% Highways
**Original Revenue Forecast:** $2.2 billion (no sunset?)

**Transportation Plan**
- Plan focused on TRAX (light rail) as one system and one project, rather than multiple, parsed by county or area.
- Emphasis was focused on accountability, with multiple layers of governmental (local, regional, and state-level) and citizen approval of projects to receive funds from the tax.
- Utah Transit Authority known as PR machine, and is seen in a positive light – administers funds
- Utah Transit Authority also touted its efficiency practices, like co-locating project staff and consultants in the same building, for easier communication and coordination during development and construction.
- The 'perfect' schedule and budget of the starter light rail line were again promoted, to boost credibility.

**Public Outreach**
- Referendums in two counties: $2.2 billion
  - 4 light rail projects / 30 miles
  - 1 commuter rail project/ 44 miles
  - Total of 70 miles in 7 years
- Six weeks prior to the vote, the referendums had strengths:
  - Strong public support for transit
  - Strong agency image
  - Business community support
  - Local government support
  - Favorable news media (they did our polling)
  - No organized opposition
  - Projects are ready, can begin construction next year
- Six weeks prior to the vote, the referendums had perceived weaknesses:
  - Confusion
    - Property tax or sales tax?
    - Rail? Roads? Roads and rail?
  - Road component was positive, but complex
  - Two counties
    - Two different packages of projects
    - Two different ballot names/language
  - No campaign money raised

**Resources:**

- Accelerating Utah Transportation Investments, Needs, Costs, Funding Options, June 2006: www.tomwarne.com/reports/reports/download/SaltLakeUTCOC401_June192015_Transportation_Alliance_Final_Report.pdf
- Presentation "Prop 3: Rail & Roads Drafting Successful Ballot Measures", June 2007: www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&ved=0CE8QFjAA&url=http%3A%2F%2Fwww.cfte.org%2Fevents%2Fapacker.ppt&ei=364NUIGkOsXI0QH7xJHLAw&usg=AFQjCNHlDbxvDVxbAwqTAkWKZA7MltVdtA
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- Utah Transportation Funding Case Study, NCHRP 20-24(62), September 2009: www.transportation-finance.org/pdf/featured_documents/nchrp_20_24_62_utah.pdf
- 'Urban Growth Boundaries' Can't Keep Utah Transit Authority From Expanding, September 2008: www.progressiverailroading.com/passenger_rail/article/Urban-Growth-Boundaries-Cant-Keep-Utah-Transit-Authority-From-Expanding--17894#

# San Joaquin, CA

| | |
|---|---|
| **Name:** | Proposition 400 |
| **Year Passed:** | 2006 |
| **Amount:** | ½ cent, continuation of existing tax (originally passed in 1990) |
| **Responsible Agency:** | San Joaquin County Transportation Authority |
| **Revenue Split:** | 35% Local Street Repairs and Safety<br>32.5% Congestion Relief<br>30% Rail, Bus (BRT), Bicycles, and SRTS<br>2.5% Railroad Crossing Safety Projects |
| **Original Revenue Forecast:** | $2.6 billion over 30 years |

**Overview/General Info:**

- San Joaquin Council of Governments (SJCOG) plans, finances, and coordinates transportation for cities of: Stockton, Lodi, Mateca, Tracy, Ripon, Escalon, and Latrop; and the County of San Joaquin as the Local Transportation Authority
- Measure K is largest revenue source of all local, state, and federal sources
- Administered by SJCOG
- Management & Finance Advisory Committee, CAC, and TAC review plans prior to going before the Board, staff and project sponsor
- One of few sources of funds for projects that benefit air quality, including bike lanes and paths, park and ride lots, railroad grade separations
- Measure K's focus: improve highways and local streets, new passenger rail service, regional and interregional bus routes, park-and-ride lots, new bicycle facilities, and railroad crossings

**Accountability Plan:**

- **Measure K Expenditure Plan**: Allocates revenues to specific projects and programs by transportation mode/facility. Outlines all distribution between county and cities.
- **Measure K Renewal Strategic Plan**: Programming document for local sales tax revenue. Serves as master document n the delivery of Measure K Renewal Expenditure Plan projects. Determines how funds will be dispersed to specific projects.
  - Explains roles and responsibilities in development and maintenance of program and Renewal program; details the financial plan including revenue projections; allocations and approaches; defines projects, scopes costs & schedules; and identifies accomplishments and critical issues.
  - Strategic plan is detailed and provides disbursement schedule for all projects.
  - One completed in 2007, and then in 2011.

**Resources:**

- SJCOG Annual Report: www.sjcog.org/docs/pdf/Measure%20K/1011ar.pdf
- Measure K renewal project package: www.sjcog.org/programs-projects/Measure%20K_files/mk_renewal.htm
- Accountability Plan: www.sjcog.org/docs/pdf/Measure%20K/2011mkrstrategicplan.pdf
- SJCOG 2011 Regional Transportation Plan) www.sjcog.org/docs/pdf/Transportation/RTP/2011/2011_RTP_WithAppendices.pdf
- Ordinance and expenditure plan www.sjcog.org/programs-projects/Measure%20K_files/projects.htm

# San Mateo, CA

| | |
|---|---|
| **Name:** | Measure A |
| **Year Passed:** | 2004 |
| **Amount:** | ½ cent, continuation of existing tax (originally passed in 1988) |
| **Responsible Agency:** | San Mateo County Transportation Authority |
| **Revenue Split:** | 30% Transit |
| | 27.5% Highways |
| | 22.5% Local Streets |
| | 15% Grade Separations |
| | 3% Pedestrian and Bicycle |
| | 1% Alternative Congestion Relief Programs |
| **Original Revenue Forecast:** | $1.5 billion over 25 years |

**Background**

- Original 1988 (scheduled to sunset in 2008) voter approval of Measure A, the county's half-cent transportation sales tax
- Adopted under provisions of the California Public Utilities Code commencing at Section 131000,
- Marked the development of the San Mateo County Transportation Authority (TA), the agency created to administer the sales-tax funds.

**Developing the Transportation Expenditure Plan**

- Focused on building a balanced plan, consistent with the Countywide Transportation Plan, reflecting the wants and needs of the public combined with the recommendations of engineers and the support of elected officials
- Began with a blank sheet of paper and then assembled through a process with San Mateo constituencies
- Melded technical evaluations with feedback from the public and elected officials throughout the county.
- TA sponsored focus groups, three public workshops and hosted more than 30 outreach events to civic organizations, service groups, and neighborhood associations
- TA sought perspectives of residents representing both the general public and groups with special needs
- Suggestions were evaluated by professional staff from the TA, cities, and local agencies
- Plan addresses current and anticipated congestion needs
- All projects were considered for the Transportation Expenditure Plan
- Not every project could be included due to costs

**Oversight and Administration**

- Plan implementation remains the responsibility of the San Mateo County Transportation Authority
- TA is composed of seven elected officials representing the Cities in the County, the County of San Mateo and the San Mateo County Transit District
- TA is responsible for developing and updating a strategic plan to guide allocation decisions
- Plan is updated at least every five years during the term of the Measure
- Citizens Advisory Committee advises the TA
- TA also works cooperatively with the California Department of Transportation, the Metropolitan Transportation Commission, and the San Mateo City and County Association of Governments on grant funding programming for Transportation Expenditure Plan programs and projects

**Resources:**

- Measure A overview: www.smartvoter.org/2004/11/02/ca/sm/meas/A/
- SMCTA 2011 Annual Financial Report: www.smcta.com/pdf/TA_Strategic_Plan_2009-2013_Final.pdf
- San Mateo County Transportation Authority Strategic Plan 2009-2013: www.smcta.com/pdf/TA_Strategic_Plan_2009-2013_Final.pdf

# Seattle, WA

| | |
|---|---|
| **Name:** | Bridging the Gap |
| **Year Passed:** | 2006 |
| **Amount:** | increased property tax, new tax on commercial parking lots, employer tax |
| **Responsible Agency:** | Seattle DOT |
| **Revenue Split:** | First $1.5M annually to Neighborhood street fund<br>At least 66% Maintenance<br>At least 17% Bike and ped safety<br>No more than 16% Transit service enhancements |
| **Original Revenue Forecast:** | $544 million over 9 years |

**Accountability**

- Funds administered by the Seattle Department of Transportation.
- Quarterly and annual reports create transparency in regards to where funds are going
- Project descriptions are specific and quantifiable (x miles of trails, etc)
- Focus on reducing maintenance backlog by half.
- Cumulative Levy Breakout (2007 – 2010)
  - Maintenance 73%
  - Bike and ped safety 18%
  - Transit service enhancements 9%
- A 15-member citizen committee reviews BTG projects
- Projects are designed to serve all users:
  - Neighborhoods
  - Commuters
  - Bicyclists
  - Pedestrians
  - Freight
- Actively focus on integrating BTG program and project funding into other planning and programming at the Seattle Department of Transportation
  - Committee reviews other programs such as Complete Streets, the Bicycle Master Plan, and the Pedestrian Master Plan, and implementation of the Neighborhood Street Fund large project program
- Committee remains accountable through being accessible to the public
  - Quarterly meetings are held in different parts of the city, with time set aside for the public to share their views on BTG issues.

**Resources:**

- City of Seattle, Department of Transportation Bridging the Gap: seattle.gov/transportation/BridgingtheGap.htm
- City of Seattle, Department of Transportation Bridging the Gap, 2011 Annual Report: seattle.gov/transportation/docs/btg/BTG%20Annual%20Report%202011FINAL.pdf
- City of Seattle, Department of Transportation Bridging the Gap, Quarterly-Reported Accomplishments: seattle.gov/transportation/btg_accomplishments.htm
- City of Seattle, Department of Transportation Bridging the Gap, Citizen Oversight Committee: seattle.gov/transportation/btg_oversight.htm
- Why Bridging the Gap alone can't eliminate Seattle's maintenance backlog: sdotblog.seattle.gov/2011/08/12/why-btg-alone-cant-eliminate-seattles-maintenance-backlog

# St. Louis, MO

| | | |
|---|---|---|
| **Name:** | Proposition A | |
| **Year Passed:** | 2010 | |
| **Amount:** | ½ cent | |
| **Responsible Agency:** | Metro Transit Agency | |
| **Revenue Split:** | Transit: | 100% |
| **Original Revenue Forecast:** | $80 million annually | |

**General**

- The sales tax increase will generate about $80 million annually to fund Metro services, included MetroLink expansions, identified in the transit agency's long range plan, "Moving Transit Forward."
- The measure also triggers a previously passed 0.25 percent tax increase in the city of St. Louis.
- Passage of the measure created a pool of local match of dollars opening up the opportunity for millions more in federal funding
- Measure previously failed in November 2008, resulting in reduced bus and light-rail service and employee lay offs

**Public Outreach and Education**

- Effort was marketed throughout the entire Metrolink service region
- Effort led by Citizens for Modern Transit, a coalition formed specifically for the effort.
- Citizens for Modern Transit raised funds to advertise
- garnered support from a range of regional leaders
  - Chesterfield, Missouri, Mayor John Nations (and chair of Advance St. Louis),
  - Chancellor Mark Wrighton of Washington University, and
  - Citizens for Modern Transit Executive Director Tom Shrout
  - Washington University Student support
  - St. Louis County Executive John Dooley
  - Regional Council of Governments

**Resources:**

- Greater St. Louis Transit Alliance: www.moremetrolink.com
- Citizens for Modern Transit: www.cmt-stl.org
- Metro Long Range Plan (Moving Transit Forward): www.metrostlouis.org/MovingTransitForward/community.aspx