



**DATE:** June 28, 2018

**TO:** Transportation Authority of Marin Board of Commissioners

**FROM:** Dianne Steinhauser, Executive Director  
Li Zhang, Chief Financial Officer

**SUBJECT:** Adoption of the TAM FY2018-19 Annual Budget (Action) - Agenda Item No. 12b

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**RECOMMENDATION:**

The TAM Board reviews and adopts the TAM FY2018-19 Annual Budget, along with the proposed work plans for FY2018-19 and salary schedule effective as of July 1, 2018.

**BACKGROUND:**

Pursuant to Article VI, Section 106.1 of the TAM Administrative Code, no later than its June meeting of each year, the TAM Board shall adopt the annual budget for the following fiscal year. A minimum thirty-day public comment period and a public hearing are also required as part of the budget approval process. The TAM Board adopted the recommended FY2018-19 revenue levels for both Measure A, the Half-cent Transportation Sales Tax, and, Measure B, the \$10 Vehicle Registration Fee, and the budget development schedule at its March 22, 2018 meeting.

The Citizens' Oversight Committee (COC) reviewed and provided comments to the draft FY2018-19 Annual Budget at its May 21, 2018 meeting. The draft annual budget was also presented to the Marin Managers Association for review and comment at its May 24, 2018 meeting.

Please note all changes made since May 21, 2018 are highlighted in the applicable section of the staff memo and the attachments.

**DISCUSSION/ANALYSIS:**

TAM's annual budget provides reasonable estimates for revenues and expenditures expected for the upcoming fiscal year. The following five attachments, which are key components of TAM's annual budget, are presented as part of this report to give the Board and the public in Marin a complete picture of the TAM's FY2018-19 work plans and related spending.

- Attachment 1: Draft TAM FY2018-19 Annual Budget, illustrates all revenue and expenditure items included in the budget, both in total and by function.

- Attachment 2: Assumptions for FY2018-19 Budget Development, illustrates assumptions used for the specific line items/categories included in the budget.
- Attachment 3: FY2018-19 City/Town/County CMA Fee Schedule, illustrates the percentage share of each city/town/county's contribution to the CMA fee TAM receives from the local jurisdictions. The same share formula is also used for Measure A local infrastructure fund distribution.
- Attachment 4: Calculation of FY2018-19 Appropriations Limit, illustrates TAM's annual appropriation limit (Gann Limit) calculation for FY2018-19, which set the cap for the Measure A Half-Cent Transportation Sales Tax expenditure level for the upcoming fiscal year.
- Attachment 5: Draft FY2018-19 Work Plans by Functional Area provides detailed overview of major work tasks that will be taken on by TAM in the upcoming fiscal year.
- Attachment 6: Proposed FY2018-19 Salary Schedule with 3% COLA Increase

### **Major Agency Operational Changes Happened in FY2017-18**

With the support and approval of the Board, TAM became the employer of record and entered into retirement benefit contract with CalPERS. As of January 1, 2018, all employees who were hired by Local Government Services (LGS) and Regional Government Services (RGS) for TAM were hired directly by TAM. Services credits of those who were under the LGS CalPERS contract, including current TAM employees, employees who left or retired from LGS while working for TAM, were transferred from the LGS CalPERS contract to TAM's CalPERS contract. Employees who were hired by RGS for TAM with no CalPERS retirement benefit are now under the TAM CalPERS contract as PEPPRA (Employee's Pension Reform Act) members.

The TAM Board also approved the selection of the CalPERS Health Program as the provider of the agency's health benefit. The health benefit contract will be effective as of July 1, 2018. This means that all the Human Resource (HR), recruitment, payroll, and medical/dental/vision and other ancillary benefits and operational functions that were provided by LGS/RGS are being managed directly by TAM now.

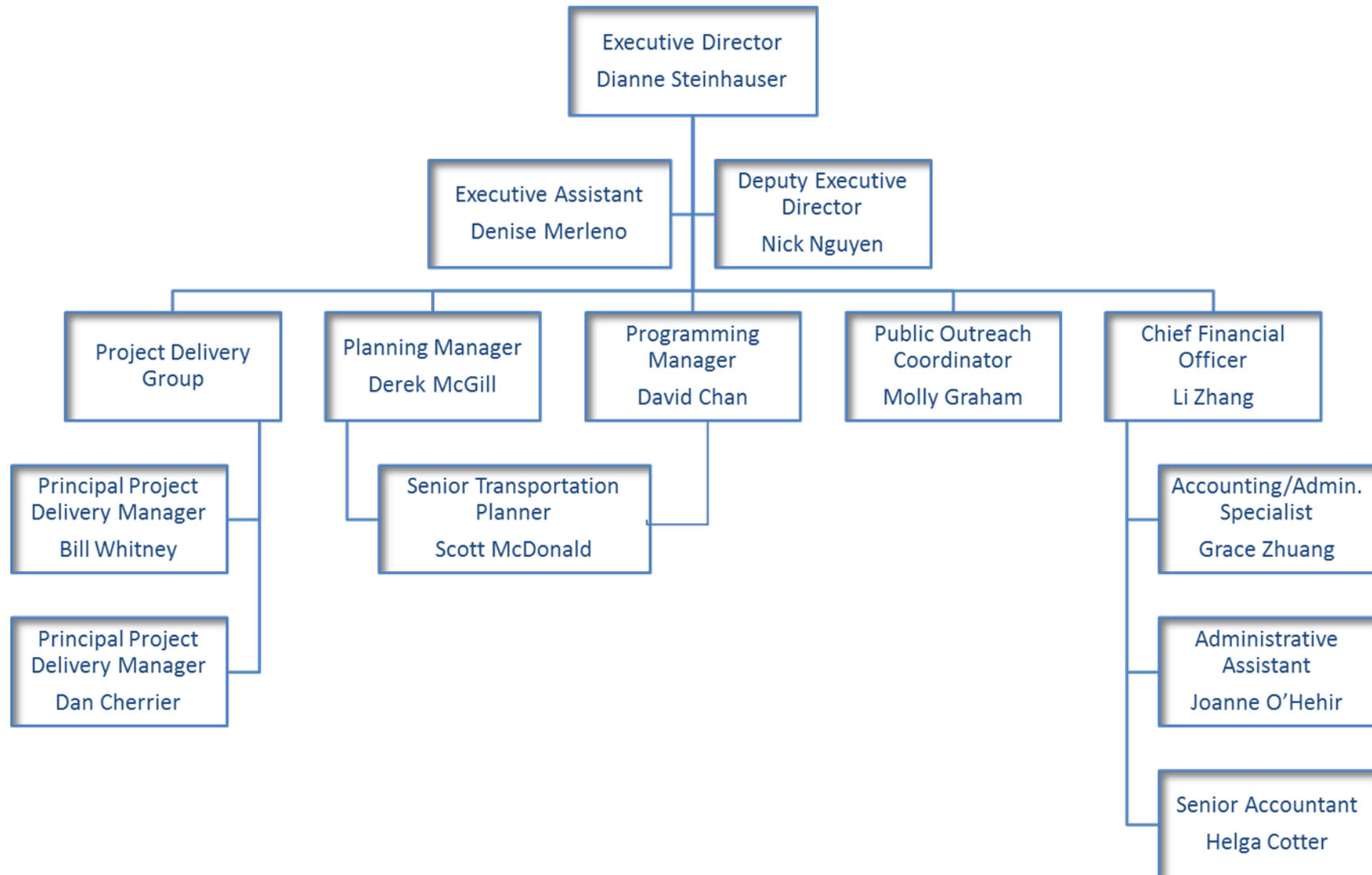
### **Current Staff Plan and Anticipated FY2018-19 Staff Level:**

TAM currently has a total of 12.8 full time equivalent (FTE) positions approved by the Board during the FY2017-18 budget approval process. The newest position, Senior Accountant, which was approved and budgeted in the FY2017-18 budget cycle was filled on May 2, 2018. At this time point, staff is not anticipating any additional position needed for FY2018-19.

### **2018 Cost of Living Adjustment Request:**

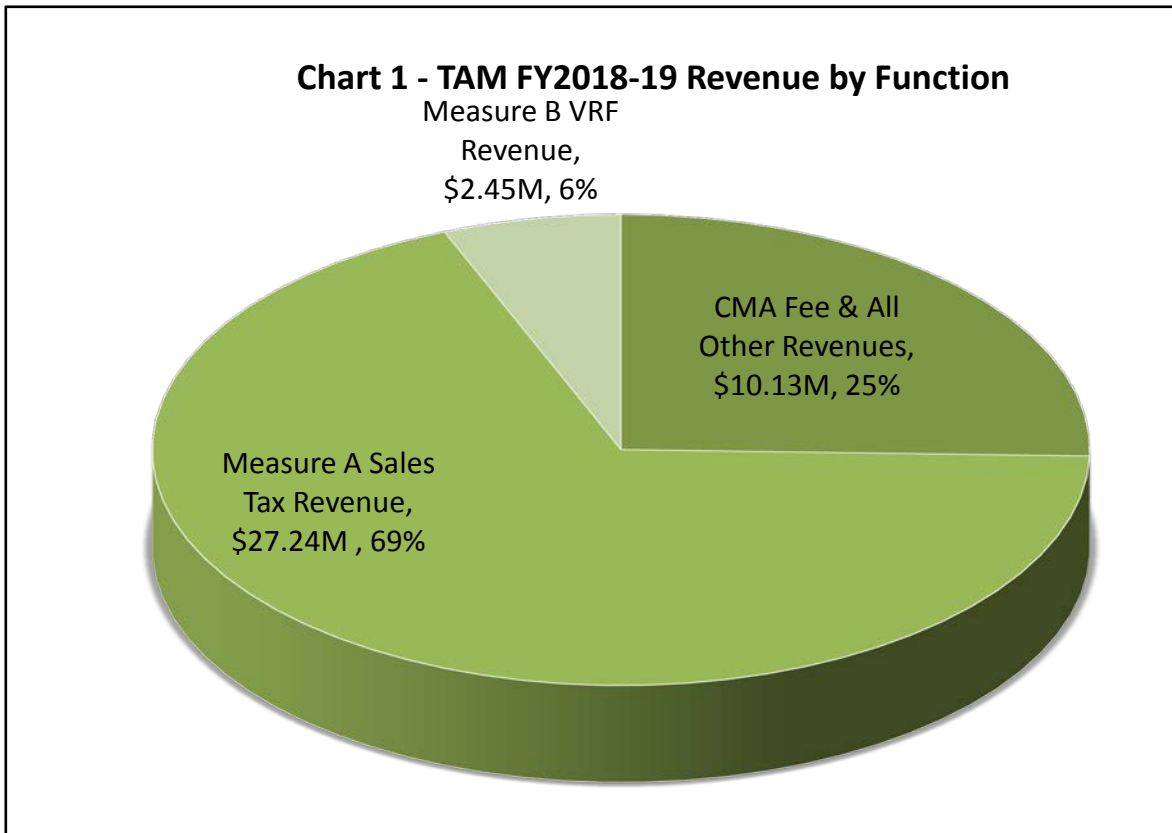
The TAM Board approved the first 3% Cost of Living Adjustment during the approval of the agency's FY2016-17 Annual Budget and another 3% COLA increase during the FY2017-18 budget cycle, which aligned TAM's practices with other local agencies in Marin and other transportation agencies in the Bay Area. As part of the FY2016-17 budget review and approval process, the TAM Board also agreed to consider the approval of COLA adjustments during the review of each budget cycle. Staff updated the survey of the 15 various agencies that were consulted in the last two budget cycles and confirmed that 11 out of the 15 are still offering COLA adjustment range from 2.5% to 3.3%. The 2017 annual Bay Area CPI released by the Association of Bay Area Governments is 3.4%. To be prudent, staff would recommend that the TAM Board considers the approval of a COLA increase of 3% in the FY2018-19 budget year, instead of the 3.4% 2017 Bay Area Consumer Price Index data. Staff has developed Attachment 6, Proposed FY2018-19 Salary Schedule with 3% COLA Increase, for the Board's review and approval.

**Transportation Authority of Marin Current Organization Chart – May 2018**



**Highlights of the Draft FY2018-19 Budget:**

***FY2018-19 Revenue Overview:***



**Measure A ½ cent Transportation Sales Tax Revenue:**

Taxable sales collection is one of the main indicators of the strength of the economy and consumer confidence. TAM's Measure A revenue bottomed at \$18.8 million in FY2009-10 and has been seeing positive growth since then, at an average annual growth rate of 4.7%, as the end of FY2016-17. TAM's revenue analysis team from HdL Companies projects that this positive trend will continue into FY2022-23, but with smaller growth rate, with FY2017-18 at 4.6%, FY2018-19 at 0.3%, FY2019-20 at 2.1%, FY2020-21 at 1.9%, and both FY2021-22 and FY2022-23 at 1.1%. HdL Companies' January 2018 estimates suggested that TAM's FY2017-18 Measure A revenue collection will be at \$26.94 million, which is \$0.98 million higher than the \$25.96 million budgeted level for the year. Please note that the Board adopted the most conservative estimate out of the three scenarios presented by staff last year and directed any excess revenue over the budgeted level to be used to replenish the \$1.88 million reserve fund that was released in December 2016 to help the funding needs of a few critical capital projects. The release of the reserve fund allowed Marin Transit to meet its urgent fund needs and award the contract for the Redwood and Grant Bus Facility in Novato. The TAM Board also directed a small amount of the reserve funds to the TAM Junction Bike Lane Project.

To continue TAM's prudent and conservative approach, staff recommended and the TAM Board approved setting the FY2018-19 Measure A Sales Tax revenue level at \$26.94 million. If the revenue level comes in

above the adopted budget level, the excess funding will be used to replenish the \$1.88 million reserve fund that was released in December 2016 until its fully restored.

Any excess revenue after the full replenishment of the reserve fund will then be made available to project/program sponsors in the following year as prior year carryover funds. Staff will also actively monitor the sales tax revenue trend and any potential economic downturn timely with support from HdL and update the Board if any negative adjustments are necessary.

Measure B \$10 Vehicle Registration Fee Revenue:

Budgeted Measure B revenue for the current year is \$2.35 million. Staff believes that actual revenue will be close to the \$2.40 million collected in FY2016-17, recommended and the TAM Board approved the \$2.4 million budget level for FY2018-19 at the March 22, 2018 TAM Board meeting.

Congestion Management Agency Revenues Expected:

Cities/Towns and County Contribution: As the Congestion Management Agency (CMA) in Marin County, TAM receives a total of \$430,000 from the Cities/Towns and the County annually for services provided. This annual contribution is used to fund ongoing support from TAM, such as managing various funding sources, conducting Calls for Projects, assisting in grant applications as needed, project delivery support, providing federal aid support services, and other coordination. The \$430,000 CMA fee level was agreed to by all local jurisdictions in 2003 and has not been increased since then. Each jurisdiction's share of the CMA fee is calculated based on a 50% population/50% public road lane-mile maintained formula.

TAM staff also worked with representatives from the Marin Managers' Association (MMA) and was able to achieve consensus in 2015 on a five-year temporary fee increase to address critical workload, especially in the planning area, including the Strategic Vision Plan, additional traffic monitoring and origin/destination studies, and the new Marin travel model. The 30% or \$129,000 annual contribution level increase went into effect in FY2015-16 and will expire by the end of FY2019-20.

MTC STP/CMQ Planning and OBAG Grant Funds: TAM received a share of planning funds consistent with recent years through the MTC OBAG 2 grant process. The current fund agreement with MTC covers the core CMA staffing and planning function needs and it's a 10-year agreement which provides fund from FY2017-18 to FY2026-27. These revenue items are reimbursement based so the total realized revenue will depend on actual programming and project expenditures in FY2018-19.

MTC Regional Measure 2 Revenue: TAM expects a total of \$5.64 million in Regional Measure 2 (RM2) funds for the work related to the North/South Greenway project. Funding will be used for environmental document approval and preliminary engineering in the Southern Segment, and final design work, permits and construction in the Northern Segment.

Transportation For Clean Air Funding: This is the 40% of the Transportation Fund for Clean Air (a \$4 statewide vehicle registration fee) that is collected and distributed to TAM in advance every year. Based on the actual revenue received for FY2016-17, a total of \$360,000 is estimated for FY2018-19.

State STIP PPM Fund: A total of \$194,000 of STIP/PPM funds is expected to be spent and reimbursed in FY2018-19 for all STIP Planning, Programming and Monitoring activities.

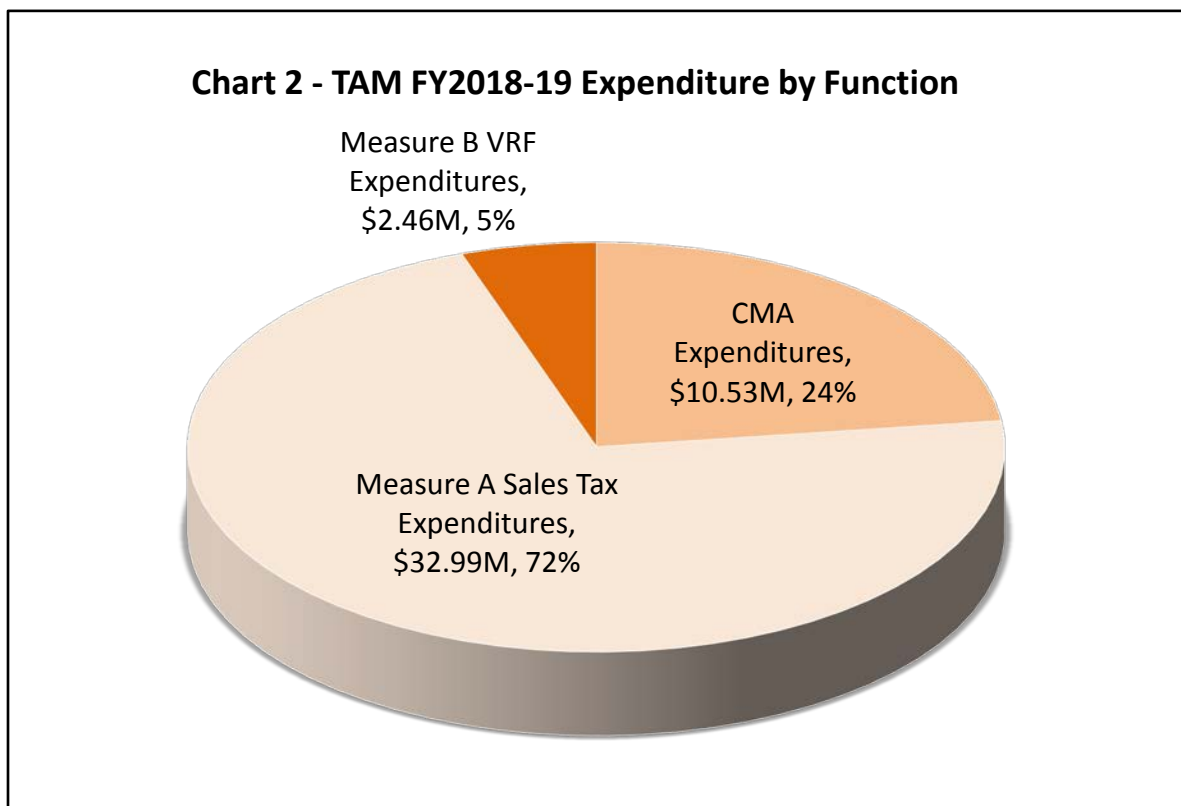
STIP/RTIP/ITIP Funds/SB1 Local Partnership: For various MSN construction and Highway 101 Gap Closure Mitigation projects, a total of \$1.15 million is expected to be spent and reimbursed in FY2018-19. Those funds have been fully allocated by the California Transportation Commission.

Non-motorized Transportation Pilot Program Fund: TAM received \$60,000 in Non-motorized Transportation Pilot Program (NTPP) funds from the County for the Street Smarts Program. Approximately \$37,000 of the \$60,000 is expected to be spent and reimbursed for eligible expenditures of the Street Smarts Program Implementation effort in FY2018-19.

MTC Climate Initiatives Program Grant/CMAQ: Total spent and reimbursement expected is about \$65,000 under the Carshare Pilot Program.

Realized Highway 101 ROW Excess Fund: TAM programmed \$3 million of the excess right of way sale proceeds from the HWY101 Gap Closure Project as part of OBAG2 process to various projects. A total of \$615,000 is expected to be spent in FY2018-19 based on the project schedule.

***FY2018-19 Expenditure Overview:***



**Administration:**

Compared to the FY2017-18 budget, total expenditures under the Administration category is approximately \$98,000 (3%) lower. Please note that the proposed FY2018-19 staff cost reflects 3% overall cost increase for all positions as a one-time cost of living adjustment (COLA), as discussed under the *2018 Cost of Living Adjustment Request Section*, as well as an average 2.5% merit base salary increase for all position. The savings are from reduction of staff cost as a result of the TAM hiring all employees directly, reduced legal needs due to the resolution of LGS/TAM/CalPERS legal issue and the completion of the agency wide computer equipment upgrade in FY2017-18.

There are no changes made under the Administration Category since the May 14, 2018 Board review.

Professional Services:

Compared to the FY2017-18 budget, the proposed expenditure level for the Professional Services category is \$534,250 (15%) lower. TAM is finishing up various capital projects, including a few major MSN Projects in FY2017-18 and it's planning for a suite of new projects/programs in FY2018-19. Details for each of the professional budget lines are included in the assumption pages, Attachment 2.

Proposed Changes under the Professional Services Category since the May 14, 2018 Board Review:

Staff recommends the removal of the "Bike Path Improvement on Sir Francis Drake Fly-over" budget item since there is no sufficient funding sources to complete this project due to cost overrun with other projects in the corridor. The TAM Programming and Projects Executive Committee discussed and supported this decision at its June 11, 2018 meeting, and referred the action to the Board for approval at its June 28, 2018 meeting. The recently approved Regional Measure 3 may bring potential new funding for the needed path improvement as part of the 580/101 Direct Connector Project.

Measure A Sale Tax Programs/Projects:

Under Measure A Program/Projects, \$20,000 is budgeted to meet the continuing needs of the compliance audit effort. Out of the interest revenue, \$166,000 will be budgeted for Regional Bike/Ped Path maintenance and \$25,000 for the SMART insurance policy cost needed for the Central Marin Ferry Connector project. This reflects an annual amount for 10 years, totaling \$250,000. \$85,000 is also assumed from interest revenue for the continuing support of Golden Gate Transit's ferry shuttle service.

About \$21.46 million is available under Strategy 1 for Marin Transit's operation and capital needs. Marin Transit will claim a total of \$18.06 million in FY2018-19 for its operation and capital needs.

Under Strategy 2, TAM has paid off the MTC loan which was secured for the cash flow needs of the Highway 101 Gap Closure Project as well as the related Caltrans construction support costs. The only remaining category under Strategy 2 is the STP/STP-HIP Swap Project category. All other swap projects are completed with the exception of \$484,000, which was reserved for the County of Marin HIP Project but was redirected to the City of San Rafael's Grant Ave Bridge Project, and \$300,000 is scheduled to be reimbursed in FY2018-19. The TAM Board also approved \$100,000 under this category through funding swap to meet the fund needs for the Crossing Guard Program in FY2018-19.

Under Strategy 3, \$2.25 million is budgeted to meet the reimbursement needs of active Major Road projects, and \$3.30 million is budgeted to be distributed to local jurisdictions for Local Streets and Roads projects. The TAM Board also approved \$34,000 under this category through funding swap to meet the fund needs for the Crossing Guard Program in FY2018-19.

Under Strategy 4, \$823,000 is set aside for Safe Routes to School programs, \$1.17 million for crossing guard services and crossing guard count services, and \$1.35 million for Safe Pathways plan development and capital project cost reimbursements.

Proposed Changes under the Measure A Sales Tax Programs/Projects Category since the May 14, 2018 Board Review:

Staff updated the funding levels under Substrategy 1.2 Rural Bus Transit System and Substrategy 1.4 Bus Transit Facilities according to Marin Transit's final funding request.

Numbers for Strategy 2, STP/HIP Swap Project and Substrategy 3.2 – Local Roads were revised to reflect the total of \$134,000 through funding swap provided for the Crossing Guard Program. Funding level requested under Substrategy 4.2 – Crossing Guard was then reduced by \$100,000 due to the availability of the other funds.

Measure B VRF Programs:

All expected programs for the upcoming fiscal year under the Measure B Expenditure Plan are presented under the Measure B VRF Programs category. The expected expenditure level for FY2018-19 is \$2.59 million. There is no Local Streets Fund allocation under this budget cycle. For Element 1.2, Bike/Pedestrian Pathways Maintenance, about \$114,000 will be programmed and allocated in FY2018-19. Marin Transit is planning to expand its programs under Element 2, Improving Transit for Seniors and People with Disabilities, and will claim a total of use \$1.12 million for FY2018-19. TAM staff proposed and the Board also approved major expansion for various employer/employee TDM programs and for the alternative fuels/ electric vehicle support program, both under Element 3, Reduce Congestion & Pollution. Bridge fund for the crossing guard program was also approved by the TAM Board. Total budget proposed for Element 3 in FY2018-19 is \$1.07 million, compared to the \$0.66 million budgeted in FY2017-18.

Proposed Changes under the Measure B VRF Programs Category since the May 14, 2018 Board Review:

Staff updated the funding levels under Element 2.2 Paratransit & Low-Income Scholarships Program according to Marin Transit's final funding request.

Interagency Agreements:

The Interagency Agreements category covers fund agreements between TAM and its transportation partners for the implementation of various transportation projects/programs. It includes a total of \$10.62 million for FY2018-19, of which, the majority is contraction and construction management related fund agreements with various agencies that will help TAM delivery the North-South Greenway and the San Rafael Multi-pathway project.

Proposed Changes under the Interagency Agreements Category since the May 14, 2018 Board Review:

To close the funding gap for City of San Rafael's Multi-Use Pathway – 2<sup>nd</sup> Street to Rice Drive, staff recommended to the Finance and Policy (F&P) Executive Committee to allocate \$763,000 of Measure A Sales Tax interest revenue. The F&P Executive Committee discussed and supported this recommendation at its June 11, 2018 meeting, and referred the action to the Board for approval at its June 28, 2018 meeting. With the anticipated approval, the San Rafael – Multi-Use Pathway/2<sup>nd</sup> Street to Rice Drive budget line is revised to \$3,713,000, reflecting the \$763,000 funding increase.

Staff also recommended to reduce the Marin County/Caltrans SR-37 Planning Grant Match budget line from \$15,000 to \$9,000 and increase the Marin County/Caltrans Planning Grant Match Manzanita & Southern Marin Flooding budget line from \$15,000 to \$21,000 based on revised funding needs for those two items.

TFCA Programs/Projects:

This category includes anticipated reimbursement requests for various TFCA capital projects at \$397,000.



**FISCAL CONSIDERATION:**

The FY2018-19 Annual Budget presents a complete picture of TAM's expected revenue and expenditure activities.

**NEXT STEPS:**

Staff will monitor FY2018-19 revenue and expenditure activities and provide the Board with quarterly budget to actual reports. Staff will also bring forward any future budget amendments for the Board's review and approval.

**ATTACHMENTS:**

- Attachment 1 Draft TAM FY2018-19 Annual Budget (In Total and by Major Fund)
- Attachment 2 Assumptions for FY2018-19 Budget Development
- Attachment 3 FY2018-19 City/Town/County CMA Fee Schedule
- Attachment 4 Calculation of FY2018-19 Appropriations Limit
- Attachment 5 FY2018-19 Work Plan by Functional Area
- Attachment 6 Proposed FY2018-19 Salary Schedule with 3% COLA Increase

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## Attachment 1

**Transportation Authority of Marin**  
**FY2018-19 Annual Budget - DRAFT**

|   | FY2016-17                | FY2017-18                | FY2018-19                |
|---|--------------------------|--------------------------|--------------------------|
|   | Actual                   | Final Budget             | Proposed Budget          |
| <b><i>Beginning Balance</i></b>                   | <b><u>49,154,387</u></b> | <b><u>46,093,896</u></b> | <b><u>28,902,741</u></b> |
| <b>REVENUE</b>                                    |                          |                          |                          |
| Measure A Sales Tax Revenue                       | 25,755,762               | 25,960,000               | 26,940,000               |
| Measure B VRF Revenue                             | 2,399,640                | 2,350,000                | 2,400,000                |
| Cities/Towns and County Contribution              | 559,000                  | 559,000                  | 559,000                  |
| Interest Revenue                                  | 526,334                  | 355,000                  | 400,000                  |
| MTC STP/CMAQ Planning Fund and OBAG Grants        | 751,309                  | 923,138                  | 1,452,023                |
| MTC Regional Measure 2 Fund                       | 5,597,422                | 1,715,000                | 5,642,680                |
| Transportation For Clean Air Funding              | 361,471                  | 360,000                  | 360,000                  |
| State STIP PPM Fund                               | 85,475                   | 206,000                  | 194,063                  |
| STIP/RTIP/TTIP Funds/SB1 Local Partnership        | 580,500                  | 721,786                  | 1,153,122                |
| Nonmotorized Transportation Pilot Program Fund    | (7,599)                  | 2,364,518                | 37,287                   |
| MTC Climate Initiatives Program Grant/CMAQ        | 14,069                   | 215,542                  | 65,111                   |
| Realized Highway 101 ROW Excess Fund              | -                        | 1,750,000                | 615,000                  |
| <i>Realized Revenue Line Items for Prior Year</i> | <i>82,663</i>            | <i>236,326</i>           | <i>-</i>                 |
| <b><i>Total Revenue Available</i></b>             | <b><u>36,706,047</u></b> | <b><u>37,716,310</u></b> | <b><u>39,818,287</u></b> |
| <b>EXPENDITURES</b>                               |                          |                          |                          |
| <b>Administration</b>                             |                          |                          |                          |
| Salaries & Benefits                               | 2,497,619                | 2,522,080                | 2,481,774                |
| Office Lease                                      | 239,379                  | 250,000                  | 260,000                  |
| Agencywide IT and Computer Equipment Upgrade      | -                        | 30,000                   | 10,000                   |
| Equipment Purchase/Lease                          | 7,886                    | 10,000                   | 10,000                   |
| Telephone/Internet/ Web Hosting Services          | 17,088                   | 25,000                   | 25,000                   |
| Office Supplies                                   | 26,706                   | 30,000                   | 40,000                   |
| Update/Improvement of TAM Website                 | 20,349                   | 20,000                   | 20,000                   |
| Classification Study                              | -                        | 30,000                   | 30,000                   |
| Insurance   | 5,863                    | 8,000                    | 8,000                    |
| Financial Audit                                   | 20,000                   | 25,000                   | 20,000                   |
| Legal Services                                    | 44,387                   | 130,000                  | 70,000                   |
| Document/Video/Marketing Material Production      | 13,909                   | 65,000                   | 65,000                   |
| Memberships                                       | 7,855                    | 25,000                   | 25,000                   |
| Travel/Meetings/Conferences                       | 29,558                   | 31,500                   | 41,500                   |
| Carshare Membership                               | -                        | 3,000                    | 3,000                    |
| Electric Bike Purchase/Lease                      | -                        | 3,000                    | 3,000                    |
| Professional Development                          | 4,530                    | 5,000                    | 6,000                    |
| Human Resources/Board Support                     | 28,074                   | 70,000                   | 60,000                   |
| Information Technology Support                    | 34,628                   | 45,000                   | 45,000                   |
| Annual Support & Upgrade of Financial System      | 4,918                    | 15,000                   | 15,000                   |
| Misc. Expenses                                    | 10,881                   | 13,700                   | 20,500                   |
| <b><i>Subtotal, Administration</i></b>            | <b><u>3,013,631</u></b>  | <b><u>3,356,280</u></b>  | <b><u>3,258,774</u></b>  |

## Attachment 1

**Transportation Authority of Marin**  
**FY2018-19 Annual Budget - DRAFT**

|   | FY2016-17<br>Actual | FY2017-18<br>Final Budget | FY2018-19<br>Proposed Budget |
|---|---------------------|---------------------------|------------------------------|
| <b>Professional Services</b>                                  |                     |                           |                              |
| Bellam Blvd 101 Off-ramp Improvements - Design & R/W          | 573,750             | 450,000                   | 350,000                      |
| <b>Bike Path Improvement on Sir Francis Drake Fly-over</b>    |                     |                           |                              |
| 580/101 Direct Connector Project Support                      | -                   | 150,000                   | 150,000                      |
| CMP Update/Traffic Monitoring                                 | 107,270             | 30,000                    | 60,000                       |
| Travel Model Maintenance & Update                             | 108,292             | 200,000                   | 250,000                      |
| Traffic Monitoring and Reporting                              | -                   | 25,000                    | 25,000                       |
| Project Management Oversight                                  | 106,411             | 280,000                   | 350,000                      |
| MSN B1 Phase 2 & A4 Design                                    | 417                 | 706,000                   | 800,000                      |
| MSN San Antonio Curve Correction Construction Support         | 134,280             | 150,000                   | 150,000                      |
| HOV Gap Closure Mitigation - Brookdale /Maintenance           | 246,301             | 20,000                    | 10,000                       |
| State Legislative Assistance                                  | 35,000              | 36,750                    | 38,500                       |
| Financial Advisor/Sales Tax Audit Services                    | 3,000               | 20,000                    | 20,000                       |
| North-South Greenway Gap Closure / PS&E & Services            | 1,140,541           | 925,000                   | 300,000                      |
| Public Outreach Service Support                               | 6,326               | 25,000                    | 45,000                       |
| Street Smart Program Implementation                           | -                   | 35,000                    | 35,000                       |
| Highway 101 Ramp Metering Implementation Plan Outreach        | 4,351               | 50,000                    | 50,000                       |
| CMFC Onsite Re-Vegetation Mitigation Monitoring and Reporting | 2,324               | 15,000                    | 10,000                       |
| Innovation Program  |                     |                           | 25,000                       |
| Sales Tax Reauthorization Support                             |                     | 140,000                   | 50,000                       |
| Consulting Pool   | 79,770              | 65,000                    | 70,000                       |
| <b>Subtotal, Professional Services</b>                        | <b>2,548,032</b>    | <b>3,322,750</b>          | <b>2,788,500</b>             |
| <b>Measure A Sales Tax Programs/Projects</b>                  |                     |                           |                              |
| Measure A Compliance Audit                                    | 10,500              | 20,000                    | 20,000                       |
| Bike/Ped Path Maintenance                                     | 45,409              | 166,000                   | 166,000                      |
| GGT Ferry Shuttle Service Contribution through MT             | -                   | 85,000                    | 85,000                       |
| Central Marin Ferry Connector - SMART Insurance Policy        | 15,727              | 25,000                    | 25,000                       |
| <b>Strategy 1 - Transit</b>                                   | <b>13,216,546</b>   | <b>18,814,534</b>         | <b>18,061,751</b>            |
| <i>Substrategy 1.1 - Local Bus Transit Service</i>            | <i>9,024,034</i>    | <i>10,200,000</i>         | <i>10,400,000</i>            |
| <i>Substrategy 1.2 - Rural Bus Transit System</i>             | <i>1,061,315</i>    | <i>1,200,000</i>          | <i>990,000</i>               |
| <i>Substrategy 1.3 - Special Needs Transit Services</i>       | <i>2,180,396</i>    | <i>2,154,534</i>          | <i>2,721,751</i>             |
| <i>Substrategy 1.4 - Bus Transit Facilities</i>               | <i>950,801</i>      | <i>5,260,000</i>          | <i>3,950,000</i>             |
| <b>Strategy 2 - Hwy 101 Gap Closure</b>                       | <b>-</b>            | <b>1,695,798</b>          | <b>400,000</b>               |
| <i>STP/HIP Swap Project</i>                                   | <i>-</i>            | <i>1,695,798</i>          | <i>400,000</i>               |

## Attachment 1

**Transportation Authority of Marin**  
**FY2018-19 Annual Budget - DRAFT**

|  | FY2016-17<br>Actual | FY2017-18<br>Final Budget | FY2018-19<br>Proposed Budget |
|--|---------------------|---------------------------|------------------------------|
| <b>Strategy 3 - Local Transportation Infrastructure</b>  | 9,736,618           | 11,706,419                | 5,551,611                    |
| <i>Substrategy 3.1 - Major Roads</i>   | 6,602,218           | 8,250,000                 | 2,250,000                    |
| <i>Substrategy 3.2 - Local Roads</i>   | 3,134,400           | 3,456,419                 | 3,301,611                    |
| <b>Strategy 4 - Safer Access to Schools</b>  | 2,326,597           | 3,773,000                 | 3,243,000                    |
| <i>Substrategy 4.1 - Safe Routes to Schools</i>  | 623,921             | 823,000                   | 823,000                      |
| <i>Substrategy 4.2 - Crossing Guards</i>   | 1,016,848           | 1,350,000                 | 1,070,000                    |
| <i>Substrategy 4.3 - Safe Pathways To School</i>   |                     |                           |                              |
| <i>Safe Pathways Plan Development</i>  | 317,583             | 100,000                   | 100,000                      |
| <i>Safe Pathway Capital Projects</i>   | 368,245             | 1,500,000                 | 1,250,000                    |
| <b>Subtotal, Measure A Programs</b>  | <b>25,351,396</b>   | <b>36,285,751</b>         | <b>27,552,362</b>            |
| <b>Measure B VRF Programs</b>  |                     |                           |                              |
| <b>Element 1 - Maintain Local Streets &amp; Pathways</b>   | 2,569,521           | 112,000                   | 114,000                      |
| <i>Element 1.1 - Local Streets</i>   | 2,507,230           | -                         | -                            |
| <i>Element 1.2 - Bike/Ped Pathways</i>   | 62,291              | 112,000                   | 114,000                      |
| <b>Element 2 - Seniors &amp; Disabled Mobility</b>   | 627,198             | 1,045,000                 | 1,120,000                    |
| <i>Element 2.1 - Mobility Management Programs</i>  | 74,406              | 140,000                   | 140,000                      |
| <i>Element 2.2 - Paratransit &amp; Low-Income Scholarships</i>                                       | 184,807             | 185,000                   | 235,000                      |
| <i>Element 2.3 - Paratransit Plus</i>  | 278,097             | 500,000                   | 600,000                      |
| <i>Element 2.4 - Volunteer Drive &amp; Gap Grant</i>   | 89,887              | 220,000                   | 145,000                      |
| <b>Element 3 - Reduce Congestion &amp; Pollution</b>   | 435,901             | 660,000                   | 1,073,999                    |
| <i>Element 3.1 - Safe Routes to School/ Street Smart Program</i>                                     | 273,220             | 150,000                   | 345,000                      |
| <i>Element 3.2 - Commute Alternative Programs</i>  | 106,328             | 270,000                   | 293,999                      |
| <i>Element 3.3 - Alternative Fuel Vehicle Program</i>  | 56,353              | 240,000                   | 435,000                      |
| <b>Subtotal, Measure B Programs</b>  | <b>3,632,620</b>    | <b>1,817,000</b>          | <b>2,307,999</b>             |
| <b>Interagency Agreements</b>  |                     |                           |                              |
| CMFC County Agreement RM2 (Maintenance Parks Dept.)  | 343,657             | 25,000                    | 25,000                       |
| North-South Greenway (Southern Segment)- County Project Management                                   | 18,009              | 750,000                   | 250,000                      |
| North-South Greenway (Northern Segment) Cooperative Agreement with Caltrans for Construction         |                     |                           | 2,000,000                    |
| HOV Gap Closure Offsite Landscaping Mitigation Funding Agreement - Caltrans                          |                     | 400,000                   | 400,000                      |
| SR37 Study Funding Contribution - Agreement (STA)  | 17,976              | 20,000                    | 20,000                       |
| Funding Agreement with Larkspur For East SF Drake Improvement Project - Construction                 | -                   | 2,300,000                 | 200,000                      |
| County Lower Marin City Drainage Study Agreement   | 120,872             | 75,000                    | 50,000                       |
| Novato Pedestrian Access to Transit and Crosswalk Improvement Project Agreement                      |                     | 302,100                   | 151,000                      |
| Funding Agreement with County of Marin for Bellam Boulevard Construction and Construction Management |                     |                           | 1,800,000                    |

## Attachment 1

**Transportation Authority of Marin**  
**FY2018-19 Annual Budget - DRAFT**

|  | FY2016-17<br>Actual      | FY2017-18<br>Final Budget | FY2018-19<br>Proposed Budget |
|--|--------------------------|---------------------------|------------------------------|
| Caltrans MSN A2 and A3 Construction Support                                    |                          | 167,000                   | 42,000                       |
| Sausalito - Gate 6 Bridgeway Intersection Improvements                         |                          | 156,000                   | 47,000                       |
| Corte Madera - Tamal Vista Blvd Bike/Ped Improvements                          |                          | 526,000                   | 526,000                      |
| San Rafael - Multi Pathway - 2nd Street to Rice Drive                          |                          | 250,000                   | 3,713,000                    |
| Marin County/Caltrans SR-37 Planning Grant Match                               |                          |                           | 9,000                        |
| San Anselmo-Hub Reconfiguration Phase I Study                                  |                          |                           | 309,000                      |
| Bicycle and Pedestrian Plan Update   |                          |                           | 15,000                       |
| Marin County/Caltrans Planning Grant Match Manzanita & Southern Marin Flooding |                          |                           | 21,000                       |
| <b><i>Subtotal, Interagency Agreements</i></b>                                 | <b><i>500,514</i></b>    | <b><i>4,971,100</i></b>   | <b><i>9,578,000</i></b>      |
| <b>TFCA Programs/Projects</b>  |                          |                           |                              |
| TFCA - Reimbursement of Various Capital Projects                               | 267,196                  | 786,000                   | 397,000                      |
| <b><i>Subtotal, Other Capital Expenditures</i></b>                             | <b><i>267,196</i></b>    | <b><i>786,000</i></b>     | <b><i>397,000</i></b>        |
| <b><i>Expended Expenditure Line Items for Prior Year</i></b>                   | <b><i>4,453,149</i></b>  | <b><i>4,368,583</i></b>   | <b><i>-</i></b>              |
| <b><i>Total Expenditures</i></b>   | <b><i>39,766,538</i></b> | <b><i>54,907,464</i></b>  | <b><i>45,882,635</i></b>     |
| <b>Net Change in Fund Balance</b>  | <b>(3,060,491)</b>       | <b>(17,191,155)</b>       | <b>(6,064,349)</b>           |
| <b><i>Ending Balance</i></b>   | <b><i>46,093,896</i></b> | <b><i>28,902,741</i></b>  | <b><i>22,838,392</i></b>     |

## Attachment 1-A

**TRANSPORTATION AUTHORITY OF MARIN**  
**Draft FY2018-19 Annual Budget - CMA**

|   | FY2016-17<br>Actual     | FY2017-18<br>Final Budget | FY2018-19<br>Proposed Budget |
|---|-------------------------|---------------------------|------------------------------|
| <b><i>Beginning Balance - Note 1</i></b>              | <b><u>2,047,909</u></b> | <b><u>1,777,384</u></b>   | <b><u>334,318</u></b>        |
| <b>REVENUE</b>  |                         |                           |                              |
| Cities/Towns and County Contribution                  | 559,000                 | 559,000                   | 559,000                      |
| Interest Revenue                                      | 30,218                  | 15,000                    | 25,000                       |
| MTC STP/CMAQ Planning & OBAG Grant Funds              | 751,309                 | 923,138                   | 1,452,023                    |
| MTC Regional Measure 2 Fund                           | 5,597,422               | 1,715,000                 | 5,642,680                    |
| State STIP PPM Fund                                   | 85,475                  | 206,000                   | 194,063                      |
| STIP/RTIP/ITIP Funds/SB1 Local Partnership            | 580,500                 | 721,786                   | 1,153,122                    |
| Nonmotorized Transportation Pilot Program Fund        | (7,599)                 | 2,364,518                 | 37,287                       |
| MTC Climate Initiatives Program Grant/CMAQ            | 14,069                  | 215,542                   | 65,111                       |
| Realized Highway 101 ROW Excess Fund                  |                         | 1,750,000                 | 615,000                      |
| <i>Realized Revenue Line Items for Prior Year</i>     | <i>82,663</i>           | <i>236,326</i>            | <i>-</i>                     |
| <b><i>Total Revenue Available</i></b>                 | <b><u>7,693,058</u></b> | <b><u>8,706,310</u></b>   | <b><u>9,743,287</u></b>      |
| <b>EXPENDITURES</b>                                   |                         |                           |                              |
| <b>Administration</b>                                 |                         |                           |                              |
| Salaries & Benefits                                   | 1,342,123               | 1,147,542                 | 1,335,790                    |
| Office Supplies                                       | 63                      | 5,000                     | 10,000                       |
| Legal Services  | 24,107                  | 40,000                    | 30,000                       |
| Document/Video/Marketing Material Production          | 3,337                   | 30,000                    | 40,000                       |
| Memberships   | 2,680                   | 20,000                    | 20,000                       |
| Travel/Meetings/Conferences                           | 6,861                   | 15,000                    | 15,000                       |
| Carshare Membership/Car Lease                         | -                       | 1,500                     | 1,500                        |
| Professional Development                              | 1,260                   | 2,500                     | 2,500                        |
| Human Resources/Board Support                         | -                       | 10,000                    | 10,000                       |
| Misc. Expenses  | 417                     | 2,500                     | 2,500                        |
| <b><i>Subtotal, Administration</i></b>                | <b><u>1,380,849</u></b> | <b><u>1,274,042</u></b>   | <b><u>1,467,290</u></b>      |
| <b>Professional Services</b>                          |                         |                           |                              |
| CMP Update/Traffic Monitoring                         | 107,270                 | 30,000                    | 60,000                       |
| Travel Model Maintenance & Update                     | 108,292                 | 200,000                   | 250,000                      |
| Traffic Monitoring and Reporting                      | -                       | 25,000                    | 25,000                       |
| Project Management Oversight                          | 35,287                  | 170,000                   | 170,000                      |
| MSN B1 Phase 2 & A4 Design                            | 417                     | 706,000                   | 800,000                      |
| MSN San Antonio Curve Correction Construction Support | 134,280                 | 150,000                   | 150,000                      |
| HOV Gap Closure Mitigation - Brookdale /Maintenance   | 246,301                 | 20,000                    | 10,000                       |

## Attachment 1-A

**TRANSPORTATION AUTHORITY OF MARIN**  
**Draft FY2018-19 Annual Budget - CMA**

|  | FY2016-17<br>Actual | FY2017-18<br>Final Budget | FY2018-19<br>Proposed Budget |
|--|---------------------|---------------------------|------------------------------|
| State Legislative Assistance   | 35,000              | 36,750                    | 38,500                       |
| Financial Advisor Services   | -                   | 10,000                    | 10,000                       |
| North-South Greenway Gap Closure / PS&E & Services   | 1,140,541           | 925,000                   | 300,000                      |
| Public Outreach Service Support  | 4,046               | 10,000                    | 30,000                       |
| Street Smart Program Implementation  | -                   | 35,000                    | 35,000                       |
| Highway 101 Ramp Metering Implementation Plan Outreach                                       | 4,351               | 50,000                    | 50,000                       |
| CMFC Onsite Re-Vegetation Mitigation Monitoring and Reporting                                | 2,324               | 15,000                    | 10,000                       |
| Innovation Program   |                     |                           | 25,000                       |
| Sales Tax Reauthorization Support  | -                   | 140,000                   | 50,000                       |
| Consulting Pool  | 61,853              | 25,000                    | 25,000                       |
| <b>Subtotal, Professional Services</b>   | <b>1,879,961</b>    | <b>2,547,750</b>          | <b>2,038,500</b>             |
| <b>Interagency Agreements</b>  |                     |                           |                              |
| CMFC County Agreement RM2 (Maintenance Parks Dept.)  | 343,657             | 25,000                    | 25,000                       |
| North-South Greenway (Southern Segment)- County Project Management                           | 18,009              | 750,000                   | 250,000                      |
| North-South Greenway (Northern Segment) Cooperative Agreement with Caltrans for Construction |                     |                           | 2,000,000                    |
| HOV Gap Closure Offsite Landscaping Mitigation Funding Agreement - Caltrans                  | -                   | 400,000                   | 400,000                      |
| SR37 Study Funding Contribution - Agreement (STA)  | 17,976              | 20,000                    | 20,000                       |
| Caltrans MSN A2 and A3 Construction Support  |                     | 167,000                   | 42,000                       |
| Sausalito - Gate 6 Bridgeway Intersection Improvements                                       |                     | 156,000                   | 47,000                       |
| Corte Madera - Tamal Vista Blvd Bike/Ped Improvements  |                     | 526,000                   | 526,000                      |
| San Rafael - Multi Pathway - 2nd Street to Rice Drive  |                     | 250,000                   | 2,950,000                    |
| Marin County/Caltrans SR-37 Planning Grant Match   |                     |                           | 9,000                        |
| San Anselmo-Hub Reconfiguration Phase I Study  |                     |                           | 309,000                      |
| Bicycle and Pedestrian Plan Update   |                     |                           | 15,000                       |
| Marin County/Caltrans Planning Grant Match Manzanita & Southern Marin Flooding               |                     |                           | 21,000                       |
| <b>Subtotal, Interagency Agreements</b>  | <b>379,642</b>      | <b>2,294,000</b>          | <b>6,614,000</b>             |
| <b>Expired Expenditure Line Items for Prior Year</b>   | <b>4,323,130</b>    | <b>4,033,583</b>          |                              |
| <b>Total Expenditures</b>  | <b>7,963,583</b>    | <b>10,149,375</b>         | <b>10,119,790</b>            |
| <b>Net Change in Fund Balance</b>  | <b>(270,525)</b>    | <b>(1,443,065)</b>        | <b>(376,503)</b>             |
| <b>Ending Balance</b>  | <b>1,777,384</b>    | <b>334,318</b>            | <b>(42,185)</b>              |



## Attachment 1-B

**TRANSPORTATION AUTHORITY OF MARIN**  
**Draft FY2018-19 Annual Budget - TFCA**

|  | FY2016-17<br>Actual     | FY2017-18<br>Final Budget | FY2018-19<br>Proposed Budget |
|--|-------------------------|---------------------------|------------------------------|
| <b><i>Beginning Balance - Note 1</i></b>           | <b><u>1,124,769</u></b> | <b><u>1,205,451</u></b>   | <b><u>771,451</u></b>        |
| <b>REVENUE</b>                                     |                         |                           |                              |
| Transportation For Clean Air Funding               | 361,471                 | 360,000                   | 360,000                      |
| Interest Revenue                                   | 14,141                  | 10,000                    | 25,000                       |
| <b><i>Total Revenue Available</i></b>              | <b><u>375,612</u></b>   | <b><u>370,000</u></b>     | <b><u>385,002</u></b>        |
| <b>EXPENDITURES</b>                                |                         |                           |                              |
| <b>Administration</b>                              |                         |                           |                              |
| Salaries & Benefits                                | 18,074                  | 18,000                    | 17,765                       |
| <b><i>Subtotal, Administration</i></b>             | <b><u>18,074</u></b>    | <b><u>18,000</u></b>      | <b><u>17,765</u></b>         |
| <b>TFCA Programs/Projects</b>                      |                         |                           |                              |
| TFCA - TDM Projects/Vanpool Incentive              | 9,660                   | -                         | -                            |
| TFCA - Reimbursement of Various Capital Projects   | 267,196                 | 786,000                   | 397,000                      |
| <b><i>Subtotal, Other Capital Expenditures</i></b> | <b><u>276,856</u></b>   | <b><u>786,000</u></b>     | <b><u>397,000</u></b>        |
| <b><i>Total Expenditures</i></b>                   | <b><u>294,930</u></b>   | <b><u>804,000</u></b>     | <b><u>414,765</u></b>        |
| <b>Net Change in Fund Balance</b>                  | <b>80,682</b>           | <b>(434,000)</b>          | <b>(29,764)</b>              |
| <b><i>Ending Balance</i></b>                       | <b><u>1,205,451</u></b> | <b><u>771,451</u></b>     | <b><u>741,687</u></b>        |

## Attachment 1-C

**TRANSPORTATION AUTHORITY OF MARIN**  
**Draft FY2018-19 Annual Budget - Measure A Transportation Sales Tax**

|   | FY2016-17<br>Actual      | FY2017-18<br>Final Budget | FY2018-19<br>Proposed Budget |
|---|--------------------------|---------------------------|------------------------------|
| <b><i>Beginning Balance - Note 1</i></b>                          | <b><i>42,042,756</i></b> | <b><i>40,534,241</i></b>  | <b><i>24,847,519</i></b>     |
| <b>REVENUE</b>  |                          |                           |                              |
| Measure A Sales Tax   | 25,755,762               | 25,960,000                | 26,940,000                   |
| Interest Revenue  | 442,120                  | 300,000                   | 300,000                      |
| <b><i>Total Revenue Available</i></b>                             | <b><i>26,197,882</i></b> | <b><i>26,260,000</i></b>  | <b><i>27,240,000</i></b>     |
| <b>EXPENDITURES</b>   |                          |                           |                              |
| <b>Administration</b>   |                          |                           |                              |
| Salaries & Benefits   | 979,799                  | 1,213,871                 | 1,009,641                    |
| Office Lease  | 239,379                  | 250,000                   | 260,000                      |
| Agency IT Related Equipment Upgrade                               | -                        | 30,000                    | 10,000                       |
| Equipment Purchase/Lease  | 7,886                    | 10,000                    | 10,000                       |
| Telephone/Internet/ Web Hosting Services                          | 16,742                   | 25,000                    | 25,000                       |
| Office Supplies   | 26,643                   | 25,000                    | 30,000                       |
| Update/Improvement of TAM Website                                 | 20,349                   | 20,000                    | 20,000                       |
| Classification Study  | -                        | 30,000                    | 30,000                       |
| Insurance   | 5,863                    | 8,000                     | 8,000                        |
| Financial Audit   | 20,000                   | 25,000                    | 20,000                       |
| Legal Services  | 12,418                   | 60,000                    | 30,000                       |
| Document/Video/Marketing Material Production                      | 9,897                    | 30,000                    | 20,000                       |
| Memberships   | 4,560                    | 5,000                     | 5,000                        |
| Travel/Meetings/Conferences                                       | 21,919                   | 15,000                    | 25,000                       |
| Carshare Membership   | -                        | 1,500                     | 1,500                        |
| Electric Bike Purchase/Lease                                      | -                        | 3,000                     | 3,000                        |
| Professional Development  | 3,270                    | 2,500                     | 3,500                        |
| Human Resources/Board Support                                     | 28,074                   | 60,000                    | 50,000                       |
| Information Technology Support                                    | 34,628                   | 45,000                    | 45,000                       |
| Annual Support & Upgrade of Financial System                      | 4,918                    | 15,000                    | 15,000                       |
| Misc. Expenses  | 9,354                    | 10,000                    | 15,000                       |
| <b><i>Subtotal, Administration</i></b>                            | <b><i>1,445,699</i></b>  | <b><i>1,883,871</i></b>   | <b><i>1,635,641</i></b>      |
| <b>Professional Services</b>                                      |                          |                           |                              |
| Bellam Blvd 101 Off-ramp Improvements - Design & R/W              | 573,750                  | 450,000                   | 350,000                      |
| <b><i>Bike Path Improvement on Sir Francis Drake Fly-over</i></b> |                          |                           |                              |
| 580/101 Direct Connector Project Support                          |                          | 150,000                   | 150,000                      |
| Project Management Oversight                                      | 71,124                   | 100,000                   | 170,000                      |
| Financial Advisor/Sales Tax Audit Services                        | 3,000                    | 10,000                    | 10,000                       |
| Public Outreach Support   | 2,280                    | 15,000                    | 15,000                       |
| Consulting Pool   | 17,917                   | 40,000                    | 45,000                       |
| <b><i>Subtotal, Professional Services</i></b>                     | <b><i>668,071</i></b>    | <b><i>765,000</i></b>     | <b><i>740,000</i></b>        |
| <b>Measure A Sales Tax Programs/Projects</b>                      |                          |                           |                              |
| Measure A Compliance Audit  | 10,500                   | 20,000                    | 20,000                       |
| Bike/Ped Path Maintenance   | 45,409                   | 166,000                   | 166,000                      |

## Attachment 1-C

**TRANSPORTATION AUTHORITY OF MARIN**  
**Draft FY2018-19 Annual Budget - Measure A Transportation Sales Tax**

|  | FY2016-17<br>Actual | FY2017-18<br>Final Budget | FY2018-19<br>Proposed Budget |
|--|---------------------|---------------------------|------------------------------|
| GGT Ferry Shuttle Service Contribution through MT  | -                   | 85,000                    | 85,000                       |
| Central Marin Ferry Connector - SMART Insurance Policy   | 15,727              | 25,000                    | 25,000                       |
| <b>Strategy 1 - Transit</b>  | <b>13,216,546</b>   | <b>18,814,534</b>         | <b>18,061,751</b>            |
| <i>Substrategy 1.1 - Local Bus Transit Service</i>   | 9,024,034           | 10,200,000                | 10,400,000                   |
| <i>Substrategy 1.2 - Rural Bus Transit System</i>  | 1,061,315           | 1,200,000                 | 990,000                      |
| <i>Substrategy 1.3 - Special Needs Transit Services</i>  | 2,180,396           | 2,154,534                 | 2,721,751                    |
| <i>Substrategy 1.4 - Bus Transit Facilities</i>  | 950,801             | 5,260,000                 | 3,950,000                    |
| <b>Strategy 2 - Hwy 101 Gap Closure</b>  | <b>-</b>            | <b>1,695,798</b>          | <b>400,000</b>               |
| <i>STP/HIP Swap Project</i>  | -                   | 1,695,798                 | 400,000                      |
| <b>Strategy 3 - Local Transportation Infrastructure</b>  | <b>9,736,618</b>    | <b>11,706,419</b>         | <b>5,551,611</b>             |
| <i>Substrategy 3.1 - Major Roads</i>   | 6,602,218           | 8,250,000                 | 2,250,000                    |
| <i>Substrategy 3.2 - Local Roads</i>   | 3,134,400           | 3,456,419                 | 3,301,611                    |
| <b>Strategy 4 - Safer Access to Schools</b>  | <b>2,326,597</b>    | <b>3,773,000</b>          | <b>3,243,000</b>             |
| <i>Substrategy 4.1 - Safe Routes to Schools</i>  | 623,921             | 823,000                   | 823,000                      |
| <i>Substrategy 4.2 - Crossing Guards</i>   | 1,016,848           | 1,350,000                 | 1,070,000                    |
| <i>Substrategy 4.3 - Safe Pathways To School</i>   |                     |                           |                              |
| <i>Safe Pathways Plan Development</i>  | 317,583             | 100,000                   | 100,000                      |
| <i>Safe Pathway Capital Projects</i>   | 368,245             | 1,500,000                 | 1,250,000                    |
| <b>Subtotal, Measure A Programs</b>  | <b>25,351,396</b>   | <b>36,285,751</b>         | <b>27,552,362</b>            |
| <b>Interagency Agreements</b>  |                     |                           |                              |
| Funding Agreement with Larkspur For East SF Drake Improvement Project - Construction                 |                     | 2,300,000                 | 200,000                      |
| County Lower Marin City Drainage Study Agreement   | 120,872             | 75,000                    | 50,000                       |
| Novato Pedestrian Access to Transit and Crosswalk Improvement Project Agreement                      |                     | 302,100                   | 151,000                      |
| San Rafael - Multi-Use Pathway/2nd Street to Rice Drive  |                     |                           | 763,000                      |
| Funding Agreement with County of Marin for Bellam Boulevard Construction and Construction Management |                     |                           | 1,800,000                    |
| <b>Subtotal, Interagency Agreement</b>   | <b>120,872</b>      | <b>2,677,100</b>          | <b>2,964,000</b>             |
| <b>Expired Expenditure Line Item for Prior Year</b>  | <b>120,359</b>      | <b>335,000</b>            |                              |
| <b>Total Expenditures</b>  | <b>27,706,397</b>   | <b>41,946,722</b>         | <b>32,892,003</b>            |
| <b>Net Change in Fund Balance</b>  | <b>(1,508,515)</b>  | <b>(15,686,722)</b>       | <b>(5,652,003)</b>           |
| <b>Ending Balance</b>  | <b>40,534,241</b>   | <b>24,847,519</b>         | <b>19,195,516</b>            |

## Attachment 1-D

**TRANSPORTATION AUTHORITY OF MARIN**  
**Draft FY2018-19 Annual Budget - Measure B VRF**

|  | FY2016-17<br>Actual | FY2017-18<br>Final Budget | FY2018-19<br>Proposed Budget |
|--|---------------------|---------------------------|------------------------------|
| <b><i>Beginning Balance - Note 1</i></b>                         | <u>3,938,953</u>    | <u>2,576,820</u>          | <u>2,949,453</u>             |
| <b>REVENUE</b>   |                     |                           |                              |
| Measure B Vehicle Registration Fee                               | 2,399,640           | 2,350,000                 | 2,400,000                    |
| Interest Revenue   | 39,855              | 30,000                    | 50,000                       |
| <b><i>Total Revenue Available</i></b>                            | <u>2,439,495</u>    | <u>2,380,000</u>          | <u>2,450,000</u>             |
| <b>EXPENDITURES</b>  |                     |                           |                              |
| <b>Administration</b>  |                     |                           |                              |
| Salaries & Benefits  | 157,622             | 142,667                   | 118,579                      |
| Telephone/Internet/ Web Hosting Services                         | 346                 | -                         | -                            |
| Legal  | 7,863               | 30,000                    | 10,000                       |
| Document/Video/Marketing Material Production                     | 675                 | 5,000                     | 5,000                        |
| Memberships  | 615                 | -                         | -                            |
| Travel/Meeting/Conference  | 778                 | 1,500                     | 1,500                        |
| Misc. Expense  | 1,110               | 1,200                     | 3,000                        |
| <b><i>Subtotal, Administration</i></b>                           | <u>169,008</u>      | <u>180,367</u>            | <u>138,079</u>               |
| <b>Professional Services</b>                                     |                     |                           |                              |
| Project Management Oversight                                     | -                   | 10,000                    | 10,000                       |
| <b><i>Subtotal, Administration</i></b>                           | <u>-</u>            | <u>10,000</u>             | <u>10,000</u>                |
| <b>Measure B Programs</b>  |                     |                           |                              |
| Element 1 - Maintain Local Streets & Pathways                    | 2,569,521           | 112,000                   | 114,000                      |
| <i>Element 1.1 - Local Streets</i>                               | 2,507,230           | -                         | -                            |
| <i>Element 1.2 - Bike/Ped Pathways</i>                           | 62,291              | 112,000                   | 114,000                      |
| Element 2 - Seniors & Disabled Mobility                          | 627,198             | 1,045,000                 | 1,120,000                    |
| <i>Element 2.1 - Mobility Management Programs</i>                | 74,406              | 140,000                   | 140,000                      |
| <i>Element 2.2 - Paratransit &amp; Low-Income Scholarships</i>   | 184,807             | 185,000                   | 235,000                      |
| <i>Element 2.3 - Paratransit Plus</i>                            | 278,097             | 500,000                   | 600,000                      |
| <i>Element 2.4 - Volunteer Drive &amp; Gap Grant</i>             | 89,887              | 220,000                   | 145,000                      |
| Element 3 - Reduce Congestion & Pollution                        | 435,901             | 660,000                   | 1,073,999                    |
| <i>Element 3.1 - Safe Routes to School/ Street Smart Program</i> | 273,220             | 150,000                   | 345,000                      |
| <i>Element 3.2 - Commute Alternative Programs</i>                | 106,328             | 270,000                   | 293,999                      |
| <i>Element 3.3 - Alternative Fuel Vehicle Program</i>            | 56,353              | 240,000                   | 435,000                      |
| <b><i>Subtotal, Measure B Programs</i></b>                       | <u>3,632,620</u>    | <u>1,817,000</u>          | <u>2,307,999</u>             |
| <b><i>Expired Expenditure Line Items for Prior Year</i></b>      |                     |                           |                              |
| <b><i>Total Expenditures</i></b>                                 | <u>3,801,628</u>    | <u>2,007,367</u>          | <u>2,456,078</u>             |
| <b>Net Change in Fund Balance</b>                                | <b>(1,362,133)</b>  | <b>372,633</b>            | <b>(6,078)</b>               |
| <b><i>Ending Balance</i></b>                                     | <u>2,576,820</u>    | <u>2,949,453</u>          | <u>2,943,375</u>             |

## Attachment 2 - Assumptions for FY2018-19 Budget Development

| Budget Line item                                    | Assumption   |
|---|--|
| <b>REVENUES</b>                                     |  |
| Measure A Sales Tax Revenue                         | \$26.94 million revenue estimate based on the current disbursements received and economic conditions   |
| Measure B VRF Revenue                               | \$2.40 million estimated based on the most recent Marin County vehicle registration data and DMV fee off the top   |
| Cities/Towns and County Contribution                | The base contribution is \$430,000, local jurisdictions agreed to 5-year, 30%/\$129,000 increase to fund traffic studies, new model, sales tax development effort, starting in FY2015-16, collected based on 50% lane-miles/50% population formula |
| Interest Revenue                                    | Based on estimated fund balance and investment return rate, note returns from CalTRUST investment pool   |
| MTC STP/CMAQ Planning Fund and OBAG Grants          | Estimated reimbursement fund for the following work elements: staff cost funded by MTC planning funds, CMP, traffic model, plus OBAG 2 grant for MSN   |
| MTC Regional Measure 2 Fund                         | Based on project construction cost estimates for the North/South Greenway Gap Closure (Northern Segment and Southern Segment). Minor costs outstanding for Central Marin Ferry Connection Project (Mitigation/Monitoring/ Maintenance)             |
| Transportation For Clean Air Funding                | FY2018-19 revenue disbursement estimated based on FY2017-18 actual revenue collection  |
| State STIP PPM Fund                                 | Reimbursement of staff cost for all STIP PPM related activities  |
| STIP/RTIP/ITIP Funds/SB1 Local Partnership          | Reimbursement of state funding allocated to various MSN projects and HOV Gap Closure Mitigation project  |
| Nonmotorized Transportation Pilot Program Fund      | Estimated \$37,000 reimbursement next year- \$60,000 NTPP grant from the County for Street Smarts work   |
| MTC Climate Initiatives Program Grant/CMAQ          | MTC Grant for Car Share Pilot Program Implementation, staff support  |
| Realized Highway 101 ROW Excess Fund                | TAM programmed \$3 million from right of way sale proceeds from the HWY101 Gap Closure Project as part of OBAG2 process. Funds must be spending on STIP eligible project   |
|   |  |
| <b>EXPENDITURES</b>                                 |  |
| <b>Administration</b>                               |  |
| <i>Salaries &amp; Benefits</i>                      | Estimated labor cost of 12.8 FTE positions, this line include all salary and benefit costs   |
| <i>Office Lease</i>                                 | Annual office lease cost under the current lease term  |
| <i>Agencywide IT and Computer Equipment Upgrade</i> | Cover scheduled IT equipment upgrade needs, most of the computer equipment were upgraded in FY2017-18  |
| <i>Equipment Purchase/Lease</i>                     | For mail, copy, scan and other office equipment needs  |
| <i>Telephone/Internet/ Web Hosting Services</i>     | Estimates based on prior year usage of actual cost of the telephone/internet and cell phone services   |
| <i>Office Supplies</i>                              | Estimated based on FY2017-18 actual expenditures for office supplies needs, including all routine printing supply and copy costs   |
| <i>Update/Improvement of TAM Website</i>            | Continued updates of TAM's website and incorporating microsites and email announcements, and other required work   |
| <i>Classification Study</i>                         | Budget needed for a comprehensive classification and compensation study, TAM positions last reviewed and ranges adopted in 2011 based on 2010 data. Plan to be done in second half of 2018   |
| <i>Insurance</i>                                    | Based on current insurance cost  |
| <i>Financial Audit</i>                              | Based on current/expected financial and compliance audit contracts other than Measure A compliance which is included under the Measure A Programs  |
| <i>Legal Services</i>                               | For general legal services received from County Counsel and special legal services from outside legal teams  |
| <i>Document/Video/Marketing Material Production</i> | Based on estimated expenditures of major report production, including TAM and COC Annual Report, design services, video production, copy editing and outreach materials  |
| <i>Memberships</i>                                  | Based on Self Help Counties Coalition, CalCOG, MCEP dues for employees' professional memberships and Marin Map-note ongoing support from Marin Map   |
| <i>Travel/Meetings/Conferences</i>                  | Based on estimated staff work travel needs   |
| <i>Carshare Membership</i>                          | Carshare membership and usage cost to provide option for staff who needs to travel to meetings   |

## Attachment 2 - Assumptions for FY2018-19 Budget Development

| Budget Line item   | Assumption   |
|--|--|
| <i>Electric Bike Purchase/Lease</i>                                  | Use by TAM staff for frequent short trips vicinity TAM offices including to/from Marin Civic Center  |
| <i>Professional Development</i>                                      | For staff professional development; computer skill training/classes; management training for Deputy ED & Managers  |
| <i>Human Resources/Board Support</i>                                 | For projected routine HR and board support functions   |
| <i>Information Technology Support</i>                                | For routine IT and web support needs   |
| <i>Annual Support &amp; Upgrade of Financial System</i>              | Annual software license cost and necessary support   |
| <i>Misc. Expenses</i>  | For any necessary misc. administration needs that are not included in the above budget lines   |
| <b>Professional Services</b>   |  |
| <i>Bellam Blvd 101 Off-ramp Improvements - Design &amp; R/W</i>      | Project will add second off ramp lane from northbound 101 to improve travel time for traffic going from northbound 101 to east bound 580. Cost is for design work and design support during construction and right of way.   |
| <i>Bike Path Improvement on Sir Francis Drake Fly over</i>           | <del>Awaiting RM3 availability, remaining OBAG2 funds will be utilized for outreach, design illustrations, early environmental analysis.</del>   |
| <i>580/101 Direct Connector Project Support</i>                      | Preliminary design and outreach effort for the 580/101 Direct Connector Project  |
| <i>CMP Update/Traffic Monitoring</i>                                 | For the update of the Congestion Management Plan as required by State law, data collection being performed in FY2018-19 and the CMP Update will be completed in Fall FY 2019-20  |
| <i>Travel Model Maintenance &amp; Update</i>                         | Model Development underway estimated at \$250k with new model software and hardware included as well as model development including validation and calibration, SB743 modeling assistance per local jurisdiction needs   |
| <i>Traffic Monitoring and Reporting</i>                              | Ongoing traffic counts and monitoring effort from City County fund increase in FY2015-2016   |
| <i>Project Management Oversight</i>                                  | On-call consultant contract to meet TAM's various project/program management needs, estimate based on past use and necessary PM needs. \$25K for website training, \$40K for EV assistance, \$20K for MSN support, \$50K for Crossing Guard Support, \$40K for one time legal services, \$30K for Local agency support, and \$95 for unknown |
| <i>MSN B1 Phase 2 &amp; A4 Design</i>                                | MSN Phase 2 projects in Marin County to complete all HOV lanes. Estimated FY 2018-19 budget requirement: for final design work with only \$300,000 remaining. STIP PPM funds swapped with City/County contribution.  |
| <i>MSN San Antonio Curve Correction Construction Support</i>         | Highway 101 at San Antonio Bridge Curve Correction project has entered the construction phase. Estimated remaining spending authority per Caltrans Coop is \$200,000 – Estimated FY 2018-19 budget requirement: \$150,000.   |
| <i>HOV Gap Closure Mitigation - Brookdale /Maintenance</i>           | Hwy 101 Gap Closure Mitigation along Brookdale Avenue. TAM will manage construction contract to continue with 5 year plant establishment period.   |
| <i>State Legislative Assistance</i>                                  | State legislative assistance and advocacy contract   |
| <i>Financial Advisor/Sales Tax Audit Services</i>                    | For sales tax monitoring and allocation audit services and on-call financial advisor team to help TAM with various transportation financing issues   |
| <i>North-South Greenway Gap Closure / PS&amp;E &amp; Services</i>    | Northern Segment - Finalize PS&E & provide construction bid support to Caltrans.   |
| <i>Public Outreach Service Support</i>                               | Public outreach consultant support for unique efforts that are not covered by in-house staff   |
| <i>Street Smart Program Implementation</i>                           | Street Smart program implementation work paid by NTPP, includes replacement of banners.  |
| <i>Highway 101 Ramp Metering Implementation Plan Outreach</i>        | TAM will continue working with Caltrans as they finish design and initiate a Ramp Metering Implementation Plan to determine metering rates. TAM will continue to encourage dialog with local agencies through and Technical Advisory Committee. Additional outreach efforts may be necessary to compliment Caltrans outreach                 |
| <i>CMFC Onsite Re-Vegetation Mitigation Monitoring and Reporting</i> | Includes Mitigation, Monitoring and Reporting. Minimal replanting may be necessary due to impacts of severe winter weather conditions  |
| <i>Innovation Program</i>  | Development of Innovation program including continued Innovation workshop and planning actives to identify potential projects for consideration in Marin County. Technical, legal, legislative and public private partnership assistance included in budget.   |

## Attachment 2 - Assumptions for FY2018-19 Budget Development

| Budget Line item  | Assumption  |
|---|---|
| <i>Sales Tax Reauthorization Support</i>                      | Consultant support needed for the reauthorization of the Measure A 1/2 Transportation Sales Tax   |
| <i>Consulting Pool</i>  | A pool of small consultant contracts for various small misc. services, amount reflective of previous years  |
|   |   |
| <b>Measure A Programs</b>                                     |   |
| <i>Measure A Compliance Audit</i>                             | For the annual compliance audit need of selected project sponsors   |
| <i>Bike/Ped Path Maintenance</i>                              | Amount available for routine maintenance for regional paths according to the current TAM Board adopted Bike/Ped Path Maintenance Policy latest Board adopted update November 2016   |
| <i>GGT Ferry Shuttle Service Contribution through MT</i>      | Assuming the continuation of the \$85K subsidy for GGT ferry shuttle service  |
| <i>Central Marin Ferry Connector - SMART Insurance Policy</i> | As a condition of the Cooperative Agreement TAM will reimburse SMART for the cost of insurance for the new bridge over SFDB in their right-of-way until such time passenger rail service is extended to Larkspur.   |
| <b>Strategy 1 - Transit</b>                                   |   |
| <i>Substrategy 1.1 - Local Bus Transit Service</i>            | Marin Transit requested \$10.4 million under Strategy 1.1 - Local Bus Transit Services  |
| <i>Substrategy 1.2 - Rural Bus Transit System</i>             | Marin Transit requested \$1.0 million under Strategy 1.2 - Rural Bus Transit System   |
| <i>Substrategy 1.3 - Special Needs Transit Services</i>       | Marin Transit requested \$2.7 million under Strategy 1.3 - Special Needs Transit Services   |
| <i>Substrategy 1.4 - Bus Transit Facilities</i>               | Marin Transit requested \$3.0 million under Strategy 1.4 - Bus Transit Facilities   |
| <b>Strategy 2 - Hwy 101 Gap Closure</b>                       |   |
| <i>STP/HIP Swap Project</i>                                   | Hwy 101 Gap Closure remaining Measure A and federal fund swap for local projects remaining \$484,000 that is reserved for County of Marin HIP Project redirected to the City of San Rafael's Grand Ave Bridge Project. \$184,000 paid in FY17/18 with \$300,000 remaining to be paid in FY18/19. As part of the effort to bridge the funding gap for crossing guard, \$100,000 is also approved to be used for crossing guard services. |
| <b>Strategy 3 - Local Transportation Infrastructure</b>       |   |
| <i>Substrategy 3.1 - Major Roads</i>                          | Expected FY2018-19 expenditures/reimbursements for Major Roads projects is \$2.25 million, including about \$0.1 million for Miller Ave, \$1.75 million for SFD/County project, \$0.3 million for Third Street/SR, and \$0.1 for Novato Blvd. Funds from 2011 SLPP swap are included.   |
| <i>Substrategy 3.2 - Local Roads</i>                          | Total allocation for FY2018-19 Local Roads projects is \$3.2 million. As part of the effort to bridge the funding gap for crossing guard, \$34,000 is also approved to be used for crossing guard services.   |
| <b>Strategy 4 - Safer Access to Schools.</b>                  |   |
| <i>Substrategy 4.1 - Safe Routes to Schools</i>               | Total SR2S contract for FY2018-19 Estimation of \$950K. funds come out of Strategy 4.1, Strategy 4.3 and Measure B 3.1 also contributes to SR2S contract budget.  |
| <i>Substrategy 4.2 - Crossing Guards</i>                      | Crossing guard cost based on \$17,800/guard annual rate, service level at 88 guards, also including summer school service and transit reimbursement ( note Measure B VRF also funds guards)   |
| <i>Substrategy 4.3 - Safe Pathways To School</i>              |   |
| <i>Safe Pathways Plan Development</i>                         | Total SR2S contract for FY2018-19 is \$950K, estimated total for strategy 4.3 is \$100K, Strategy 4.1 and Measure B 3.1 also contributes to SR2S contract budget.   |
| <i>Safe Pathway Capital Projects</i>                          | \$3.48 million allocated March 2015, estimated reimbursement for FY2018-19 is \$1.25 million.   |
|   |   |
| <b>Measure B VRF Programs</b>                                 |   |
| <b>Element 1 - Maintain Local Streets &amp; Pathways</b>      |   |
| <i>Element 1.1 - Local Streets</i>                            | Based on project/program needs, allocation every three years. Next allocation cycle is FY2019-20.   |
| <i>Element 1.2 - Bike/Ped Pathways</i>                        | 5% of Measure B revenue, is assigned annually per Board policy to reimburse member agencies for routine maintenance cost of eligible paths  |

## Attachment 2 - Assumptions for FY2018-19 Budget Development

| Budget Line item  | Assumption  |
|---|---|
| <b>Element 2 - Seniors &amp; Disabled Mobility</b>  |   |
| <i>Element 2.1 - Mobility Management Programs</i>   | To implement a Mobility Management Program that identifies and implements mobility options for Senior and Persons with Disabilities. All funds in element 2 are allocated to Marin Transit.   |
| <i>Element 2.2 - Paratransit &amp; Low-Income Scholarships</i>  | Support and enhance Paratransit and other local services focusing on this population  |
| <i>Element 2.3 - Paratransit Plus</i>   | "Paratransit Plus" program to serve older seniors who may not qualify for service under the Americans with Disabilities Act.  |
| <i>Element 2.4 - Volunteer Drive &amp; Gap Grant</i>  | Implement other innovative programs to provide mobility to seniors as an alternative to driving   |
| <b>Element 3 - Reduce Congestion &amp; Pollution</b>  |   |
| <i>Element 3.1 - Safe Routes to School/ Street Smart Program</i>  | Crossing guard cost at \$17,800/guard annual rate. Service level of 88 guards which includes summer school service and transit reimbursement and includes \$25K to Street Smarts. The bridge funding will fund 21 guards thru end of 2018.  |
| <i>Element 3.2 - Commute Alternative Programs</i>   | Rollout of new public oriented TDM programs, including marketing and outreach via seasonal promotional campaigns, technical assistance, regional 511 coordination, ERH and Vanpool reimbursements, and carshare promotional activities. Continuation of existing Lyft Pilot Program and ADA support services until September 2018. Technical assistance for program reporting and future program development. |
| <i>Element 3.3 - Alternative Fuel Vehicle Program</i>   | Alternative Fuel program to include capital match funds for EV fleet replacement, and ongoing grant matches for infrastructure, planning, education and marketing. \$435K is the programming level approved by the TAM Board for FY2018-19.   |
| <b>Interagency Agreements</b>   |   |
| <i>CMFC County Agreement RM2 (Maintenance Parks Dept.)</i>  | Funding for County Parks to provide routine maintenance services. Costs are for bridge structure only until SMART's Larkspur extension is complete and in operation. Other cost associated with routine path maintenance are funded under Measure B VRF and Measure A Transportation Sales Tax Interest Fund  |
| <i>North-South Greenway (Southern Segment)- County Project Management</i>                                   | County of Marin has agreed to lead the development of the North-South Greenway Southern Segment. Funding Agreement for preliminary engineering and environmental assessment. Will update agreement to imitate design phase  |
| <i>North-South Greenway (Northern Segment) Cooperative Agreement with Caltrans for Construction</i>         | Caltrans will perform Construction Management for SF Drake off-ramp widening.   |
| <i>HOV Gap Closure Offsite Landscaping Mitigation Funding Agreement - Caltrans</i>                          | Agreement with Caltrans for off-site mitigation for the Highway 101 Gap Closure Project. Pass-Thru Agreement  |
| <i>SR37 Study Funding Contribution - Agreement (STA)</i>  | Total of \$40,000 TAM's share of the SR37 study that was conducted by Solano Transportation Authority to assist in the preparation of a SR37 Corridor Financial Opportunities Analysis and MTC Corridor Study. About \$20,000 is expected to be spent this year to complete MTC Corridor Study and NVTA transit study. City/County Contribution funds.  |
| <i>Funding Agreement with Larkspur For East SF Drake Improvement Project - Construction</i>                 | The City of Larkspur has agreed to administer the construction of the work on Sir Francis Drake to improve access to the Richmond-San Rafael Bridge. The majority of the \$2.3 million funding allocated for these improvements has been expended. It is estimate \$200,000 will carry-over to this fiscal year   |
| <i>County Lower Marin City Drainage Study Agreement</i>   | This project received about \$210,000 in Lifeline funds that were swapped with Measure Strategy 1.1 funds in FY 16/17 but actual collection was \$200,118. Marin County has expended all but \$50,000 which will be moved to FY 18/19. Marin County anticipates expending all of the remaining \$50,000 in FY2018-19.   |
| <i>Novato Pedestrian Access to Transit and Crosswalk Improvement Project Agreement</i>                      | This project received \$302,100 in Lifeline funds that were swapped with Measure Strategy 1.1 funds. Novato anticipates requesting reimbursement for approximately half of the funds in FY2017-18 and half in FY2018-19.  |
| <i>Funding Agreement with County of Marin for Bellam Boulevard Construction and Construction Management</i> | Amount is for capital construction (\$3 MIL of which \$1.3 MIL in FY18/19) and construction management by County of Marin (\$700,000 of which \$500,000 in FY18/19).  |



## Attachment 2 - Assumptions for FY2018-19 Budget Development

| Budget Line item  | Assumption  |
|---|---|
| <i>Caltrans MSN A2 and A3 Construction Support</i>  | A total of \$167,000 was negotiated with Caltrans to cover the construction support provided for the MSN A2 and A3 projects. \$42,000 is anticipated for FY 2018-19.  |
| <i>Sausalito - Gate 6 Bridgeway Intersection Improvements</i>                             | Project underway: install of dedicated bicycle phase; detection for southbound cyclists coming from the Sausalito-Mill Valley Multi-Use Path going to Bridgeway; new vehicle detection& signal modifications; redesign of path approach at the northeast corner of the Bridgeway/Gate 6 intersection, additional curb work. Project is underway. Reimbursement \$109,000 in FY2017-18, \$47,000 in FY2018-19. |
| <i>Corte Madera - Tamal Vista Blvd Bike/Ped Improvements</i>                              | Project along Tamal Vista Blvd to enhance bike/ped safety, promote multi-modal access between Madera Blvd. and Fifer Avenue.  |
| <i>San Rafael - Multi Pathway - 2nd Street to Rice Drive</i>                              | Construct a new multi-use pathway from 2nd Street to Rice Drive in SMART' right of way in San Rafael. TAM funding \$2.95M of RM2 funds and 0.502M LPP (SB1 funds), and \$0.763M Measure A Sales Tax interest revenue.   |
| <i>Marin County/Caltrans SR-37 Planning Grant Match</i>                                   | Caltrans planning grant awarded to Marin County as project lead and TAM as a project partner to study flooding & transportation infrastructure resiliency on SR-37 in Marin.  |
| <i>San Anselmo-Hub Reconfiguration Phase I Study</i>                                      | CMA Planning Funds in the amount of \$309,000 was provided to San Anselmo to conduct study on the flooding & transportation infrastructure resiliency on SR-37 in Marin.  |
| <i>Bicycle and Pedestrian Plan Update</i>   | Originally, CMA planning funds in the amount of \$15,000 was provided to Ross to complete its Local Bike and Pedestrian Plan. The CMA planning funds were exchanged for City/County funds. Funding agreement for these City/County funds has been executed but no expenses have been incurred. Expenses are anticipated to be incurred in FY 18/19.   |
| <i>Marin County/Caltrans Planning Grant Match Manzanita &amp; Southern Marin Flooding</i> | Caltrans planning grant was applied by Marin County as project lead and TAM as a project partner to study flooding and transportation infrastructure resiliency near the Manzanita Park and Ride Lot in southern Marin. \$21,000 in TAM contribution for grant match from City/County Contribution funds if the grant is awarded.   |
| <b>TFCA Programs/Projects</b>   |   |
| <i>TFCA - Reimbursement of Various Capital Projects</i>                                   | Anticipated reimbursement request level from various TFCA project sponsors.   |

## Attachment 3 - FY2018-19 City/Town/County CMA Fee Schedule

| Agency       | SHARE          |                      |                           |                         |
|--------------|----------------|----------------------|---------------------------|-------------------------|
|              | % Share        | \$ Share of Base Fee | \$ Share of Temp Increase | Total FY2018-19 CMA Fee |
| Belvedere    | 0.98%          | \$4,223              | \$1,267                   | \$5,490                 |
| Corte Madera | 3.53%          | \$15,193             | \$4,558                   | \$19,751                |
| Fairfax      | 2.77%          | \$11,899             | \$3,570                   | \$15,468                |
| Larkspur     | 3.99%          | \$17,159             | \$5,148                   | \$22,306                |
| Mill Valley  | 5.65%          | \$24,287             | \$7,286                   | \$31,573                |
| Novato       | 18.10%         | \$77,818             | \$23,345                  | \$101,163               |
| Ross         | 1.02%          | \$4,377              | \$1,313                   | \$5,691                 |
| San Anselmo  | 4.44%          | \$19,078             | \$5,724                   | \$24,802                |
| San Rafael   | 19.59%         | \$84,222             | \$25,267                  | \$109,489               |
| Sausalito    | 2.80%          | \$12,043             | \$3,613                   | \$15,656                |
| Tiburon      | 3.46%          | \$14,883             | \$4,465                   | \$19,348                |
| County       | 33.68%         | \$144,817            | \$43,445                  | \$188,262               |
| <b>Total</b> | <b>100.00%</b> | <b>\$430,000</b>     | <b>\$129,000</b>          | <b>\$559,000</b>        |

**Notes:**

1. Based on 50% lane miles and 50% population formula.
2. California Department of Finance (DOF) - May 2017
3. Metropolitan Transportation Commission (MTC) - May 2017

**Attachment 4 - Calculation of FY2018-19 Appropriation Limit**

**Calculation of FY2018-19 Appropriation Limit**

|   |   |               |
|---|---|---------------|
| FY2017-18 Appropriation Limit                           |   | \$ 85,660,117 |
| Inflation Factor (Per capita income change, 2015-2016)* | X | 1.0324        |
| Population Factor (Population change, 2015-2016)**      | X | 1.0012        |
| FY2018-19 Appropriation Limit                           |   | \$ 88,542,883 |

**Appropriations Subject to the Limit**

|   |  |               |
|---|--|---------------|
| FY2018-19 Appropriation Limit             |  | \$ 88,542,883 |
| FY2018-19 Appropriations Subject to Limit |  | \$ 27,240,000 |
| Amount under Limit                        |  | \$ 61,302,883 |

Data Sources:

\* Marin County Per Capita Income change data from 2015 to 2016 is from California Regional Economic Analysis Project.

[https://california.reaproject.org/analysis/comparative-trends-analysis/per\\_capita\\_personal\\_income/tools/60041/60000/](https://california.reaproject.org/analysis/comparative-trends-analysis/per_capita_personal_income/tools/60041/60000/)

\*\* Marin County population change data from 2016 to 2017 is from the US Census.

<http://www.census.gov/quickfacts/table/PST045215/06041>

## FY 2018-19 Administration Function Work Plan

| <u>Ref #</u>                      | <u>Work Items</u>  | <u>Responsible Team-member</u> | <u>Action Item and/or Product</u>   | <u>Date of Delivery</u> | <u>Functional Area</u>                               |
|-----------------------------------|--|--------------------------------|---|-------------------------|--|
| <b>BOARD &amp; AGENCY SUPPORT</b> |  |                                |   |                         |  |
| 1                                 | Ongoing Committee and Board support; response to information and meeting requests  | Denise M                       | Meeting preparation and management.   | Ongoing                 | Overall  |
| 2                                 | Manage various TAM records and response to Public Records Act Requests   | Denise M                       | Various record keeping and production.  | Ongoing                 | Overall  |
| 3                                 | Manage the COC, prepare agenda packets and coordinate with COC members to address their needs  | Li Z/Grace Zh                  | COC meetings held on a as-needed basis but no less than quarterly.                    | Ongoing                 | Measure B<br>\$10 VRF                                |
| 4                                 | Manage the COC FY2017-18 Annual Report Development   | Li Z                           | Draft ready in October, publish of the final report in November (fiscal year report). | January, 2019           | Measure A 1/2-cent Sales Tax & Measure B<br>\$10 VRF |
| <b>OUTREACH</b>                   |  |                                |   |                         |  |
| 5                                 | Manage public meetings and other outreach events of the various major capital projects   | Molly G/Denise M               | Active public outreach for various projects/programs.                                 | Ongoing                 | Overall  |
| 6                                 | Manage public education and information of TAM programs, projects and planning efforts, including stakeholder outreach and briefings | Molly G                        | Proactive communication of key goals, milestones.                                     | Ongoing                 | Overall  |
| 7                                 | Education of Sales Tax Renewal Expenditure Plan  | Molly G                        | Update audience/stakeholder outreach plan/work closely with TAM Board members.        | Ongoing                 | Overall  |
| 8                                 | Respond to inquiries from the public/ follow up as necessary   | Molly G/Team                   | Provide timely response to the public on various issues.                              | Ongoing                 | Overall  |

## FY 2018-19 Administration Function Work Plan

| <u>Ref #</u>           | <u>Work Items</u>  | <u>Responsible Team-member</u> | <u>Action Item and/or Product</u>  | <u>Date of Delivery</u> | <u>Functional Area</u> |
|------------------------|--|--------------------------------|--|-------------------------|------------------------|
| 9                      | Arrange for reproduction and distribution of various TAM materials via events, direct distribution and social media.                                     | Molly G/Team                   | Public outreach materials on various initiatives, projects and programs.   | Ongoing                 | Overall                |
| 10                     | Maintain website, and create content for social media and electronic outreach including the TAM Traveler. Provide staff training for content management. | Molly G                        | Ongoing content management for TAM's website and outreach materials. Provide consistent social media & newsletter content. | Ongoing                 | Overall                |
| 11                     | Work with the team for consistent maintenance of website content   | Molly G/Team                   | Maintain up-to-date content.   | Ongoing                 | Overall                |
| <b>HUMAN RESOURCES</b> |  |                                |  |                         |                        |
| 12                     | Manage the agency's CalPERS retirement benefit, set up trust to address the retirement and OPEB liabilities  | Li Z                           | Pursue plans that can fully fund TAMS's CalPERS and OPEB liabilities.  | By Dec 2018             | Overall                |
| 13                     | Manage and continue to improve TAM's new payroll system and related tasks  | Li Z/Helga C                   | Managing ongoing payroll.  | Ongoing                 | Overall                |
| 14                     | Manage all benefits offered by TAM   | Li Z/Helga C                   | Actively manage the benefits offered to employees and make changes/improvement whenever it's cost-effective.               | Ongoing                 | Overall                |
| 15                     | Manage all HR related functions  | Li Z/Helga C                   | With support of on-call HR support team, ensure the agency is in compliance with HR laws and regulations.                  | Ongoing                 | Overall                |
| 16                     | Manage the recruitment of new positions  | Li Z                           | Develop specific recruitment plan for each position and ensure timely hiring of the position.                              | As Needed               | Overall                |

FY 2018-19 Administration Function Work Plan

| Ref #                   | <u>Work Items</u>  | <u>Responsible Team-member</u> | <u>Action Item and/or Product</u>  | <u>Date of Delivery</u> | <u>Functional Area</u> |
|-------------------------|--|--------------------------------|--|-------------------------|------------------------|
| <b>OFFICE OPERATION</b> |  |                                |  |                         |                        |
| 17                      | Manage the daily operations of the office site   | Denise M/Joanne O              | Maintain a professional and pleasant office environment and assure ADA Compliance. | Ongoing                 | Overall                |
| 18                      | Maintain servers, internet and phone services for the office location and resolve any potential technical problems | Li Z/IT consultant             | Ensure reliable IT infrastructure to meet the critical work needs.                 | Ongoing                 | Overall                |

## FY 2018-19 Finance Function Work Plan

| <u>Ref #</u>                         | <u>Work Items</u>  | <u>Responsible Team-member</u> | <u>Action Item and/or Product</u>   | <u>Date of Delivery</u> | <u>Functional Area</u>                            |
|--------------------------------------|--|--------------------------------|---|-------------------------|---|
| <b>Accounting &amp; Audit</b>        |  |                                |   |                         |   |
| 1                                    | Continue the enhancement of agency's financial system, monitor the performance and make improvements   | Finance Team                   | Assure availability of resources for staff training and necessary system updates/enhancements.                            | Ongoing                 | Overall   |
| 2                                    | Manage TAM FY2017-18 financial audit, ensure a smooth and timely audit process within budget and on schedule. Report to Citizen's Oversight Committee.   | Finance Team                   | Start the project in June, draft ready in October, acceptance of the audit result by the end of the year.                 | Nov/Dec 2019            | Overall   |
| 3                                    | Manage the Measure A compliance audits, coordinate with all fund recipients and work out any potential issues and recommend changes needs to the Board if necessary. Report to Citizen's Oversight Committee.                | Li Z/Helga                     | Workshop with auditees in August, field work in Sep/Oct, final report for review and acceptance Dec 2018/Jan 2019.        | Annually                | Measure A 1/2-cent Sales Tax                      |
| 4                                    | Manage special audits required by grant agencies, such as single audit, TFCA audit, etc.   | TEAM                           | Coordinate with audit team and staff team during special audit processes.   | Ongoing                 | Overall   |
| 5                                    | Maintain staff time reporting protocols, track staff costs against budget; make necessary adjustments to meet funding levels.  | Finance Team                   | Ensure mid-year and end of year actuals re: staffing meet budget availability.  | Ongoing                 | Overall   |
| 6                                    | Provide regularly financial reports to the Board, COC, public, and others as requested.  | Li Z/Helga C                   | Quarterly financial updates and other required financial reports to Board and the COC.                                    | Ongoing                 | Overall   |
| <b>Funding and Budget Management</b> |  |                                |   |                         |   |
| 7                                    | Monitor Measure A Sales Tax and Measure B VRF revenue trends and cash disbursements, provide periodical revenue projects to the Board, public and other agencies when needed. Utilize consultant on economic trend analysis. | Li Z                           | Provide the TAM Board and other parties with timely revenue trend update and estimates for various project/program needs. | Ongoing                 | Measure A 1/2-cent Sales Tax & Measure B \$10 VRF |
| 8                                    | Track and incorporate revenue from various federal, state, regional and local transportation funds.  | Finance Team                   | Monitor the funding level for various fund sources and recommend project/program budget adjustments when necessary.       | Ongoing                 | Overall   |
| 9                                    | Working with the team, develop and monitor the expenditure plans for various projects and programs.  | Finance Team                   | Develop and review the expenditure plans for projects/programs.   | Ongoing                 | Overall   |
| 10                                   | Monitor actual revenues/expenditures against the FY2018-19 Budget and develop revisions as necessary.  | Finance Team                   | Quarterly budget review, recommend adjustments when needed.   | Ongoing                 | Overall   |

## FY 2018-19 Finance Function Work Plan

| <u>Ref #</u>                            | <u>Work Items</u>   | <u>Responsible Team-member</u> | <u>Action Item and/or Product</u>   | <u>Date of Delivery</u> | <u>Functional Area</u> |
|---|---|--------------------------------|---|-------------------------|------------------------|
| 11                                      | Coordinate and develop FY2018-19 budget and work plan process.  | Li Z/Helga C                   | Draft ready in May for Board and public review, final adoption in June 2018.  | Annually                | Overall                |
| 12                                      | Monitor financial elements of Coop Agreements (Caltrans), and other interagency agreements.   | TEAM                           | Ongoing monitoring of budget vs. actual expenditures.   | Ongoing                 | CMA                    |
| 13                                      | Assist contract/agreement managers monitoring the expenditures of each contract/agreement.  | Grace Zh                       | Ongoing monitoring, make sure expenditures are within the allowed contact amount or revision to the budget is required. | Ongoing                 | Overall                |
| <b>Cash &amp; Investment Management</b> |   |                                |   |                         |                        |
| 14                                      | Conduct cash flow analyses for various projects and programs and ensure all cash needs can be met.                                      | Li Z                           | Work with the team to understand the project/program schedule and cash needs.   | Ongoing                 | Overall                |
| 15                                      | Actively Manage TAM's investment portfolio and maximize interest revenue return without increasing risk and limiting cash availability. | Li Z                           | Quarterly Financial updates to Board and the COC.   | Ongoing                 | Overall                |
| 16                                      | Review and update the agency's investment and debt policies when needed.  | Li Z                           | Regular review and monitoring of the performance and financial market change.   | Ongoing                 | Overall                |



## FY 2018-19 Project Delivery Function Work Plan

| <u>Ref #</u>                            | <u>Work Items</u>   | <u>Responsible Team-member</u> | <u>Action Item and/or Product</u>  | <u>Date of Delivery</u>   | <u>Functional Area</u> |
|---|---|--------------------------------|--|---|------------------------|
| <b>PROJECTS DIRECTLY MANAGED BY TAM</b> |   |                                |  |   |                        |
| 1                                       | MSN HOV Lane Extension Phase 2 (MSN A4 and B1 Phase 2)                          | Nick N                         | Manage initial design of Highway 101 MSN Phase 2 HOV lane extension from north Novato to County line. Coordination with project partners. Environmental revalidation and design began in December 2017. Full funding plan to complete design has not been developed yet, but target for completion is spring 2020. | Spring 2020   | CMA                    |
| 2                                       | Direct Connector Northbound Hwy 101 to Eastbound 580                            | Dan C                          | Preliminary concepts and estimates were prepared for Board evaluation and understanding in Spring 2017; Initiate implementation activities if RM3 is approved.   | Ongoing   | CMA                    |
| 3                                       | North/South Greenway<br>- Northern Segment (TAM)<br>- Southern Segment (County) | Bill W                         | Northern Segment - Finalize design and permitting. Monitor upcoming construction activities and manage TAM's fiduciary responsibility to deliver project. Southern Segment - Provide assistance and project coordination led by the County of Marin. Finalize preliminary engineering and environmental phase.     | Northern Segment design scheduled for completion late fall 2018. Construction scheduled to begin late spring 2019<br>Southern Segment - PA/ED Fall 2018 | CMA                    |
| 4                                       | SR 37 - Preliminary planning in Marin Segment A, Novato Creek                   | Nick N                         | Work with state grant recipient, Marin County Flood Control to assess flood management and roadway needs in the vicinity of Hwy 37 and Novato Creek  | Ongoing   | CMA                    |

## FY 2018-19 Project Delivery Function Work Plan

| <b>Ref #</b> | <b><u>Work Items</u></b>   | <b><u>Responsible Team-member</u></b> | <b><u>Action Item and/or Product</u></b>  | <b><u>Date of Delivery</u></b>   | <b><u>Functional Area</u></b> |
|--------------|--|---------------------------------------|---|--|-------------------------------|
| 5            | SR 37 - Ongoing planning and coordination with Sonoma County on Segments A1 & A2 from Hwy101 to Atherton and Atherton to Hwy 121 | Nick N                                | Continue coordination of activities to address sea-level rise in Marin segment of SR 37. Focused coordination with Sonoma County Transportation Authority including defining projects for potential Regional Measure 3 funding, including environmental clearance.  | Ongoing  | CMA                           |
| 6            | SR 37 Sea level rise, flooding and corridor wide improvement study   | Nick N/Dianne                         | Four County Policy Advisory Committee established to plan corridor improvements. Various regular meetings (monthly) to coordinate technical issues, outreach, ancillary studies, and Caltrans/ BATA coordination. Monitor Caltrans activities, along with 2017 corridor study being conducted by MTC/ BATA. | Ongoing  | CMA                           |
| 7            | Implement improvements to the approaches to the Richmond San Rafael Bridge.  | Dan C / Bill W                        | Finalize design improvements of the Bellam Blvd approach and begin construction. Close-out any remaining construction items related to ESFD   | SFD work completed 2018. Bellam scheduled for construction spring 2019 | CMA                           |
| 8            | Manage on-call PMO contract  | Dan C                                 | Contract and Task Order Management  | Ongoing  | CMA                           |
| 9            | Manage TAM Technical Advisory Committee  | Dan C                                 | Manage TAM TAC to hold meetings as necessary for Crossing Guard and Major Road Issues   | Ongoing  | Measure A 1/2-cent Sales Tax  |
| 10           | Manage Hwy 101/Blithedale Bicycle and Pedestrian Improvements  | Nick N                                | Monitor improvement & funding opportunities with southern Marin partner agencies. Integrate traffic study improvements into future plans for the interchange  | Ongoing  | CMA                           |
| 11           | Provide oversight of Central Marin Ferry Connector On-Site Habitat Mitigation and five year Report Requirements.                 | Bill W                                | Manage TAM's fiduciary responsibility to fulfill mitigation commitments and furnish reports to regulatory agencies  | Mitigation and Reporting until 2021                                    | CMA                           |

## FY 2018-19 Project Delivery Function Work Plan

| <b>Ref #</b> | <b><u>Work Items</u></b>                                      | <b><u>Responsible Team-member</u></b> | <b><u>Action Item and/or Product</u></b>   | <b><u>Date of Delivery</u></b>                                | <b><u>Functional Area</u></b>                     |
|--------------|---|---------------------------------------|--|---|---|
| 12           | Project Initiation Document - Caltrans Annual Update          | Bill W with DS                        | Provides a 3-year look ahead of project initiation documents for upcoming state highway related projects   | Annually  | CMA   |
| 13           | Bicycle Path Routine Maintenance Funding Program              | Bill W/ David C                       | Coordinate with local jurisdictions to determine eligible paths and routine maintenance reimbursements   | Annually  | Measure A 1/2-cent Sales Tax & Measure B \$10 VRF |
| 14           | US101 HOV Gap Closure Mitigation/ Brookdale Visual Mitigation | Bill W                                | Manage TAM's commitment to five year plant establishment period. Coordinate agreement between San Rafael and Caltrans on future maintenance responsibility. Work with Caltrans and State Parks to implement off-site mitigation at China Camp. | Establishment Period Thru FY21                                | CMA   |
| 15           | MSN Mitigation/Orange Ave. sound wall (MSN L1A)               | Nick N                                | Coordinate, Develop and implement MSN Mitigation and Orange Sound wall Project; Construction was completed in Summer 2016; plant establishment period until 2019   | Construction completed; Plant establishment period until 2019 | CMA   |
| 16           | Street Smarts   | Dan C                                 | Manage Banner Contract   | Ongoing   | Measure A 1/2-cent Sales Tax & Measure B \$10 VRF |
| 17           | Track project grants opportunities available under SB1        | Nick N / Dan C / Bill W / David C     | Monitor SB1 programs for TAM and member agencies for potential capital projects.   | Ongoing   | CMA   |

## FY 2018-19 Project Delivery Function Work Plan

| <u>Ref #</u>   | <u>Work Items</u>   | <u>Responsible Team-member</u> | <u>Action Item and/or Product</u>   | <u>Date of Delivery</u>                            | <u>Functional Area</u> |
|--|---|--------------------------------|---|--|------------------------|
| <b>PROJECTS BY OTHERS WITH TAM AS ACTIVE PARTNER</b> |   |                                |   |  |                        |
| 18   | US 101 Ramp Metering Program - Phase One. (NB 101 in So. Marin)                             | Bill W                         | Caltrans scheduled to finish design June 30, 2018. Construction estimated to begin early 2019. TAM coordinating with local agencies. Project includes adding lane widening on Tiburon Blvd. leading to the NB on-ramp     | Spring 2020  | CMA                    |
| 19   | Shoulder Running Lane and Multi-use Path on Richmond San Rafael Bridge-General Coordination | Dan C/Dianne S                 | Work with Caltrans, BATA, CCTA and City of Richmond to represent TAM with the RSR Bridge project and upper deck Multi-use Path, including studies and outreach on joint use of upper deck shoulders by cars and cyclists. | Ongoing  | CMA                    |
| 20   | MSN Construction Contract B1 - Redwood Landfill Interchange                                 | Nick N                         | In Caltrans close-out phase   | Summer 2017  | CMA                    |
| 21   | MSN Construction Contract A3 - Northbound 101 HOV North of Novato                           | Nick N                         | Resolved funding issue with Caltrans  | Late 2017  | CMA                    |
| 22   | MSN Curve Correction B3   | Nick N                         | Manage design contract and delivery of Curve Correction project. Coordination with project partners. Construction started April 2016. 3 year construction.  | Substantial construction completion at end of 2018 | CMA                    |
| 23   | Monitor Regional Managed Lane Programs  | Dan C/Dianne S                 | Monitor regional managed lane activities. Monitor state and federal guidelines as they relate to managed lanes. Attend MTC Managed Lane Meetings. Monitor HOV hours of operation.   | Ongoing  | CMA                    |

**FY 2018-19 Project Delivery Function Work Plan**

| <b>Ref #</b>  | <b><u>Work Items</u></b>                                       | <b><u>Responsible Team-member</u></b> | <b><u>Action Item and/or Product</u></b>   | <b><u>Date of Delivery</u></b> | <b><u>Functional Area</u></b> |
|---|--|---------------------------------------|--|--------------------------------|-------------------------------|
| <b>PROJECTS BY OTHERS WITH TAM IN AN OVERSIGHT ROLE</b> |  |                                       |  |                                |                               |
| 24  | San Rafael Transit Center Relocation                           | Derek M/ Bill W                       | Monitor activities associated with the relocation of the Bettini Transit Center in San Rafael.                             | Ongoing                        | CMA                           |
| 25  | San Rafael Greenway 2nd to Andersen                            | David C/ Bill W                       | Monitor activities associated with the construction of Greenway. Report and invoice MTC on \$2.95M RM2 and .502M LPP (SB1) | Ongoing                        | CMA                           |
| <b>PROJECT DELIVERY EFFORTS TRACKED BY TAM</b>          |  |                                       |  |                                |                               |
| 26  | Participate in Regional Committees related to Project Delivery | Dan C / Bill W / Nick N               | Participate in CMA Directors Meetings, CMA Project Directors Meetings, MTC, and CTC meetings as appropriate                | Ongoing                        | CMA                           |
| 27  | Research Changing Federal Contracting and STIP Rules           | Dan C                                 | Research latest Local Assistance and FAR publications; Assist agencies with federal requests                               | Ongoing                        | CMA                           |

## Attachment 5: Work Plans by Functional Area

## FY 2018-19 Programming Function Work Plan

| <u>Ref #</u>                                      | <u>Work Items</u>   | <u>Responsible Team-member</u>                        | <u>Action Item and/or Product</u>   | <u>Date of Delivery</u>  | <u>Functional Area</u>       |
|---|---|---|---|--|------------------------------|
| <b>LOCAL SALES TAX - MEASURE A</b>                |   |   |   |  |                              |
| 1   | Manage Measure A application, allocation, and funding agreement processes                           | David Chan  | Process requests for funds through TAM Board and finalize local sponsor agreements                    | Ongoing  | Measure A 1/2-cent Sales Tax |
| 2   | Solicit Annual Reports on local road projects funded with Measure A funds                           | David Chan  | Work with local sponsors to submit annual reports   | Annually in August   | Measure A 1/2-cent Sales Tax |
| 3   | Monitor delivery of Measure A programs & projects and assure consistency to Strategic Plan policies | David Chan/Li Zhang                                   | Assure delivery of prior phase work when funds requested  | Ongoing  | Measure A 1/2-cent Sales Tax |
| 4   | Monitor project delivery all Safe Pathway (Measure A) fund recipients                               | David Chan  | Work with recipients on ensuring timely delivery  | Ongoing, report quarterly as part of Safe Routes status report | Measure A 1/2-cent Sales Tax |
| 5   | Update Measure A Strategic Plan annually, develop updated revenue and expenditure element           | David Chan  | Update entire Strategic Plan and the Revenue and Expenditure element                                  | March- June annually   | Measure A 1/2-cent Sales Tax |
| 6   | Issue 4th Cycle Safe Pathway Call for Projects  | David Chan  | Solicit applications for Safe Pathway funds and recommend the most qualified applications for funding | April - June   | Measure A 1/2-cent Sales Tax |
| 7   | Amend Measure A Strategic Plan whenever necessary to accommodate changing project needs             | David Chan  | Update Revenue and Expenditure element of the Strategic Plan  | Ongoing  | Measure A 1/2-cent Sales Tax |
| <b>LOCAL VEHICLE REGISTRATION FEE - MEASURE B</b> |   |   |   |  |                              |
| 8   | Manage Measure B application, allocation, and funding agreement processes                           | David Chan  | Process requests for funds through TAM Board and finalize local sponsor agreements                    | Ongoing  | Measure B \$10 VRF           |
| 9   | Monitor delivery of Measure B programs & projects and assure consistency to Strategic Plan policies | David Chan/Li Zhang                                   | Assure delivery of prior phase work when funds requested  | Ongoing  | Measure B \$10 VRF           |
| 10  | Amend Measure B Strategic Plan whenever necessary to accommodate changing project needs             | David Chan  | Update Revenue and Expenditure element of the Strategic Plan  | Ongoing  | Measure B \$10 VRF           |
| <b>STATE FUNDS</b>                                |   |   |   |  |                              |
| 11  | Manage Prop 1 B / STIP funded projects in Marin Sonoma Narrows Corridor                             | Nick Nguyen   | Manage all delivery and other requirements regarding fund sources for Marin Sonoma Narrows projects   | Ongoing  | CMA                          |
| 12  | Provide oversight on projects with RTIP, ATP, and LPP funds including other SB1 funds               | David Chan/ all managers on new state funded projects | Reconcile prior RTIP funds and develop new ATP and SB1 projects for programming in the 2018 STIP      | Ongoing/ New ATP project candidates selected                   | CMA                          |

Attachment 5: Work Plans by Functional Area

FY 2018-19 Programming Function Work Plan

| <u>Ref #</u>                 | <u>Work Items</u>   | <u>Responsible Team-member</u>    | <u>Action Item and/or Product</u>  | <u>Date of Delivery</u>                                 | <u>Functional Area</u> |
|------------------------------|---|-----------------------------------|--|---|------------------------|
| 13                           | Submit applications for SB1 and ATP funding and inform local jurisdictions of funding opportunities     | David Chan                        | Participate in workshops, coordinate with local jurisdictions, and submit competitive applications for funding   | Ongoing   | CMA                    |
| 14                           | Manage 2020 STIP Programming  | David Chan                        | Manage programming of STIP funds, including requesting PPM funds from CTC.   | July - January  | CMA                    |
| 15                           | Announce/support/coordinate local agency applications to state and regional grant programs              | David Chan                        | Assist with ongoing grant opportunities, seeking out candidates & supporting applications, particularly opportunities from SB1                                     | Ongoing   | CMA                    |
| <b>FEDERAL FUNDS/OBAG</b>    |   |                                   |  |   |                        |
| 16                           | Prepare federal fund requests as needed   | David Chan & Engineering Managers | Ongoing, for fed funds coming to TAM, such as earmarks, STP, and CMAQ  | Ongoing   | CMA                    |
| 17                           | Monitor and assist in delivery of federally funded projects locally                                     | Engineering Managers              | Assist local governments in meeting federal obligation and billing requirements  | Ongoing   | CMA                    |
| 18                           | Provide oversight on projects selected for OBAG 2   | David Chan                        | Assist jurisdictions to prepare required documents for OBAG 2 fund obligations with Caltrans Local Assistance  | Summer 2017   | CMA                    |
| 19                           | Work with MTC on the 2019 TIP   | David Chan                        | Update all Marin entries in the TIP  | July - December   | CMA                    |
| <b>REGIONAL FUND SOURCES</b> |   |                                   |  |   |                        |
| 20                           | Manage TFCA/TDA Program- participate in regional policy discussions on TFCA; Program TFCA and TDA funds | Scott McDonald                    | Conduct Call for Projects, adopt program of projects, reimburse funding requests, prepared annual reports and audit  | Ongoing management; programming July - October annually | CMA                    |
| 21                           | Manage the Lifeline Transportation Program Cycle 5  | David Chan                        | Facilitate the swapping funds necessary for programming and work with jurisdictions with awarded project to process funding with MTC                               | July - December   | CMA                    |
| 22                           | Program STA Population Based Funds for FY 18/19 and thereafter  | Executive Director/<br>David Chan | Work with transit agencies on developing an agreement to preserve STA Population Based funds for future Lifeline Transportation Program after Cycle 5              | July - December   | CMA                    |
| 23                           | Track and respond to new or revised delivery requirements on various fund sources                       | David Chan & Engineering Managers | Ongoing changes in federal fund requests   | Ongoing   | CMA                    |
| 24                           | Manage RM2 funded projects - North-South Greenway   | Bill Whitney                      | Complete final design of northern segment. Provide oversight of southern segment preliminary engineering and environmental determination. Report activities to MTC | Ongoing   | CMA                    |

Attachment 5: Work Plans by Functional Area

FY 2018-19 Programming Function Work Plan

| <u>Ref #</u>                                | <u>Work Items</u>   | <u>Responsible Team-member</u>    | <u>Action Item and/or Product</u>   | <u>Date of Delivery</u> | <u>Functional Area</u> |
|---|---|-----------------------------------|---|-------------------------|------------------------|
| 25  | Announce/support/coordinate local agency applications to state and regional grant programs      | David Chan                        | Assist with ongoing grant opportunities, seeking out candidates & supporting applications         | Ongoing                 | CMA                    |
| <b>GENERAL PROGRAMMING RESPONSIBILITIES</b> |   |                                   |   |                         |                        |
| 26  | Manage monitoring and reporting requirements from granting agencies                             | Dave Chan/all TAM managers        | Manage misc. reporting requests as needed (i.e., TFCA, STP, CMAQ, PPM)                            | Ongoing                 | CMA                    |
| 27  | Prepare TIP amendments and updates for Marin County   | David Chan                        | Ongoing management of the TIP in coordination with local sponsors                                 | Ongoing                 | CMA                    |
| 28  | Participate in statewide & regional committees related to programming                           | Executive Director/<br>David Chan | Ongoing coordination within region, at state level, and with fellow CMA's                         | Ongoing                 | CMA                    |
| <b>LEGISLATION</b>                          |   |                                   |   |                         |                        |
| 29  | Track legislation affecting funding in Marin County/ bring issues as necessary to the TAM board | David Chan/Gus Khouri             | Work with TAM's legislative consultant and County legislative outreach on issue of concern to TAM | Ongoing                 | CMA                    |



## Attachment 5: Work Plans by Functional Area

## FY 2018-19 Planning Function Work Plan

| <u>Ref #</u>                            | <u>Work Items</u>   | <u>Responsible Team-member</u> | <u>Action Item and/or Product</u>   | <u>Date of Delivery</u>       | <u>Functional Area</u>       |
|---|---|--------------------------------|---|-------------------------------|------------------------------|
| <b>PROJECTS DIRECTLY MANAGED BY TAM</b> |   |                                |   |                               |                              |
| 1                                       | Commute Alternatives Reduce Trips (CART) - Program Management       | Derek/Scott                    | Manage the suite of Commute Alternatives Trip Reduction programs, and Measure B Strategy 3 Expenditures. Conduct program reviews and coordinate grant support.                            | Ongoing                       | Measure B<br>\$10 VRF        |
| 2                                       | Commute Alternatives Reduce Trips (CART) - Lyft Partnership Program | Derek/Scott                    | Continue pilot program with Lyft and Whistlestop scheduled until September 2018. Provide program evaluation and develop potential next steps for program, including transit coordination. | September 2018 to Spring 2019 | Measure B<br>\$10 VRF        |
| 3                                       | Commute Alternatives Reduce Trips (CART) - Outreach efforts         | Scott                          | Conduct public and employer outreach related to commute alternatives in Marin under new "Marin Commutes" brand. Prepare updated public outreach materials on an as-needed basis.          | Ongoing                       | Measure B<br>\$10 VRF        |
| 4                                       | Commute Alternatives Reduce Trips (CART) - ERH Program              | Scott                          | Monitor and process ERH reimbursements.   | Ongoing                       | Measure B<br>\$10 VRF        |
| 5                                       | Commute Alternatives Reduce Trips (CART) - Vanpool Program          | Scott                          | Review/monitor incentive program structure as component of 511 Vanpool restructuring.   | Ongoing                       | Measure B<br>\$10 VRF        |
| 6                                       | Commute Alternatives Reduce Trips (CART) - Bike Share Program       | Scott                          | Develop and procure Bikeshare program for Marin and Sonoma Counties around SMART access.  | June 2017 - Ongoing           | Measure B<br>\$10 VRF        |
| 7                                       | Commute Alternatives Reduce Trips (CART) - Carshare Program         | Scott                          | Support Carshare efforts in Marin County, including Marketing/promotional activities to support existing carshare services.   | Ongoing                       | Measure B<br>\$10 VRF        |
| 8                                       | SR2S - Safe Route to School- Program and Contract Management        | Derek/Dave/Dan                 | Monitor delivery of services and implementation of contract. Quarterly meetings with Sr2S contractor. Host Local Elected Liaisons meeting twice a year.                                   | Ongoing                       | Measure A 1/2-cent Sales Tax |
| 9                                       | CMP - Congestion Management Plan & Monitoring                       | Derek                          | Conduct Biannual Monitoring in 2018, prepare monitoring report in 2019. Participate in CMP Legislative proposals.   | Ongoing                       | CMA                          |
| 10                                      | Traffic Monitoring and Reporting                                    | Derek                          | Monitor and Regular reports of Marin traffic conditions for local travel behavior understanding, local jurisdiction information and Model development                                     | Ongoing                       | CMA                          |
| 11                                      | Modeling - New Travel Demand Model Development                      | Derek                          | Continue development of Marin Travel Model based on MTC's Travel Model 2. Coordinate Model Development reviews with Local Planning, DPW staff and Transit Operators.                      | Spring 2019                   | CMA<br>201                   |

## Attachment 5: Work Plans by Functional Area

## FY 2018-19 Planning Function Work Plan

| <u>Ref #</u>                                   | <u>Work Items</u>   | <u>Responsible Team-member</u> | <u>Action Item and/or Product</u>   | <u>Date of Delivery</u> | <u>Functional Area</u>       |
|--|---|--------------------------------|---|-------------------------|------------------------------|
| 12   | TAM BPAC Oversight  | Scott                          | Convene BPAC meetings to support bike/ped discussions. Assure BPAC role continues in advising on programming of bike/ped funds.   | Ongoing                 | Measure A 1/2-cent Sales Tax |
| 13   | Alt Fuels - Regional Activities   | Derek/Nick                     | Continue attending EV Coordinating Council and Planning Committee. Leverage local funds with regional funding opportunities to expand Marin's alternative fuel programs.  | Ongoing                 | Measure B<br>\$10 VRF        |
|  | Alt Fuels - Develop and Implement Expanded Program  | Derek/Nick                     | Continue managing TAM's Clean Trans Tech Adv Working Group. Develop expanded program with CTTAWG and in concert with drawdown consider update of TAM 2011 siting plan for EV infrastructure and coordinate through CTTAWG. Plan for and implement expanded program.   | Ongoing                 | Measure B<br>\$10 VRF        |
| 14   | Innovation Program  | Derek/Molly                    | Continue to enhance innovation program. Host Public Workshops and engage local staff to develop opportunity areas for further consideration. Pursue grants & public/private partnerships.   | Ongoing                 | CMA                          |
| <b>Local Coordination and Planning Efforts</b> |   |                                |   |                         |                              |
| 15   | Commute Alternatives Reduce Trips (CART) - SMART Access Coordination                                | Derek/Scott                    | Support access to SMART stations through local Commute Alternative Reduction Trip (CART) program. Coordination on station access needs.   | Ongoing                 | Measure B<br>\$10 VRF        |
| 16   | Transit - Yellow School Bus Coordination  | Derek                          | Coordinate with Marin Transit on School Bus services and school related transportation needs.   | Ongoing                 | Measure A 1/2-cent Sales Tax |
| 17   | Transit - Short Range Transit Plan Coordination   | Derek                          | Coordinate with Marin Transit on Short Range Transit Planning efforts and service needs.  | Ongoing                 | Measure A 1/2-cent Sales Tax |
| 18   | Commute Alternatives Reduce Trips (CART) - Marin Climate and Energy Partnership (MCEP) Coordination | Derek/Scott                    | Participate and provide transportation information to local jurisdictions local climate action planning. TAM provides data, tools and reports on programs including modeling data, Commute Alternatives Reduction of Trip (CART) programs and Safe Routes to Schools. Provide assistance on local transportation related topics for inclusion in local plans. Coordination with MCEP for transportation related opportunities and partnerships. | Ongoing                 | Measure B<br>\$10 VRF        |

Attachment 5: Work Plans by Functional Area

FY 2018-19 Planning Function Work Plan

| <u>Ref #</u>                                      | <u>Work Items</u>   | <u>Responsible Team-member</u> | <u>Action Item and/or Product</u>  | <u>Date of Delivery</u> | <u>Functional Area</u> |
|---|---|--------------------------------|--|-------------------------|------------------------|
| 19  | Modeling/CMP - Project Development Reviews                  | Derek                          | Monitor development proposals in Marin County Jurisdictions for Developments that require CMP analysis under CEQA. Work with jurisdictions to coordinate transportation analysis required for CEQA compliance. | Ongoing                 | CMA                    |
| 20  | Community Based Transportation Plan Coordination            | Derek                          | Monitor implementation of projects identified in adopted CBTP, report regarding status of projects in CBTP's.  | Ongoing                 | CMA                    |
| 21  | MTC - Plan Bay Area Local Coordination                      | Derek                          | Coordinate on updates on MTC discussions around PBA and regional planning initiatives including "Futures" effort underway.   | Ongoing                 | CMA                    |
| 22  | Climate Change  | Derek/Nick                     | Monitor and participate in climate change discussions countywide.  | Ongoing                 | CMA                    |
| <b>Regional Coordination and Planning Efforts</b> |   |                                |  |                         |                        |
| 23  | CMP - Regional Coordination                                 | Derek                          | Attend quarterly CMP working group and track MTC CMP guidance, CMP Legislation updates.  | Ongoing                 | CMA                    |
| 24  | Transit - Senior Mobility Coordination                      | Derek/Scott                    | Participate in Marin Mobility Consortium Meetings. Coordinate with MT and GGT as needed.   | Ongoing                 | Measure B \$10 VRF     |
| 25  | MTC - Plan Bay Area Coordination                            | Derek                          | Coordinate on regional planning efforts and policy discussions. Chair CMA planning directors meetings, and attend CMA Executive Directors meetings.  | Ongoing                 | CMA                    |
| 26  | MTC- Regional Advisory Working Group                        | Derek                          | Participate in MTC monthly policy group. Provide input from Marin on regional planning topics.   | Ongoing                 | CMA                    |
|   | MTC- Regional Modeling Working Group                        | Derek                          | Participate in MTC monthly modeling group. Provide input from Marin on regional modeling topics.   | Ongoing                 | CMA                    |
| 27  | MTC - Regional Active Transportation Coordination           | Scott                          | Coordinate on MTC and statewide active transportation and bike/ped programs, policies and initiatives. Attend monthly meetings   | Ongoing                 | CMA                    |
| 28  | MTC - Partnership Technical Advisory Committee Coordination | David/Derek                    | Monitor and Track MTC programming, policy, planning and legislative issues and provide input for Marin.  | Ongoing                 | CMA                    |
| 29  | MTC - Transit Finance Working Group                         | David/Derek                    | Monitor regional transit funding, policy and technical discussions.  | Ongoing                 | CMA                    |
| 30  | MTC - Regional TDM Coordination                             | Scott                          | Participate in regional TDM programs with MTC/BAAQMD and other CMAs.   | Ongoing                 | Measure B \$10 VRF     |

Attachment 5: Work Plans by Functional Area

FY 2018-19 Planning Function Work Plan

| <u>Ref #</u>  | <u>Work Items</u>                               | <u>Responsible Team-member</u> | <u>Action Item and/or Product</u>   | <u>Date of Delivery</u> | <u>Functional Area</u> |
|---|---|--------------------------------|---|-------------------------|------------------------|
| 31  | Caltrans Coordination                           | Derek/PMs                      | Monitor and report to local jurisdictions on Caltrans planning efforts from CMA planning directors meetings.  | Ongoing                 | CMA                    |
| 32  | Regional Sea Level Rise Coordination            | Derek/Nick                     | Monitor regional discussions with BCDC, BayRen, and other Regional SLR agencies. Monitor Meas AA regional funding for Transportation opportunities. | Ongoing                 | CMA                    |
| 33  | North Bay Transportation Officials coordination | Derek                          | Participate in Sub-regional North Bay Transportation Officials meeting. Identify opportunities to partner with North Bay Agencies.                  | Ongoing                 | CMA                    |
| 34  | State Planning Efforts                          | Derek/PMs                      | Monitor State Freight Planning efforts, air quality plans, and policy, planning and legislative issues  | Ongoing                 | CMA                    |
| 35  | Sb743 Coordination                              | Derek                          | Participate in regional working groups, CMA discussions, and local coordination of Travel model requirements and VMT in CEQA.                       | Ongoing                 | CMA                    |
| 36  | Modeling - Regional Coordination                | Derek                          | Attend quarterly CMP working group, Track MTC CMP guidance, and CMP legislation   | Ongoing                 | CMA                    |
| 37  | Modeling - Innovation/Shared Mobility and AVs   | Derek/Scott                    | Monitor and Participate in Regional Discussions on measuring long term impacts from shared mobility and Autonomous Vehicles in planning documents.  | Ongoing                 | CMA                    |
| <b>PROJECTS BY OTHERS WITH TAM IN AN OVERSIGHT ROLE</b> |   |                                |   |                         |                        |
| 38  | OBAG 2 Planning Requirements                    | David/Scott/ Derek             | Provide support as needed to local jurisdictions on Housing/Complete Street Act/Surplus Land Act  | Ongoing                 | CMA                    |
| 39  | Bettini Transit Center Coordination             | Derek/Bill                     | Monitor and track.  | Ongoing                 | CMA                    |

**TRANSPORTATION AUTHORITY OF MARIN**  
**CLASSIFICATION SALARY RANGES**  
*Proposed Effective July 1, 2018*

**Executive Director**

|               | <b>Current</b> | <b>Proposed</b> |
|---------------|----------------|-----------------|
| <i>Yearly</i> | 204,942.48     | 211,090.75      |

**Deputy Executive Director**

|                | <b>Step 1</b> | <b>Step 2</b> | <b>Step 3</b> | <b>Step 4</b> | <b>Step 5</b> | <b>Step 6</b> | <b>Step 7</b> | <b>Step 8</b> | <b>Step 9</b> |
|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <i>Hourly</i>  | 73.62         | 75.92         | 78.22         | 80.52         | 82.82         | 85.13         | 87.43         | 89.72         | 92.02         |
| <i>Monthly</i> | 12,760.86     | 13,159.64     | 13,558.41     | 13,957.19     | 14,355.97     | 14,754.74     | 15,153.52     | 15,552.30     | 15,951.08     |
| <i>Yearly</i>  | 153,130.31    | 157,915.63    | 162,700.95    | 167,486.28    | 172,271.59    | 177,056.92    | 181,842.24    | 186,627.57    | 191,412.88    |

**Accounting & Administrative Specialist**

|                | <b>Step 1</b> | <b>Step 2</b> | <b>Step 3</b> | <b>Step 4</b> | <b>Step 5</b> | <b>Step 6</b> | <b>Step 7</b> | <b>Step 8</b> | <b>Step 9</b> |
|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <i>Hourly</i>  | 33.00         | 33.84         | 34.71         | 35.60         | 36.51         | 37.43         | 38.36         | 39.32         | 40.30         |
| <i>Monthly</i> | 5,719.51      | 5,866.16      | 6,016.58      | 6,170.85      | 6,329.07      | 6,487.30      | 6,649.48      | 6,815.72      | 6,986.11      |
| <i>Yearly</i>  | 68,634.10     | 70,393.95     | 72,198.92     | 74,050.17     | 75,948.90     | 77,847.62     | 79,793.81     | 81,788.66     | 83,833.37     |

**Administrative Assistant**

|                | <b>Step 1</b> | <b>Step 2</b> | <b>Step 3</b> | <b>Step 4</b> | <b>Step 5</b> | <b>Step 6</b> | <b>Step 7</b> | <b>Step 8</b> | <b>Step 9</b> |
|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <i>Hourly</i>  | 24.45         | 25.07         | 25.72         | 26.38         | 27.05         | 27.73         | 28.42         | 29.13         | 29.86         |
| <i>Monthly</i> | 4,237.29      | 4,345.94      | 4,457.38      | 4,571.67      | 4,688.89      | 4,806.11      | 4,926.27      | 5,049.42      | 5,175.66      |
| <i>Yearly</i>  | 50,847.53     | 52,151.32     | 53,488.53     | 54,860.03     | 56,266.70     | 57,673.37     | 59,115.20     | 60,593.08     | 62,107.91     |

**Associate Transportation Planner**

|                | <b>Step 1</b> | <b>Step 2</b> | <b>Step 3</b> | <b>Step 4</b> | <b>Step 5</b> | <b>Step 6</b> | <b>Step 7</b> | <b>Step 8</b> | <b>Step 9</b> |
|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <i>Hourly</i>  | 40.82         | 41.87         | 42.95         | 44.05         | 45.18         | 46.31         | 47.46         | 48.65         | 49.87         |
| <i>Monthly</i> | 7,076.31      | 7,257.76      | 7,443.85      | 7,634.72      | 7,830.48      | 8,026.24      | 8,226.90      | 8,432.57      | 8,643.39      |
| <i>Yearly</i>  | 84,915.74     | 87,093.06     | 89,326.22     | 91,616.64     | 93,965.78     | 96,314.92     | 98,722.80     | 101,190.87    | 103,720.64    |

**TRANSPORTATION AUTHORITY OF MARIN**  
**CLASSIFICATION SALARY RANGES**  
*Proposed Effective July 1, 2018*

**Executive Assistant**

|                | <b>Step 1</b> | <b>Step 2</b> | <b>Step 3</b> | <b>Step 4</b> | <b>Step 5</b> | <b>Step 6</b> | <b>Step 7</b> | <b>Step 8</b> | <b>Step 9</b> |
|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <i>Hourly</i>  | 38.68         | 39.67         | 40.69         | 41.73         | 42.80         | 43.87         | 44.97         | 46.09         | 47.24         |
| <i>Monthly</i> | 6,704.03      | 6,875.93      | 7,052.23      | 7,233.06      | 7,418.52      | 7,603.99      | 7,794.09      | 7,988.94      | 8,188.66      |
| <i>Yearly</i>  | 80,448.36     | 82,511.14     | 84,626.81     | 86,796.73     | 89,022.28     | 91,247.84     | 93,529.04     | 95,867.26     | 98,263.94     |

**Chief Finance Officer**

|                | <b>Step 1</b> | <b>Step 2</b> | <b>Step 3</b> | <b>Step 4</b> | <b>Step 5</b> | <b>Step 6</b> | <b>Step 7</b> | <b>Step 8</b> | <b>Step 9</b> |
|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <i>Hourly</i>  | 69.82         | 71.61         | 73.44         | 75.33         | 77.26         | 79.19         | 81.17         | 83.20         | 85.28         |
| <i>Monthly</i> | 12,101.62     | 12,411.92     | 12,730.17     | 13,056.59     | 13,391.37     | 13,726.15     | 14,069.31     | 14,421.04     | 14,781.57     |
| <i>Yearly</i>  | 145,219.42    | 148,943.00    | 152,762.05    | 156,679.02    | 160,696.43    | 164,713.84    | 168,831.69    | 173,052.48    | 177,378.79    |

**Planning Manager**

|                | <b>Step 1</b> | <b>Step 2</b> | <b>Step 3</b> | <b>Step 4</b> | <b>Step 5</b> | <b>Step 6</b> | <b>Step 7</b> | <b>Step 8</b> | <b>Step 9</b> |
|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <i>Hourly</i>  | 65.87         | 67.56         | 69.29         | 71.07         | 72.89         | 74.71         | 76.58         | 78.49         | 80.46         |
| <i>Monthly</i> | 11,417.29     | 11,710.04     | 12,010.30     | 12,318.26     | 12,634.11     | 12,949.96     | 13,273.71     | 13,605.55     | 13,945.69     |
| <i>Yearly</i>  | 137,007.50    | 140,520.51    | 144,123.60    | 147,819.08    | 151,609.31    | 155,399.55    | 159,284.54    | 163,266.65    | 167,348.32    |

**Principal Project Delivery Manager**

|                | <b>Step 1</b> | <b>Step 2</b> | <b>Step 3</b> | <b>Step 4</b> | <b>Step 5</b> | <b>Step 6</b> | <b>Step 7</b> | <b>Step 8</b> | <b>Step 9</b> |
|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <i>Hourly</i>  | 67.93         | 69.67         | 71.46         | 73.29         | 75.17         | 77.05         | 78.98         | 80.95         | 82.97         |
| <i>Monthly</i> | 11,774.76     | 12,076.68     | 12,386.34     | 12,703.93     | 13,029.68     | 13,355.42     | 13,689.30     | 14,031.54     | 14,382.33     |
| <i>Yearly</i>  | 141,297.13    | 144,920.14    | 148,636.04    | 152,447.22    | 156,356.12    | 160,265.02    | 164,271.65    | 168,378.44    | 172,587.90    |

**TRANSPORTATION AUTHORITY OF MARIN**  
**CLASSIFICATION SALARY RANGES**  
*Proposed Effective July 1, 2018*

**Programming & Legislation Manager**

|                | <b>Step 1</b> | <b>Step 2</b> | <b>Step 3</b> | <b>Step 4</b> | <b>Step 5</b> | <b>Step 6</b> | <b>Step 7</b> | <b>Step 8</b> | <b>Step 9</b> |
|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <i>Hourly</i>  | 67.47         | 69.20         | 70.97         | 72.79         | 74.66         | 76.53         | 78.44         | 80.40         | 82.41         |
| <i>Monthly</i> | 11,694.77     | 11,994.64     | 12,302.20     | 12,617.64     | 12,941.17     | 13,264.70     | 13,596.31     | 13,936.22     | 14,284.63     |
| <i>Yearly</i>  | 140,337.30    | 143,935.69    | 147,626.35    | 151,411.64    | 155,293.99    | 159,176.34    | 163,155.75    | 167,234.64    | 171,415.51    |

**Public Outreach Coordinator**

|                | <b>Step 1</b> | <b>Step 2</b> | <b>Step 3</b> | <b>Step 4</b> | <b>Step 5</b> | <b>Step 6</b> | <b>Step 7</b> | <b>Step 8</b> | <b>Step 9</b> |
|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <i>Hourly</i>  | 54.23         | 55.59         | 56.98         | 58.40         | 59.86         | 61.36         | 62.89         | 64.46         | 66.08         |
| <i>Monthly</i> | 9,400.22      | 9,635.23      | 9,876.11      | 10,123.01     | 10,376.08     | 10,635.49     | 10,901.37     | 11,173.91     | 11,453.26     |
| <i>Yearly</i>  | 112,802.65    | 115,622.71    | 118,513.28    | 121,476.11    | 124,513.01    | 127,625.84    | 130,816.49    | 134,086.90    | 137,439.07    |

**Senior Accountant**

|                | <b>Step 1</b> | <b>Step 2</b> | <b>Step 3</b> | <b>Step 4</b> | <b>Step 5</b> | <b>Step 6</b> | <b>Step 7</b> | <b>Step 8</b> | <b>Step 9</b> |
|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <i>Hourly</i>  | 40.54         | 41.55         | 42.59         | 43.66         | 44.75         | 45.87         | 47.01         | 48.19         | 49.39         |
| <i>Monthly</i> | 7,026.74      | 7,202.41      | 7,382.47      | 7,567.03      | 7,756.21      | 7,950.11      | 8,148.86      | 8,352.59      | 8,561.40      |
| <i>Yearly</i>  | 84,320.88     | 86,428.90     | 88,589.62     | 90,804.36     | 93,074.47     | 95,401.33     | 97,786.36     | 100,231.02    | 102,736.80    |

**Senior Transportation Planner**

|                | <b>Step 1</b> | <b>Step 2</b> | <b>Step 3</b> | <b>Step 4</b> | <b>Step 5</b> | <b>Step 6</b> | <b>Step 7</b> | <b>Step 8</b> | <b>Step 9</b> |
|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <i>Hourly</i>  | 52.52         | 53.86         | 55.24         | 56.66         | 58.11         | 59.56         | 61.05         | 62.58         | 64.14         |
| <i>Monthly</i> | 9,102.63      | 9,336.03      | 9,575.42      | 9,820.94      | 10,072.76     | 10,324.58     | 10,582.69     | 10,847.26     | 11,118.44     |
| <i>Yearly</i>  | 109,231.55    | 112,032.36    | 114,904.98    | 117,851.26    | 120,873.09    | 123,894.92    | 126,992.29    | 130,167.10    | 133,421.27    |

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