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MEETING OF THE
TRANSPORTATION AUTHORITY OF MARIN
CITIZENS' OVERSIGHT COMMITTEE
March 18, 2019
5:00 p.m.

TAM Conference Room
900 Fifth Avenue, Suite 100
San Rafael, CA 94901

MEETING MINUTES

Members Present: Bob Burton, Southern Marin Planning Area
Charley Vogt, North Marin Planning Area
Paul Roye, Ross Valley Planning Area
Scott Tye, West Marin Planning Area
Vince O'Brien, Bicyclists and Pedestrians Group
Kate Powers, Environmental Organizations
Kevin Hagerty, League of Women Voters
Allan Bortel, Marin County Paratransit Coordinating Council
Zach Macdonald, School Districts
Paul Premo, Taxpayer Group

Alternates Present: Jeffrey Olson, Central Marin Planning Area
Veda Florez, North Marin Planning Area
Jayni Allsep, Southern Marin Planning Area
Nancy Okada, Environmental Organizations
Kay Noguchi, League of Women Voters

Staff Members Present: Li Zhang, Chief Financial Officer
Bill Whitney, Principal Project Delivery Manager
Scott McDonald, Senior Transportation Planner
Helga Cotter, Senior Accountant
Grace Zhuang, Accounting and Administration Specialist

Consultant Present: Tom Adams, Avenu Insights & Analytics

Public Present: Wesley Pratt, Trustee of Ross Valley School District

Vice-Chairperson Bob Burton called the Citizens' Oversight Committee meeting to order at 5:00 p.m.

1. Introductions and Welcome

Vice-Chairperson Bob Burton administered the Oath of Office to Mr. Charley Vogt at the start of the meeting and to Ms. Veda Florez during the break when she came in at the middle of Item 3.

TAM Chief Financial Officer Li Zhang announced that this was the final year that the committee members needed to return completed 700 forms. She noted that the TAM Board would need to sign a resolution to remove the COC from the conflict of interest code, which would be certified by the Board of Supervisors.

2. Review and Approval of January 22, 2019 Meeting Minutes (Action)

Vice-Chairperson Burton made the following amendments:

Page 2, “.....and Chief Financial Officer, Li Zang, explained how the additional guards were funded by one-time Measure B funds.” Amended to read:

“.....and Chief Financial Officer, Li Zhang, explained how the additional guards were funded by one-time Measure B funds.”.

Page 5, “Alternate Nagonchi and Ms. Zhang”, amended to read “Alternate Noguchi and Ms. Zhang”

Page 5, “Member Powers moved to accept the Draft FY2017-18 COC Annual Report with additional edits and Alternate Olsen seconded the motion.” Amended to read:

“Member Powers moved to accept the Draft FY2017-18 COC Annual Report with additional edits and Alternate Olson seconded the motion”.

Page 5, “Ms. Zhang thanked the COC Annual Report Subcommittee, consisting of Chairperson Pelham, Members Joy Dahlgren and Kevin Hegarty for their support”. Amended to read:

“Ms. Zhang thanked the COC Annual Report Subcommittee, consisting of Chairperson Pelham, Members Joy Dahlgren and Kevin Hagerty for their support.”

Ms. Zhang noted the following change on page 1:

“Member Paul Roye made the following amendments....”, amended to read “Member Paul Premo made the following amendments....”

Member Charley Vogt moved to approve the January 22, 2019 meeting minutes as amended. Member Paul Premo seconded the motion with Member Kevin Hagerty abstaining. The minutes were approved unanimously.

3. TAM Staff Report (Information)

TAM Executive Director (ED) Dianne Steinhauser announced her retirement in the early fall of this year. ED Steinhauser discussed TAM's accomplishments over the 14 years she has been Executive Director and she thanked the committee for its support. She confirmed that a new Executive Director would be hired through a recruitment process that is expected to start soon. Member Zack Macdonald suggested that the committee members might know of suitable candidates to put forward.

ED Steinhauser discussed the February flooding problems related to Hwy 37 that closed the highway, and she noted that a SMART levee broke twice. ED Steinhauser discussed the difficulties of no dedicated funding sources to address emergency flooding like this, the future growth in traffic because of increased housing in Solano County and the development on Mare Island and at the County Fairgrounds. ED Steinhauser discussed a 4-county coalition, the State Route 37 Policy Committee, that meets every quarter to address issues. She noted that the main focus has been congestion. There is an interim plan to widen the road on the embankments and operate a bi-directional movable barrier lane, but she stated that the ultimate goal would be to raise Hwy 37 and create 4 lanes with a possible bike lane. ED Steinhauser also discussed the likelihood of requiring a toll road to fund improvements, which she noted would require legislation.

ED Steinhauser discussed the challenges relating to funding and management, in addition to other issues related to the Hwy 121/Hwy 37 interchange at Sear's Point and a possible future rail service. She confirmed that Marin has been tasked with planning for the Marin portion and noted that the Flood Control Board has undertaken

a study to determine if the levee system could be repaired without raising the road. ED Steinhauser also noted that \$100 million has been allotted to the corridor from RM3, although the funds remain on hold.

ED Steinhauser and committee members discussed the closure of Hwy 37 on Saturday, March 23.

In response to Member Allan Bortel, ED Steinhauser confirmed that Assembly Member Marc Levine and Senator Mike McGuire are involved in Hwy 37 discussions and that they both support the current temporary repairs.

Alternate Florez expressed concern that MTC has not prioritized Hwy 37 in relation to sea level rise. ED Steinhauser discussed the difficulty of prioritizing so many public infrastructure projects and the lack of funding sources.

In response to Member Kate Powers, ED Steinhauser discussed the need for consensus on the plans for the three segments to proceed together, but that the environmental review process would be undertaken separately. ED Steinhauser discussed the importance of raising the sections of the highway in Marin that are prone to flooding and Member Scott Tye suggested approaching the Marin County Office of Emergency Services for disaster funding.

ED Steinhauser provided an update on the Richmond-San Rafael Bridge, noting that a project is underway to fix the 60+ joints on both decks following problems with falling concrete from the upper deck. Following the joint repair work, the barrier for the multi-use path will be installed and it is expected to open in August. ED Steinhauser explained TAM's request for vehicular use of the new upper deck bike lane at peak commute times, but that there was resistance by other agencies. She noted that westbound traffic backup approaching the bridge in the mornings is currently over 20 minutes and that it is predicted to rise to 30 minutes by the end of the year. ED Steinhauser discussed a study by the Bay Area Toll Authority (BATA) and Caltrans that will be undertaken to determine if the bridge could sustain the weight of additional traffic and a barrier. Furthermore, she explained that the additional traffic entering Marin may cause additional congestion and that TAM has approved a traffic study to be completed jointly with BATA.

In response to Vice-Chairperson Burton, ED Steinhauser stated that a movable barrier would allow vehicles to use the multi-use lane during certain hours. She also discussed the problem of the bridge deck being relatively thin and the need to ensure it could carry the weight of both the barrier and the vehicles if cars are allowed in that lane.

Member Tye discussed the problem of traffic accidents involving commercial trucks that shut down the bridge and he suggested controlling access. ED Steinhauser noted that flow of goods from the port in Oakland and other origins need to be transported across the Richmond-San Rafael Bridge to be delivered to Marin and Sonoma.

In response to Member Macdonald, ED Steinhauser explained that TAM's Regional Transportation Plan (RTP) promotes HOV lanes and that agencies support a third lane on Hwy 37 and the Richmond-San Rafael Bridge as an HOV lane for carpools, vanpools and transit. A discussion of express lanes took place and ED Steinhauser stated that staff could obtain data on existing express lanes in the bay area.

ED Steinhauser discussed the process for the RTP, which she noted is updated every 4 years. She explained that TAM's role is to work with all partners in Marin and develop the list of transportation projects/programs in Marin for the RTP process. ED Steinhauser confirmed that MTC will be doing a presentation on the upcoming RTP process, Play Bay Area 2050 and their Horizons program one hour before the April 25 Board meeting. TAM staff will present a list of projects and recommend for consideration for the RTP at the April 25 TAM Board meeting.

In response to Member Macdonald, ED Steinhauser stated that the RTP covers the 9 Bay Area counties.

4. Marin Commutes Program Launch (Information)

Senior Transportation Planner Scott McDonald presented the staff report. Mr. McDonald explained that the Marin Commutes Program (MCP), which was launched in January, was designed to reduce single occupancy vehicles and promote electric vehicles and transportation options that are alternatives to driving alone. MCP was built through various agencies, communities and transit operators and staff. He discussed funding sources through Measures B Element 3 and Measure AA, noting that elements of the MCP can be supported through an additional \$135,000 per year from Measure AA for Commute Alternatives and Trip Reduction Programs.

Mr. McDonald discussed some of the elements in the program, which included the Vanpool Incentive Program, which offers an incentive of \$3,600 for vanpools. He noted that 37 vanpools have formed with 360 people, and that the average round trip is 90 miles, from as far as Sacramento.

Mr. McDonald also discussed the Emergency Ride Home Program, which funds up to four emergency rides home per year for Marin workers who commute to work using a mode of transportation other than driving alone, if they need to return home quickly in an emergency via a TNC ride service or taxi. He also noted that a car share program was launched with Zip Car, which enables workers who use public transit access to a car during the day from the San Rafael SMART station, or to allow residents to use a carshare vehicle an alternative to owning a vehicle. Mr. McDonald discussed the success of the Lyft partnership program, which offers \$5 off a shared Lyft ride to/from SMART stations in Marin. He noted that there have been 1,100 rides per month and that the program is currently approved through the end of June. Mr. McDonald stated that options for extending the program will be explored with the Board.

In response to Member Vogt, Mr. McDonald stated that there is a potential to expand the program with Lyft to the ferry terminal when SMART's service is extended to Larkspur.

Mr. McDonald discussed a new grant for a Bike Share Program from MTC, which will support trips from SMART stations in Marin and Sonoma, and that it is hoped a contractor will be announced by summer.

Mr. McDonald explained the programs that are promoted on Marin Commutes and that links are provided to the transit operators, such as Marin Transit and SMART. He noted that the website (marincommutes.org) will be advertised on Golden Gate and Marin Transit buses and promoted via social media outlets, in addition to promoting the site on Bike to Work Day and at employer open enrollment fairs, etc.

Mr. McDonald discussed a spring and fall campaign in conjunction with Marin Commutes that will encourage people to use alternative modes of transportation. He also discussed a pilot for a new software platform, Ride Amigos, which allows people to log their trips and determine the potential cost savings and environmental benefit of their change in transportation mode. Mr. McDonald noted that there would be opportunities for participants to enter into raffle competitions, and he confirmed that the program would be evaluated over the summer and refined as it progresses.

In response to Member Kevin Hagerty, Mr. McDonald stated that the aim of the first campaign is to use the data gathered from Ride Amigos and employers to encourage people to participate in the program, with plans to expand the program at a later date.

In response to Alternate Kay Noguchi, Mr. McDonald confirmed that Marin Commutes targets people who live and/or work in Marin County.

In response to Alternate Jayni Allsep, Mr. McDonald confirmed the possibility of using Zip Cars in the program in some locations

In response to Member Paul Premo, Mr. McDonald explained that staff's workload should be reduced over time because Marin Commutes incorporates all of TAM's rideshare programs and should be a more effective way of promoting the programs.

Member Tye commented on the need for Marin Commutes to include the future transit center and SMART's Larkspur location.

In response to Alternate Nancy Okada, Mr. McDonald stated that the purpose of Marin Commutes would be to encourage participation and gain a better understanding of commuters' preferences. He added that specific groups might be targeted at a future date.

In response to Member Powers, Mr. McDonald explained that there are links to Marin Transit's programs and services, such as the Marin Connects, on the website.

Alternate Florez discussed her support for the website because it provided information on all transit opportunities, and she suggested that the site could also target tourists and encourage them to consider alternative transit options.

Member Vogt suggested the addition of a mission statement to reflect the website's main goal to encourage people to change to a different transit option. He suggested incorporating an app to match commuters from other counties with transportation options and Mr. McDonald noted that such features were available through Ride Amigos.

Member Mcdonald suggested that the COC members could promote the website through their involvement on other committees. He also suggested changes to the advertising flyers and messages to reach the public who are used to being regularly bombarded with information.

Member Powers noted that Drawdown Marin's transportation group is encouraging transit mode shifts.

The Committee recessed for ten minutes for a dinner break and reconvened with all members present as indicated, with the exception of Member Paul Roye.

8. Open Time for Public Input

Item 8 was moved right after dinner break so Wesley Pratt, Trustee of the Ross Valley School District, can address the COC early instead of waiting until the end of the meeting.

Mr. Pratt discussed the Yellow School Bus service in relation to funding from Measure AA. He stated that about \$600,000 is available as supplemental funds for Yellow Bus program for 5 school districts. However, due to the distribution formula change, his school district is getting less than prior year. Like other school district, his school district is in deficit and did not have any other funding that can be contributed towards the program. As a result of this and cost increases, each family will have to pay more money next year for a round-trip bus pass for each student. He is also concerned that the program will be losing riders and traffic congestion on Sir Francis Drake will get worse if the parents' contributions towards the bus pass continues to grow. Furthermore, Mr. Pratt stated that subsidies for bus passes for low-income students should not be taken from the Yellow School Bus program.

In response to Member Vogt, Mr. Pratt stated that the \$600,000 contributed towards the program from Measure AA was too low. He discussed the popularity of the service and confirmed that the majority of students were from middle school.

Member Bortel noted that additional funds might become available if a tax on commercial property is approved.

Alternate Allsep shared some information about the Tiburon Yellow Bus service.

ED Steinhauer explained that consideration was given to increasing the Measure A sales tax by a quarter cent for the primary purpose of funding school bus services, however the polling results showed that voters would not support an increase of the sales tax for school bus services. ED Steinhauer stated that the Expenditure Plan Advisory Committee redistributed funds and dedicated 5% for school transportation. She also noted that the towns and cities were given flexibility to use additional funds for Yellow Buses from their increased local streets and roads funding.

5. Review FY2019-20 Measure AA Half-Cent Transportation Sales Tax and Measure B \$10 Vehicle Registration Fee Revenue Estimates and Budget Development Schedule (Information)

Chief Financial Officer Li Zhang introduced Tom Adams, consultant with Avenu Insights & Analytics. Ms. Zhang explained that Avenu Insights were hired by TAM to track sales tax revenue, provide revenue projections, perform auditing services of sales tax collection, and to provide updates on sales tax legislation changes.

Mr. Adams briefly introduced his company, and provided an overview of TAM's district sales tax, noting that the tax was one of over 300 district taxes in the state of California. Mr. Adams discussed the differences between a local Bradley-Burns tax and a district tax, such as Measure AA, and he noted that district taxes also apply to goods purchased outside of but shipped to the jurisdiction. The example given was that if a Marin resident purchase a car in San Francisco, San Francisco will get the local Bradley-Burns tax, but TAM will still get the district tax since the car is registered in Marin.

In response to Member Vince O'Brien, Mr. Adams confirmed that TAM receives 0.5% district tax from goods sold through the internet.

Mr. Adams discussed the top 25 businesses that contribute sales taxes in five main categories (General Retail, Food Products, Transportation, Construction, and Business to Business), which he explained were used to track quarterly sales tax performance and trends.

In response to Member Vogt, Mr. Adams discussed problems with a new computer system the State installed approximately 1 year ago that resulted in a delay in payments and inconsistent data. He confirmed the problems were mostly resolved.

Mr. Adams discussed the different sales tax categories, and he clarified local and district taxes in response to Member Powers. He also discussed sales tax implications relating to car buying behavior in the future, internet car sales, and taxes on cannabis sales, and potential future business license tax on other transit options such as Uber or Lyft. Mr. Adams pointed out that the economy, the millennial shopping experience, convenience and technology are all trends that will impact future sales tax revenue collection.

In response to Member Vogt, Mr. Adams explained how revenue forecasts were predicted, which were based on historic data and he discussed the recommended conservative scenario in relation to a possible future downturn in the economy.

Ms. Zhang noted that staff reviewed estimated revenue from Measure A/AA and Measure B annually with the COC prior to the budget adoption, and that the Board will be asked to adopt the recommended revenue levels at its March meeting. Ms. Zhang confirmed the COC would review the budget, which should then be adopted by the Board at their May or June meeting. She explained that revenue is more stable in Marin in comparison to other Bay Area counties, which made the budgeting process relatively easier.

Ms. Zhang discussed the need to consider a budget based on conservative tax collections from Measure AA and noted that excess revenue above the budget will be released to funding recipients in the following year. She also discussed Measure B revenues, noting that the number of registered vehicles in Marin dropped in 2017.

In response to Member Powers, Ms. Zhang stated that collection of Measure AA will start on April 1 and implementation of Measure AA projects and programs will start with the new fiscal year. Funds from Measure A and Measure AA will be tracked separately and allotted to the correct projects and programs. She clarified funding from both measures in response to questions from committee members.

6. Committee Member Hot Items Report (Information) (20 minutes)
Community Outreach Discussion

Ms. Zhang stated that she hoped the committee members whose terms were due to expire on May 31, 2019 would reapply and that she would mail out the application forms. She asked the members to submit completed Form 700s.

Member Vogt stated that staff performed an excellent orientation, which he, Member Macdonald, and Alternate Florez attended. He also brought attention to a centerfold article in the San Francisco Chronicle of the Bay Area's 10 main construction projects and suggested the Marin Independent Journal might be persuaded to publish Marin's 10 main projects in a similar manner. He would be glad to work with staff for this type of project.

7. Discussion of Next Meeting Date and Recommended Items for the Agenda

The next meeting was tentatively set for May 13, 2019. The meeting was adjourned at 7:40 pm.

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DATE: May 28, 2019

TO: Transportation Authority of Marin Citizens' Oversight Committee

FROM: Dianne Steinhauser, Executive Director
David Chan, Programming and Legislation Manager

SUBJECT: Measure AA Strategic Plan (Discussion), Agenda Item No. 5

RECOMMENDATION

This is an discussion item. On May 13, 2019, the Funding, Programs & Legislation Executive Committee recommended the TAM Board open a 30-day public comment period for the Measure AA Strategic Plan.

BACKGROUND

On November 6, 2018, 76.7% of Marin voters approved the renewal of Marin's ½-cent Transportation Sales Tax Expenditure Plan, known as Measure AA. The Measure AA Expenditure Plan was based on the expectation that the ½-cent sales tax would generate approximately \$827 million over the 30-year period. The Measure AA Expenditure Plan approved by voters lists projects and programs that are eligible for sales tax funds and establishes the maximum percentage of funds that can be allocated to each category. It did not establish exactly when allocations will be made.

The Expenditure Plan directed TAM to prepare an Annual Strategic Plan, which will identify the dates for project and program implementation based on project readiness, ability to generate matching or leveraged funds, need for borrowing and other relevant criteria.

TAM has developed this Measure AA Strategic Plan to establish the timing of all allocations and procedures for funding priorities within the prescribed categories of funding. It provides a 30-year outlook on how local transportation sales funds will be allocated in the context of anticipated demands, timing, and other available revenues. The Measure AA Strategic Plan reconciles the timing of expected revenues with the schedule for when those revenues are needed in order for sponsors to deliver projects and services. Like its predecessor, the Measure A Strategic Plan, the Measure AA Strategic Plan serves as the overall roadmap for programming Measure AA funds to the four categories, as identified in the Measure AA voter-approved Expenditure Plan.

The Measure AA Strategic Plan must be approved by the TAM Board, following a noticed public hearing on the Draft Annual Strategic Plan and a 30-day public comment period.

MEASURE AA STRATEGIC PLAN

Attached is the Draft Measure AA Strategic Plan. In its entirety, the Measure AA Strategic Plan contains the document itself and the following:

- Appendix 1 – Measure AA Expenditure Plan
- Appendix 2 – Comments and Responses
- Attachment - Revenue and Expenditure Component
 - Attachment 1 - Sales Tax Revenues and Assignment to Categories
 - Attachment 2 - Sales Tax Programming/Expenditure Summary
 - Attachment 3-1 - Category 1: Reduce Congestion on Highway 101 and Adjacent Roadways
 - Attachment 3-2 - Category 2: Marin's Local Transportation Infrastructure
 - Attachment 3-3 - Category 3: School-Related Congestion and Safer Access to School
 - Attachment 3-4 - Category 4: Maintain and Expand Local Transit Services
 - Attachment 4 - Set Aside for Major Roads and RSR Approaches

Appendix 1 is not attached with this memo. Appendix 1 is available upon request and readily downloadable on TAM's website. When comments are received, Appendix 2 will be included with the final Measure AA Strategic Plan that will be presented to the TAM Board for adoption on June 27, 2019.

Annual updates to the Measure AA Strategic Plan are anticipated. While the primary document containing long term policies and procedures may see little revision on an annual basis, the Revenue and Expenditure component of the Strategic Plan will be annually updated to reflect the actual revenue collection, forecasted growth, and carryovers. The annual update to the Revenue and Expenditure component of the Strategic Plan allows local agencies to more accurately budget for the coming years.

CATEGORIES OF MEASURE AA

Category 1

Category 1 is intended to support projects that reduce congestion on Highway 101 and adjacent roadways by leveraging non-local funds to accelerate completion of key multimodal projects. Projects funded under Category 1 include the Marin Sonoma Narrows and the Northbound Highway 101 / Eastbound I-580 Direct Connector. Category 1 provides funds to plan for improvements to local road interchanges with Highway 101. The local funds will serve to attract state and regional-toll funds for these essential projects to be completed. Lastly, Category 1 provides funds to continue Marin County's successful programs to reduce congestion by working with employers and employees on commute alternatives and trip reduction. Strategies such as promoting telecommuting, vanpooling, and carpooling incentives, and first/last mile services to regional transit hubs have all proven to be successful ways to providing quality options to driving.

Details on the revenues and expenditure of Category 1 are shown in Attachment 3-1 of the Draft Strategic Plan.

Category 2

Category 2 is intended to maintain, improve, and manage Marin's local transportation infrastructure, including roadways, bikeways, sidewalks, and pathways. Category 2 provides funds to local agencies for local street and road maintenance and rehabilitation. Funds are eligible for a wide variety of local road needs, to create a well-maintained and resilient transportation system. This category will continue our local jurisdictions' recent progress rebuilding, repaving, and reconstructing our local roads, including the addition of features that support walking, biking, and taking transit.

Funds for Marin's local transportation infrastructure are allocated to local agencies based on a formula weighted 50% by the population of the local agency's jurisdiction and 50% by the number of lane miles

within the limits of that agency's jurisdiction. This formula is updated on a biennial basis to address changes in population and lane mile figures.

Category 2 also provides funds for larger school-related projects known as Safe Pathways to Schools. Safe Pathways is the capital improvement element of the Safe Routes to Schools program. A Call for Projects will be issued about every four years by TAM when sufficient amount of funds has been accumulated, with eligible projects screened and evaluated, establishing priority projects for funding from the TAM Board.

Category 2 includes new infrastructure projects that promote resiliency and innovation, particularly projects that tackle flooding and sea level rise impacts to our transportation infrastructure. Innovative technology for better managing traffic will also be supported, such as the installation of smart traffic signals and real-time transit information.

Details on the revenues and expenditure of Category 2 are shown in Attachment 3-2 of the Draft Strategic Plan.

Category 3

Category 3 is intended to reduce school related congestion and provide safer access to schools. Category 3 provides funds for the Safe Routes to School program that focuses on education, encouragement, safe pathways, and crossing guards to enable students to bike, walk and take the bus to school. Measure AA adds funds to the current crossing guard program and saves more than 20 school crossing guards that would otherwise have had to be cut in 2019. Category 2 maintains the Safe Routes to School education and encouragement program in over 60 schools and will provide a steady source of funding for both large and small safety-related improvements around schools.

Details on the revenues and expenditure of Category 3 are shown in Attachment 3-3 of the Draft Strategic Plan.

Category 4

Category 4 is intended to maintain and expand efficient and effective local transit services in Marin County to reduce congestion and meet community needs, including services to schools and specialized service for seniors and persons with disabilities, to reduce congestion and meet community needs.

Category 4 provides funds to preserve and enhance the array of local transit services that many residents and workers rely on. Category 4 supports transit and paratransit services for Marin's seniors and persons with disabilities. Category 4 also provides funds for unique services such as the Muir Woods Shuttle, and West Marin Stagecoach.

Category 4 also dedicates funds for yellow school bus and other school transit services, including providing matching funds for alternative fuel buses, such as all-electric buses, and planning for alternatives to traditional transit services. Lastly, Category 4 provides a small amount of funds to Golden Gate Transit to operate shuttle services to regional transit facilities.

Details on the revenues and expenditure of Category 4 are shown in Attachment 3-4 of the Draft Strategic Plan.

Detailed funding share of each of the four categories is presented in the table below:

IMPLEMENTATION CATEGORY		Original 2018 Estimates (in millions)
Category 1 Reduce Congestion on Hwy 101 & Adjacent Roadways	7.0%	\$57.9
1.1 Provide matching funds for the MSN Project	1.5%	\$12.4
1.2 Provide matching funds for Hwy 101/I-580 Direct Connector	2.0%	\$16.5
1.3 Improve Hwy 101 local interchanges and freeway access routes	3.0%	\$24.8
1.4 Implement commute alternatives and trip reduction strategies	0.5%	\$4.1
Category 2 Maintain, Improve, and Manage Marin's Local Transportation Infrastructure	26.5%	\$219.2
2.1 Maintain and manage local roads	22.0%	\$181.9
2.2 Provide safe pathways for safe walking and biking access to schools	3.0%	\$24.8
2.3 Develop projects to address transportation impacts from sea level rise	1.0%	\$8.3
2.4 Support operational improvements through innovative technology	0.5%	\$4.1
Category 3 Reduces School-Related Congestion and Provide Safer Access to Schools	11.5%	\$95.1
3.1 Maintain the Safe Routes to Schools Program	3.5%	\$28.9
3.2 Expand the Crossing Guard Program	7.0%	\$57.9
3.3 Provide capital funding for small school safety related projects	1.0%	\$8.3
Category 4 Maintain and Expand Local Transit Services	55.0%	\$454.9
4.1 Maintain and improve existing transit service	33.0%	\$272.9
4.2 Maintain and expand rural and recreational bus services	3.0%	\$24.8
4.3 Maintain and expand transit services for those with special needs	9.5%	\$78.6
4.4 Provide transit services to schools	5.0%	\$41.4
4.5 Invest in bus transit facilities	4.0%	\$33.1
4.6 Expand access to ferries and regional transit, managed by Golden Gate Transit	0.5%	\$4.1
TOTAL	100%	\$827.0

AREAS OF DISCUSSION

Revenue Assumptions

Total revenue estimated to be available to the four categories in the Measure AA Expenditure Plan is \$827 million as illustrated in the table above. However, actual funding available every year is based on what's set in the Measure AA Strategic Plan. Based on most recently sales tax collection and economic condition and outlook, TAM staff recommended, and the TAM Board adopted the FY19/20 Measure A revenue level at \$27.5 million. A conservative 2.5% annual increase is assumed for the 30-year time period. The updated revenue estimate provides a net total of \$1.1 billion to the four categories. Attachment 1 of the Draft Strategic Plan shows the anticipated revenue collection over a 30-year period with an annual 2.5% growth factor.

Reserve Fund Set Aside

The Measure AA Expenditure Plan states that TAM will have the ability to set aside a reserve fund of up to 10% of the annual transportation sales tax receipts for contingencies, to ensure a cushion if economic decline occurs that adversely affects the collection of the sales tax.

This reserve is in addition to the Major Roads reserve to meet existing commitments. In the previous Measure A Expenditure Plan from 2004, a set-aside for Bond Debt payments was established annually, at \$2.35 million. The Expenditure Plan Advisory Committee recommended, and the TAM Board approved retaining that set-aside. The same dollar amount of \$2.35 million was approved in the Expenditure Plan as a set-aside for Major Road projects and the two local road approaches to the Richmond San Rafael Bridge that were unfinished under the old Measure A.

MEASURE A RESERVE FUNDS

TAM had previously collected approximately \$5.4 million reserve funds under Measure A in the first five years of collection. In February 2017, TAM allocated approximately \$1.88 million in proportional percentage to the three Strategies of Measure A. The reserve has been replenished since 2017 and by the end of this current FY 17/18, stands at \$5.38 million

Staff is proposing to distribute all reserve funds collected under Measure A in the same proportional percentage to each strategy eligible for the funds. Strategy 2 is not being considered for its share of the Reserve because the lone project in Strategy 2, Highway 101 Gap Closure Project, is complete and funding commitments have been fulfilled. The Reserve Funds that would have been assigned to Strategy 2 were proportionally assigned to the remaining strategies as shown in the table under the column labeled, Measure A Reserve Funds Programming.

	Measure A Expenditure Plan		Measure A Reserve Funds Programming		
Strategy 1	Transit	55.00%	Transit	59.46%	\$3.2 m
Strategy 2	Highway 101 Gap Closure	7.50%	Highway 101 Gap Closure	0.00%	\$0
Strategy 3	Streets and Roads 3.1 Major Roads – 11.25% 3.2 Local Roads – 11.25%	26.50%	Streets and Roads 3.1 Major Roads – 14.32% 3.2 Local Roads – 14.32%	28.64%	\$1.54 m
Strategy 4	Safe Routes to Schools 4.1 Safe Routes to School – 3.3% 4.2 Crossing Guards – 4.2% 4.3 Safe Pathway Projects – 3.5%	11.00%	Safe Routes to Schools 4.1 Safe Routes to School – 3.57% 4.2 Crossing Guards – 4.54% 4.3 Safe Pathway Projects – 3.79%	11.90%	\$640 k
	Total	100%	Total	100%	\$5.38 m

If the TAM Board releases the Measure A reserve funds, sponsors may request the entire or partial amounts at any time when the funds are needed.

MEASURE AA RESERVE FUNDS

After the Measure A reserve funds have been allocated, staff is proposing to set aside Measure AA Sales Tax revenue to a new reserve fund for the first five full years, starting in FY 19/20. Below is a table showing scenarios where 0%, 5%, and 10% are set aside for reserve funds and the corresponding available revenues for the four categories. Staff is proposing to set aside 5% for reserve funds under Measure AA. However, to allow more funds to be distributed, particularly to Marin Transit, the TAM Board can consider any level of reserve, or delaying the retention of reserve to a future year.

RESERVE FUND OPTIONS (0%, 5%, or 10%)							
	Total	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
Reserve Fund Set Aside							
0% Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5% Reserve	\$7,227,452		\$0	\$1,375,000	\$1,409,375	\$1,444,609	\$1,480,725
10% Reserve	\$14,454,903		\$0	\$2,750,000	\$2,818,750	\$2,889,219	\$2,961,449
Revenue Available Based on the Three Scenarios							
0% Reserve	Total	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
Category 1	\$8,219,373	\$429,363	\$1,464,250	\$1,509,969	\$1,556,830	\$1,604,864	\$1,654,098
Category 2	\$34,276,913	\$1,625,444	\$6,175,375	\$6,348,453	\$6,525,858	\$6,707,698	\$6,894,085
Category 3	\$13,896,113	\$705,381	\$2,484,125	\$2,559,234	\$2,636,221	\$2,715,133	\$2,796,018
Category 4	\$71,937,933	\$3,373,563	\$12,976,250	\$13,335,469	\$13,703,668	\$14,081,072	\$14,467,911
Total	\$128,330,332	\$6,133,750	\$23,100,000	\$23,753,125	\$24,422,578	\$25,108,768	\$25,812,112
5% Reserve	Total	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
Category 1	\$7,713,452	\$429,363	\$1,368,000	\$1,411,313	\$1,455,708	\$1,501,213	\$1,547,856
Category 2	\$32,361,638	\$1,625,444	\$5,811,000	\$5,974,969	\$6,143,037	\$6,315,306	\$6,491,883
Category 3	\$13,064,956	\$705,381	\$2,326,000	\$2,397,156	\$2,470,091	\$2,544,850	\$2,621,477
Category 4	\$67,962,834	\$3,373,563	\$12,220,000	\$12,560,313	\$12,909,133	\$13,266,674	\$13,633,153
Total	\$121,102,881	\$6,133,750	\$21,725,000	\$22,343,750	\$22,977,969	\$23,628,043	\$24,294,369
10% Reserve	Total	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
Category 1	\$7,207,530	\$429,363	\$1,271,750	\$1,312,656	\$1,354,585	\$1,397,562	\$1,441,614
Category 2	\$30,446,364	\$1,625,444	\$5,446,625	\$5,601,484	\$5,760,215	\$5,922,914	\$6,089,681
Category 3	\$12,233,799	\$705,381	\$2,167,875	\$2,235,078	\$2,303,961	\$2,374,567	\$2,446,937
Category 4	\$63,987,736	\$3,373,563	\$11,463,750	\$11,785,156	\$12,114,598	\$12,452,275	\$12,798,394
Total	\$113,875,429	\$6,133,750	\$20,350,000	\$20,934,375	\$21,533,359	\$22,147,318	\$22,776,626

Revenues for Transit

Similar to Measure A, transit service under Measure AA has been assigned 55% of the revenues after following permissible off-the-top set-asides have been met:

- 5% for administration and program management
- Major road and RSR approach project (\$2.35 million)
- Reserve funds (as mentioned above, this is discretionary up to 10% of revenue)

While both of the Expenditure Plans under Measure A and Measure AA assigned 55% of the revenues (after the set aides have been met) to transit service, local transit service was effectively getting 59.5% of the funds under Measure A. Marin Transit has relied on this level of funding.

Strategy 2 of Measure A was intended to complete the Highway 101 Gap Closure Project and was originally assigned 7.5% of the Measure A revenues after the off-the-top items, an originally estimated \$2.65 million in annual debt service and an annual 5% for administration and general program management. However, the intention of the off-the-top-top debt reserve of \$2.65 million was to issue a \$30 million debt to meet the \$25 million cash flow needs of the Highway 101 Gap Closure Project and the potential cash flow needs of the Major Roads projects under Strategy 3. It was determined during the implementation of the Measure A Expenditure Plan that the \$25 million funding commitment to the Highway 101 Gap Closure Project was then fully met with the debt reserve fund.

Staff also conducted an updated bond financial analysis and concluded that \$2.35 million was sufficient to meet the assumed \$30 million bond issue. With all of this refined information, the TAM Board determined to redistribute the 7.5% assigned to the Highway 101 Gap Closure Project share proportionally to the other three Strategies. Therefore, Strategy 1 effective percentage under Measure A was 59.5% instead of 55%, after the off-the-top items. Local Transit's share returned to 55% of the revenues (less the abovementioned off-the-top set-asides) under Measure AA.

Below is a table showing the revenues available to Local Transit under Measure A in the last five fiscal years (FY 14/15 to FY 18/19) and Measure AA for the next seven fiscal years (FY 19/20 to FY 25/26).

The funding under the Measure A table accounts for the 59.5% as described above and does not include any funds set aside for reserve because the 5% annual reserve had already been collected, which was prior to FY 14/15.

The funding under the Measure AA table accounts for 55% of the revenues with three reserve fund scenarios. Under the three reserve fund scenarios, starting in FY 24/25, revenues for transit will be the same because only five years of reserve would be collected.

Reserve Fund Scenarios	Measure A (in millions)					Measure AA (in millions)						
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26
0% Reserve Funds	12.1	12.8	13.4	13.4	13.7	13.0	13.3	13.7	14.1	14.5	14.9	15.3
5% Reserve Funds						12.2	12.5	12.9	13.3	13.6	14.9	15.3
10% Reserve Funds						11.5	11.8	12.1	12.5	12.8	14.9	15.3

Staff recommends retention of ongoing reserve as Marin Transit will benefit from other TAM actions. The release of existing Measure A reserve funds in the amount of \$3.2 million dedicated to Local Transit as described above would offset the effect of lower revenues caused by the difference between 55% and 59.5%

assignment. As well, higher than anticipated collection of revenue can be made available to Marin Transit. For the existing FY 18/19, that amount equates to an additional approximately \$500,000.

Advancement of Funds

Depending on the project delivery schedule, funds needed for capital projects may exceed funds available. As happened in the original Measure A, the major highway projects - the Marin Sonoma Narrows and the NB 101 to EB 580 Connector - along with Major Road projects will likely require 30 years (14 years for Major Road projects) of funds under a compressed timeframe.

Staff has yet to finalize cash flow projections for these projects. Note that when the Board allocates funds for these projects, it will need to be accompanied by an accurate cash flow analysis. While one project alone may not result in insufficient cash being available, an accumulation of several project expenditure demands could result in TAM needing to borrow to meet the cash flow need of those projects. Staff will be exploring all financing options, including but not limited to interagency loan and debt issuance, and bring those options for the review and approval of the Board at the appropriate time.

Remaining Measure A Commitment Set Aside (Major Road and Other Projects)

In accordance to the Measure AA Expenditure Plan, TAM will set aside \$2.35 million annually to fund existing commitments to several outstanding major road projects and to the Richmond-San Rafael Bridge approaches (on East Sir Francis Drake and Bellam Boulevard). This Major Road Reserve will replace the Bond Debt Reserve identified in the original 2004 Measure A Sales Tax Expenditure Plan. This set-aside will occur for approximately 14 years or until unallocated commitments as defined are met. This set aside continues a practice TAM has had in place since the beginning of the original Measure A.

Per the voter-approved Expenditure Plan, unallocated funding commitments to Major Roads projects by planning area are limited to the following programmed amounts:

- \$11.587 million for the Novato Boulevard Rehabilitation Project in the North Planning Area,
- \$12.522 million for the 3rd Street Rehabilitation Project in the Central Planning Area,
- \$1.897 million for the East Blithedale Avenue Rehabilitation Project in the South Planning Area,
- \$11.870 million for the Sir Francis Drake Boulevard Rehabilitation Project in the Ross Valley Planning Area, and
- \$74,000 for the Sir Drake Boulevard Rehabilitation Project in West Marin Planning Area.
- The unallocated funding commitment to the Richmond-San Rafael Bridge approaches is approximately \$3.8 million.

Under the original Measure A Program, \$2.35 mil per year was set-aside as a “Bond Debt Reserve” to pay for the needed advancement of sales tax funds to enable the Highway 101 Gap Closure to be built. TAM was able to obtain an advantageous loan from MTC at a much-reduced cost than a formal market-based sales tax bond.

The Bond Debt reserve was used to pay back the MTC loan, completed in 2015. The remaining years of the Bond Debt reserve set-aside were used for Major Roads and on a one-time basis by TAM for the Bellam Boulevard Off-Ramp and Intersection Project, the East Sir Francis Drake Boulevard (ESFD) Project, and the Highway 101/I-580 Direct Connector Feasibility Study.

This off-the-top set aside for these major road projects will not diminish the funding level of other categories receiving funds under Measure AA because the new set-aside is taking the place of the old existing set-aside.

Details on the revenues and expenditure on the Major Road Set Aside are shown in Attachment 4 of the Draft Strategic Plan.

Interest Fund Policy

The collection of funds under Measure AA will likely generate interest funds becoming available, just like with Measure A. Interest Fund policy is being brought to the TAM Board for consideration under separate cover.

Highlights of the proposed policy include a recommendation regarding how interest funds should be allocated. In all cases, interest funds can only be spent on projects and programs authorized in the Sales Tax Expenditure Plan.

Current Interest Funds are being recommended to be reserved for upcoming capital project delivery. Two projects will be entering the construction phase in FY 19/20. The first is the Bellam Boulevard northbound Highway 101 Off-ramp improvements. This project will improve access to the Richmond-San Rafael Bridge as well as improve safety. Traffic is currently stopped daily on mainline Highway 101 in the afternoon waiting to exit at Bellam. Rear end collisions are frequent, and this project will reduce the back-up. The Project will also improve access to eastbound I-580 allowing for better Richmond-San Rafael Bridge access and relieving the traffic on Sir Francis Drake.

The second Project is the Northern Segment of the North-South Greenway. This Project improves bicycle and pedestrian access across Corte Madera Creek to the Larkspur Ferry, to the future Larkspur SMART station and to jobs and commercial areas of Larkspur Landing Circle. The current path of travel does not meet current standards and is highly utilized by bicyclists and pedestrians. The project is a high priority to both user groups and adjacent local jurisdictions.

Both projects are nearing design, permit and right of way completion and expected to go to bid sometime this Summer/ Fall. Unfortunately, construction bids have been significantly over the engineers estimate on several recent projects - in some cases, exceeding expectations by over 30%. Staff have been working with our consultants to verify that the estimates are based on recent unit prices to avoid surprise. However, the current bidding environment is very volatile, with a small number of bidders on each project with resulting uncertainty.

Further discussion of this policy will occur under separate cover to the TAM Board. Staff is available to address any questions regarding this policy.

FISCAL IMPACTS

Most of the planned spending needs for items included in FY 19/20 of the Draft Measure AA Strategic Plan are already included in the Proposed FY 19/20 TAM Annual Budget. Staff will continue to work with all the Measure AA funding recipients to confirm all final programming and allocation requests. Updated numbers will be included in the final FY 19/20 Annual Budget for the TAM Board's adoption on June 27, 2019.

NEXT STEPS

Upon approval by the TAM Board on May 30, 2019 to open a 30-day public comment period, staff will post the Draft Measure AA Strategic Plan on TAM's website and circulated the document to local agencies. Staff will include all pertinent comments received and responses on the Draft Measure AA Strategic under Appendix 2 when the Draft Measure AA Strategic Plan return to the TAM Board for adoption on June 27, 2019.

TRANSPORTATION AUTHORITY OF MARIN

TRANSPORTATION SALES TAX

MEASURE AA

STRATEGIC PLAN UPDATE (SPU)

2019

Chair:

Judy Arnold - Marin County Board of Supervisors

Vice Chair:

Alice Fredericks – Tiburon Town Council

Commissioners:

James Campbell - Belvedere City Council

Brian Colbert – San Anselmo Town Council

Damon Connolly – Marin County Board of Supervisors

Daniel Hillmer - Larkspur City Council

P. Beach Kuhl - Ross Town Council

David Kunhardt - Corte Madera Town Council

Eric Lucan - Novato City Council

Stephanie Moulton-Peters - Mill Valley City Council

Gary Phillips – San Rafael City Council

John Reed - Fairfax Town Council

Katie Rice - Marin County Board of Supervisors

Dennis Rodoni – Marin County Board of Supervisors

Kathrin Sears - Marin County Board of Supervisors

Susan Cleveland-Knowles – Sausalito City Council

Executive Director:

Dianne Steinhauser

www.tam.ca.gov

TAM Board Alternates:

Ray Withy – Sausalito City Council
Eli Beckman – Corte Madera Town Council
Kate Colin – San Rafael City Council
Pat Eklund – Novato City Council
Jim Fraser – Tiburon Town Council
Renee Goddard – Fairfax Town Council
Kevin Haroff – Larkspur City Council
Bob McCaskill – Belvedere City Council
Sashi McEntee – Mill Valley City Council
Ford Greene – San Anselmo Town Council
Elizabeth Brekhus – Ross Town Council

Citizens' Oversight Committee (COC) Members:

Allan Bortel - Marin County Paratransit Coordinating Council
Robert Burton - Southern Marin Planning Area
Joy Dahlgren – Central Marin Planning Area
Kevin Hagerty – League of Women Voters
Zack MacDonald – School Districts
Vince O'Brien – Bicyclists and Pedestrians Groups
Peter Pelham – Major Marin Employers
Kate Powers – Environmental Organizations
Paul Premo - Taxpayer Groups
Paul Roye - Ross Valley Planning Area
Scott Tye - West Marin Planning Area
Charley Vogt - Northern Marin Planning Area

COC Alternates:

Jayni Allsep – Southern Marin Planning Area
Kay Noguchi – League of Women Voters
Nancy Okada - Environmental Organizations
Jeffery Olson – Central Marin Planning Area
Veda Florez - Northern Marin Planning Area

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Attachment 1 – Sales Tax Revenues and Assignment to Categories

Attachment 2 – Sales Tax Programming Summary

Attachment 3-1 – Category 1: Hwy 101 & Adjacent Roadway Revenues and Expenditures

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

Attachment 3-3 – Category 3: School Related Congestion Revenues and Expenditures

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

Attachment 4 – Set Aside for Major Roads and RSR Approaches

List of Appendices

- 1. Measure AA Expenditure Plan**
- 2. Comments and Responses on Measure AA Draft Strategic Plan**

Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

(to) Program - To assign a future expenditure of funds to a particular use within a particular timeframe by the fund authority.

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

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

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

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

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

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

Executive Summary

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

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

Reduce congestion and reduce greenhouse gas emissions, maintain and improve local transportation infrastructure, and provide high quality transportation options for people of all ages who live, work, and travel in Marin County.

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

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

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

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

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

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

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

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

As outlined in the Expenditure Plan, the revenues generated by the 1/2-cent sales tax are programmed to four Categories and their associated Sub-Categories. The Categories and Sub-Categories are as follows, with a brief summary of what the Strategic Plan includes for each:

Category 1: Reduce Congestion on Highway 101 and Adjacent Roadways

- Category 1.1: Provide matching funds for the MSN Project
- Category 1.2: Provide matching funds for the Hwy 101/I-580 Direct Connector
- Category 1.3: Plan for Improvements to Hwy 101 local interchanges and freeway access routes
- Category 1.4: Implement commute alternatives and trip reduction strategies

Category 2: Maintain, Improve, and Manage Marin's Local Transportation Infrastructure

- Category 2.1: Maintain and manage local roads
- Category 2.2: Provide safe pathways for safe walking and biking access to schools
- Category 2.3: Develop projects to address transportation impacts from sea level rise
- Category 2.4: Support operational improvements through innovative technology

Category 3: Reduces School-Related Congestion and Provide Safer Access to Schools

- Category 3.1: Maintain the Safe Routes to Schools Program
- Category 3.2: Expand the Crossing Guard Program
- Category 3.3: Provide capital funding for small school safety related projects

Category 4: Maintain and Expand Local Transit Services

- Category 4.1: Maintain and improve existing transit service
- Category 4.2: Maintain and expand rural and recreational bus services
- Category 4.3: Maintain and expand transit services for those with special needs
- Category 4.4: Provide transit services to schools
- Category 4.5: Invest in bus transit facilities
- Category 4.6: Expand access to ferries and regional transit, managed by Golden Gate Transit

Category 1 — Category 1 focuses on Highway 101 as Marin’s “Main Street” that is one of the busiest traffic corridors in the Bay Area. This category aims at reducing congestion on Highway 101 and adjacent roadways. The primary projects under Category 1 include the Marin Sonoma Narrows and the Northbound Highway 101 / Eastbound I-580 Direct Connector. Category 1 provides local matching funds for these two projects as leverage for regional toll funds, as well as possible state and federal funds. Category 1 also provides funding to plan for improving local interchanges and freeway access to Highway 101. Lastly, Category 1 helps fund commute alternatives and trip reduction strategies throughout the county that provide alternatives and incentives for commuters who choose not to commute via single occupancy vehicles during peak hours.

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

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

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

The Crossing Guard Program is an important component that works closely with the Safe Routes to Schools Program. Intersections that are considered impediments to walking to schools are manned with crossing guards. Category 3 will fund 82 sites with crossing guards throughout the County, with an additional 9 from Measure B Vehicle Registration Fee. Note 6 additional guards are paid for by others, for a countywide total of 97.

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

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

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

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

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

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

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

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

I. Introduction

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

The Strategic Plan implements the mission of TAM for Measure AA, as set forth in the Expenditure Plan:

TAM is dedicated to making the most of Marin County transportation dollars and creating an efficient and effective transportation system that promotes mobility and accessibility by providing a variety of high-quality transportation options for all users.

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

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

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

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

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

A. *The Transportation Authority of Marin*

The Transportation Authority of Marin (TAM) plays a major role in improving the quality of life for Marin County residents and developing and maintaining the economic viability of our local region by funding transportation projects and programs that improve mobility, reduce congestion, and provide a transportation system with more options for those living, working, visiting and traveling in Marin County.

TAM was created in 2004 by the Marin County Board of Supervisors to develop and administer the Expenditure Plan for the first Marin County Transportation Sales Tax, known as Measure A. TAM now administers Measure AA, the 1/2 cent Transportation Sales Tax renewed in 2018, and Measure B, the \$10 Vehicle Registration Fee passed in 2010. In addition to administering these funding sources, TAM serves as the designated Congestion Management Agency (CMA) for the County, providing countywide planning and programming for transportation related needs. As the CMA, TAM is responsible for coordinating funding for many of the transportation projects and programs in the County. With these responsibilities, TAM plays a leading role in the planning, financing and implementation of transportation projects and programs in the County.

The TAM sixteen-member governing board comprises representatives from each of the cities and towns in Marin County, and all five members of the County Board of Supervisors. A twelve-member Citizens' Oversight Committee, made up of five representatives from the five planning areas and seven representatives from diverse interest groups in the County, report directly to the public on all issues related to the Expenditure Plan and sales tax use.

B. *Overview of Measure AA*

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

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

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

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

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

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

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

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

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

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

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

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

On November 6, 2018, 76.7% of Marin voters approved the renewal of the 30-year Measure AA, ½ cent Transportation Sales Tax and Expenditure Plan.

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

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

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

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

C. Overview of Measure A

1. Accomplishments

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

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

Highways

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

Local Transit

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

Local Streets

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

Safe Routes to Schools

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

2. Continued Commitments for Major Road Projects

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

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

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

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

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

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

Under the original Measure A Program, \$2.35 mil per year was set-aside as a "Bond Debt Reserve" to pay for the needed advancement of sales tax funds to enable the Highway 101 Gap Closure to be built in the early years of the Measure A Program. TAM was able to obtain an advantageous loan from MTC at a much-reduced cost than a formal market-based sales tax bond.

The Bond Debt reserve was used to pay back the MTC loan, completed in 2015. From 2015 to 2018, and projected into the future, the majority of the Bond Debt reserve was programmed for unfinished Major Road projects. A small amount of the Bond Debt reserve set-aside was used on a one-time basis by TAM for an emergency need, the Bellarm Boulevard Off-Ramp and Intersection Project, East Sir Francis Drake Boulevard (ESFD) Project, and Highway 101/I-580 Direct Connector Feasibility Study.

Starting in FY 19/20, the first full year of sales tax under the new Measure AA plan, the original \$2.35 mil off the top reserve will be set-aside for the Major Road Projects. The total amounts are delineated as follows, under their original programmed road segments:

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

The amounts noted above for Central Marin, Ross Valley, and Northern Marin include the State Local Partnership Program (SLPP) backfilled funding commitment approved by the TAM Board in July 2010 and July 2011. The projects in Southern Marin and West Marin have already received full allocations of SLPP backfilled funds from TAM so the amounts shown only included sales tax funds.

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

D. Overview of Categories in the Expenditure Plan

1. Category 1: Highway 101 and Adjacent Roadways

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

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

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

2. Category 2: Marin's Local Transportation Infrastructure

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

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

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

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

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

Reduce school related congestion and provide safer access to schools.

Category 3 will expand Marin's award-winning Safe Routes to School program that focuses on education, encouragement, safe pathways, and crossing guards to enable students to bike, walk and take the bus to school. The renewed sales tax will add funds to the current crossing guard program and has saved more than 20 school crossing guards that would otherwise have to be cut in 2019. It will maintain the Safe Routes to School education and encouragement program in over 60 schools and will provide a steady source of funding for both large and small safety-related improvements around schools. Additionally, school bus transit will receive dedicated funding to help reduce school-related congestion as noted below in Category 4.

4. Category 4: Local Transit Services

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

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

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

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

E. Strategic Plan Purpose & Guiding Principles

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

1. Maximize leveraging of outside fund sources

The ability of local sales tax to serve as an incentive to match outside fund sources is a distinct advantage realized by the passage of the Transportation Sales Tax Measure. The

message sent by voters that the County is willing to fund many of its transportation needs create opportunities at the federal, state, and regional level for funding to come to Marin County. The ability to utilize these sources will provide TAM with the flexibility to respond to emerging transportation issues. The active pursuit of these opportunities, whereby sales tax within the framework of the Expenditure Plan can be utilized to bring additional funds to the County, will continue to be a primary focus of TAM.

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

With the recent dearth of funding at the federal and state level resulting in an increasingly larger backlog of transportation needs, it is imperative that local dollars be utilized efficiently and effectively. Local dollars should be actively delivering those projects with the greatest local impact based on measurable performance criteria. Projects or programs that progress towards delivering a public improvement should receive priority funding. Funding commitments should be examined for projects or programs that are not progressing adequately toward delivery, and remedies to promote progress should be actively supported by TAM. All strategies should progress towards measurable improvements.

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

The projects and programs envisioned in the Expenditure Plan may only be deliverable if they receive a concentrated influx of funding over a relatively short time period. The timing of sales tax collection may not exactly fit the delivery needs of projects. The Strategic Plan process will examine the need to advance funds for other project delivery needs as well. This can be accomplished in a variety of ways, by the leveraging of outside fund sources, the loaning of revenue within or between Expenditure Plan strategies, and the advancing of sales tax through short or long-term debt financing, all of which will be considered.

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

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

5. Promote high environmental and conservation awareness.

TAM will remain committed to working with program and project sponsors in a cooperative manner to deliver the Measure AA program with attention to environmental and conservation awareness. Allocation of Measure AA funds for right of way capital and construction will be contingent upon demonstration of completed environmental documentation. Attention shall be paid to any impacts on local traffic circulation, bike and pedestrian safety and accommodation, minimizing disruption to Marin County residents.

II. Policy Elements

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

A. *Separation of Categories & Subcategories Policy*

The Strategic Plan captures the intent of the Measure AA Expenditure Plan in assigning funding commitments to the four key Categories. The Expenditure Plan is organized around four categories designed to reduce congestion and reduce greenhouse gas emissions in Marin County. Each Category is supported by specific but flexible programs that have been designed to “provide a high degree of accountability to the voters.” In the Strategic Plan, a percentage share of Measure AA revenues is programmed to each category or subcategory within the four categories. As sales tax receipts increase or decrease, the dollar amounts programmed to each category and subcategory may fluctuate accordingly, but the overall percentage will be maintained over the 30-year period.

For purposes of developing the Revenue and Expenditure element of the Strategic Plan, financial assumptions concerning how Measure AA revenues would be programmed, and funds borrowed between strategies were developed. These assumptions have guided the development of the fund tracking and monitoring systems, which track what levels of sales tax have been expended for each category and sub-category over time. In general, for tracking purposes, each category or subcategory is considered as a discreet and separate “fund” that is eligible for its percentage share of revenues annually. Sales tax revenue may be allocated for eligible projects and programs within the category or subcategory annually or they may be allocated at a later time.

Actual revenues will be programmed over the life of the Expenditure Plan based on the percentage distributions identified in the Plan. The actual requirements for funds in a specific program or subcategory may be higher or lower than the projected revenue availability in any given year. To address these variances, annual allocations may be greater than or be less than the amount available, depending on carryover or borrowing between sub-categories. The Strategic Plan will be updated annually when status information on actual expenditures will be presented and reconciliation options discussed, to ensure that percentage distributions will be achieved over the life of the plan.

The actual requirement for funds in a specific project or program could be higher or lower than expected due to changes in funding outside of this transportation sales tax, or due to changes in project or program costs or feasibility. Funds are limited to what is available in this expenditure plan in the event project or program costs are higher. Should the need for funds for any project or program within one of the four major categories be less than the amount to be allocated by the sales tax, or should any project or program become infeasible for any reason, funds will first be reprogrammed to other projects or programs in the same major category with approval from the TAM Board at a noticed public hearing. Should the need for funds in the entire major category be less than the amount to be allocated by the transportation sales tax, TAM’s Board may amend the

Expenditure Plan to reallocate funds to any of the other major categories following its procedures for an amendment.

Borrowing between categories or subcategories is allowed to the extent it lessens debt financing and allows projects and programs to move forward based on their readiness. In the annual Strategic Plan updates, and the annual updates to the Revenue and Expenditure element, revenues and expenditures within each category and subcategories will be reported and options for reconciling any share imbalance will be discussed. At the sunset of Measure AA, each of the categories will have received their respective percentage shares per the Expenditure Plan.

B. Reserve Policy

In accordance with the Measure AA Expenditure Plan, TAM has the ability to set aside a reserve fund of up to 10% of the annual transportation sales tax receipts for contingencies, to ensure a cushion if economic decline occurs that adversely affects the collection of the sales tax. This reserve is in addition to the Major Roads reserve to meet existing commitments.

The purpose of establishing a reserve is to not only ensure that projects are implemented on time, but to allow for fluctuations in annual sales tax receipts that might negatively impact ongoing operating programs. The impacts on revenue availability to strategies of establishing a 5% and a 10% annual reserve fund were analyzed. Given that the reserve fund is only one mechanism TAM uses to address fluctuations in sales tax revenue and that a conservative sales tax forecast is used, a 5% annual reserve is recommended by staff for Board consideration for the first five years of the Strategic Plan. The 5% reserve is estimated at \$7.25 million. The conditions and process for disbursing revenues from the reserve will be considered in future policy discussions of the Board, necessitated by sudden economic decline.

C. Debt Policy

In accordance with the Measure AA Expenditure Plan, TAM has the authority to bond and use other financing mechanisms for the purposes of expediting the delivery of transportation projects and programs pursuant to TAM's Annual Strategic Plan. Bonds, if issued, will be paid for from the proceeds of the sales tax.

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

Any project funded by borrowing or financing may not be amended unless or until the financing obligation has been met; any such amendment will be subordinate to any sales tax lien against any bond issuance.

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

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

Objectives of TAM's debt financing policy are to:

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

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

D. Investment Policy

The TAM Administrative Code Article VI, Section 106.8 states that “all funds of the Authority will be invested in the manner and upon the conditions set forth in Government Code 53601, and the receipt, transfer or disbursement of such funds during the term of the Agreement shall be accounted for in accordance with generally accepted accounting principles applicable to governmental entities.” Currently, most of TAM’s funds are invested with CalTRUST, a Joint Powers Authority created by public agencies in 2005 to provide a convenient method for public agencies to pool their assets for investment purposes.

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

- a) **Preservation of capital through high quality investments and by continually evaluating the credit of financial institutions approved for investment transactions, and securities considered and held in safekeeping;**
- b) **Maintenance of sufficient liquidity to enable the participants and other depositors to meet their operating requirements; and**
- c) **A rate of return consistent with the above objectives.**

E. Leveraging and Fund Swap Policy

The Expenditure Plan envisioned the role of other fund sources to help meet Marin's transportation needs. It recognized that the sales tax funding opened up new opportunities to compete for state and federal grants that require a local match. The Expenditure Plan also discusses TAM's authority to bond and use other financing mechanisms for the purposes of expediting the delivery of transportation projects and programs and to provide economies of scale.

Matching or leveraging of outside funding sources is strongly encouraged. Any additional transportation sales tax revenues made available through their replacement by matching funds will be spent based on the principles outlined above. Funds shall remain in the major category unless all needs in the category are met, whereupon TAM can program funds to another category following the amendment procedures.

Leveraging funds through a "fund swap," i.e., exchanging Measure AA funds for an equivalent or greater amount of state or federal dollars is one mechanism that TAM will utilize in the delivery of the Measure AA program. In its role as the Congestion Management Agency for Marin, TAM has the responsibility for programming the majority of state and federal funds that come to the county. TAM is therefore well-situated to identify opportunities where such an exchange would be appropriate. Specifically, TAM looks for fund swap opportunities that meet one or more of the following criteria:

- The fund swap will in some way reduce overall project costs of TAM sales tax categories, e.g. by reducing or eliminating the need for other financing.
- The fund swap will facilitate the accelerated delivery of TAM's sales tax categories.
- The fund swap will facilitate the accelerated or reduced delivery cost of TAM funded projects that would otherwise have been funded with federal funds.

F. Compliance Audit Policy

The Measure AA Expenditure Plan provides TAM with the authority to audit all Measure AA fund recipients for their use of the sales tax proceeds. An independent compliance audit is explicitly permitted under the terms and conditions of TAM's funding agreements/contracts with all Measure AA funding recipients. TAM will develop the specific Compliance Audit Policy under Measure AA and start the implementation of the policy within the next Fiscal Year 2019-20.

G. Expenditure Plan Amendment

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

The TAM Board cannot increase the sales tax through an amendment process; any increase in the level of tax must be approved by voters. The TAM Board cannot amend the plan to include

prohibited categories including funds to extend or operate SMART, to support parks and open space, or to fund the planning, construction, or renovation of housing. The TAM Board Amendments must continue to fulfill obligations for long-term contracts, bonding and financing; any such amendments will be subordinate to any sales tax lien against any bond issuance.

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

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

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

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

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

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

H. Strategic Plan Amendment Policy

The Strategic Plan is the programming document that directs the use of the transportation sales tax revenue over the next 30 years. The Strategic Plan provides the intent of the Board and resultant assurance to sponsors. While the programming is a statement of intent, the Board must approve individual allocations before the sales tax can be used.

Annual updates to the Strategic Plan will occur, and at a minimum will include adjustments to the Revenue and Expenditure element of the Strategic Plan. These are envisioned to occur at the change of the Fiscal Year in June/July. For any other adjustments in the revenue and expenditure element that occur prior to the annual update, and which result in a reduced use of sales tax, the change will be noted in the allocation action of the Board, but an amendment to the Strategic Plan's revenue and expenditure element will not be necessary.

If changes in the revenue and expenditure element result in increased use in sales tax over \$250,000, these changes will be noted in the allocations action of the Board, and an amendment to the Strategic Plan's revenue and expenditure element will be approved simultaneously.

For amendment changes \$250,000 and under, the Board will have the authority to program funds from prior year(s) that were not allocated and/or unprogrammed carryover funds without formally amending the Strategic Plan and opening a formal public comment period. All TAM allocation actions will continue to be done at regularly scheduled and noticed TAM board meetings, allowing public comment and input.

The Annual Strategic Plan must be approved by the TAM Board, following a noticed public hearing on the draft Annual Strategic Plan and a 30-day public comment period. An amendment to the Strategic Plan will be implemented as part of a regularly scheduled Board meeting. Noticing of the amendment will occur as part of the current process for noticing Board meetings.

In all cases, the noticing shall comply with the Brown Act. Comments will be accepted at the meeting regarding the amendment. Approval of the amendment will occur at the following Board meeting, allowing time for additional comment. Any changes to policies contained in the Strategic Plan will also necessitate an amendment to the Strategic Plan, done simultaneously with changes to the policy.

I. Interest Fund Policy

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

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

Commitments from previously allocated interest funds from Measure A will continue to be honored. This includes the Insurance police for SMART associated with the Central Marin Ferry Connection and limited Bicycle Path Maintenance.

J. New Agency Policy

New incorporated cities/towns or new bus transit agencies that come into existence in Marin County during the life of the Expenditure Plan may be considered as eligible recipients of funds through an amendment to this Expenditure Plan, meeting amendment guidelines and policies outlined in this Strategic Plan.

K. Funding Restriction Policy

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

Revenue generated by this sales tax will not be used to extend or operate SMART, support parks and open space, or to fund the planning, construction, or renovation of housing. The TAM Board cannot amend the plan to include these prohibited categories.

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

L. Advancement of Fund Policy

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

As was the case in the first successful sales tax measure, Measure A, passed in 2004, there are several large capital improvement projects that need funds over a shorter period of time. Most of the Measure AA funds are distributed annually over the 30-year life of the measure. This is true with all of the categories except Category 1 for highway improvement projects.

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

In addition, project sponsors, particularly local jurisdictions using the Local Streets and Roads funds under the Measure, needed more than their annualized share to complete a priority project. TAM will continue to advance funds depending on overall funding availability. TAM may choose to assign interest cost to the advancing of funds.

M. Staffing and Administration Policy

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

III. Revenues & Expenditures

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

A. Sales Tax Revenue Forecast Assumptions

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

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

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

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

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

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

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

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

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

Strategic Plan. Staff will revisit the debt finance assumptions before the issuance of the bond and adjust assumptions and bond reserve needs appropriately if financing needs arise.

C. Revenue and Expenditure Plan

1. Revenue Available for Programming

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

2. Revenue & Expenditure Plan by Category/Subcategory

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

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

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

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

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

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

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

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

Attachment 4 – Set Aside for Major Roads and RSR Approaches

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

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

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

D. Programming Methodology & Assumptions for Categories

1. Category 1: Highway 101 and Adjacent Roadways

Category 1 of the Expenditure Plan is to “reduce congestion and reduce greenhouse gas emissions, maintain and improve local transportation infrastructure, and provide high quality transportation options for people of all ages who live, work, and travel in Marin County. The four subcategories in the Measure AA Expenditure Plan and the share of Measure AA revenue for each subcategory is as follows:

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

1.1 Marin Sonoma Narrows

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

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

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

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

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

1.2 Direct Connector from Northbound Highway 101 to Eastbound Interstate 580

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

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

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

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

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

1.3 Interchange Improvements

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

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

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

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

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

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

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

1.4 Commute Alternatives and Reduction of Trips

Measure AA allocates 0.5% to the promotion and implementation of commute alternatives and trip reduction programs to decrease single occupant vehicle (SOV) trips, increase shared mobility and reduce peak hour congestion throughout the county. TAM has carried out commute alternatives programs since the passage of Measure B, Marin County's \$10 vehicle registration fee, and this subcategory will supplement Measure B funding to allow for an increase of TAM's activities to promote non-automotive transportation.

Commute alternatives and trip reduction strategies encourage residents, employees, and visitors to use more environmentally friendly and efficient modes, with an emphasis on transit, bicycle riding, walking, and shared rides. Supporting first and last mile connections to transit through innovative approaches can also support congestion reduction and remove the need for vehicle ownership. Existing successful programs can be sustained with these funds, such as TAM's Marin Commutes Program, Vanpool Incentive Program, and Emergency Ride Home Program, along with new strategies building on the implementation of innovative programs including car sharing, TAM's Get SMART Pilot Program, and promotion of first/last mile access to major transit hubs, through bike sharing support and other shared mobility programs.

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

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

2. Category 2: Local Transportation Infrastructure

Category 2 of the Expenditure Plan is to "maintain, improve, and manage Marin's local transportation infrastructure, including roads, bikeways, sidewalks, and pathways to create a well-maintained and resilient transportation system." The four subcategories in the Measure AA Expenditure Plan and the share of Measure AA revenue for each subcategory is as follows:

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

2.1 Maintain and Manage Local Roads

Subcategory 2.1 funds the maintenance of and improvements to local roads, which are the largest single public investment in the county. Funded projects must consider the needs of all roadway users. Local jurisdictions, as project sponsors, will be encouraged to coordinate with adjacent jurisdictions to maximize economic efficiency and minimize construction impacts.

The goal is to develop a comprehensive plan for improving critical roadways at the time an investment is made. Where feasible, locally defined bicycle and pedestrian projects will be

implemented in conjunction with other roadway improvements. Funds utilized are eligible to be spent on the following:

- Paving, reconstruction, and repair to roadways, including drainage, lighting, landscaping and other roadways system components.
- Sidewalks, bikeways, and multi-use pathways.
- Safe pathways to transit and bus stop improvements.
- System enhancements to accommodate new technologies such as signal coordination and real time information.
- Facilities to support alternative fuel vehicles, including electric vehicles and autonomous vehicles.
- Municipal fleet conversions to alternative fuel vehicles
- School bus service in local corridors as a mechanism to relieve congestion

The Expenditure Plan recognized that each jurisdiction has unique needs and that local priorities are best identified at the local level. Because of this, Local Road funds are distributed on a programmatic basis. Funds are allocated to local agencies based on a formula weighted 50% by the population of the local agency's jurisdiction and 50% by the number of lane miles within the limits of that agency's jurisdiction. This formula is updated on a biennial basis to address changes in population and lane mile figures. The distribution shares will use the most current population data from the California Department of Finance and lane miles from MTC.

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

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

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

2.2 Safe Pathways for Safe Walking and Biking Access to Schools

Subcategory 2.2 funds school-related projects known as Safe Pathways to Schools. Safe Pathways is the capital improvement element of the Safe Routes to Schools program. Where the Safe Routes program identifies circulation improvements needed for safe access to schools, the Safe Pathways program provides funding for the engineering, environmental clearance, and construction of pathway and sidewalk improvements in all Marin County communities, including safety improvements at street crossings.

Subcategory 2.2 can be used to fund Safe Pathway projects or as matching funds from other sources and may be used in combination with road funds to accelerate pathway improvements in school areas. Safe Pathways funds shall be available to local jurisdictions

and will be distributed on a competitive basis to jurisdictions following a Call for Projects managed by TAM.

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

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

Eligible Safe Pathways projects will be selected based on performance criteria that may including the following:

- Relieve an identified safety or congestion problem along a major school route
- Complete a “gap” in the bicycle and pedestrian system along a major school route
- Maximize daily uses by students and others
- Attract matching funds
- Respect geographic equity

All projects will come from approved Safe Routes plans. Approved Safe Routes plans are developed in a cooperative effort of schools’ Safe Routes to Schools teams, which can include local Safe Routes Task Forces, school officials and staff, parents and children local elected officials and representatives of public works departments of local jurisdictions and at times, neighborhood representatives.

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

2.3 Sea-Level Rise

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

The Expenditure Plan Advisory Committee considered the needs identified in Bay WAVE and CSMART and identified a small share of the Measure AA program to address sea-level rise. The funds are small and no doubt insufficient for design or construction of these solutions but can be used to plan for improvements and serve as matching funds to grants

from other sources. The TAM Board agreed with this approach and the public approved this dedication of funds as part of Measure AA.

The funds in this category are reserved for the planning of infrastructure improvements to address sea-level rise, or as matches to grants sought for that purpose, as spelled out in the adopted Measure AA Expenditure Plan.

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

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

2.4 Innovative Technology

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

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

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

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

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

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

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

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

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

This category is saving more than 20 crossing guards that cannot be funded with the current measure and will expand the crossing guard program to a total of 91 guarded locations paid for by TAM funds, and 6 guards funded by others. It will maintain the Safe Routes to School education and encouragement programs at over 60 schools in Marin, with some room for growth. Finally, an increase in Safe Pathways funds will provide a steady source of funding for safety-related improvements around schools, including small projects that can be implemented quickly to address priority needs. Note school bus service is funded in the Transit funding category provided in the Measure, not the Safe Routes to Schools program.

3.1 Safe Routes to School Program

Subcategory 3.1 funds the Safe Routes to Schools (SR2S) Program, which is a proven program designed to reduce local congestion around schools. The program includes several components including classroom education, special events, and incentives for choosing alternative modes to schools, as well as technical assistance to identify and remove the barriers to walking, biking, carpooling, or taking transit to school.

The program, managed by TAM, is in its 18th year of operation and has proven its ability to increase alternative mode use to schools, with over 60 participating schools, and an average of over 50% green trips – walking, biking, and taking transit – to and from participating schools. In addition to congestion relief, the program seeks to improve safety, create a healthy lifestyle for children, and enhance the sense of community in their neighborhoods.

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

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

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

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

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

3.2 Crossing Guards

Subcategory 3.2 provides for establishment of crossing guards at approximately 82 intersections in 2019 throughout the county and tasks local Public Works Directors with their prioritization, subject to TAM approval (an additional 9 guards are funded by TAM’s \$10 VRF and 6 are funded by others, totaling 96 county-wide) The crossing guards are provided by a professional company that specializes in crossing guard programs in order to “eliminate liability concerns and to ensure that well trained crossing guards with back-ups are available for every critical intersection.”

The Expenditure Plan explains that one of the greatest barriers to using alternative modes to schools is the difficulty of crossing Marin’s busiest streets. Even with infrastructure improvements, parents are reluctant to allow their children to walk or bike to school if they must cross a busy street. While some schools operate volunteer crossing guard programs, experience suggests that this is not a reasonable long-term strategy, as volunteers can be difficult to maintain.

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

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

3.3 Small Safety-Related Projects

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

Small-scale safety improvement devices that may not compete for larger grant programs such as signal upgrades, rectangular rapid flashing beacons, and other flexible technology improvements would be included in this program. Small Safe Pathways funds will be available to local jurisdictions and will be distributed on a competitive basis following a Call for Projects managed by TAM.

4. Category 4: Local Transit Services

Category 4 of the Expenditure Plan is to “maintain and expand efficient and effective local transit services in Marin County, including services to schools and specialized service for seniors and persons with disabilities, to reduce congestion and meet community needs.”

While one of the primary goals of the Expenditure Plan was to mitigate congestion, it was also a goal of the Expenditure Plan to support diverse, efficient, and sustainable transportation options that promote mobility and maintain the quality of life for residents of Marin County. This category contains a variety of transit programs that work together with the other Expenditure Plan strategies to develop sustainable and responsive alternatives to driving for a variety of trip purposes in Marin. It provides Marin with an efficient transit system that reduces greenhouse gas emissions and meets the needs of those who travel between and within the county’s many communities.

This local sales tax measure provides the only dedicated source of funds for local public transit services in Marin County, but it is not the only source of funding available for transit operators. Marin Transit will plan and implement services that are tailored to the needs of Marin’s workers and residents. These funds dramatically increase the county’s opportunities to match or leverage state and federal funding sources to maintain and further enhance local transit service. Marin Transit will work with the public, and Marin’s cities and towns, to

design and deliver a range of services. Transit services will be designed to further reduce greenhouse gas emissions and deploy smaller, cleaner vehicles that reflect the needs of our neighborhoods.

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

Subcategories	Percentage Share
4.1 Maintain and improve existing levels of bus transit service in areas that can support productive fixed-route service throughout Marin County. <ul style="list-style-type: none"> • Maintain a network of high productivity bus service in high volume corridors • Expand first and last mile transit services for residents and workers • Provide innovative services in communities that may not support traditional fixed-route service • Enhance public safety through Marin Transit's role in providing emergency mobility in the face of natural disaster • Provide funding for the Muir Woods Shuttle System 	33.0%
4.2 Maintain and expand the rural and recreational bus services including the West Marin Stagecoach.	3.0%
4.3 Maintain and expand transit services and programs for those with special needs – seniors and persons with disabilities including those who are low-income.	9.5%
4.4 Provide transit services to schools in Marin County to reduce local congestion. <ul style="list-style-type: none"> • Provide yellow bus services in partnership with local schools and parent organizations • Provide transit routes to schools along high performing corridors 	5.0%
4.5 Invest in bus transit facilities for a clean and efficient transit system. <ul style="list-style-type: none"> • Provide matching funds for the purchase of the green transit fleet including alternative fuel vehicles and electric vehicles • Support the role of Marin Transit in development of a renewed/relocated Bettini Bus Hub • Support the development of a local bus maintenance facility • Improve passenger amenities at bus stops, including real-time transit information 	4.0%
4.6 Expand access to ferries and regional transit, managed by Golden Gate Transit.	0.5%

<ul style="list-style-type: none"> • Expand and maintain connecting ferry shuttle services to address first and last mile connections • Expand and maintain remote parking locations and other strategies to expand regional transit access for Marin's residents and commuters • Expand first and last mile access to regional transit services for access to jobs in Marin County 	
Total	55.0%

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

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

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

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

4.1 Maintain and Improve Existing Levels of Bus Transit Service

Category 4.1 allows Marin Transit to plan long term and contract for Marin's local bus transit service. Funding will ensure that service levels are maintained and increased in the long term, with focus on the leveraging of other funds. Category 4.1 provides the county with the necessary financial independence to ensure that local bus transit service supports countywide

goals for enhanced mobility and to meet the needs of residents and workers both now and in the future.

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

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

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

Category 4.1 will also fund programs that provide discounts to low-income riders to support mobility and access to jobs and basic services for those with no alternative.

4.2 Maintain and Expand Rural and Recreational Bus Services

Category 4.2 funds Marin's rural and recreational bus services that reduce congestion and improve mobility for Marin County residents and visitors. These are primarily the West Marin Stagecoach, Muir Woods Shuttle, and Tomales-Dillon Beach Dial-A-Ride that serve the rural and recreational areas of Marin County.

4.3 Maintain and Improve Transit Services and Programs for Those with Special Needs

Category 4.3 funds transit services those with special needs who are not able to use fixed-route services. Included in special needs are traditional paratransit for seniors and the disabled, travel training, subsidized taxi services, and volunteer drive programs. Marin Transit contracts with Whistlestop Wheels to provide specialized services for older adults and persons with disabilities. These services are essential to keep Marin's resident's mobile and independent as they get older.

Services for seniors and persons with disabilities are planned with the support of the Marin Mobility Consortium, which advises Marin Transit on the needs of these communities and receives public input from all areas of the county. With support of the 2004 sales tax, there have been many successful programs, including new shuttle services and scheduled group trips. Measure AA funding will allow these innovations to continue and expand to serve Marin's aging population.

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

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

Safe Routes to Schools programs benefit students and families in close proximity to Marin schools by educating and encouraging walking and biking. Public transit and yellow school bus services provide service for students with longer trips to school.

Category 4.4 dedicates funds to maintain yellow school bus services in partnership with local schools and parent organizations. Category 4.4 also funds enhanced school-oriented bus services that is integral to this category.

The school service category also provides ongoing assistance for our youth and the lowest income families who are unable to afford current transit fares. The youth discount program funded from this category works in tandem with other school enhancements to develop early and life-long transit riding habits.

4.5 Invest in Bus Transit Facilities for a Clean and Efficient Transit System

Category 4.5 funds investment in vehicles and facilities. This includes funding for a green transit fleet, new bus transit hubs for efficient and safe transferring between routes, constructing a local bus maintenance facility, and new amenities at bus stops including real-time transit information.

Transitioning to a fleet of green transit vehicles (such as electric buses) will help the county reduce its carbon footprint and save costs in the long term. Many Marin Transit routes are well suited to electric bus operations, with transit centers at one or both termini, and varied topography (regenerative braking and downhill power generation helps with battery charging).

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

Category 4.5 is intended to provide Marin County with an efficient transit system that fully meets the needs of those who need or wish to travel both between and within communities via bus or shuttle transit. Increasing support for mobility alternatives will provide options for those who either cannot or choose not to drive for all of their trips.

4.6 Expand Access to Ferries and Regional Transit

Marin County residents and workers now have expanded regional transportation options to improve regional mobility, particularly during commute hours. Local residents and workers often require first and last mile connections to make these regional options accessible, including access to the ferry and express bus services.

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

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

IV. Accountability

A. Open and Public Meetings

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

B. Independent Auditor

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

C. Administrative Code

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

D. Citizens' Oversight Committee (COC)

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

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

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

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

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

V. Implementation Guidelines

Before Measure AA Transportation Sales Tax funds can be spent on a project or program, the sponsoring agency will need to request an allocation of funds and execute a funding agreement with TAM. In general, the funding agreement will describe the project/program scope, the anticipated schedule, and an estimated cash flow of Measure A funds. The agreement will also specify the responsibilities of both TAM and the project sponsor, as described in this section. The TAM Executive Director shall have the authority to execute such funding agreements on behalf of the TAM Board of Commissioners.

A. *Claimant Policies*

The following claimant policies provide a framework for the funding agreements that will be developed for the allocation of Measure AA funds. These policies clarify TAM's expectations of sponsors to deliver their projects and have been designed to support the Implementation Guidelines provided in the Expenditure Plan and the Strategic Plan Guiding Principles discussed in Section I.E.

1. Eligibility for Funding

- Project types and sponsors are to be as identified in the Marin County Transportation Sales Tax Expenditure Plan.
- The addition of new project types and/or sponsors can only be accomplished through an Expenditure Plan amendment.
- Projects are to be consistent, as applicable, with regional and state plans, such as Marin Transit's SRTP, Marin County's Congestion Management Plan, and the Metropolitan Transportation Commission's (MTC's) Regional Transportation Improvement Plan (including Air Quality Conformity).

2. Application Process

- There are two paths for the allocation of funds:
 - a. Programmatic funding, such as Category 2.1, Local Roads.
 - b. Project specific funding, such as Category 1.3, Local Interchange projects.
- Allocations for programmatic funding will be on an annual basis, in accordance with formulas specified in the Strategic Plan. For Local Roads projects, sponsors need to submit an allocation request form that specifies projects anticipated for implementation. The proposed projects should come from sponsors' Capital Improvement Programs (CIP) or equivalent. Sponsors may also use Local Roads funds for unanticipated emergency projects not in their CIP. If sponsors use such funds for projects not mentioned in the allocation request form, a revised allocation request form needs to be submitted to TAM before proceeding to implementation. Sponsors are also required to document the changes in the annual report.
- For an allocation of project specific Measure AA funds, project sponsors will need to submit a complete application package, consisting of the following information:
 - a. Identification of Lead Sponsor
 - b. Inclusion in local and/or regional plans (as required)

- c. Status of environmental review (as required)
- d. Notice of impediments to project or program
- e. Scope of Work / Description of Service
- f. Adherence to Performance Measures (as required)
- g. Delivery Schedule (by Phase)
- h. Funding Plan
 - i. Cost and funding for each phase of the project, including the status on non-Measure AA funds on whether these funds have been secured or have expiring deadlines
 - ii. Cash flow needed on Measure AA funds
 - iii. Expenditures to Date

3. Allocation and Disbursement of Funds

- All allocations of Measure A funds by TAM will be reviewed for the following:
 - a. Consistency with the Strategic Plan [Program of Projects]
 - b. Completeness of the application via the Allocation Request Form and consistency with Strategic Plan requirements.
- All allocations of Measure AA funds will be governed by a funding agreement between TAM and the sponsoring agency. The TAM Board will approve such allocations. TAM's Executive Director will have the authority to execute funding agreements.
- Programmatic funding will be approved annually, and project specific funding will be approved based on project readiness. For multi-year projects, funding allocations and funding agreements may be for the term of project phases (i.e. environmental, design, construction).
- All agreements will document the following:
 - a. Scope of Work
 - b. Project Schedule
 - c. Funding Plan
 - d. Adherence to Performance Measures (if applicable)
 - e. Reporting requirements
 - f. Acceptance of TAM's Claimant Policies
- Funding agreements shall be executed by resolution of the sponsor's governing board.
- Prior to the disbursement of funds, a project must have:
 - a. an approved allocation resolution from the TAM Board
 - b. an executed funding agreement between the sponsoring agency and TAM.
- The standard method of payment will be through reimbursement, with the exceptions of Category 4.1, 4.2, 4.3, and 4.4, which can be distributed one month before costs have been incurred, and Category 2.1 (Local Roads), which are distributed on a formula basis. Project advances will require approval from the TAM Board.
- Funds may be accumulated by TAM over a period of time to pay for larger and long-term projects. All interest income generated by these proceeds will be used for the transportation purposes described in the Expenditure Plan and Strategic Plan as approved by the TAM Board.
- Timely use of funds requirement will be specified in each agreement.

- Project reimbursement requests must be accompanied by evidence of payment. Reimbursement requests shall be submitted no more frequently than monthly.
- Measure AA funds will not substitute for another fund source that has been programmed or allocated previously to the project or program without prior approval of TAM.
- Other fund sources committed to the project or program will be used in conjunction with Measure AA funds. To the maximum extent practicable, other fund sources will be spent down prior to Measure AA funds. Otherwise, Measure AA funds will be drawn down at a rate proportional to the Measure AA share of the total funds programmed to that project phase or program.
- After a multi-year allocation of funds has been made to a project phase, the release of funds in any subsequent fiscal year will be subject to the submittal and acceptance by TAM's Executive Director of a complete Progress Report meeting the requirements for progress reports as adopted by the TAM Board.
- Measure AA funds will be allocated to phases of a project or to a program based on demonstrated readiness to begin the work and ability to complete the project phase.
- Measure AA allocations for right-of-way and construction will be contingent on a completed environment document.

4. Monitoring and Reporting Requirements

- Recipients of Measure AA funds will be required to submit status reports per the provisions of the funding agreement.
- The report will provide information on compliance to established performance measures.
- Audit requirements will be specified in the agreement.

5. Eligible and Ineligible Costs

- Funds are to be expended in accordance with the applicable provisions of the Expenditure Plan and the Public Utilities Code Section 180000 et seq.
- Eligible project related phases are as follows:
 - a. Planning / Conceptual Engineering
 - b. Preliminary Engineering / Environmental Studies
 - c. Design Engineering (PS&E)
 - d. Right of Way Support / Acquisition
 - e. Construction
- Eligible project sponsor costs include the following:
 - a. Direct staff time (salary and benefits)
 - b. Consultants selected through a competitive selection process
 - c. Right of way acquisition costs
 - d. Competitively bid construction contracts
- TAM oversight costs are eligible costs.
- Indirect costs (as defined by OMB Circular A-87) will not be considered an eligible expense.
- Retroactive expenses are ineligible. No expenses will be reimbursed that are incurred prior to Board approval of the Measure AA allocation for a project or program. TAM will not reimburse expenses incurred prior to fully executing a funding Agreement.

6. Other

- Project sponsor will provide signage at construction sites for projects funded partially or wholly by Measure AA sales tax revenue so that the Marin County taxpayers are informed as to how funds are being used.
- Project cancellation will require repayment of all unexpended funds and funds determined by audit not to have been expended as provided for in the funding agreement.

VI. Conclusion

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

The public was notified—via a notice on the TAM website homepage (www.tam.ca.gov)—that the Measure AA Strategic Plan will be circulated for comment from May 30, 2019 to June 27, 2019. Copies of the document were available electronically on the TAM website, and hard copies were available at the TAM’s office at 900 Fifth Avenue, Suite 100; San Rafael, CA 94901.

A public hearing was held on June 27, 2019, immediately prior to the regular meeting of the TAM Board of Commissioners. The TAM Board of Commissioners approved the Measure AA Strategic Plan at their regular meeting on June 27, 2019.

Transportation Authority of Marin

Measure AA

Attachment 1: Sales Tax Revenues and Assignment to Categories

	Year Total	1 FY 18/19 ¹	2 FY 19/20	3 FY 20/21	4 FY 21/22	5 FY 22/23	6 FY 23/24	7 FY 24/25	8 FY 25/26	9 FY 26/27	10 FY 27/28	11 FY 28/29	12 FY 29/30	13 FY 30/31
Measure AA Sales Tax Revenue	\$1,200,330,286	\$7,075,000	\$27,500,000	\$28,187,500	\$28,892,188	\$29,614,492	\$30,354,854	\$31,113,726	\$31,891,569	\$32,688,858	\$33,506,080	\$34,343,732	\$35,202,325	\$36,082,383
Off the Top Assignment														
5% Administration & Program Management Set Aside (1% & 4%)	\$60,016,514	\$353,750	\$1,375,000	\$1,409,375	\$1,444,609	\$1,480,725	\$1,517,743	\$1,555,686	\$1,594,578	\$1,634,443	\$1,675,304	\$1,717,187	\$1,760,116	\$1,804,119
Major Road & Other Commitment Set Aside	\$32,900,000	\$587,500	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000
Reserve Funds (5%) Set Aside ⁴	\$7,227,452	\$0	\$1,375,000	\$1,409,375	\$1,444,609	\$1,480,725	\$1,517,743	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Off the Top Set Aside	\$100,143,966	\$941,250	\$5,100,000	\$5,168,750	\$5,239,219	\$5,311,449	\$5,385,485	\$3,905,686	\$3,944,578	\$3,984,443	\$4,025,304	\$4,067,187	\$4,110,116	\$4,154,119
Net Measure AA Revenue	\$1,100,186,320	\$6,133,750	\$22,400,000	\$23,018,750	\$23,652,969	\$24,303,043	\$24,969,369	\$27,208,040	\$27,946,991	\$28,704,415	\$29,480,776	\$30,276,545	\$31,092,209	\$31,928,264
Reserve Fund Expenditure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue Available to Categories	\$1,100,186,320	\$6,133,750	\$22,400,000	\$23,018,750	\$23,652,969	\$24,303,043	\$24,969,369	\$27,208,040	\$27,946,991	\$28,704,415	\$29,480,776	\$30,276,545	\$31,092,209	\$31,928,264
Assignment to Categories	Total	FY 18/19¹	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31
Category 1														
TAM Direct Project Management ²	\$6,000,000	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Category 1 - Highway 101 & Adjacent Roads	\$71,013,042	\$429,363	\$1,368,000	\$1,411,313	\$1,455,708	\$1,501,213	\$1,547,856	\$1,704,563	\$1,756,289	\$1,809,309	\$1,863,654	\$1,919,358	\$1,976,455	\$2,034,978
Category 1 Total	\$77,013,042	\$429,363	\$1,568,000	\$1,611,313	\$1,655,708	\$1,701,213	\$1,747,856	\$1,904,563	\$1,956,289	\$2,009,309	\$2,063,654	\$2,119,358	\$2,176,455	\$2,234,978
Category 2														
TAM Direct Project Management ²	\$3,750,000	\$0	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Category 2 - Local Transportation Infras.	\$287,799,375	\$1,625,444	\$5,811,000	\$5,974,969	\$6,143,037	\$6,315,306	\$6,491,883	\$7,085,130	\$7,280,952	\$7,481,670	\$7,687,406	\$7,898,284	\$8,114,435	\$8,335,990
Category 2 Total	\$291,549,375	\$1,625,444	\$5,936,000	\$6,099,969	\$6,268,037	\$6,440,306	\$6,616,883	\$7,210,130	\$7,405,952	\$7,606,670	\$7,812,406	\$8,023,284	\$8,239,435	\$8,460,990
Category 3														
TAM Direct Project Management ²	\$7,500,000	\$0	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
Category 3 - School-Related Congestion	\$119,021,427	\$705,381	\$2,326,000	\$2,397,156	\$2,470,091	\$2,544,850	\$2,621,477	\$2,878,925	\$2,963,904	\$3,051,008	\$3,140,289	\$3,231,803	\$3,325,604	\$3,421,750
Category 3 Total	\$126,521,427	\$705,381	\$2,576,000	\$2,647,156	\$2,720,091	\$2,794,850	\$2,871,477	\$3,128,925	\$3,213,904	\$3,301,008	\$3,390,289	\$3,481,803	\$3,575,604	\$3,671,750
Category 4														
TAM Direct Project Management ²	\$3,000,000	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Category 4 - Local Transit Services	\$602,102,476	\$3,373,563	\$12,220,000	\$12,560,313	\$12,909,133	\$13,266,674	\$13,633,153	\$14,864,422	\$15,270,845	\$15,687,428	\$16,114,427	\$16,552,100	\$17,000,715	\$17,460,545
Category 4 Total	\$605,102,476	\$3,373,563	\$12,320,000	\$12,660,313	\$13,009,133	\$13,366,674	\$13,733,153	\$14,964,422	\$15,370,845	\$15,787,428	\$16,214,427	\$16,652,100	\$17,100,715	\$17,560,545
TAM Direct Project Management	\$20,250,000	\$0	\$675,000											
Assignment to Categories														
Total Revenue Assigned	\$1,100,186,320	\$6,133,750	\$22,400,000	\$23,018,750	\$23,652,969	\$24,303,043	\$24,969,369	\$27,208,040	\$27,946,991	\$28,704,415	\$29,480,776	\$30,276,545	\$31,092,209	\$31,928,264
Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Note:

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

14 FY 31/32	15 FY 32/33	16 FY 33/34	17 FY 34/35	18 FY 35/36	19 FY 36/37	20 FY 37/38	21 FY 38/39	22 FY 39/40	23 FY 40/41	24 FY 41/42	25 FY 42/43	26 FY 43/44	27 FY 44/45	28 FY 45/46	29 FY 46/47	30 FY 47/48	31 FY 48/49 ³
\$36,984,443	\$37,909,054	\$38,856,780	\$39,828,200	\$40,823,905	\$41,844,502	\$42,890,615	\$43,962,880	\$45,061,952	\$46,188,501	\$47,343,213	\$48,526,794	\$49,739,964	\$50,983,463	\$52,258,049	\$53,564,501	\$54,903,613	\$42,207,153
\$1,849,222	\$1,895,453	\$1,942,839	\$1,991,410	\$2,041,195	\$2,092,225	\$2,144,531	\$2,198,144	\$2,253,098	\$2,309,425	\$2,367,161	\$2,426,340	\$2,486,998	\$2,549,173	\$2,612,902	\$2,678,225	\$2,745,181	\$2,110,358
\$2,350,000	\$1,762,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$4,199,222	\$3,657,953	\$1,942,839	\$1,991,410	\$2,041,195	\$2,092,225	\$2,144,531	\$2,198,144	\$2,253,098	\$2,309,425	\$2,367,161	\$2,426,340	\$2,486,998	\$2,549,173	\$2,612,902	\$2,678,225	\$2,745,181	\$2,110,358
\$32,785,221	\$34,251,101	\$36,913,941	\$37,836,790	\$38,782,709	\$39,752,277	\$40,746,084	\$41,764,736	\$42,808,855	\$43,879,076	\$44,976,053	\$46,100,454	\$47,252,965	\$48,434,290	\$49,645,147	\$50,886,275	\$52,158,432	\$40,096,795
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$32,785,221	\$34,251,101	\$36,913,941	\$37,836,790	\$38,782,709	\$39,752,277	\$40,746,084	\$41,764,736	\$42,808,855	\$43,879,076	\$44,976,053	\$46,100,454	\$47,252,965	\$48,434,290	\$49,645,147	\$50,886,275	\$52,158,432	\$40,096,795
FY 31/32	FY 32/33	FY 33/34	FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/49 ³
\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	
\$2,094,965	\$2,197,577	\$2,383,976	\$2,448,575	\$2,514,790	\$2,582,659	\$2,652,226	\$2,723,532	\$2,796,620	\$2,871,535	\$2,948,324	\$3,027,032	\$3,107,708	\$3,190,400	\$3,275,160	\$3,362,039	\$3,451,090	\$2,606,776
\$2,294,965	\$2,397,577	\$2,583,976	\$2,648,575	\$2,714,790	\$2,782,659	\$2,852,226	\$2,923,532	\$2,996,620	\$3,071,535	\$3,148,324	\$3,227,032	\$3,307,708	\$3,390,400	\$3,475,160	\$3,562,039	\$3,651,090	\$2,806,776
\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	
\$8,563,083	\$8,951,542	\$9,657,194	\$9,901,749	\$10,152,418	\$10,409,353	\$10,672,712	\$10,942,655	\$11,219,346	\$11,502,955	\$11,793,654	\$12,091,620	\$12,397,036	\$12,710,087	\$13,030,964	\$13,359,863	\$13,696,985	\$10,500,651
\$8,688,083	\$9,076,542	\$9,782,194	\$10,026,749	\$10,277,418	\$10,534,353	\$10,797,712	\$11,067,655	\$11,344,346	\$11,627,955	\$11,918,654	\$12,216,620	\$12,522,036	\$12,835,087	\$13,155,964	\$13,484,863	\$13,821,985	\$10,625,651
\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	
\$3,520,300	\$3,688,877	\$3,995,103	\$4,101,231	\$4,210,012	\$4,321,512	\$4,435,800	\$4,552,945	\$4,673,018	\$4,796,094	\$4,922,246	\$5,051,552	\$5,184,091	\$5,319,943	\$5,459,192	\$5,601,922	\$5,748,220	\$4,361,131
\$3,770,300	\$3,938,877	\$4,245,103	\$4,351,231	\$4,460,012	\$4,571,512	\$4,685,800	\$4,802,945	\$4,923,018	\$5,046,094	\$5,172,246	\$5,301,552	\$5,434,091	\$5,569,943	\$5,709,192	\$5,851,922	\$5,998,220	\$4,611,131
\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	
\$17,931,871	\$18,738,106	\$20,202,668	\$20,710,234	\$21,230,490	\$21,763,752	\$22,310,346	\$22,870,605	\$23,444,870	\$24,033,492	\$24,636,829	\$25,255,250	\$25,889,131	\$26,538,859	\$27,204,831	\$27,887,452	\$28,587,138	\$21,953,237
\$18,031,871	\$18,838,106	\$20,302,668	\$20,810,234	\$21,330,490	\$21,863,752	\$22,410,346	\$22,970,605	\$23,544,870	\$24,133,492	\$24,736,829	\$25,355,250	\$25,989,131	\$26,638,859	\$27,304,831	\$27,987,452	\$28,687,138	\$22,053,237
\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	
\$32,110,221	\$33,576,101	\$36,238,941	\$37,161,790	\$38,107,709	\$39,077,277	\$40,071,084	\$41,089,736	\$42,133,855	\$43,204,076	\$44,301,053	\$45,425,454	\$46,577,965	\$47,759,290	\$48,970,147	\$50,211,275	\$51,483,432	\$39,421,795
\$32,785,221	\$34,251,101	\$36,913,941	\$37,836,790	\$38,782,709	\$39,752,277	\$40,746,084	\$41,764,736	\$42,808,855	\$43,879,076	\$44,976,053	\$46,100,454	\$47,252,965	\$48,434,290	\$49,645,147	\$50,886,275	\$52,158,432	\$40,096,795
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Transportation Authority of Marin

Measure AA

Attachment 2: Revenues and Assignments to Categories and Subcategories

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

Note:

- Collection of Measure AA revenue commenced on April 1, 2019. FY 18/19 includes only three months of revenues (April 1, 2019 to June 30, 2019).
- TAM direct project management is actual cost needed to manage the category. The amounts shown are the anticipated costs. Any project management funds not used will return to the Category in the following year.
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14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
FY 31/32	FY 32/33	FY 33/34	FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/48 ³
\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	
\$448,921	\$470,909	\$510,852	\$524,695	\$538,883	\$553,427	\$568,334	\$583,614	\$599,276	\$615,329	\$631,784	\$648,650	\$665,937	\$683,657	\$701,820	\$720,437	\$739,519	\$558,595
\$598,562	\$627,879	\$681,136	\$699,593	\$718,511	\$737,903	\$757,779	\$778,152	\$799,034	\$820,439	\$842,378	\$864,866	\$887,916	\$911,543	\$935,760	\$960,583	\$986,026	\$744,793
\$897,842	\$941,819	\$1,021,704	\$1,049,389	\$1,077,767	\$1,106,854	\$1,136,668	\$1,167,228	\$1,198,551	\$1,230,658	\$1,263,567	\$1,297,299	\$1,331,875	\$1,367,314	\$1,403,640	\$1,440,874	\$1,479,039	\$1,117,190
\$149,640	\$156,970	\$170,284	\$174,898	\$179,628	\$184,476	\$189,445	\$194,538	\$199,759	\$205,110	\$210,595	\$216,217	\$221,979	\$227,886	\$233,940	\$240,146	\$246,506	\$186,198
\$2,294,965	\$2,397,577	\$2,583,976	\$2,648,575	\$2,714,790	\$2,782,659	\$2,852,226	\$2,923,532	\$2,996,620	\$3,071,535	\$3,148,324	\$3,227,032	\$3,307,708	\$3,390,400	\$3,475,160	\$3,562,039	\$3,651,090	\$2,806,776

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

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

FY 31/32	FY 32/33	FY 33/34	FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/48 ³
\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	
\$10,759,123	\$11,242,863	\$12,121,601	\$12,426,141	\$12,738,294	\$13,058,251	\$13,386,208	\$13,722,363	\$14,066,922	\$14,420,095	\$14,782,097	\$15,153,150	\$15,533,479	\$15,923,316	\$16,322,898	\$16,732,471	\$17,152,283	\$13,171,942</td

Transportation Authority of Marin

Attachment 3-1 -- Category 1: Reduce Congestion on Highway 101 and Adjacent Roadways

Measure AA Revenues and Expenditures

		Year	1	2	3	4	5	6	7	8	9	10	11	12	13	
		Total	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31	
Revenue Available to Category 1 (7% in EP)		\$77,013,042	\$429,363	\$1,568,000	\$1,611,313	\$1,655,708	\$1,701,213	\$1,747,856	\$1,904,563	\$1,956,289	\$2,009,309	\$2,063,654	\$2,119,358	\$2,176,455	\$2,234,978	
Direct Project Management		\$6,000,000	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	
Net Revenue Available to Subcategories		\$71,013,042	\$429,363	\$1,368,000	\$1,411,313	\$1,455,708	\$1,501,213	\$1,547,856	\$1,704,563	\$1,756,289	\$1,809,309	\$1,863,654	\$1,919,358	\$1,976,455	\$2,034,978	
Subcategory 1 Marin Sonoma Narrows		EP	Total	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31
Revenue																
Subcategory 1 Revenue		1.50%	\$15,217,081	\$92,006	\$293,143	\$302,424	\$311,937	\$321,689	\$331,683	\$365,263	\$376,348	\$387,709	\$399,354	\$411,291	\$423,526	\$436,067
Expenditures																
Subcategory 1 - MSN Matching Funds		\$15,217,081	\$0	\$2,800,000	\$12,417,081	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Subcategory 1 Funding Deficit/Surplus		\$0	\$92,006	(2,414,851)	(14,529,508)	(14,217,570)	(13,895,882)	(13,564,199)	(13,198,935)	(12,822,587)	(12,434,878)	(12,035,524)	(11,624,233)	(11,200,707)	(10,764,640)	
Subcategory 2 Highway 101/580 Direct Connector		EP	Total	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31
Revenue																
Subcategory 2 Revenue		2.00%	\$20,289,441	\$122,675	\$390,857	\$403,232	\$415,917	\$428,918	\$442,245	\$487,018	\$501,797	\$516,945	\$532,473	\$548,388	\$564,701	\$581,422
Total Revenue		\$20,289,441	\$122,675	\$390,857	\$403,232	\$415,917	\$428,918	\$442,245	\$487,018	\$501,797	\$516,945	\$532,473	\$548,388	\$564,701	\$581,422	
Expenditures																
Substrategy 2 - 101/580 Direct Connector		\$20,289,441	\$0	\$4,400,000			\$5,300,000	\$4,000,000	\$6,589,441							
Total Expenditures		\$20,289,441	\$0	\$4,400,000	\$0	\$0	\$5,300,000	\$4,000,000	\$6,589,441	\$0	\$0	\$0	\$0	\$0	\$0	
Subcategory 2 Funding Deficit/Surplus		\$0	\$122,675	(3,886,468)	(3,483,236)	(3,067,319)	(7,938,401)	(11,496,157)	(17,598,580)	(17,096,783)	(16,579,837)	(16,047,365)	(15,498,977)	(14,934,275)	(14,352,853)	
Subcategory 3 Highway 101 Local Interchanges		EP	Total	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31
Revenue																
Subcategory 3 Revenue		3.00%	\$30,434,161	\$184,013	\$586,286	\$604,848	\$623,875	\$643,377	\$663,367	\$730,527	\$752,695	\$775,418	\$798,709	\$822,582	\$847,052	\$872,134
Total Revenue		\$30,434,161	\$184,013	\$586,286	\$604,848	\$623,875	\$643,377	\$663,367	\$730,527	\$752,695	\$775,418	\$798,709	\$822,582	\$847,052	\$872,134	
Expenditures																
Subcategory 3 - Hwy 101 Local Interchanges		\$30,434,161	\$184,013	\$586,286	\$604,848	\$623,875	\$643,377	\$663,367	\$730,527	\$752,695	\$775,418	\$798,709	\$822,582	\$847,052	\$872,134	
Total Expenditures		\$30,434,161	\$184,013	\$586,286	\$604,848	\$623,875	\$643,377	\$663,367	\$730,527	\$752,695	\$775,418	\$798,709	\$822,582	\$847,052	\$872,134	
Subcategory 3 Cumulative Balance		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Subcategory 4 Commute Alternative & Trip Reduction		EP	Total	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31
Revenue																
Subcategory 4 Revenue		0.50%	\$5,072,360	\$30,669	\$97,714	\$100,808	\$103,979	\$107,230	\$110,561	\$121,754	\$125,449	\$129,236	\$133,118	\$137,097	\$141,175	\$145,356
Total Revenue		\$5,072,360	\$30,669	\$97,714	\$100,808	\$103,979	\$107,230	\$110,561	\$121,754	\$125,449	\$129,236	\$133,118	\$137,097	\$141,175	\$145,356	
Expenditures																
Subcategory 4 - Commute Alternatives		\$5,072,360	\$30,669	\$97,714	\$100,808	\$103,979	\$107,230	\$110,561	\$121,754	\$125,449	\$129,236	\$133,118	\$137,097	\$141,175	\$145,356	
Total Expenditures		\$5,072,360	\$30,669	\$97,714	\$100,808	\$103,979	\$107,230	\$110,561	\$121,754	\$125,449	\$129,236	\$133,118	\$137,097	\$141,175	\$145,356	
Subcategory 4 Cumulative Balance		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
FY 31/32	FY 32/33	FY 33/34	FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/49
\$2,294,965	\$2,397,577	\$2,583,976	\$2,648,575	\$2,714,790	\$2,782,659	\$2,852,226	\$2,923,532	\$2,996,620	\$3,071,535	\$3,148,324	\$3,227,032	\$3,307,708	\$3,390,400	\$3,475,160	\$3,562,039	\$3,651,090	\$2,806,776
\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	
\$2,094,965	\$2,197,577	\$2,383,976	\$2,448,575	\$2,514,790	\$2,582,659	\$2,652,226	\$2,723,532	\$2,796,620	\$2,871,535	\$2,948,324	\$3,027,032	\$3,107,708	\$3,190,400	\$3,275,160	\$3,362,039	\$3,451,090	\$2,606,776
FY 31/32	FY 32/33	FY 33/34	FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/49
\$448,921	\$470,909	\$510,852	\$524,695	\$538,883	\$553,427	\$568,334	\$583,614	\$599,276	\$615,329	\$631,784	\$648,650	\$665,937	\$683,657	\$701,820	\$720,437	\$739,519	\$558,595
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(10,315,719)	(9,844,809)	(9,333,957)	(8,809,263)	(8,270,379)	(7,716,952)	(7,148,618)	(6,565,004)	(5,965,729)	(5,350,400)	(4,718,616)	(4,069,966)	(3,404,029)	(2,720,372)	(2,018,552)	(1,298,115)	(558,595)	(0)
FY 31/32	FY 32/33	FY 33/34	FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/49
\$598,562	\$627,879	\$681,136	\$699,593	\$718,511	\$737,903	\$757,779	\$778,152	\$799,034	\$820,439	\$842,378	\$864,866	\$887,916	\$911,543	\$935,760	\$960,583	\$986,026	\$744,793
\$598,562	\$627,879	\$681,136	\$699,593	\$718,511	\$737,903	\$757,779	\$778,152	\$799,034	\$820,439	\$842,378	\$864,866	\$887,916	\$911,543	\$935,760	\$960,583	\$986,026	\$744,793
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(13,754,291)	(13,126,412)	(12,445,276)	(11,745,683)	(11,027,172)	(10,289,269)	(9,531,490)	(8,753,339)	(7,954,304)	(7,133,866)	(6,291,487)	(5,426,621)	(4,538,705)	(3,627,162)	(2,691,402)	(1,730,819)	(744,793)	(0)
FY 31/32	FY 32/33	FY 33/34	FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/49
\$897,842	\$941,819	\$1,021,704	\$1,049,389	\$1,077,767	\$1,106,854	\$1,136,668	\$1,167,228	\$1,198,551	\$1,230,658	\$1,263,567	\$1,297,299	\$1,331,875	\$1,367,314	\$1,403,640	\$1,440,874	\$1,479,039	\$1,117,190
\$897,842	\$941,819	\$1,021,704	\$1,049,389	\$1,077,767	\$1,106,854	\$1,136,668	\$1,167,228	\$1,198,551	\$1,230,658	\$1,263,567	\$1,297,299	\$1,331,875	\$1,367,314	\$1,403,640	\$1,440,874	\$1,479,039	\$1,117,190
\$897,842	\$941,819	\$1,021,704	\$1,049,389	\$1,077,767	\$1,106,854	\$1,136,668	\$1,167,228	\$1,198,551	\$1,230,658	\$1,263,567	\$1,297,299	\$1,331,875	\$1,367,314	\$1,403,640	\$1,440,874	\$1,479,039	\$1,117,190
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FY 31/32	FY 32/33	FY 33/34	FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/49
\$149,640	\$156,970	\$170,284	\$174,898	\$179,628	\$184,476	\$189,445	\$194,538	\$199,759	\$205,110	\$210,595	\$216,217	\$221,979	\$227,886	\$233,940	\$240,146	\$246,506	\$186,198
\$149,640	\$156,970	\$170,284	\$174,898	\$179,628	\$184,476	\$189,445	\$194,538	\$199,759	\$205,110	\$210,595	\$216,217	\$221,979	\$227,886	\$233,940	\$240,146	\$246,506	\$186,198
\$149,640	\$156,970	\$170,284	\$174,898	\$179,628	\$184,476	\$189,445	\$194,538	\$199,759	\$205,110	\$210,595	\$216,217	\$221,979	\$227,886	\$233,940	\$240,146	\$246,506	\$186,198
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Transportation Authority of Marin

Attachment 3-2 -- Category 2: Maintain, Improve, and Manage Marin's Local Transportation Infrastructure

Measure AA Revenues and Expenditures

	Year	1	2	3	4	5	6	7	8	9	10	11	12	13	
	Total	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31	
Revenue Available to Category 2 (26.5% in EP)	\$291,549,375	\$1,625,444	\$5,936,000	\$6,099,969	\$6,268,037	\$6,440,306	\$6,616,883	\$7,210,130	\$7,405,952	\$7,606,670	\$7,812,406	\$8,023,284	\$8,239,435	\$8,460,990	
Direct Project Management	\$3,750,000	\$0	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	
Net Revenue Available to Subcategories	\$287,799,375	\$1,625,444	\$5,811,000	\$5,974,969	\$6,143,037	\$6,315,306	\$6,491,883	\$7,085,130	\$7,280,952	\$7,481,670	\$7,687,406	\$7,898,284	\$8,114,435	\$8,335,990	
Subcategory 1 Local Roads	EP	Total	FY 18/19¹	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31
Revenue															
Prior Year Carryforward				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Subcategory 1 Revenue	22.0%	\$238,927,783	\$1,349,425	\$4,824,226	\$4,960,351	\$5,099,880	\$5,242,896	\$5,389,488	\$5,881,995	\$6,044,564	\$6,211,198	\$6,381,997	\$6,557,066	\$6,736,512	\$6,920,444
Total Revenue		\$238,927,783	\$1,349,425	\$4,824,226	\$4,960,351	\$5,099,880	\$5,242,896	\$5,389,488	\$5,881,995	\$6,044,564	\$6,211,198	\$6,381,997	\$6,557,066	\$6,736,512	\$6,920,444
Expenditures⁴															
Belvedere	0.98%	\$2,346,611	\$13,253	\$47,381	\$48,718	\$50,088	\$51,493	\$52,932	\$57,770	\$59,366	\$61,003	\$62,680	\$64,400	\$66,162	\$67,969
Corte Madera	3.53%	\$8,442,182	\$47,680	\$170,457	\$175,267	\$180,197	\$185,250	\$190,430	\$207,832	\$213,576	\$219,464	\$225,499	\$231,685	\$238,025	\$244,524
Fairfax	2.77%	\$6,611,488	\$37,341	\$133,494	\$137,260	\$141,121	\$145,079	\$149,135	\$162,764	\$167,262	\$171,873	\$176,599	\$181,444	\$186,409	\$191,499
Larkspur	3.99%	\$9,534,094	\$53,847	\$192,504	\$197,936	\$203,504	\$209,211	\$215,060	\$234,713	\$241,200	\$247,850	\$254,665	\$261,651	\$268,812	\$276,151
Mill Valley	5.65%	\$13,495,011	\$76,218	\$272,480	\$280,168	\$288,049	\$296,127	\$304,407	\$332,224	\$341,406	\$350,818	\$360,465	\$370,353	\$380,489	\$390,877
Novato	18.10%	\$43,239,026	\$244,207	\$873,046	\$897,680	\$922,931	\$948,813	\$975,342	\$1,064,471	\$1,093,892	\$1,124,047	\$1,154,957	\$1,186,640	\$1,219,114	\$1,252,401
Ross	1.02%	\$2,432,300	\$13,737	\$49,111	\$50,497	\$51,917	\$53,373	\$54,865	\$59,879	\$61,534	\$63,230	\$64,969	\$66,751	\$68,578	\$70,451
San Anselmo	4.44%	\$10,600,819	\$59,872	\$214,043	\$220,082	\$226,273	\$232,618	\$239,122	\$260,974	\$268,187	\$275,580	\$283,158	\$290,926	\$298,888	\$307,048
San Rafael	19.59%	\$46,797,856	\$264,307	\$944,902	\$971,565	\$998,894	\$1,026,906	\$1,055,618	\$1,152,084	\$1,183,925	\$1,216,563	\$1,250,017	\$1,284,307	\$1,319,454	\$1,355,481
Sausalito	2.80%	\$6,691,622	\$37,793	\$135,112	\$138,924	\$142,832	\$146,837	\$150,943	\$164,736	\$169,289	\$173,956	\$178,740	\$183,643	\$188,669	\$193,820
Tiburon	3.46%	\$8,269,712	\$46,706	\$166,975	\$171,687	\$176,516	\$181,466	\$186,540	\$203,586	\$209,213	\$214,981	\$220,892	\$226,952	\$233,163	\$239,529
County	33.68%	\$80,467,063	\$454,465	\$1,624,722	\$1,670,567	\$1,717,558	\$1,765,724	\$1,815,093	\$1,980,962	\$2,035,713	\$2,091,832	\$2,149,355	\$2,208,315	\$2,268,750	\$2,330,695
Total Expenditures	100.00%	\$238,927,783	\$1,349,425	\$4,824,226	\$4,960,351	\$5,099,880	\$5,242,896	\$5,389,488	\$5,881,995	\$6,044,564	\$6,211,198	\$6,381,997	\$6,557,066	\$6,736,512	\$6,920,444
Subcategory 1 Cumulative Balance				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Subcategory 2 Safe Pathways	EP	Total	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31
Revenue															
Prior Year Carryforward				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Subcategory 2 Revenue	3.0%	\$32,581,061	\$184,013	\$657,849	\$676,412	\$695,438	\$714,940	\$734,930	\$802,090	\$824,259	\$846,982	\$870,272	\$894,145	\$918,615	\$943,697
Total Revenue		\$32,581,061	\$184,013	\$657,849	\$676,412	\$695,438	\$714,940	\$734,930	\$802,090	\$824,259	\$846,982	\$870,272	\$894,145	\$918,615	\$943,697
Expenditures															
Substrategy 2 - Safe Pathways		\$32,581,061	\$184,013	\$657,849	\$676,412	\$695,438	\$714,940	\$734,930	\$802,090	\$824,259	\$846,982	\$870,272	\$894,145	\$918,615	\$943,697
Total Expenditures		\$32,581,061	\$184,013	\$657,849	\$676,412	\$695,438	\$714,940	\$734,930	\$802,090	\$824,259	\$846,982	\$870,272	\$894,145	\$918,615	\$943,697
Subcategory 2 Cumulative Balance				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Subcategory 3 Sea Level Rise Mitigation	EP	Total	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31
Revenue															
Prior Year Carryforward				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Subcategory 3 Revenue	1.00%	\$10,860,354	\$61,338	\$219,283	\$225,471	\$231,813	\$238,313	\$244,977	\$267,363	\$274,753	\$282,327	\$290,091	\$298,048	\$306,205	\$314,566
Total Revenue		\$10,860,354	\$61,338	\$219,283	\$225,471	\$231,813	\$238,313	\$244,977	\$267,363	\$274,753	\$282,327	\$290,091	\$298,048	\$306,205	\$314,566
Expenditures															
Subcategory 3 - Sea Level Rise Mitigation		\$10,860,354	\$61,338	\$219,283	\$225,471	\$231,813	\$238,313	\$244,977	\$267,363	\$274,753	\$282,327	\$290,091	\$298,048	\$306,2	

14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
FY 31/32	FY 32/33	FY 33/34	FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/49
\$8,688,083	\$9,076,542	\$9,782,194	\$10,026,749	\$10,277,418	\$10,534,353	\$10,797,712	\$11,067,655	\$11,344,346	\$11,627,955	\$11,918,654	\$12,216,620	\$12,522,036	\$12,835,087	\$13,155,964	\$13,484,863	\$13,821,985	\$10,625,651
\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	
\$8,563,083	\$8,951,542	\$9,657,194	\$9,901,749	\$10,152,418	\$10,409,353	\$10,672,712	\$10,942,655	\$11,219,346	\$11,502,955	\$11,793,654	\$12,091,620	\$12,397,036	\$12,710,087	\$13,030,964	\$13,359,863	\$13,696,985	\$10,500,651
FY 31/32	FY 32/33	FY 33/34	FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/49
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$7,108,975	\$7,431,469	\$8,017,293	\$8,220,320	\$8,428,422	\$8,641,727	\$8,860,365	\$9,084,468	\$9,314,174	\$9,549,623	\$9,790,958	\$10,038,326	\$10,291,879	\$10,551,770	\$10,818,159	\$11,091,207	\$11,371,082	\$8,717,521
\$7,108,975	\$7,431,469	\$8,017,293	\$8,220,320	\$8,428,422	\$8,641,727	\$8,860,365	\$9,084,468	\$9,314,174	\$9,549,623	\$9,790,958	\$10,038,326	\$10,291,879	\$10,551,770	\$10,818,159	\$11,091,207	\$11,371,082	\$8,717,521
\$69,820	\$72,988	\$78,741	\$80,735	\$82,779	\$84,874	\$87,021	\$89,222	\$91,478	\$93,791	\$96,161	\$98,591	\$101,081	\$103,633	\$106,250	\$108,931	\$111,680	\$85,618
\$251,186	\$262,581	\$283,280	\$290,454	\$297,807	\$305,343	\$313,069	\$320,987	\$329,103	\$337,423	\$345,950	\$354,690	\$363,649	\$372,832	\$382,245	\$391,892	\$401,781	\$308,022
\$196,716	\$205,640	\$221,850	\$227,469	\$233,227	\$239,129	\$245,180	\$251,381	\$257,737	\$264,252	\$270,930	\$277,775	\$284,792	\$291,983	\$299,355	\$306,910	\$314,655	\$241,227
\$283,674	\$296,543	\$319,919	\$328,021	\$336,325	\$344,837	\$353,561	\$362,504	\$371,670	\$381,065	\$390,695	\$400,566	\$410,684	\$421,054	\$431,684	\$442,580	\$453,748	\$347,861
\$401,526	\$419,741	\$452,829	\$464,296	\$476,050	\$488,098	\$500,447	\$513,105	\$526,079	\$539,377	\$553,008	\$566,980	\$581,301	\$595,980	\$611,026	\$626,449	\$642,256	\$492,379
\$1,286,519	\$1,344,881	\$1,450,898	\$1,487,640	\$1,525,301	\$1,563,903	\$1,603,470	\$1,644,026	\$1,685,596	\$1,728,206	\$1,771,881	\$1,816,647	\$1,862,533	\$1,909,566	\$1,957,774	\$2,007,188	\$2,057,837	\$1,577,620
\$72,370	\$75,653	\$81,617	\$83,683	\$85,802	\$87,973	\$90,199	\$92,480	\$94,819	\$97,216	\$99,673	\$102,191	\$104,772	\$107,418	\$110,130	\$112,909	\$115,758	\$88,745
\$315,413	\$329,722	\$355,714	\$364,722	\$373,955	\$383,419	\$393,119	\$403,062	\$413,254	\$423,701	\$434,408	\$445,383	\$456,633	\$468,164	\$479,983	\$492,098	\$504,516	\$386,782
\$1,392,407	\$1,455,573	\$1,570,316	\$1,610,082	\$1,650,842	\$1,692,622	\$1,735,445	\$1,779,339	\$1,824,331	\$1,870,448	\$1,917,717	\$1,966,168	\$2,015,830	\$2,066,734	\$2,118,911	\$2,172,392	\$2,227,210	\$1,707,467
\$199,100	\$208,132	\$224,539	\$230,226	\$236,054	\$242,028	\$248,151	\$254,428	\$260,861	\$267,455	\$274,214	\$281,142	\$288,243	\$295,522	\$302,983	\$310,630	\$318,469	\$244,151
\$246,054	\$257,216	\$277,493	\$284,520	\$291,723	\$299,105	\$306,673	\$314,429	\$322,380	\$330,529	\$338,882	\$347,444	\$356,220	\$365,215	\$374,436	\$383,886	\$393,573	\$301,729
\$2,394,189	\$2,502,800	\$2,700,096	\$2,768,473	\$2,838,558	\$2,910,396	\$2,984,029	\$3,059,504	\$3,136,865	\$3,216,161	\$3,297,438	\$3,380,748	\$3,466,140	\$3,553,668	\$3,643,383	\$3,735,341	\$3,829,599	\$2,935,922
\$7,108,975	\$7,431,469	\$8,017,293	\$8,220,320	\$8,428,422	\$8,641,727	\$8,860,365	\$9,084,468	\$9,314,174	\$9,549,623	\$9,790,958	\$10,038,326	\$10,291,879	\$10,551,770	\$10,818,159	\$11,091,207	\$11,371,082	\$8,717,521
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FY 31/32	FY 32/33	FY 33/34	FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/49
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$969,406	\$1,013,382	\$1,093,267	\$1,120,953	\$1,149,330	\$1,178,417	\$1,208,232	\$1,238,791	\$1,270,115	\$1,302,221	\$1,335,131	\$1,368,863	\$1,403,438	\$1,438,878	\$1,475,203	\$1,512,437	\$1,550,602	\$1,188,753
\$969,406	\$1,013,382	\$1,093,267	\$1,120,953	\$1,149,330	\$1,178,417	\$1,208,232	\$1,238,791	\$1,270,115	\$1,302,221	\$1,335,131	\$1,368,863	\$1,403,438	\$1,438,878	\$1,475,203	\$1,512,437	\$1,550,602	\$1,188,753
\$969,406	\$1,013,382	\$1,093,267	\$1,120,953	\$1,149,330	\$1,178,417	\$1,208,232	\$1,238,791	\$1,270,115	\$1,302,221	\$1,335,131	\$1,368,863	\$1,403,438	\$1,438,878	\$1,475,203	\$1,512,437	\$1,550,602	\$1,188,753
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FY 31/32	FY 32/33	FY 33/34	FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/49
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$323,135	\$337,794	\$364,422	\$373,651	\$383,110	\$392,806	\$402,744	\$412,930	\$423,372	\$434,074	\$445,044	\$456,288	\$467,813	\$479,626	\$491,734	\$504,146	\$516,867	\$396,251
\$323,135	\$337,794	<b															

Transportation Authority of Marin

Attachment 3-3 -- Category 3: School-Related Congestion and Safer Access to School

Measure AA Revenues and Expenditures

		Year	1	2	3	4	5	6	7	8	9	10	11	12	13
		Total	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31
Revenue Available to Category 3 (11.5% in EP)		\$126,521,427	\$705,381	\$2,576,000	\$2,647,156	\$2,720,091	\$2,794,850	\$2,871,477	\$3,128,925	\$3,213,904	\$3,301,008	\$3,390,289	\$3,481,803	\$3,575,604	\$3,671,750
Direct Project Management		\$7,500,000	\$0	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
Net Revenue Available to Subcategories		\$119,021,427	\$705,381	\$2,326,000	\$2,397,156	\$2,470,091	\$2,544,850	\$2,621,477	\$2,878,925	\$2,963,904	\$3,051,008	\$3,140,289	\$3,231,803	\$3,325,604	\$3,421,750

Subcategory 1 Safe Routes to Schools Education	EP	Total	FY 18/19 ¹	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31
Revenue															
Prior Year Carryforward				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subcategory 1 Revenue	3.50%	\$36,223,913	\$214,681	\$707,913	\$729,569	\$751,767	\$774,520	\$797,841	\$876,194	\$902,058	\$928,568	\$955,740	\$983,592	\$1,012,140	\$1,041,402
Total Revenue		\$36,223,913	\$214,681	\$707,913	\$729,569	\$751,767	\$774,520	\$797,841	\$876,194	\$902,058	\$928,568	\$955,740	\$983,592	\$1,012,140	\$1,041,402
Expenditures															
Subcategory 1 - Safe Routes to Schools		\$36,223,913	\$214,681	\$707,913	\$729,569	\$751,767	\$774,520	\$797,841	\$876,194	\$902,058	\$928,568	\$955,740	\$983,592	\$1,012,140	\$1,041,402
Total Expenditures		\$36,223,913	\$214,681	\$707,913	\$729,569	\$751,767	\$774,520	\$797,841	\$876,194	\$902,058	\$928,568	\$955,740	\$983,592	\$1,012,140	\$1,041,402
Subcategory 1 Cumulative Balance		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Subcategory 2 Crossing Guard Program	EP	Total	FY 18/19 ¹	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31
Revenue															
Prior Year Carryforward				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subcategory 2 Revenue	7.00%	\$72,447,825	\$429,363	\$1,415,826	\$1,459,139	\$1,503,534	\$1,549,039	\$1,595,682	\$1,752,389	\$1,804,115	\$1,857,135	\$1,911,480	\$1,967,184	\$2,024,281	\$2,082,805
Total Revenue		\$72,447,825	\$429,363	\$1,415,826	\$1,459,139	\$1,503,534	\$1,549,039	\$1,595,682	\$1,752,389	\$1,804,115	\$1,857,135	\$1,911,480	\$1,967,184	\$2,024,281	\$2,082,805
Expenditures															
Substrategy 2 - Crossing Guard Program		\$72,447,825	\$429,363	\$1,415,826	\$1,459,139	\$1,503,534	\$1,549,039	\$1,595,682	\$1,752,389	\$1,804,115	\$1,857,135	\$1,911,480	\$1,967,184	\$2,024,281	\$2,082,805
Total Expenditures		\$72,447,825	\$429,363	\$1,415,826	\$1,459,139	\$1,503,534	\$1,549,039	\$1,595,682	\$1,752,389	\$1,804,115	\$1,857,135	\$1,911,480	\$1,967,184	\$2,024,281	\$2,082,805
Subcategory 2 Cumulative Balance		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Subcategory 3 Small School Safety-Related Projects	EP	Total	FY 18/19 ¹	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31
Revenue															
Prior Year Carryforward				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subcategory 3 Revenue	1.00%	\$10,349,689	\$61,338	\$202,261	\$208,448	\$214,791	\$221,291	\$227,955	\$250,341	\$257,731	\$265,305	\$273,069	\$281,026	\$289,183	\$297,544
Total Revenue		\$10,349,689	\$61,338	\$202,261	\$208,448	\$214,791	\$221,291	\$227,955	\$250,341	\$257,731	\$265,305	\$273,069	\$281,026	\$289,183	\$297,544
Expenditures															
Subcategory 3 - Small School Safety-Related Projects		\$10,349,689	\$61,338	\$202,261	\$208,448	\$214,791	\$221,291	\$227,955	\$250,341	\$257,731	\$265,305	\$273,069	\$281,026	\$289,183	\$297,544
Total Expenditures		\$10,349,689	\$61,338	\$202,261	\$208,448	\$214,791	\$221,291	\$227,955	\$250,341	\$257,731	\$265,305	\$273,069	\$281,026	\$289,183	\$297,544
Subcategory 3 Cumulative Balance		\$0</b													

14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
FY 31/32	FY 32/33	FY 33/34	FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/49
\$3,770,300	\$3,938,877	\$4,245,103	\$4,351,231	\$4,460,012	\$4,571,512	\$4,685,800	\$4,802,945	\$4,923,018	\$5,046,094	\$5,172,246	\$5,301,552	\$5,434,091	\$5,569,943	\$5,709,192	\$5,851,922	\$5,998,220	\$4,611,131
\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	
\$3,520,300	\$3,688,877	\$3,995,103	\$4,101,231	\$4,210,012	\$4,321,512	\$4,435,800	\$4,552,945	\$4,673,018	\$4,796,094	\$4,922,246	\$5,051,552	\$5,184,091	\$5,319,943	\$5,459,192	\$5,601,922	\$5,748,220	\$4,361,131

FY 31/32	FY 32/33	FY 33/34	FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/49
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\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$1,071,396	\$1,122,702	\$1,215,901	\$1,248,201	\$1,281,308	\$1,315,243	\$1,350,026	\$1,385,679	\$1,422,223	\$1,459,681	\$1,498,075	\$1,537,429	\$1,577,767	\$1,619,113	\$1,661,493	\$1,704,933	\$1,749,458	\$1,327,301
\$1,071,396	\$1,122,702	\$1,215,901	\$1,248,201	\$1,281,308	\$1,315,243	\$1,350,026	\$1,385,679	\$1,422,223	\$1,459,681	\$1,498,075	\$1,537,429	\$1,577,767	\$1,619,113	\$1,661,493	\$1,704,933	\$1,749,458	\$1,327,301

\$1,071,396	\$1,122,702	\$1,215,901	\$1,248,201	\$1,281,308	\$1,315,243	\$1,350,026	\$1,385,679	\$1,422,223	\$1,459,681	\$1,498,075	\$1,537,429	\$1,577,767	\$1,619,113	\$1,661,493	\$1,704,933	\$1,749,458	\$1,327,301
\$1,071,396	\$1,122,702	\$1,215,901	\$1,248,201	\$1,281,308	\$1,315,243	\$1,350,026	\$1,385,679	\$1,422,223	\$1,459,681	\$1,498,075	\$1,537,429	\$1,577,767	\$1,619,113	\$1,661,493	\$1,704,933	\$1,749,458	\$1,327,301
\$0																	

FY 31/32	FY 32/33	FY 33/34	FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/49
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$2,142,792	\$2,245,403	\$2,431,802	\$2,496,401	\$2,562,616	\$2,630,485	\$2,700,052	\$2,771,358	\$2,844,446	\$2,919,361	\$2,996,150	\$3,074,858	\$3,155,534	\$3,238,226	\$3,322,986	\$3,409,865	\$3,498,916	\$2,654,602
\$2,142,792	\$2,245,403	\$2,431,802	\$2,496,401	\$2,562,616	\$2,630,485	\$2,700,052	\$2,771,358	\$2,844,446	\$2,919,361	\$2,996,150	\$3,074,858	\$3,155,534	\$3,238,226	\$3,322,986	\$3,409,865	\$3,498,916	\$2,654,602

\$2,142,792	\$2,245,403	\$2,431,802	\$2,496,401	\$2,562,616	\$2,630,485	\$2,700,052	\$2,771,358	\$2,844,446	\$2,919,361	\$2,996,150	\$3,074,858	\$3,155,534	\$3,238,226	\$3,322,986	\$3,409,865	\$3,498,916	\$2,654,602
\$2,142,792	\$2,245,403	\$2,431,802	\$2,496,401	\$2,562,616	\$2,630,485	\$2,700,052	\$2,771,358	\$2,844,446	\$2,919,361	\$2,996,150	\$3,074,858	\$3,155,534	\$3,238,226	\$3,322,986	\$3,409,865	\$3,498,916	\$2,654,602
\$0																	

FY 31/32	FY 32/33	FY 33/34	FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/49
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$306,113	\$320,772	\$347,400	\$356,629	\$366,088	\$375,												

Transportation Authority of Marin

Attachment 3-4 -- Category 4: Maintain and Expand Local Transit Services

Measure AA Revenues and Expenditures

	Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	
	Total	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31	FY 31/32	FY 32/33	FY 33/34	
Revenue Available to Category 4 (55% in EP)	\$605,102,476	\$3,373,563	\$12,320,000	\$12,660,313	\$13,009,133	\$13,366,674	\$13,733,153	\$14,964,422	\$15,370,845	\$15,787,428	\$16,214,427	\$16,652,100	\$17,100,715	\$17,560,545	\$18,031,871	\$18,838,106	\$20,302,668	
Direct Project Management	\$3,000,000	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	
Net Revenue Available to Subcategories	\$602,102,476	\$3,373,563	\$12,220,000	\$12,560,313	\$12,909,133	\$13,266,674	\$13,633,153	\$14,864,422	\$15,270,845	\$15,687,428	\$16,114,427	\$16,552,100	\$17,000,715	\$17,460,545	\$17,931,871	\$18,738,106	\$20,202,668	
Subcategory 1 Local Transit Services	EP	Total	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31	FY 31/32	FY 32/33	FY 33/34
Revenue																		
Prior Year Carryforward					\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Subcategory 1 Revenue	33.0%	\$361,261,486	\$2,024,138	\$7,332,000	\$7,536,188	\$7,745,480	\$7,960,004	\$8,179,892	\$8,918,653	\$9,162,507	\$9,412,457	\$9,668,656	\$9,931,260	\$10,200,429	\$10,476,327	\$10,759,123	\$11,242,863	\$12,121,601
Total Revenue		\$361,261,486	\$2,024,138	\$7,332,000	\$7,536,188	\$7,745,480	\$7,960,004	\$8,179,892	\$8,918,653	\$9,162,507	\$9,412,457	\$9,668,656	\$9,931,260	\$10,200,429	\$10,476,327	\$10,759,123	\$11,242,863	\$12,121,601
Expenditures																		
Subcategory 1 - Bus Transit Services		\$361,261,486	\$2,024,138	\$7,332,000	\$7,536,188	\$7,745,480	\$7,960,004	\$8,179,892	\$8,918,653	\$9,162,507	\$9,412,457	\$9,668,656	\$9,931,260	\$10,200,429	\$10,476,327	\$10,759,123	\$11,242,863	\$12,121,601
Total Expenditures		\$361,261,486	\$2,024,138	\$7,332,000	\$7,536,188	\$7,745,480	\$7,960,004	\$8,179,892	\$8,918,653	\$9,162,507	\$9,412,457	\$9,668,656	\$9,931,260	\$10,200,429	\$10,476,327	\$10,759,123	\$11,242,863	\$12,121,601
Subcategory 1 Cumulative Balance					\$0	\$0	\$0	\$0										
Subcategory 2 Rural and Recreational Bus Services	EP	Total	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31	FY 31/32	FY 32/33	FY 33/34
Revenue																		
Prior Year Carryforward					\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Subcategory 2 Revenue	3.0%	\$32,841,953	\$184,013	\$666,545	\$685,108	\$704,135	\$723,637	\$743,627	\$810,787	\$832,955	\$855,678	\$878,969	\$902,842	\$927,312	\$952,393	\$978,102	\$1,022,078	\$1,101,964
Total Revenue		\$32,841,953	\$184,013	\$666,545	\$685,108	\$704,135	\$723,637	\$743,627	\$810,787	\$832,955	\$855,678	\$878,969	\$902,842	\$927,312	\$952,393	\$978,102	\$1,022,078	\$1,101,964
Expenditures																		
Substrategy 2 - Rural & Recreational Bus Services		\$32,841,953	\$184,013	\$666,545	\$685,108	\$704,135	\$723,637	\$743,627	\$810,787	\$832,955	\$855,678	\$878,969	\$902,842	\$927,312	\$952,393	\$978,102	\$1,022,078	\$1,101,964
Total Expenditures		\$32,841,953	\$184,013	\$666,545	\$685,108	\$704,135	\$723,637	\$743,627	\$810,787	\$832,955	\$855,678	\$878,969	\$902,842	\$927,312	\$952,393	\$978,102	\$1,022,078	\$1,101,964
Subcategory 2 Cumulative Balance					\$0	\$0	\$0	\$0										
Subcategory 3 Transit Services for Special Needs	EP	Total	FY 18/19¹	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31	FY 31/32	FY 32/33	FY 33/34
Revenue																		
Prior Year Carryforward					\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Subcategory 3 Revenue	9.5%	\$103,999,519	\$582,706	\$2,110,727	\$2,169,509	\$2,229,759	\$2,291,516	\$2,354,817	\$2,567,491	\$2,637,691	\$2,709,647	\$2,783,401	\$2,858,999	\$2,936,487	\$3,015,912	\$3,097,323	\$3,236,582	\$3,489,552
Total Revenue		\$103,999,519	\$582,706	\$2,110,727	\$2,169,509	\$2,229,759	\$2,291,516	\$2,354,817	\$2,567,491	\$2,637,691	\$2,709,647	\$2,783,401	\$2,858,999	\$2,936,487	\$3,015,912	\$3,097,323	\$3,236,582	\$3,489,552
Expenditures																		
Subcategory 3 - Transit Services for Special Needs		\$103,999,519	\$582,706	\$2,110,727	\$2,169,509	\$2,229,759	\$2,291,516	\$2,354,817	\$2,567,491	\$2,637,691	\$2,709,647	\$2,783,401	\$2,858,999	\$2,936,487	\$3,015,912	\$3,097,323	\$3,236,582	\$3,489,552
Total Expenditures		\$103,999,519	\$582,706	\$2,110,727	\$2,169,509	\$2,229,759	\$2,291,516	\$2,354,817	\$2,567,491	\$2,637,691	\$2,709,647	\$2,783,401	\$2,858,999	\$2,936,487	\$3,015,912	\$3,097,323	\$3,236,582	\$3,489,552
Subcategory 3 Cumulative Balance					\$0	\$0	\$0	\$0										
Subcategory 4 Transit Services to Schools	EP	Total	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31	FY 31/32	FY 32/33	FY 33/34
Revenue			</															

17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/49
\$20,810,234	\$21,330,490	\$21,863,752	\$22,410,346	\$22,970,605	\$23,544,870	\$24,133,492	\$24,736,829	\$25,355,250	\$25,989,131	\$26,638,859	\$27,304,831	\$27,987,452	\$28,687,138	\$22,053,237
\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
\$20,710,234	\$21,230,490	\$21,763,752	\$22,310,346	\$22,870,605	\$23,444,870	\$24,033,492	\$24,636,829	\$25,255,250	\$25,889,131	\$26,538,859	\$27,204,831	\$27,887,452	\$28,587,138	\$21,953,237
<hr/>														
FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/49
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$12,426,141	\$12,738,294	\$13,058,251	\$13,386,208	\$13,722,363	\$14,066,922	\$14,420,095	\$14,782,097	\$15,153,150	\$15,533,479	\$15,923,316	\$16,322,898	\$16,732,471	\$17,152,283	\$13,171,942
\$12,426,141	\$12,738,294	\$13,058,251	\$13,386,208	\$13,722,363	\$14,066,922	\$14,420,095	\$14,782,097	\$15,153,150	\$15,533,479	\$15,923,316	\$16,322,898	\$16,732,471	\$17,152,283	\$13,171,942
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$12,426,141	\$12,738,294	\$13,058,251	\$13,386,208	\$13,722,363	\$14,066,922	\$14,420,095	\$14,782,097	\$15,153,150	\$15,533,479	\$15,923,316	\$16,322,898	\$16,732,471	\$17,152,283	\$13,171,942
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/49
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$1,129,649	\$1,158,027	\$1,187,114	\$1,216,928	\$1,247,488	\$1,278,811	\$1,310,918	\$1,343,827	\$1,377,559	\$1,412,134	\$1,447,574	\$1,483,900	\$1,521,134	\$1,559,298	\$1,197,449
\$1,129,649	\$1,158,027	\$1,187,114	\$1,216,928	\$1,247,488	\$1,278,811	\$1,310,918	\$1,343,827	\$1,377,559	\$1,412,134	\$1,447,574	\$1,483,900	\$1,521,134	\$1,559,298	\$1,197,449
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$1,129,649	\$1,158,027	\$1,187,114	\$1,216,928	\$1,247,488	\$1,278,811	\$1,310,918	\$1,343,827	\$1,377,559	\$1,412,134	\$1,447,574	\$1,483,900	\$1,521,134	\$1,559,298	\$1,197,449
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/49
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$3,577,222	\$3,667,085	\$3,759,194	\$3,853,605	\$3,950,377	\$4,049,568	\$4,151,239	\$4,255,452	\$4,362,270	\$4,471,759	\$4,583,985	\$4,699,016	\$4,816,923	\$4,937,778	\$3,791,923
\$3,577,222	\$3,667,085	\$3,759,194	\$3,853,605	\$3,950,377	\$4,049,568	\$4,151,239	\$4,255,452	\$4,362,270	\$4,471,759	\$4,583,985	\$4,699,016	\$4,816,923	\$4,937,778	\$3,791,923
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$3,577,222	\$3,667,085	\$3,759,194	\$3,853,605	\$3,950,377	\$4,049,568	\$4,151,239	\$4,255,452	\$4,362,270	\$4,471,759	\$4,583,985	\$4,699,016	\$4,816,923	\$4,937,778	\$3,791,923
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/49
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$1,882,749	\$1,930,045	\$1,978,523	\$2,028,213	\$2,079,146	\$2,131,352	\$2,184,863	\$2,239,712	\$2,295,932	\$2,353,557	\$2,412,624	\$2,473,166	\$2,535,223	\$2,598,831	\$1,995,749
\$1,882,749	\$1,930,045	\$1,978,523	\$2,028,213	\$2,079,146	\$2,131,352	\$2,184,863	\$2,239,712	\$2,295,932	\$2,353,557	\$2,412,624	\$2,473,166	\$2,535,223	\$2,598,831	\$1,995,749
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$1,882,749	\$1,930,045	\$1,978,523	\$2,028,213	\$2,079,146	\$2,131,352	\$2,184,863	\$2,239,712	\$2,295,932	\$2,353,557	\$2,412,624	\$2,473,166	\$2,535,223	\$2,598,831	\$1,995,749
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/49
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$1,506,199	\$1,544,036	\$1,582,818	\$1,622,571	\$1,663,317	\$1,705,081	\$1,747,890	\$1,791,769	\$1,836,745	\$1,882,846	\$1,930,099	\$1,978,533	\$2,028,178	\$2,079,065	\$1,596,599
\$1,506,199	\$1,544,036	\$1,582,818	\$1,622,571	\$1,663,317	\$1,705,081	\$1,747,890	\$1,791,769	\$1,836,745	\$1,882,846	\$1,930,099	\$1,978,533	\$2,028,178	\$2,079,065	\$1,596,599
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$1,506,199	\$1,544,036	\$1,582,818	\$1,622,571	\$1,663,317	\$1,705,081	\$1,747,890	\$1,791,769	\$1,836,745	\$1,882,846	\$1,930,099	\$1,978,533	\$2,028,178	\$2,079,065	\$1,596,599
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/49
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$188,275	\$193,004	\$197,852	\$202,821	\$207,915	\$213,135	\$218,486	\$223,971	\$229,593	\$235,356	\$241,262	\$247,317	\$253,522	\$259,883	\$199,575
\$188,275	\$193,004	\$197,852	\$202,821	\$207,915	\$213,135	\$2								

Transportation Authority of Marin**Attachment 4 -- Set Aside for Major Roads and RSR Approaches****Measure AA Revenues and Expenditures**

		Year	1	2	3	4	5	6	7	8	9	10	11	12	13
		Total	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31
Revenue Available		\$32,900,000	\$587,500	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	

	Total	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31
Revenue														
Unallocated Measure A Carryover	\$9,597,081	\$9,597,081												
Available Measure AA Revenue	\$32,152,919	\$587,500	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000
Total Revenue	\$41,750,000	\$10,184,581	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000
Expenditures														
Ross Valley Planning Area - Sir Francis Drake Blvd	\$11,870,000	\$0	\$11,870,000											
North Planning Area - Novato Blvd	\$11,587,000	\$0	\$600,000	\$700,000				\$10,287,000						
Central Planning Area - 3rd Street	\$12,522,000	\$0	\$1,100,000		\$11,422,000									
South Planning Area - E. Blithedale Avenue	\$1,897,000	\$0	\$746,000	\$1,151,000										
West Planning Area - Sir Francis Drake Blvd	\$74,000	\$0		\$74,000										
Richmond San Rafael Bridge Approaches	\$3,800,000	\$0	\$3,800,000											
Total Expenditures	\$41,750,000	\$0	\$18,116,000	\$1,925,000	\$11,422,000	\$0	\$10,287,000	\$0						
Set Aside Funding Deficit/Surplus	\$0	\$10,184,581	-\$15,766,000	\$425,000	-\$9,072,000	\$2,350,000	-\$7,937,000	\$2,350,000						

14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
FY 31/32	FY 32/33	FY 33/34	FY 34/35	FY 35/36	FY 36/37	FY 37/38	FY 38/39	FY 39/40	FY 40/41	FY 41/42	FY 42/43	FY 43/44	FY 44/45	FY 45/46	FY 46/47	FY 47/48	FY 48/49
\$2,350,000	\$1,762,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FY 31/32 FY 32/33 FY 33/34 FY 34/35 FY 35/36 FY 36/37 FY 37/38 FY 38/39 FY 39/40 FY 40/41 FY 41/42 FY 42/43 FY 43/44 FY 44/45 FY 45/46 FY 46/47 FY 47/48 FY 48/49																	
\$2,350,000	\$1,015,419																
\$2,350,000	\$1,015,419																
\$0	\$0																
\$2,350,000	\$1,015,419	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0



DATE: May 28, 2019

TO: Transportation Authority of Marin Citizens' Oversight Committee

FROM: Li Zhang, Chief Financial Officer

SUBJECT: Review and Provide Input on the Proposed TAM FY2019-20 Annual Budget (discussion)
- Agenda Item No. 6

RECOMMENDATION:

The COC reviews the Proposed TAM FY2019-20 Annual Budget and provide comments.

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 FY2019-20 revenue levels for both Measure AA, the renewed ½-Cent Transportation Sales Tax, Measure B, the \$10 Vehicle Registration Fee, and the budget development schedule at its March 28, 2019 meeting. The TAM Board will conduct a budget hearing and conditionally adopt the final FY2019-20 Annual Budget at its June 27, 2019 meeting, pending the completion of the 30-day budget comment period.

Prior to the final adoption of the Budget, some components of the Proposed FY2019-20 Annual Budget will be presented to the Marin Managers Association for review and comment at it May 23, 2019 meeting.

DISCUSSION/ANALYSIS:

In an effort to present the agency's budget in a more transparent and easier to understand format, TAM staff has revamped TAM's traditional annual budget document and is presenting a redesigned format for the budget report to the TAM Board and public. The new budget report includes four main sections:

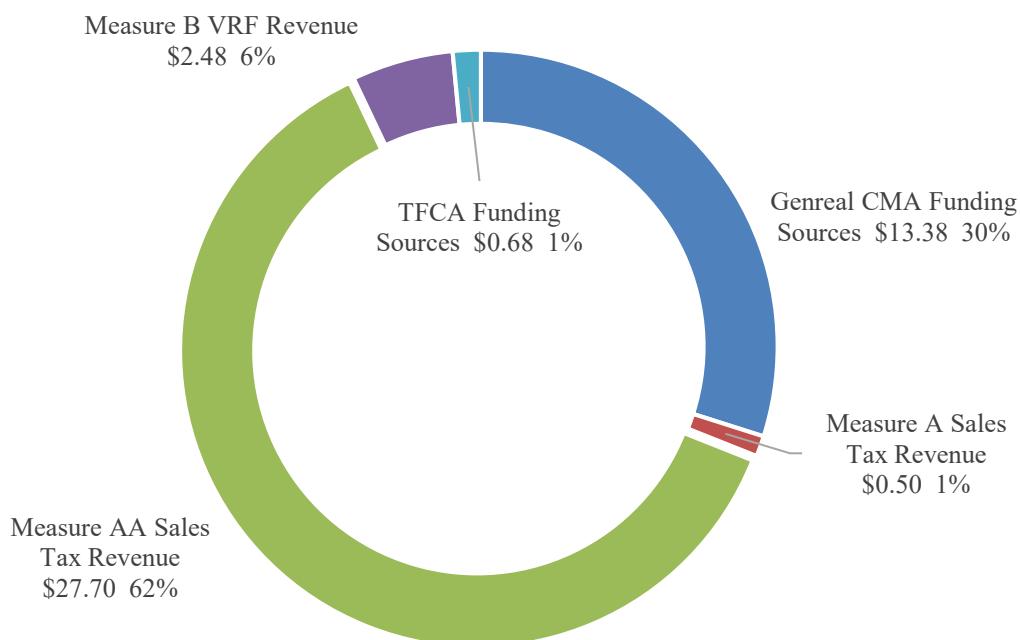
- Letter from the Executive Director - providing an overview of TAM's prior year major accomplishments and major milestones planned for the upcoming year
- TAM Budget General Overview – providing an overview of TAM's budget process and related policies
- FY2019-20 Annual Budget Process and Overview – providing the in-depth analyses of all revenue and expenditure budget line items that are proposed for FY2019-20

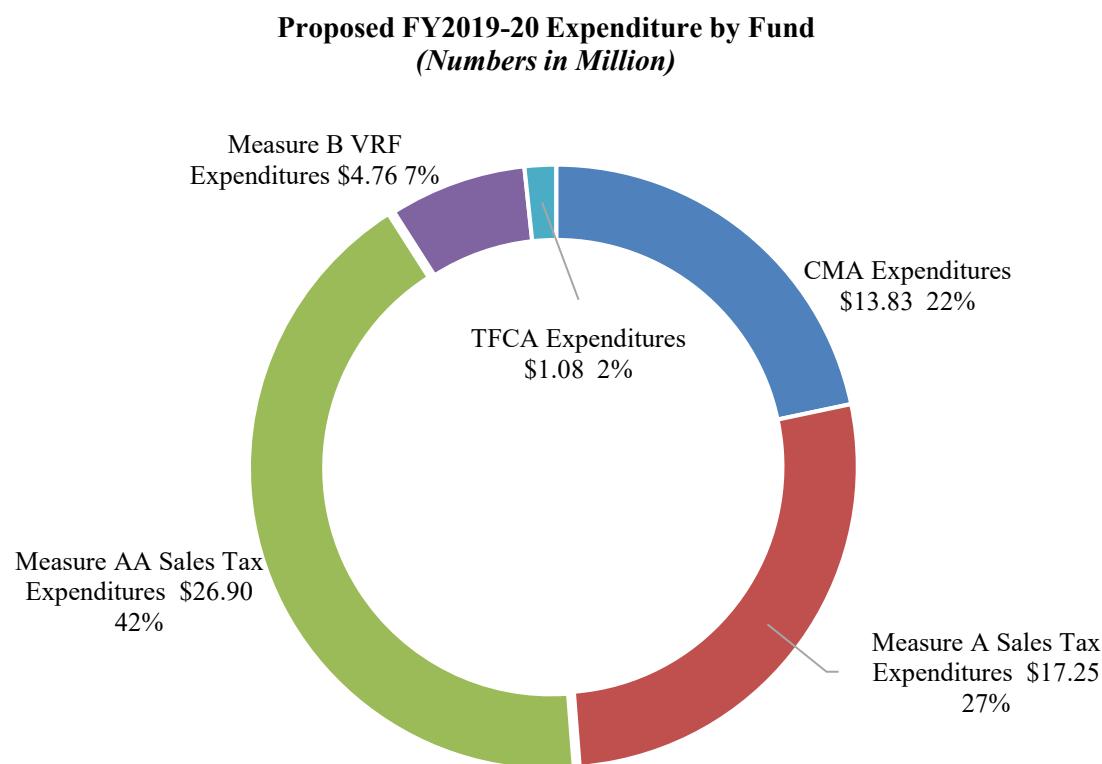
- FY2019-20 Work Plans by Function – providing the general overview and highlighted work items for FY2019-20 by function

These four sections, along with the appendix, will provide the TAM Board, and the public in Marin a complete picture of all revenue and expenditure activities related to all work items planned, and also give the readers a report on the financial situation of the agency.

In summary, TAM's total expected revenue for FY2019-20 is \$44.73 million and total expected expenditure is \$63.73 million. Revenues are presented in the budget mostly by the source of funds, while expenditures are presented by seven main spending categories. Please note that as a funding agency that collects the Measure A/AA ½-Cent Transportation Sales Tax, the Measure B \$10 Vehicle Registration Fee, as well as a few other small fund sources with advance payments, having budgeted expenditures over its budget revenues, in most cases, will not be an alarming financial situation for TAM. When budgeted expenditure exceeds budgeted revenue in certain years, it simply means that TAM and its partner agencies are using prior year accumulated fund balances to deliver more projects and programs in that particular year. The charts below illustrate the FY2019-20 revenue and expenditure by fund, while the attached Proposed FY2019-20 Budget Report provides all the budget details and work plan information.

Proposed FY2019-20 Revenue by Fund
(Numbers in Million)





FISCAL CONSIDERATION:

Expected revenue collection and reimbursement for FY2019-20 is \$44.73 million while the proposed expenditure is \$63.80. TAM's prior year balance will be reduced by \$19 million but will remain positive at \$26.22 million by the end of FY2019-20.

NEXT STEPS:

The TAM Board will release the budget for the 30-day public comment period at its May 30, 2019 Board Meeting. Staff will continue to review the comments and updates from various sources that feed into TAM's Proposed FY2019-20 Budget, report any changes at the June 27, 2019 TAM Board Meeting. The TAM Board will conduct a public hearing at the June 27, 2019 meeting and adopt the Proposed TAM FY2019-20 Budget pending the completion of the 30-day public comment period.

ATTACHMENTS:

Proposed TAM FY2019-20 Annual Budget Report

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PROPOSED FY2019-20 ANNUAL BUDGET

Transportation Authority of Marin



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Executive Director's Message

I am pleased to present the Proposed FY2019-20 Annual Budget for the Transportation Authority of Marin (TAM). TAM is dedicated to a transparent budget process and delivering transportation dollars to affirmed local priorities.

2018 proved to be a great year for transportation funding in Marin County, the Bay Area and throughout California. The public has spoken at the ballot box in clear support of expanding and extending transportation funding. Revenue streams for defined transportation improvements have been secured into the future and the TAM budget reflects the revenues and expenditures from these funding sources. The TAM budget has been reformatted this year to be more easily understood and accessible.

One of the key accomplishments of the past year was the renewal and 30-year extension of the primary revenue source managed by TAM on behalf of Marin, the ½-cent transportation sales tax. This ½-cent sales tax generates approximately \$27 million each year, which is the lion's share of transportation funding in the county. These local funds directly meet needs and are also critical to attracting additional regional, state and federal funding.

The goal of the recently approved sales tax expenditure plan is a recurring theme for many elements of our work, "Reduce congestion and reduce greenhouse gas emissions, maintain and improve local transportation infrastructure, and provide high quality transportation options for people of all ages who live, work, and travel in Marin County."

Development of the expenditure plan was an inclusive and transparent effort with a localized approach that resulted in a plan that reflects the transportation priorities and needs of all our diverse communities. The plan development process created the opportunity to look carefully at the direction of TAM's local expenditures to confirm what projects and programs are supported and successful, consider where efforts could be bolstered or redirected, and determine what new needs warrant attention. Key adjustments were made to address the needs of our businesses, our local communities, our seniors and schools. New programs were created to address sea level rise, dedicate funding toward innovative solutions and ensure funding is available locally to support clean fuel vehicle adoption.

We are proud of our environmental stewardship in Marin and TAM's responsiveness to public priorities. TAM, its member agencies and our transit partners have expanded and refined programs to support all modes of travel, sustaining and expanding options for all users. On the horizon are continued investments in clean fuel vehicles, in mobility-on-demand applications to aid travel choice, in new first/last mile solutions to access transit, and alternative commute options captured in our newly launched Marin Commutes program.

TAM is in a strong financial position. Our reliable local funding stream helps attract additional regional, state and federal funding to complete critical projects that assure better operation of our freeways and sustain ongoing programs to address a wide range of needs.

I am pleased to present this budget defining the revenues and expenditures of the agency for the upcoming year and we are proud of our ongoing partnership with the community of Marin.

Sincerely,



Dianne Steinhauer

TAM Budget General Overview

About TAM

The Transportation Authority of Marin (TAM) is a joint powers authority comprised of Marin's 11 cities and towns and the County of Marin. The TAM Board of Commissioners includes the five members of the County Board of Supervisors and a councilmember from each city and town. (*A list of TAM's current Board members is included as Appendix 1.*) TAM administers the expenditure plans for Measure A (2004), the original 20-year ½-Cent Transportation Sales Tax, Measure AA (2018), the 30-year renewal of the ½-Cent Transportation Sales Tax, and Measure B (2010), the \$10 Vehicle Registration Fee (VRF). These revenue sources are dedicated to transportation projects and programs in Marin and were approved by the Marin voters. TAM also serves as Marin's Congestion Management Agency (CMA) and is responsible for coordinating funding for many of the transportation projects and programs in the County, including various local, regional, state and federal funds.

Mission Statement - TAM is dedicated to making the most of Marin County transportation dollars and creating an efficient and effective transportation system that promotes mobility and accessibility by providing a variety of high quality transportation options to all users.

Budget Adoption and Amendment Policies

Pursuant to Article VI, Section 106.1 of the TAM Administrative Code, each year no later than its June meeting, the Board shall adopt the Annual Budget(s) for the ensuing fiscal year. Approval of a majority of the Commissioners is required for the adoption of the Annual Budget. In accordance with Section 180108 of the Public Utilities Code governing Local Transportation Authorities including TAM, notice of the time and place of a public hearing on the adoption of the Annual Budget shall be published pursuant to Section 6061 of the California Government Code not later than the 15th day prior to the date of the hearing. A preliminary proposed annual budget shall be available for public inspection at least 30 days prior to adoption.

In the event that total expenditure for the annual budget has to increase due to special circumstances, prior approval from the Board is required. In the event that total expenditures within one or more category(ies) are projected to be greater than the budgetary authority, a transfer of budgeted funds may be processed as long as sufficient savings can be identified for transfers to the category(ies) in need. The Executive Director shall be authorized to approve budget transfers among categories if the dollar amount is equal or less than 5% of the total budget authority of the category from which funds will be reduced. Any transfer among categories that is greater than 5% of the total budget authority of the category from which funds will be reduced must receive prior approval from the Board. The Executive Director shall be authorized to approve all budget transfers among line items within the same category. Any transfer related to Measure A/AA ½-Cent Transportation Sales Tax and Measure B, the \$10 VRF funding shall be effectuated according to the Policy and Procedures specified in the Expenditure Plan and currently adopted Strategic Plan.

Budget Development Process and Timeline

TAM's annual budget development process begins in late January/early February with a kickoff meeting with all staff that are involved in the annual budget process. In March, revenue estimates for the Measure A/Measure AA ½-Cent Transportation Sales Tax prepared based on economic analyses are presented to the TAM Board for consideration. The draft annual budget is presented to the TAM Board and released for public comments in April/May and adoption of the final budget is at TAM's May or June Board meeting.

A Historic Overview of TAM's Budget

A five-year historic look of TAM's actual revenue, expenditure and fund balance, with a comparison to the final FY2018-19 Annual Budget is presented below to provide a quick overview of the collection of revenues as well as delivery of projects/programs over the past few years. Over the last 5-year period, TAM and its partner agencies have increased delivery of some major projects/programs, mostly under the Measure A Sales Tax Projects/Programs and the Interagency Agreements categories.

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Final Budget
Revenues						
<i>Measure A Sales Tax Revenue</i>	24,086,678	25,265,790	25,702,937	25,755,762	27,507,852	26,940,000
<i>Measure B VRF Revenue</i>	2,347,339	2,333,642	2,376,492	2,399,640	2,386,486	2,400,000
<i>Cities/Town & County Contribution</i>	430,043	429,914	559,001	559,000	559,000	559,000
<i>Interest Earnings</i>	203,298	164,964	682,270	122,475	139,632	400,000
<i>BAAQMD/TFCA</i>	356,306	355,848	361,034	361,471	362,284	360,000
<i>Federal</i>	763,713	1,591,156	5,301,158	840,442	3,124,051	1,554,421
<i>State</i>	1,674,388	1,418,942	716,923	665,974	1,193,020	1,962,185
<i>Regional</i>	977,992	1,862,025	1,259,013	5,597,422	753,288	5,642,680
<i>Other Revenue</i>	22,927	-	338,130		337,770	
Total Revenues	30,862,684	33,422,281	37,296,958	36,302,186	36,363,383	39,818,286
Expenditures						
<i>Administration</i>	2,221,074	2,342,920	2,857,963	3,013,630	3,058,896	3,860,140
<i>Professional Services</i>	2,511,401	2,979,268	1,717,395	2,965,064	2,803,406	3,758,250
<i>Measure A Sales Tax Projects/Programs</i>	25,529,043	18,689,459	19,325,453	25,351,395	28,668,609	28,012,362
<i>Measure B VRF Projects/Programs</i>	3,285,753	1,547,808	1,290,574	3,632,620	1,556,536	2,372,999
<i>Interagency Agreements</i>	596,806	1,541,444	4,902,359	4,526,973	5,855,948	9,685,000
<i>TFCA Programs/Projects</i>	171,012	43,196	765,658	276,856	176,392	397,000
Total Expenditures	34,315,089	27,144,095	30,859,402	39,766,538	42,119,787	48,085,751
Net Change in Fund Balance	(3,452,405)	6,278,186	6,437,556	(3,464,352)	(5,756,404)	(8,267,465)
Ending Fund Balance	36,438,644	42,716,830	49,154,387	45,690,035	39,933,631	31,666,166

FY2019-20 Annual Budget Process and Overview

Staff officially started the FY2019-20 Annual Budget process with the in-house kickoff meeting on February 5, 2019. The following is the timeline for the FY2019-20 Annual Budget development:

February 5, 2019	Budget Kick-off Meeting
February - March 2019	Staff Budget Work at Project/Program Level
March 2019	Review and Acceptance of Measure AA/B Revenue Levels
April/May 2019	Review and Release of Draft Budget for Comments
May/June	Public Hearing and Adoption of Final Budget

Staff has also redesigned the FY2019-20 TAM Annual Budget document to give it a fresh new look and improve transparency and readability. Over the past years, TAM's budget document focused mostly on the financial element of the budgeting dimensions. The new comprehensive budget report is designed to not only present a sound financial plan, but also focus on the agency's planning, project, communication and administrative work elements for the upcoming year and present them in an easy to understand manner.

Staff is pleased to report that the agency is in a strong financial position to provide the necessary funding and cash flow support for not only all high priority transportation projects/programs managed by TAM directly, but also for many important projects/programs managed by our partner agencies. Despite the various challenges the transportation industry faces, TAM remains on solid financial footing and has been working diligently and effectively to protect and obtain valuable transportation funds for the County through various sources.

The successful passage of the Measure AA ½-Cent Transportation Sales Tax, renewal of the original Measure A, with 76.7% approval rate is a 30-year guarantee of the critical funding sources Marin needs for its transportation priorities and also a validation of the work performance of the agency from the voters of Marin.

Budget Summary

TAM's annual budget provides reasonable estimates for revenues and expenditures expected for the upcoming fiscal year. TAM's total expected revenue for FY2019-20 is \$44.73 million and total expected expenditure is \$63.80 million. Revenues are presented in the budget mostly by the source of funds, while expenditures are presented by seven main spending categories.

Please note that as a funding agency that collects the Measure A/AA ½-Cent Transportation Sales Tax, the Measure B \$10 Vehicle Registration Fee, as well as a few other small fund sources with advance payments, having budgeted expenditure over its budget revenues is not an alarming financial situation for TAM. When budgeted expenditure exceeds budgeted revenue in certain years, it simply means that TAM and its partner agencies are using prior year accumulated fund balances to deliver more projects and programs in that particular year.

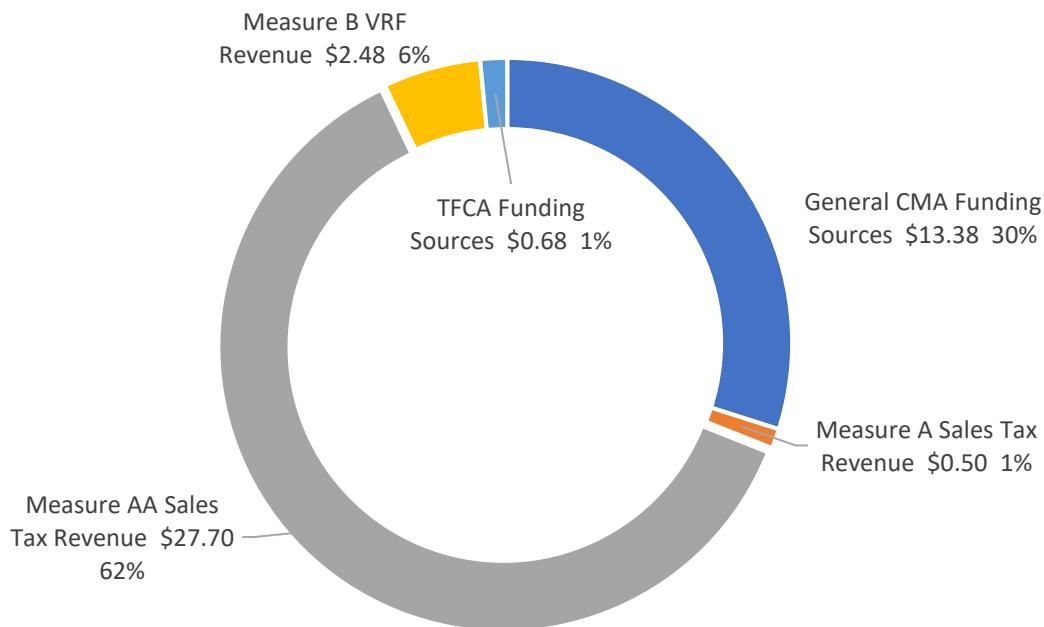
FY2019-20 Revenue Overview

As a transportation planning and funding agency, as well as the administrator of the Measure A/AA ½-Cent Transportation Sales Tax and the Measure B \$10 Vehicle Registration fee, the suite of funding sources TAM has to manage, to say the least, is complex. In FY2019-20, TAM is expecting a total of \$44.73 in revenue. Table 1 and Chart 1 illustrate TAM's various revenue sources by source and by each of the governmental fund.

Table 1: TAM FY2019-20 Proposed Budget – Revenue

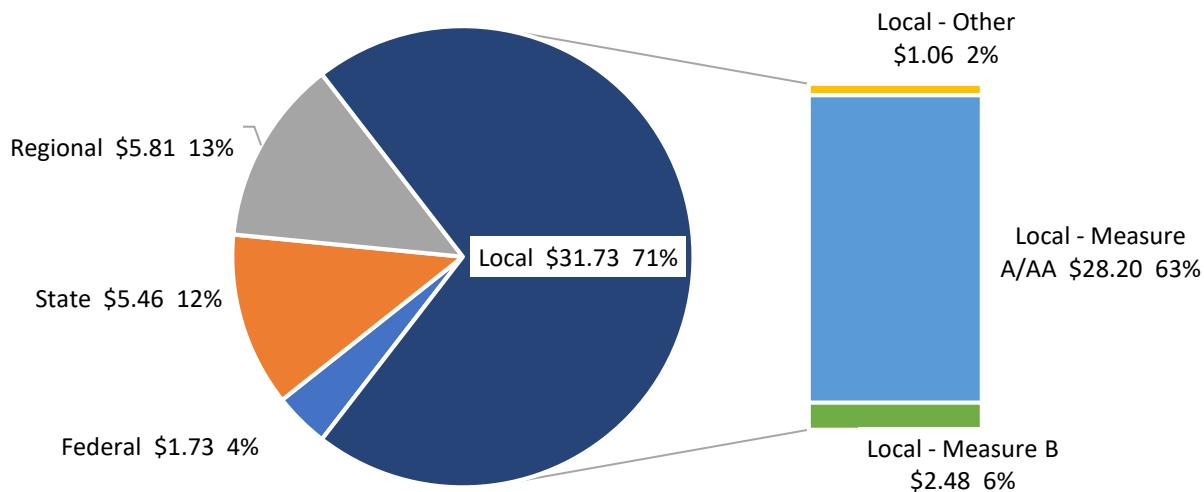
	FY2017-18	FY2018-19	FY2018-19	FY2019-20
	Actual	Final Budget	Estimated Actual	Proposed Budget
Measure A/AA Sales Tax Revenue	27,507,853	26,940,000	28,300,000	27,500,000
Measure B VRF Revenue	2,386,486	2,400,000	2,400,000	2,400,000
Cities/Towns and County Contribution	559,000	559,000	559,000	559,000
Interest Revenue	777,045	400,000	1,040,000	910,000
MTC STP/CMAQ Planning Fund and OBAG Grants	629,676	1,452,023	647,006	1,039,487
MTC Regional Measure 2 Fund	753,288	5,642,680	3,449,391	5,528,889
Marin Transportation For Clean Air Funding	362,284	360,000	363,000	363,000
Regional TFCA Competitive Grant				283,637
State STIP PPM Fund	8,870	194,063	165,321	160,813
STIP/RTIP/ITIP Funds/SB1 Local Partnership	315,679	1,153,122	2,161,000	948,500
Nonmotorized Transportation Pilot Program Fund	2,332,167	37,287	16,413	19,000
MTC Climate Initiatives Program Grant	102,864	65,111	16,155	72,091
Federal STP Fund	-	-	1,400,000	600,000
Realized Highway 101 ROW Excess Fund	868,471	615,000	319,073	4,349,000
Realized Revenue Line Items for Prior Year	397,115	-	-	-
Total Revenue Available	37,000,799	39,818,286	40,836,358	44,733,416

**Chart 1: Proposed FY2019-20 Revenue by Fund
(Numbers in Million)**



The funding generated by all the voter-approval Expenditure Plans illustrates how important local revenues are to the transportation future of Marin County. As you can see in Chart 1.1, for FY2019-20, more than 71% of the revenue that TAM is expecting is from local sources, with 63% Measure A/AA ½-Cent Sales Tax revenue, 6% Measure B VRF revenue and 2% City/Town/County CMA Fee, Transportation for Clean Air (TFCA) fund and interests generated by TAM's fund balance.

Chart 2: Proposed FY2019-20 Revenue By Funding Source
(Numbers in Million)



Measure AA ½-Cent Transportation Sales Tax Revenue

The voters' strong approval of Measure AA, the 30-year extension of the Measure A ½-Cent Transportation Sales Tax, in November 2018, marked the end of the collection of Measure A revenue on March 31, 2019 and launched the start of Measure AA revenue collection on April 1, 2019.

To continue TAM's prudent and conservative approach, staff recommended, and the TAM Board approved setting the FY2019-20 Measure AA Sales Tax revenue level at \$27.5 million at its March 28, 2019 meeting. Any excess revenue over the budget will be made available to project/program sponsors in the following year as prior year carryover funds. Based on the newest estimate provided by Avenu Insights & Analytics, TAM's sales tax consultant team, revenue for the current year will be approximately \$28.30 million, \$1.3 million more than the \$26.94 million budgeted amount. This excess revenue will allow TAM to fully replenish the \$1.88 million reserve released in early 2017 and enable TAM to allocate additional \$1 million to funding recipients as part of the FY2019-20 Measure A/AA Strategic Plan process. Staff will also actively monitor the sales tax revenue trend and any potential economic downturn in a timely manner 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 \$2.4 million. Staff believes that actual revenue will be close to the \$2.4 million budgeted and recommended and the TAM Board approved the \$2.4 million budget level for FY2019-20 at the March 28, 2019 TAM Board meeting.

City/Town/County CMA Fee Contribution

Expected revenue from the City/Town and County CMA contribution will be \$559,000 for FY2019-20, including the \$430,000 based fee and an additional \$129,000 as result of a temporary 5-year increase agreement to support the listed important countywide projects/programs: developing a new countywide Transportation Strategic Plan; updating TAM's travel model to better support our local partners; working to renew the Measure A ½-Cent Transportation Sales Tax, and monitoring traffic and collecting countywide traffic data.

History of the City/Town/County CMA Fee

To support the essential functions TAM carries as the CMA of Marin, all local jurisdictions in Marin, including the County, have been making an annual fee formula-based (calculated based on 50% population and 50% lane miles share) fee contribution to TAM since the formation of the CMA. The total City/County fee fund was \$350,000 back in FY2004-05. In FY2005-06, with the full start of the Measure A ½-Cent Transportation Sales Tax program/projects, the City/County fee was increased to \$430,000 annually to help cover the cost of additional functions TAM took on as both as the CMA and the sales tax administration agency of the County.

While TAM has been efficiently utilizing the funding support from all the local jurisdictions, the continuing growth of the responsibilities of the agency, mostly as the CMA of the County, resulted in the agency reaching out to our local partners in early 2015 for additional funding support. After several months of negotiation, all local jurisdictions agreed to a temporary 30% (\$129,000) increase over a 5-year period, which provided TAM a total of \$645,000 to support the critical county-wide transportation efforts mentioned above. The temporary increase took effective in FY2015-16 and FY2019-20 is the last year of the 5-year period.

MTC STP/CMAQ Planning and OBAG Grant Funds

TAM received a share of planning funds consistent with recent years through the MTC One Bay Area Grants (OBAG) Cycle 2 process. The current fund agreement with MTC covers the core CMA staffing and planning function needs. It's a 10-year agreement which provides fund from FY2017-18 to FY2026-27. These revenue items are reimbursement based. About \$1.03 million in revenue is expected for this line item based on the work planned. The total realized revenue will depend on actual programming and project expenditures in FY2019-20.

MTC Regional Measure 2 Revenue

TAM expects a total of \$5.53 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 Funding for Clean Air

TAM receives 40% of the TFCA fund, a \$4 statewide vehicle registration fee, as Marin's local share every year. This fund is collected and distributed to TAM in advance every year. Based on the actual revenue received for FY2018-19, a total of \$0.36 million is estimated for FY2019-20.

In FY2019-20, TAM is also expecting \$0.28 million in TFCA fund from the 60% regional share that the Bay Area Air Quality Management District receives and then distributes to qualified projects/programs in the region through its grant process. TAM was awarded this grant through a competitive grant application process for the construction of the Northern Segment of the North/South Greenway project.

State STIP PPM Fund

About \$0.16 million STIP/PPM funds is expected to be spent and reimbursed in FY2019-20 for STIP Planning, Programming and Monitoring related activities, mostly staff support.

STIP/RTIP/ITIP Funds/SB1 Local Partnership

For various Marin Sonoma Narrows (MSN) construction and Highway 101 Gap Closure Mitigation projects, a total of \$0.45 million is expected to be spent and reimbursed with STIP/RTIP funds and additional \$0.5 million with SB 1 Local Partnership funds in FY2019-20. All expected funds have been fully allocated by the California Transportation Commission (CTC).

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. The remainder of this grant, approximately \$19,000, is expected to be spent and reimbursed for eligible expenditures of the Street Smarts Program implementation effort in FY2019-20.

MTC Climate Initiatives Program Grant/CMAQ

TAM staff received this MTC grant for the Carshare Pilot Program. About \$81,000 of grant and reimbursed, which will be spent on TAM's outreach and promotion of the Carshare Program, along with information presented to the public as part of the Marin Commutes public engagement program which increases awareness of alternative transportation modes including car sharing.

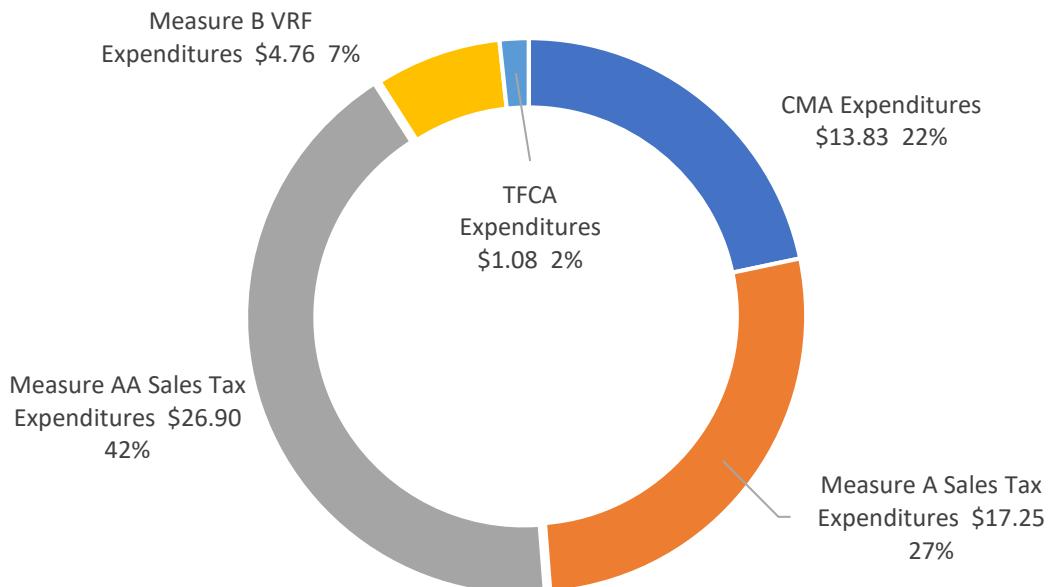
Realized Highway 101 ROW Excess Fund

TAM programmed \$3.13 million of the total \$6.88 million of the excess right of way sale proceeds from the Highway 101 Gap Closure Project as part of OBAG 2 process to various projects. A total of \$599,000 of the \$3.13 million programmed is expected to be spent in FY2019-20 based on project schedules provided. As part of the FY2019-20 budget process, staff recommends allocating the remaining \$3.75 million to meet the design, permits and right of way needs for MSN. In this case, those deferred revenues will become earned revenues in FY2019-20.

FY2019-20 Expenditure Overview

In FY2019-20, with the support and cooperation of our federal, state, regional and local partners, TAM is expected to deliver a total of \$63.80 million in projects, programs and services under the major spending categories of the agency: Administration; Professional Services, Measure A Sales Tax Programs/Projects; Measure AA Sales Tax Programs/Projects; Measure B VRF Programs; Interagency Agreements and TFCA Programs and Projects. Chart 2 illustrates the total expenditures by each of the governmental fund.

**Chart 3: Propsoed FY2019-20 Expenditure by Fund
(Numbers in Million)**



Administration

Compared to the FY2018-19 budget, total expenditures under the Administration category is approximately \$357,074 (10%) lower. Majority of the savings are due to the completion of the one-time payment to CalPERS which paid off TAM's pension liability in FY2018-19, along with potential savings from other small budget lines, such Office Supplies, Human Resource/Board Support, etc.

Table 2.1: TAM FY2019-20 Proposed Budget – Expenditure/Administration

	FY2017-18 Actual	FY2018-19 Final Budget	FY2018-19 Estimated Actual	FY2019-20 Proposed Budget
Salaries & Benefits	2,339,827	2,481,774	2,451,336	2,600,596
Pension and OPEB Section 115 Trust Pre-Funding	-	157,470	-	157,470
Office Lease	248,025	260,000	252,000	260,000
Agencywide IT and Computer Equipment Upgrade	39,129	10,000	8,500	10,000
Equipment Purchase/Lease	7,840	10,000	9,000	10,000
Telephone/Internet/ Web Hosting Services	20,803	25,000	25,000	25,000
Office Supplies	30,721	40,000	20,215	31,000
Updates and Technical Support for TAM Website	44,716	20,000	15,000	20,000
Classification Study	-	30,000	-	30,000
Insurance	5,878	12,000	9,512	11,000
Financial Audit	18,000	20,000	19,000	20,000
Legal Services	60,651	70,000	60,622	80,000
Document/Video/Markting Material Production	20,528	61,000	21,125	45,000
Memberships	18,044	25,000	20,330	25,000
Travel/Meetings/Conferences	33,314	42,500	23,285	40,000
Professional Development	1,187	6,000	5,228	8,000
Human Resources/Board Support	80,550	110,000	80,000	60,000
Information Technology Support	50,023	45,000	26,000	45,000
Annual Support & Upgrade of Financial System	14,216	15,000	8,623	10,000
Misc. Expenses	25,445	20,500	10,345	15,000
Expired Expenditure Line Items	-	398,896	398,050	-
<i>Subtotal, Administration</i>	<i>3,058,898</i>	<i>3,860,140</i>	<i>3,463,171</i>	<i>3,503,066</i>

FY2019-20 Staffing Level and Salary & Benefit Costs

As of January 1, 2018, TAM directly hires all employees and administers the benefits provided. TAM entered into direct contract with CalPERS to provide its employees retirement benefits as well as health benefits.

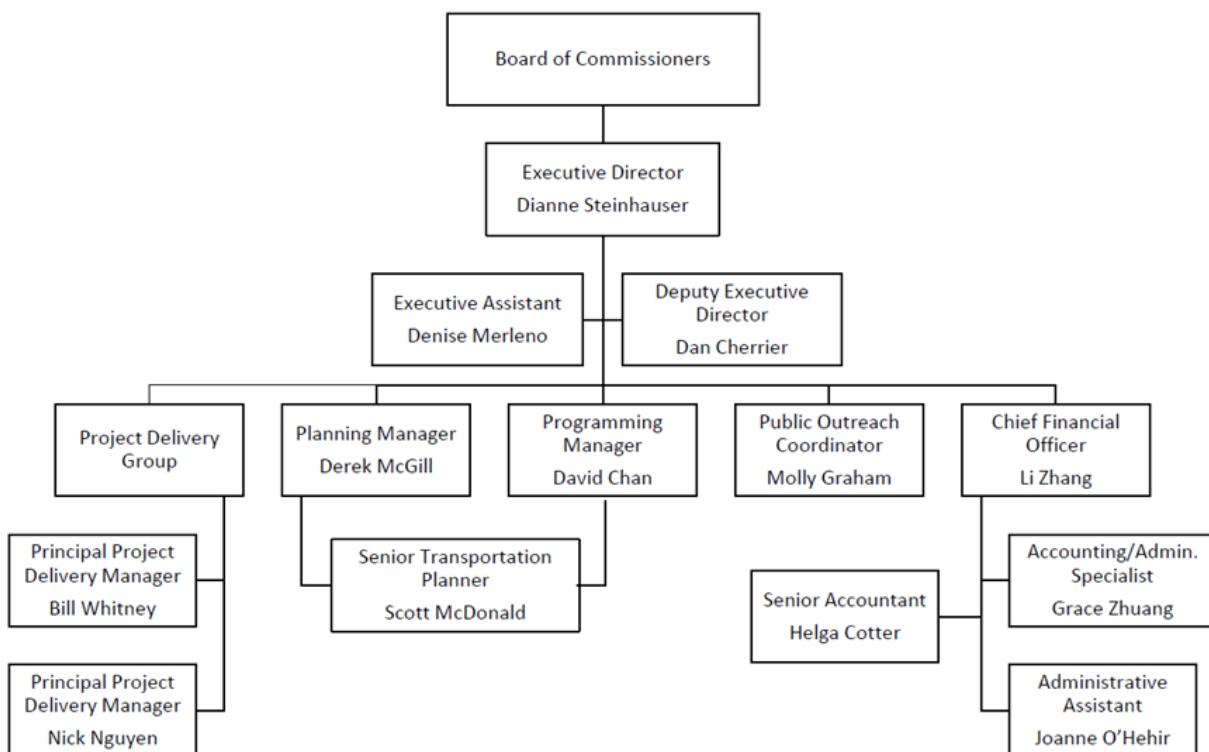
TAM currently has a total of 12.8 full-time equivalent (FTE) positions as shown in Chart 4: TAM Organization Chart. With the implementation of all the new projects/programs under Measure AA, TAM expects increases in workload. However, to be financially prudent, staff recommends keeping the same staff level in FY2019-20 at this time point. On the other hand, staff recommends that the new Executive Director conducts a thorough overview of the agency's work priorities and incorporates this into the agency's long overdue classification and compensation study and bring any necessary staff level adjustments to the TAM Board at that time.

Based on the current 12.8 FTE staff level, with the anticipation that the retiring Executive Director will stay on payroll using earn paid leave until late September and the new Executive Director will start as of July 1, 2019, and assuming a potential 3% Cost of Living Adjustment (COLA) increase subject to Board approval during the budget adoption, the proposed FY2019-20 Salaries and Benefits costs will be \$4.8% higher than what's budgeted for the current year. Keep in mind that most of TAM's employees have been with the agency for a long time and reached the top of their current pay ranges. Therefore, the total Salaries and Benefits cost increase, with an assumed 3% COLA increase and a higher salary for the new Executive Director, is only about \$118,000 or 4.8% higher, compared to the FY2018-19 estimated actual, which is very close to the budgeted amount.

2019 Cost of Living Adjustment Review

Starting with the FY2016-17 budget cycle, the TAM Board approved the first 3% COLA of the agency since 2004. 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 and approved two additional 3% COLA adjustments during the FY2017-18 and FY2018-19 budget approval processes. The proposed FY2019-20 Salaries and Benefits cost assumes a 3% COLA for 2019, which is subject to the TAM Board approval. Staff currently is in

Chart 4: Transportation Authority of Marin Organization Chart
As of May 2019



the process of updating the survey in which 15 various agencies were consulted in the last three budget cycles in terms of COLA offered. The result of the survey, along with the 2018 annual Bay Area CPI index, along with the recommended COLA level, will be presented to the TAM Board for review and approval in June as part of the budget adoption process.

Please note that Chief Financial Officer Li Zhang will move into the Deputy Executive Director role as of July 1, 2019 as part of TAM's deputy rotation plan.

Professional Services

Compared to the FY2018-19 budget, the proposed expenditure level for the Professional Services category is \$1.10 million (29%) lower in FY2019-20. TAM is finishing up various capital projects, including a few major MSN Projects in FY2018-19 and is planning for a suite of new projects/programs in FY2019-20.

Table 2.2: TAM FY2019-20 Proposed Budget – Expenditure/Professional Services

	FY2017-18	FY2018-19	FY2018-19	FY2019-20
	Actual	Final Budget	Estimated Actual	Proposed Budget
Bellam Blvd 101 Off-ramp Improvements - Design & R/W	275,123	350,000	320,000	250,000
SFD Flyover Bike Path Barrier				100,000
CMP Update/Traffic Monitoring	56,389	60,000	50,000	60,000
Travel Model Maintenance & Update	92,020	250,000	180,000	80,000
Traffic Monitoring and Reporting	15,000	25,000	25,000	25,000
Project Management Oversight	379,889	488,000	240,000	400,000
MSN Phase 2 HOV Lane ROW/Utility Relocation & Design	180,927	1,100,000	2,020,000	1,100,000
MSN San Antonio Curve Correction Construction Support	85,175	150,000	135,000	40,000
HOV Gap Closure Mitigation - Brookdale /Maintenance	6,750	10,000	6,000	6,000
State Legislative Assistance	36,750	40,250	40,250	42,000
Financial Advisor/Sales Tax Audit Services	7,138	20,000	2,625	20,000
North-South Greenway Gap Closure / PS&E & CM Services	442,759	700,000	600,000	400,000
Public Outreach Service Support	39,174	45,000	30,000	45,000
Street Smart Program Implementation	13,500	35,000	16,000	19,000
CMFC Onsite Re-Vegetation Mitigation Monitoring and Reporting	3,603	10,000	2,000	2,500
Consulting Pool	103,729	70,000	45,000	70,000
Expired Expenditure Line Items	1,078,636	405,000	319,809	1
<i>Subtotal, Professional Services</i>	<i>2,816,560</i>	<i>3,758,250</i>	<i>4,031,684</i>	<i>2,659,500</i>

Measure A Sale Tax Programs/Projects

The approval of the Measure AA ½-Cent Transportation Sales Tax Expenditure Plan by the Marin voters in November 2018 marked the end of Measure A revenue collection as of March 31, 2019. However, many of the Measure A projects/programs will continue with the fund balance accumulated over the years. For this reason, both the Measure A and AA Sales Tax Program/Projects will be included in TAM's annual budget for the next few years.

For FY2019-20, under Measure A Program/Projects, \$20,000 is budgeted to meet the continuing needs of the compliance audit effort. Out of the interest revenue, \$100,000 is budgeted for Regional Bike/Ped Path maintenance and \$10,000 for the SMART insurance policy cost needed for the Central Marin Ferry Connector project. As part of the Strategic Plan update process, staff is also working on an interest use policy that would reserve the uncommitted interest funds for project cost overrun and will bring that to the TAM Board for review under the Strategic Plan Update item.

Marin Transit, the sole recipient under Strategy 1, will claim a total of \$18.77 million in FY2019-20 for its operation and capital needs. With the transition from Measure A to AA, for transit needs that are eligible under both Measure A and AA, TAM will apply the request to Marin Transit's carryover under Measure A first, then the balance will be applied to new Measure AA funding. Based on the estimated FY2018-19 expenditure numbers provided by Marin Transit staff and the current FY2018-19 sales tax revenue expected, TAM staff has the following preliminary estimates for the FY2019-20 budget. Please keep in mind that those numbers will be updated with the final fund request from Marin Transit.

Table 3: Preliminary Marin Transit FY2019-20 Measure A/AA Funding Request

	MT Request	Measure A	Measure AA	Total
Local Bus Transit Service	9,600,000	2,015,600	7,584,400	9,600,000
Rural Bus Transit System	948,639	-	948,639	948,639
Special Needs Transit Services	2,809,000	-	2,809,000	2,809,000
School Transit Service	1,120,000	-	1,120,000	1,120,000
Bus Transit Facilities	4,292,647	3,268,500	1,024,147	4,292,647
Total	18,770,286	5,284,100	13,486,186	18,770,286

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 Grand Ave Bridge Project, and \$300,000 is scheduled to be reimbursed in FY2018-19 but likely will be delayed into FY2019-20.

Under Strategy 3, \$3.80 million is budgeted to meet the reimbursement needs of active Major Road projects, and \$2.44 million is budgeted to be distributed to local jurisdictions for Local Streets and Roads projects.

Under Strategy 4, \$550,000 is set aside for the Safe Routes to Schools Education and Encouragement programs, \$350,000 for crossing guard services and crossing guard count services, and \$1.25 million for Safe Pathways plan development and capital project cost reimbursements.

Table 2.3: TAM FY2019-20 Proposed Budget – Expenditure/Measure A Sales Tax Programs/Projects

	FY2017-18 Actual	FY2018-19 Final Budget	FY2018-19 Estimated Actual	FY2019-20 Proposed Budget
Measure A Compliance Audit	10,500	20,000	11,500	20,000
Bike/Ped Path Maintenance	48,796	166,000	60,000	100,000
Central Marin Ferry Connector - SMART Insurance Policy	14,349	25,000	15,000	10,000
<u>Strategy 1 - Transit</u>	<u>16,708,511</u>	<u>18,061,751</u>	<u>14,035,400</u>	<u>5,284,100</u>
<u>Strategy 1.1 - Local Bus Transit Service</u>	<u>9,960,852</u>	<u>10,400,000</u>	<u>9,860,000</u>	<u>2,015,600</u>
<u>Strategy 1.2 - Rural Bus Transit System</u>	<u>1,139,691</u>	<u>990,000</u>	<u>990,000</u>	<u>-</u>
<u>Strategy 1.3 - Special Needs Transit Services</u>	<u>2,154,534</u>	<u>2,721,751</u>	<u>2,535,400</u>	<u>-</u>
<u>Strategy 1.4 - Bus Transit Facilities</u>	<u>3,453,434</u>	<u>3,950,000</u>	<u>650,000</u>	<u>3,268,500</u>
<u>Strategy 2 - Hwy 101 Gap Closure</u>	<u>1,211,798</u>	<u>400,000</u>	<u>100,000</u>	<u>300,000</u>
<u>STP/HIP Swap Project</u>	<u>1,211,798</u>	<u>400,000</u>	<u>100,000</u>	<u>300,000</u>
<u>Strategy 3 - Local Transportation Infrastructure</u>	<u>7,561,452</u>	<u>5,551,611</u>	<u>4,301,611</u>	<u>6,243,544</u>
<u>Strategy 3.1 - Major Roads</u>	<u>4,260,337</u>	<u>2,250,000</u>	<u>1,000,000</u>	<u>3,800,000</u>
<u>Strategy 3.2 - Local Roads</u>	<u>3,301,115</u>	<u>3,301,611</u>	<u>3,301,611</u>	<u>2,443,544</u>
<u>Strategy 4 - Safer Access to Schools.</u>	<u>3,028,050</u>	<u>3,703,000</u>	<u>3,163,000</u>	<u>2,151,000</u>
<u>Strategy 4.1 - Safe Routes to Schools</u>	<u>711,337</u>	<u>823,000</u>	<u>823,000</u>	<u>550,000</u>
<u>Strategy 4.2 - Crossing Guards</u>	<u>1,366,924</u>	<u>1,530,000</u>	<u>1,240,000</u>	<u>350,000</u>
<u>Strategy 4.3 - Safe Pathways To School</u>				
<u>Safe Pathways Plan Development</u>	<u>203,144</u>	<u>100,000</u>	<u>100,000</u>	<u>-</u>
<u>Safe Pathway Capital Projects</u>	<u>746,645</u>	<u>1,250,000</u>	<u>1,000,000</u>	<u>1,251,000</u>
<u>Expired Expenditure Line Items</u>	<u>85,000</u>	<u>85,000</u>	<u>85,000</u>	<u>-</u>
<u>Subtotal, Measure A Programs/Projects</u>	<u>28,668,456</u>	<u>28,012,362</u>	<u>21,771,511</u>	<u>14,108,644</u>

Measure AA Sale Tax Programs/Projects

Staff is pleased to start the implementation of the projects/programs under Measure AA while continuing the delivery of the projects/programs under Measure A and managing the transition of projects/programs eligible

under both expenditure plans. Due to the typical uncertainties associated with budgeting and project/program delivery, it will be hard to split the expenditures under Measure A and AA for the project/program that are eligible for both Measure A and AA. The split is estimated based on current available information and may change during the budget year. Staff will monitor the progress of all spending closely and adjust the split when necessary during the year.

Under Category 1, Reduce Congestion, a total of \$4.6 million of work is planned for FY2019-20, including \$2.8 million to support MSN Phase 2 HOV Lane right of way, utility relocation and design work, \$1.4 million for the Project Initiation Document (PID) & Project Approval and environmental Document (PA&ED) of the 580/101 Director Connector and \$400,000 for studies related to interchange enhancement and traffic demand management.

Under Category 2, Local Transportation Infrastructure, TAM will release \$1.35 million local roads funds collected as the last quarter of FY2018-19 and expects to spend \$50,000 on sea-level rise and \$141,000 on innovative technology study and support. Staff will bring those two new programs to the TAM Board for thorough discussion in the near future.

Under Category 3, Safer Access to Schools, \$1.74 million is expected to be needed under Measure AA after fully spending the funds under Measure A. These funds will be spent on Safe Routes to Schools Education and Encouragement programs (\$400,000) and the Crossing Guard program (\$1.34 million).

Under Category 4, Transit, as illustrated under the Measure A Strategy 1 section, \$13.49 million of Marin Transit's total \$18.77 million requested amount for FY2019-20 will be applied under Measure AA. Golden Gate Transit also is expected to claim its share of \$112,000 to support local access to ferry services and regional transit.

Table 2.4: TAM FY2019-20 Proposed Budget – Expenditure/Measure AA Sales Tax Programs/Projects

	FY2017-18 Actual	FY2018-19 Final Budget	FY2018-19 Estimated Actual	FY2019-20 Proposed Budget
<u>Category 1: Reduce Congestion</u>	-	-	-	4,600,000
<i>Category 1.1 - Completion of Marin-Sonoma Narrows MSN Phase 2 HOV Lane ROW/Utility Relocation & Design</i>				2,800,000
<i>Category 1.2 - Match for Completion of 101/580 Direct Connector</i>				-
<i>580/101 Direct Connector Project PID & PAED</i>				1,400,000
<i>Category 1.3 - Enhance Interchanges</i>				350,000
<i>Category 1.4 - Traffic Demand Management</i>				50,000
<u>Category 2: Local Transportation Infrastructure</u>	-	-	-	2,190,425
<i>Category 2.1 - Local Roads</i>				1,349,425
<i>Category 2.2 - Safe Pathways</i>				650,000
<i>Category 2.3 - Sea Level Rise</i>				50,000
<i>Category 2.4 - Innovative Technology</i>				141,000
<u>Category 3: Safer Access to Schools</u>	-	-	-	1,740,000
<i>Category 3.1 - Safe Routes to Schools</i>				400,000
<i>Category 3.2 - Crossing Guards</i>				1,340,000
<i>Category 3.3 - Safe Pathway Capital Projects</i>				-
<u>Category 4: Transit</u>	-	-	-	13,598,186
<i>Category 4.1 - Local Bus Transit Service</i>				7,584,400
<i>Category 4.2 - Rural Bus Transit Service</i>				948,639
<i>Category 4.3 - Special Needs Transit Service</i>				2,809,000
<i>Category 4.4 - School Transit Service</i>				1,120,000
<i>Category 4.5 - Bus Transit Facilities</i>				1,024,147
<i>Category 4.6 - Expand Access to Transit</i>				112,000
<i>Subtotal, Measure AA Programs/Projects</i>				22,128,611

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 FY2019-20 is \$4.68 million, much higher than the \$2.52 million budgeted in FY2018-19. The increase is mostly due to the release of Element 1.1, Local Streets funds, which is distributed every three years. For Element 1.2, Bike/Pedestrian Pathways Maintenance, about \$114,000 will be programmed and allocated in FY2019-20. 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 \$1.17 million for FY2019-20. Proposed funding level for Element 3, Reduce Congestion and Pollution, in FY2019-20 is \$0.87 million, which is for a share of the Crossing Guard program, various employer/employee TDM programs under Marin Commutes, and for the alternative fuels/ electric vehicle support programs.

Table 2.5: TAM FY2019-20 Proposed Budget – Expenditure/Measure B VRF Programs

	FY2017-18 Actual	FY2018-19 Final Budget	FY2018-19 Estimated Actual	FY2019-20 Proposed Budget
<u>Element 1 - Maintain Local Streets & Pathways</u>	72,050	114,000	75,000	2,528,821
<i>Element 1.1 - Local Streets</i>	-	-	-	2,414,821
<i>Element 1.2 - Bike/Ped Pathways</i>	72,050	114,000	75,000	114,000
<u>Element 2 - Seniors & Disabled Mobility</u>	957,016	1,120,000	950,000	1,245,000
<i>Element 2.1 - Mobility Management Programs</i>	159,019	140,000	50,000	140,000
<i>Element 2.2 - Paratransit & Low-Income Scholarships</i>	206,259	235,000	200,000	235,000
<i>Element 2.3 - Paratransit Plus</i>	476,065	600,000	600,000	700,000
<i>Element 2.4 - Volunteer Drive & Gap Grant</i>	115,673	145,000	100,000	170,000
<u>Element 3 - Reduce Congestion & Pollution</u>	527,472	1,138,999	1,138,999	870,000
<i>Element 3.1 - Safe Routes to School/Street Smart Program</i>	286,326	345,000	345,000	175,000
<i>Element 3.2 - Commute Alternative Programs</i>	180,724	358,999	358,999	350,000
<i>Element 3.3 - Alternative Fuel Vehicle Program</i>	60,423	435,000	435,000	345,000
<i>Subtotal, Measure B Programs</i>	1,556,538	2,372,999	2,163,999	4,643,821

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 \$15.71 million for FY2019-20, of which, the majority contract services and construction related funding agreements with various agencies that will help TAM delivery the North/South Greenway and the Bellam Boulevard Construction project.

Table 2.6: TAM FY2019-20 Proposed Budget – Expenditure/Interagency Agreements

	FY2017-18 Actual	FY2018-19 Final Budget	FY2018-19 Estimated Actual	FY2019-20 Proposed Budget
North-South Greenway (Southern Segment)- County Project Management	207,418	250,000	100,000	150,000
North-South Greenway (Northern Segment) Cooperative Agreement with Caltrans for Construction	-	2,000,000	-	5,000,000
HOV Gap Closure Offsite Landscaping Mitigation Funding Agreement - Caltrans	-	400,000	-	400,000
Funding Agreement with County of Marin for Bellam Boulevard Construction and Construction Management	-	1,800,000	44,000	3,955,000
County Lower Marin City Drainage Study Agreement	29,388	50,000	50,000	45,000
Novato Pedestrian Access to Transit and Crosswalk Improvement Project Agreement	-	151,000	-	318,000
Marin Transit Bus Facility Lease or Purchase Fund Contribution	83,536	47,000	-	1,100,000
Sausalito - Gate 6 Bridgeway Intersection Improvements		526,000	-	73,000
Corte Madera - Tamal Vista Blvd Bike/Ped Improvements	-	309,000	-	526,000
San Anselmo-Hub Reconfiguration Phase I Study	-	21,000	-	309,000
Marin County/Caltrans Planning Grant Match Manzanita & Southern Marin Flooding	-	20,000	20,000	24,000
San Rafael - Canal Neighborhood CBTP				55,000
Caltrans - MSN Phase 2 HOV Lanes ROW and Construction Support				3,750,000
Expired Expenditure Line Items	5,522,606	4,111,000	3,840,272	-
<i>Subtotal, Interagency Agreements</i>	<i>5,842,948</i>	<i>9,685,000</i>	<i>4,054,272</i>	<i>15,705,000</i>

TFCA Programs/Projects

This category includes anticipated reimbursement requests for various TFCA capital projects funded by the Marin Local TFCA funding at \$768,000, and a regional TFCA grant at \$283,637 for the construction work of the North/South Greenway project.

Table 2.7: TAM FY2019-20 Proposed Budget – Expenditure/TFCA Programs/Projects

	FY2017-18 Actual	FY2018-19 Final Budget	FY2018-19 Estimated Actual	FY2019-20 Proposed Budget
North/South Greenway Construction				283,637
TFCA - Reimbursement of Various Capital Projects	176,392	397,000	-	768,000
<i>Subtotal, TFCA Programs/Projects</i>	<i>176,392</i>	<i>397,000</i>	<i>-</i>	<i>1,051,637</i>

More detailed assumptions for each of the budget lines are included in Appendix 2: TAM Budget Assumption Sheet.

Proposed FY2019-20 Annual Budget by Fund

With the passage of Measure AA, extension of the Measure A ½-Cent Transportation Sales Tax, TAM now has a total of five active major governmental funds. The budget represents the process through which policies decisions are made, implemented and controlled by fund. On the other hand, budget authorities can be adjusted during the year according to the budget amendment policy. Accordingly, the legal level of budgetary control by TAM is the total expenditures at the agency level, if the adjustments among the different funds are in compliance with the expenditure requirements of each fund. This section of the budget document provides the details of the FY2019-20 budget at the individual fund level. The budget at the fund level presents the spending priorities in the upcoming fiscal year and provides the specific information by fund.

Measure A Fund Budget

The Measure A Fund accounts for revenues and expenditures for the projects and programs set forth by the voters in the Measure A ½-Cent Transportation Sales Tax Expenditure Plan, approved by Marin voters in November 2004, and further described in the TAM Measure A Strategic Plan, initially adopted in June 2006, and updated on a biennial basis, though annual updates of revenue and expenditure sheets. On April 1, 2019, collection of the Measure A ½-Cent Transportation Sales Tax was replaced by Measure AA, the renewal of the Measure A that was approved by the Marin Voter in November 2018.

Measure AA Fund Budget

The Measure AA Fund accounts for revenues and expenditures for the projects and programs set forth by the voters in Measure AA ½-Cent Transportation Sales Tax Expenditure Plan, approved by Marin voters in November 2018, and further described in the TAM Measure A Strategic Plan, while will be brought forward to the TAM Board for review as a separate action in May 2019.

Measure B Fund Budget

The Measure B Fund accounts for revenues and expenditures for the projects and programs set forth by the voters in the Measure B Vehicle Registration Fee Expenditure Plan, approved by Marin voters in November 2010, and further described in the TAM Measure B Strategic Plan, initially adopted in July 2011, and updated as needed.

CMA Fund Budget

The CMA Fund accounts for revenues and expenditures for TAM's congestion management activities, primarily the local planning and programming work elements. Major revenue sources for this fund are various federal, state, regional and the City/County Fee revenues.

TFCA Fund Budget

The TFCA fund accounts for revenues and expenditures for the TFCA capital grant TAM receives from the Bay Area Air Quality Management District (BAAQMD). The purpose of the TFCA grant is to fund capital improvements that can contribute to the improvement of air quality, and studies related to the monitoring of air quality control. A discrete amount of TFCA is available for management of the local program.

Table 4: Proposed FY2019-20 Annual Budget - Measure A 1/2-Cent Transportation Sales Tax

	FY2017-18 Actual	FY2018-19 Final Budget	FY2018-19 Actual Estimated	FY2019-20 Proposed Budget
<u>Beginning Balance - Note 1</u>	40,185,352	33,645,375	33,645,375	31,088,239
REVENUE				
Measure A Sales Tax	27,507,853	26,940,000	21,225,000	-
Interest Revenue	649,791	300,000	700,000	500,000
Total Revenue Available	28,157,643	27,240,000	21,925,000	500,000
EXPENDITURES				
Administration				
Salaries & Benefits	1,139,294	993,330	1,048,441	248,049
Office Lease	248,025	260,000	252,000	260,000
Agency IT Related Equipment Upgrade	39,129	10,000	8,500	10,000
Equipment Purchase/Lease	7,840	10,000	9,000	10,000
Telephone/Internet/ Web Hosting Services	20,803	25,000	25,000	25,000
Office Supplies	29,479	30,000	18,615	25,000
Updates and Technical Support for TAM Website	44,716	20,000	15,000	20,000
Classification Study	-	30,000	-	30,000
Insurance	5,878	12,000	9,512	11,000
Financial Audit	18,000	20,000	19,000	20,000
Legal Services	24,695	30,000	20,000	30,000
Document/Video/Markting Material Production	9,808	16,000	5,660	20,000
Memberships	5,942	5,000	5,330	5,000
Travel/Meetings/Conferences	21,195	25,000	14,994	20,000
Professional Development	1,187	3,500	5,228	5,000
Human Resources/Board Support	69,652	75,000	50,000	50,000
Information Technology Support	50,023	45,000	26,000	45,000
Annual Support & Upgrade of Financial System	14,216	15,000	8,623	10,000
Misc. Expenses	9,776	15,000	8,000	10,000
<i>Expired Expenditure Line Items</i>	-	5,000	4,154	-
<i>Subtotal, Administration</i>	1,759,656	1,644,830	1,553,058	854,049
Professional Services				
Bellam Blvd 101 Off-ramp Improvements - Design & R/W	275,123	350,000	320,000	250,000
SFD Flyover Bike Path Barrier				100,000
Project Management Oversight	107,110	318,000	90,000	100,000
Financial Advisor/Sales Tax Audit Services	5,000	10,000	2,625	10,000
North-South Greenway Gap Closure / PS&E & Services	-	400,000	300,000	100,000
Public Outreach Support		15,000	5,000	15,000
Consulting Pool	11,246	45,000	45,000	45,000
<i>Expired Expenditure Line Items</i>	835,100	293,500	293,435	-
<i>Subtotal, Professional Services</i>	1,233,579	1,431,500	1,056,060	620,000
Measure A Sales Tax Programs/Projects				
Measure A Compliance Audit	10,500	20,000	11,500	20,000
Bike/Ped Path Maintenance	48,796	166,000	60,000	100,000
Central Marin Ferry Connector - SMART Insurance Policy	14,349	25,000	15,000	10,000
Strategy 1 - Transit	16,708,511	18,061,751	14,035,400	5,284,100
<i>Strategy 1.1 - Local Bus Transit Service</i>	9,960,852	10,400,000	9,860,000	2,015,600
<i>Strategy 1.2 - Rural Bus Transit System</i>	1,139,691	990,000	990,000	-
<i>Strategy 1.3 - Special Needs Transit Services</i>	2,154,534	2,721,751	2,535,400	-
<i>Strategy 1.4 - Bus Transit Facilities</i>	3,453,434	3,950,000	650,000	3,268,500

**Table 4: Proposed FY2019-20 Annual Budget - Measure A 1/2-Cent Transportation Sales Tax
(Continued)**

	FY2017-18 Actual	FY2018-19 Final Budget	FY2018-19 Actual Estimated	FY2019-20 Proposed Budget
<u>Strategy 2 - Hwy 101 Gap Closure</u>	1,211,798	400,000	100,000	300,000
<i>STP/HIP Swap Project</i>	1,211,798	400,000	100,000	300,000
<u>Strategy 3 - Local Transportation Infrastructure</u>	7,561,452	5,551,611	4,301,611	6,243,544
<i>Strategy 3.1 - Major Roads</i>	4,260,337	2,250,000	1,000,000	3,800,000
<i>Strategy 3.2 - Local Roads</i>	3,301,115	3,301,611	3,301,611	2,443,544
<u>Strategy 4 - Safer Access to Schools.</u>	3,028,050	3,703,000	3,163,000	2,151,000
<i>Strategy 4.1 - Safe Routes to Schools</i>	711,337	823,000	823,000	550,000
<i>Strategy 4.2 - Crossing Guards</i>	1,366,924	1,530,000	1,240,000	350,000
<i>Strategy 4.3 - Safe Pathways To School</i>				
<i>Safe Pathways Plan Development</i>	203,144	100,000	100,000	-
<i>Safe Pathway Capital Projects</i>	746,645	1,250,000	1,000,000	1,251,000
<i>Expired Expenditure Line Items</i>	85,000	85,000	85,000	-
<i>Subtotal, Measure A Programs/Projects</i>	28,668,456	28,012,362	21,771,511	14,108,644
Interagency Agreements				
Funding Agreement with County of Marin for Bellarm Boulevard Construction and Construction Management	-	1,800,000	44,000	200,000
County Lower Marin City Drainage Study Agreement	29,388	50,000	50,000	45,000
Novato Pedestrian Access to Transit and Crosswalk Improvement Project Agreement	-	151,000	-	318,000
Marin Transit Bus Facility Lease or Purchase Fund Contribution	-	-	-	1,100,000
<i>Expired Expenditure Line Items</i>	2,454,993	200,000	7,507	
<i>Subtotal, Interagency Agreement</i>	2,484,381	2,201,000	101,507	1,663,000
Total Expenditures	34,146,072	33,289,692	24,482,135	17,245,693
Net Change in Fund Balance	(6,539,977)	(6,049,692)	(2,557,135)	(16,745,693)
<i>Ending Balance</i>	33,645,375	27,595,683	31,088,239	14,342,546

Table 5: Proposed FY2019-20 Annual Budget - Measure AA 1/2-Cent Transportation Sales Tax

	FY2017-18 Actual	FY2018-19 Final Budget	FY2018-19 Actual Estimated	FY2019-20 Proposed Budget
<u>Beginning Balance - Note 1</u>				7,115,000
REVENUE				
Measure AA Sales Tax		7,075,000	27,500,000	
Interest Revenue		40,000	200,000	
Total Revenue Available		7,115,000		27,700,000
EXPENDITURES				
Administration				
Salaries & Benefits				736,990
Subtotal, Administration		-	-	736,990
Professional Services				
Project Management Oversight				275,000
Subtotal, Professional Services		-	-	275,000
Measure AA Sales Tax Programs/Projects				
Category 1: Reduce Congestion				
Category 1.1 - Completion of Marin-Sonoma Narrows				4,600,000
MSN Phase 2 HOV Lane ROW/Utility Relocation & Design				2,800,000
Category 1.2 - Match for Completion of 101/580 Direct Connector				-
580/101 Direct Connector Project PID & PAED				1,400,000
Category 1.3 - Enhance Interchanges				350,000
Category 1.4 - Traffic Demand Management				50,000
Category 2: Local Transportation Infrastructure				
Category 2.1 - Local Roads				1,349,425
Category 2.2 - Safe Pathways				650,000
Category 2.3 - Sea Level Rise				50,000
Category 2.4 - Innovative Technology				141,000
Category 3: Safer Access to Schools				
Category 3.1 - Safe Routes to Schools				400,000
Category 3.2 - Crossing Guards				1,340,000
Category 3.3 - Safe Pathway Capital Projects				-
Category 4: Transit				
Category 4.1 - Local Bus Transit Service				7,584,400
Category 4.2 - Rural Bus Transit Service				948,639
Category 4.3 - Special Needs Transit Service				2,809,000
Category 4.4 - School Transit Service				1,120,000
Category 4.5 - Bus Transit Facilities				1,024,147
Category 4.6 - Expand Access to Transit				112,000
Subtotal, Measure AA Programs/Projects		-	-	22,128,611
Interagency Agreements				
Funding Agreement with County of Marin for Bellarm Boulevard Construction and Construction Management				3,755,000
Subtotal, Interagency Agreement		-	-	3,755,000
Total Expenditures		-	-	26,895,601
Net Change in Fund Balance		-	7,115,000	804,399
Ending Balance			7,115,000	7,919,399

Table 6: Proposed FY2019-20 Annual Budget - Measure B Vehicle Registration Fee

	FY2017-18 Actual	FY2018-19 Final Budget	FY2018-19 Actual Estimated	FY2019-20 Proposed Budget
<u>Beginning Balance - Note 1</u>	2,548,561	3,228,270	3,228,270	3,087,789
REVENUE				
Measure B Vehicle Registration Fee	2,386,486	2,400,000	2,400,000	2,400,000
Interest Revenue	59,254	50,000	70,000	75,000
Total Revenue Available	2,445,740	2,450,000	2,470,000	2,475,000
EXPENDITURES				
Administration				
Salaries & Benefits	148,288	118,579	137,363	91,042
Office Supplies	1,147	-	600	1,000
Legal	9,631	10,000	3,710	10,000
Document/Video/Markting Material Production	2,027	5,000	3,664	5,000
Travel/Meeting/Conference	2,378	1,500	4,433	5,000
Misc. Expense	1,260	3,000	1,712	2,000
<i>Subtotal, Administration</i>	164,731	138,079	151,482	114,042
EXPENDITURES				
Professional Services				
<i>Expired Expenditure Line Items</i>	380	10,000	-	-
<i>Subtotal, Professional Services</i>	380	10,000	-	-
Measure B Programs				
<u>Element 1 - Maintain Local Streets & Pathways</u>	72,050	114,000	75,000	2,528,821
<i>Element 1.1 - Local Streets</i>	-	-	-	2,414,821
<i>Element 1.2 - Bike/Ped Pathways</i>	72,050	114,000	75,000	114,000
<u>Element 2 - Seniors & Disabled Mobility</u>	957,016	1,120,000	1,245,000	1,170,000
<i>Element 2.1 - Mobility Management Programs</i>	159,019	140,000	140,000	150,000
<i>Element 2.2 - Paratransit & Low-Income Scholarships</i>	206,259	235,000	235,000	240,000
<i>Element 2.3 - Paratransit Plus</i>	476,065	600,000	700,000	620,000
<i>Element 2.4 - Volunteer Drive & Gap Grant</i>	115,673	145,000	170,000	160,000
<u>Element 3 - Reduce Congestion & Pollution</u>	527,472	1,138,999	1,138,999	870,000
<i>Element 3.1 - Safe Routes to School/Street Smart Program</i>	286,326	345,000	345,000	175,000
<i>Element 3.2 - Commute Alternative Programs</i>	180,724	358,999	358,999	350,000
<i>Element 3.3 - Alternative Fuel Vehicle Program</i>	60,423	435,000	435,000	345,000
<i>Subtotal, Measure B Programs</i>	1,556,538	2,372,999	2,458,999	4,568,821
<i>Expired Expenditure Line Items</i>				-
<i>Total Expenditures</i>	1,721,649	2,521,078	2,610,481	4,682,863
Net Change in Fund Balance	679,709	(71,078)	(140,481)	(2,207,863)
<i>Ending Balance</i>	3,228,270	3,157,192	3,087,789	879,926

Table 7: Proposed FY2019-20 Annual Budget – CMA

	FY2017-18 Actual	FY2018-19 Final Budget	FY2018-19 Actual Estimated	FY2019-20 Proposed Budget
<u>Beginning Balance - Note 1</u>	<u>1,807,945</u>	<u>1,770,058</u>	<u>1,770,058</u>	<u>2,039,084</u>
REVENUE				
Cities/Towns and County Contribution	559,000	559,000	559,000	559,000
Interest Revenue	46,537	25,000	200,000	100,000
MTC STP/CMAQ Planning & OBAG Grant Funds	629,676	1,452,023	647,006	1,039,487
MTC Regional Measure 2 Fund	753,288	5,642,680	3,449,391	5,528,889
State STIP PPM Fund	8,870	194,063	165,321	160,813
STIP/RTIP/ITIP Funds/SB1 Local Partnership	315,679	1,153,122	2,161,000	948,500
Nonmotorized Transportation Pilot Program Fund	2,332,167	37,287	16,413	19,000
MTC Climate Initiatives Program Grant	102,864	65,111	16,155	72,091
Federal STP Fund			1,400,000	600,000
Realized Highway 101 ROW Excess Fund	868,471	615,000	319,073	4,349,000
Realized Revenue Line Items for Prior Year	397,115			-
Total Revenue Available	<u>6,013,667</u>	<u>9,743,286</u>	<u>8,933,358</u>	<u>13,376,779</u>
EXPENDITURES				
Administration				
Salaries & Benefits	1,029,643	1,352,100	1,242,844	1,500,990
Pension and OPEB Section 115 Trust Pre-Funding		157,470	-	157,470
Office Supplies	95	10,000	1,000	5,000
Legal Services	26,324	30,000	36,912	40,000
Document/Video/Marketing Material Production	8,693	40,000	11,801	20,000
Memberships	12,103	20,000	15,000	20,000
Travel/Meetings/Conferences	9,742	16,000	3,859	15,000
Professional Development	-	2,500	-	3,000
Human Resources/Board Support	10,898	35,000	30,000	10,000
Misc. Expenses	14,410	2,500	633	3,000
Expired Expenditure Line Items		393,896	393,896	-
<i>Subtotal, Administration</i>	<u>1,111,908</u>	<u>2,059,466</u>	<u>1,735,944</u>	<u>1,774,460</u>
Professional Services				
CMP Update/Traffic Monitoring	56,389	60,000	50,000	60,000
Travel Model Maintenance & Update	92,020	250,000	180,000	80,000
Traffic Monitoring and Reporting	15,000	25,000	25,000	25,000
Project Management Oversight	272,778	170,000	150,000	25,000
MSN Phase 2 HOV Lane ROW/Utility Relocation & Design	180,927	1,100,000	2,020,000	1,100,000
MSN San Antonio Curve Correction Construction Support	85,175	150,000	135,000	40,000
HOV Gap Closure Mitigation - Brookdale /Maintenance	6,750	10,000	6,000	6,000
State Legislative Assistance	36,750	40,250	40,250	42,000
Financial Advisor Services	2,138	10,000		10,000
North-South Greenway Gap Closure / PS&E & CM Services	442,759	300,000	300,000	300,000
Public Outreach Service Support	39,174	30,000	25,000	30,000
Street Smart Program Implementation	13,500	35,000	16,000	19,000
CMFC Onsite Re-Vegetation Mitigation Monitoring and Reporting	3,603	10,000	2,000	2,500
Consulting Pool	92,483	25,000		25,000
Expired Expenditure Line Items	212,462	101,500	26,374	-
<i>Subtotal, Professional Services</i>	<u>1,551,907</u>	<u>2,316,750</u>	<u>2,975,624</u>	<u>1,764,500</u>

Table 7: Proposed FY2019-20 Annual Budget – CMA
(Continued)

	FY2017-18 Actual	FY2018-19 Final Budget	FY2018-19 Actual Estimated	FY2019-20 Proposed Budget
<u>Beginning Balance - Note 1</u>	<u>1,807,945</u>	<u>1,770,058</u>	<u>1,770,058</u>	<u>2,039,084</u>
Interagency Agreements				
North-South Greenway (Southern Segment)- County Project Management	207,418	250,000	100,000	150,000
North-South Greenway (Northern Segment) Cooperative Agreement with Caltrans for Construction		2,000,000	-	5,000,000
HOV Gap Closure Offsite Landscaping Mitigation Funding Agreement - Caltrans	-	400,000	-	400,000
Sausalito - Gate 6 Bridgeway Intersection Improvements	83,536	47,000		73,000
Corte Madera - Tamal Vista Blvd Bike/Ped Improvements		526,000		526,000
San Anselmo-Hub Reconfiguration Phase I Study		309,000	-	309,000
Marin County/Caltrans Planning Grant Match Manzanita & Southern Marin Flooding		21,000	-	24,000
San Rafael - Canal Neighborhood CBTP		20,000	20,000	55,000
Caltrans - MSN Phase 2 HOV Lanes ROW and Construction Support				3,750,000
Expired Expenditure Line Items	3,067,613	3,911,000	3,832,765	
<u>Subtotal, Interagency Agreements</u>	<u>3,358,567</u>	<u>7,484,000</u>	<u>3,952,765</u>	<u>10,287,000</u>
<u>Total Expenditures</u>	<u>6,022,381</u>	<u>11,860,215</u>	<u>8,664,332</u>	<u>13,825,960</u>
<u>Net Change in Fund Balance</u>	<u>(37,887)</u>	<u>(2,116,929)</u>	<u>269,026</u>	<u>(449,181)</u>
<u>Ending Balance</u>	<u>1,770,058</u>	<u>(346,871)</u>	<u>2,039,084</u>	<u>1,589,904</u>

Table 8: Proposed FY2019-20 Annual Budget – TFCA

	FY2017-18 Actual	FY2018-19 Final Budget	FY2018-19 Actual Estimated	FY2019-20 Proposed Budget
<i>Beginning Balance</i>	<i>1,148,177</i>	<i>1,289,929</i>	<i>1,289,928</i>	<i>1,660,241</i>
REVENUE				
Marin Transportation For Clean Air Funding	362,284	360,000	363,000	363,000
Regional TFCA Competitive Grant				283,637
Interest Revenue	21,464	25,000	30,000	35,000
<i>Total Revenue Available</i>	<i>383,748</i>	<i>385,000</i>	<i>393,000</i>	<i>681,637</i>
EXPENDITURES				
Administration				
Salaries & Benefits	22,602	17,765	22,688	23,525
<i>Subtotal, Administration</i>	<i>22,602</i>	<i>17,765</i>	<i>22,688</i>	<i>23,525</i>
Professional Services				
<i>Expired Expenditure Line Items</i>	30,694	-	-	-
<i>Subtotal, Professional Services</i>	<i>30,694</i>	<i>-</i>	<i>-</i>	<i>-</i>
TFCA Programs/Projects				
North/South Greenway Construction				283,637
TFCA - Reimbursement of Various Capital Projects	176,392	397,000	-	768,000
<i>Subtotal, Other Capital Expenditures</i>	<i>176,392</i>	<i>397,000</i>	<i>-</i>	<i>1,051,637</i>
<i>Total Expenditures</i>	<i>229,689</i>	<i>414,765</i>	<i>22,688</i>	<i>1,075,162</i>
Net Change in Fund Balance	141,752	(29,765)	370,313	(393,524)
<i>Ending Balance</i>	<i>1,289,928</i>	<i>1,260,164</i>	<i>1,660,241</i>	<i>1,266,717</i>

FY2019-20 Appropriation Limit

Per Article XIIIIB of California State Constitution, all State, as well as local governments, including any city and county, school district, special district, authority, or other political subdivision of or within in the State, are subjected to the appropriations limitation imposed by Proposition 4 (1979) and later amended by Proposition 111 (1990). The appropriations limit only applies to those revenues defined as “proceeds of taxes”, which in TAM’s case, is the sales tax revenue and its interest revenues generated by the Measure A/AA ½-Cent Transportation Sales Tax.

TAM Ordinance 2004-01, the ordinance that adopted the Measure A ½-Cent Transportation Sales Tax Expenditure Plan, set the initial appropriation limit for Measure A at \$50 million. The appropriation limit then has been adjusted annually based on two factors: change in the cost of living and population of the County. The Measure A appropriation limit calculated for FY2019-20 based on the most recently inflationary adjustment and population change is \$92.82 million. TAM’s appropriation under Measure A for FY2019-20 will be way under the limit.

TAM Ordinance 2018-01, the ordinance that adopted the Measure AA ½-Cent Transportation Sales Tax Expenditure Plan, set the FY2019-20 appropriation limit for the sales tax at \$70 million. Thereafter, the appropriate limit will be adjusted annually based on two factors: change in the cost of living and population of the County.

FY2019-20 Work Plans by Function

Administration & Finance Function

Under the direction of the TAM Board and Executive Director, the Administration and Finance Unit is responsible for TAM's financial and administrative functions and activities. Staff that carries out most of the administrative and financial activities includes: Li Zhang, Chief Financial Officer; Denise Merleno, Executive Assistant; Helga Cotter, Senior Accountant; Grace Zhuang, Accounting & Administrative Specialist and Joanne O'Hehir, Administrative Assistant.

Major functions of the Unit are highlighted below:

- Providing support to the TAM Board and various committees
- Administrating TAM's human resources tasks, including recruitment of new staff, management of benefits, etc.
- Ensuring compliance of various employment law and regulations
- Managing the payroll, accounting and financial systems of TAM
- Administrating disbursements of Measure A and AA 1/2-Cent Sales Tax, Measure B \$10 Vehicle Registration Fee, and grant funds received from other agencies
- Performing financial analyses and work for the preparation of TAM's financial statements, strategic plans, annual budget, and other regular financial reports
- Managing finance, human resources, and information technology consulting teams
- Overseeing the investment of TAM funds
- Providing support in the management of all contracts and agreements
- Managing daily operation of the office

Highlights of Major FY2019-20 Administration & Finance Work Plan

Detailed work plan table for the Administration & Finance Function with timeline is included in Appendix 3 of the budget document. Meanwhile, the following work items are expected to be the major focuses of the Administration and Finance Function in FY2019-20.

- ✓ Conducting the classification study, with the anticipated starting of new Executive Director in early summer, staff plan to conduct a review of all current TAM positions, including job descriptions, salary structure, benefit level and propose any necessary adjustments.
- ✓ Continuing to improve the agency's financial and payroll system and propose improvements to further increase workflow efficiency
- ✓ Conducting review of current benefits, research options that help the agency maintain the benefit while achieving cost savings
- ✓ Monitoring the sales tax revenues and preparing the agency for a potential recession
- ✓ Conducting cash flow analyses of major capital projects and exploring various financial tools to meet the cash flow of projects needs

Public Information and Outreach Function

Under the direction of the TAM Board and Executive Director, the Public Information and Outreach Unit manages TAM's public information and outreach. Staff that carries out most of the public information and outreach activities includes: Molly Graham, Public Outreach Coordinator and Denise Merleno, Executive Assistant.

Major functions of the Unit are highlighted below:

- Creating public information material such as factsheets, website content, press releases, social media and the TAM Traveler newsletter publication;
- Acting as primary advisor to the TAM Board Chairperson/Vice-Chairperson and Executive Director on stakeholder and media relations;
- Making recommendations and tracking media coverage; overseeing the maintenance and update of public information channels such as the TAM website and the inclusion of TAM's material on related agency and community partner websites;
- Supporting communication of TAM's projects and programs, coordinating diverse media and public outreach activities, events and meetings.

Highlights of Major FY2019-20 Public Information and Outreach Work Plan

Detailed work plan table for the Public Information and Outreach Function with timeline is included in Appendix 3 of the budget document. Meanwhile, the following work items are expected to be the major focuses of the Public Information and Outreach Function in FY2019-20.

- ✓ Supporting key new initiatives, including Marin Commutes and the regional bikeshare program
- ✓ Conducting extensive Public outreach efforts for major capital improvement programs, including MSN, the North/South Greenway Gap Closure, the Bellam Boulevard widening and initiation of the Highway 101-580 Direct Connector project
- ✓ Managing outreach for key projects affecting Marin, such as the opening of the Upper Deck Bike Lane on the Richmond San Rafael Bridge and Ramp Metering

Project Management and Delivery Function

Under the direction of the TAM Board and Executive Director, the Project Management and Delivery Unit manages the agency's project management and delivery processes. Staff that carries out most of the project management and delivery activities includes: Bill Whitney, Principal Project Delivery Manager; Dan Cherrier, Principal Project Delivery Manager; and Nick Nguyen, Principal Project Delivery Manager.

Major functions of the Unit are highlighted below:

- Managing the delivery of various projects, including direct environmental clearance, design and engineering, right of way acquisition, utility relocation, permitting, construction oversight, etc.
- Overseeing and ensuring compliance of mandatory reporting and other requirements for various projects
- Developing and managing fund programming and project budgets for federal, state, and local funds, monitoring cash flow and expenditure schedules
- Coordinating and assisting in the development of transportation improvement projects for local jurisdictions directly and/or through consultants
- Coordinating with federal, state and regional agencies to ensure compliance and the success delivery of projects

Highlights of Major FY2019-20 Project Management and Delivery Work Plan

Detailed work plan table for the Project Management and Delivery Function with timeline is included in Appendix 3 of the budget document. Meanwhile, the following work items are expected to be the major focuses of the Project Management and Delivery Function in FY2019-20.

- ✓ Managing design completion for the Highway 101 HOV Lane and the Multi-Use Pathway Extension in the Marin Sonoma Narrows
- ✓ Managing project planning and environmental studies for the Highway 101/580 Direct Connector Project
- ✓ Managing Crossing Guard Program
- ✓ Managing Alternative Fuel/Electric Vehicle Program
- ✓ Partnering with Caltrans to Construct the Northern Segment of the North/South Greenway Project over Corte Madera Creek, and manage continuation of Environmental Document approval of the Southern Segment
- ✓ Initiating Planning Improvements to Highway 101 Interchanges (total 11)
- ✓ Monitoring Phase One Ramp Metering Project under Construction
- ✓ Managing Highway 101 Off Ramp Improvements at Bellam Boulevard
- ✓ Monitoring and participating as partner in Golden Gate's planning for new Bettini Transit Center
- ✓ Managing of the Safe Routes to Schools programs, including crossing guards, Street Smarts and education and outreach programs
- ✓ Managing the Alternative Fuel program and Electric Vehicle program, including development of plans and programs to promote EV adoption amongst jurisdictions

Planning and Programs Function

Under the direction of the TAM Board and Executive Director, the Planning Unit carries out all the planning functions of the agency and is also responsible for the management and delivery of Measure Programs of the agency. Staff that carries out most of the planning and program activities includes: Derek McGill, Planning Manager and Scott McDonald, Senior Transportation Planner.

Major planning functions are highlighted below:

- Managing the development of the Congestion Management Plan
- Developing the Travel Demand Model and preparing travel forecasts
- Managing the traffic monitoring and reporting programs
- Managing the development of long-range transportation plans for Marin County
- Reviewing and coordinating various Marin County transportation interests in regional transportation and land use planning efforts
- Reviewing and coordinating on multi- county transportation planning efforts
- Coordinating and overseeing the delivery of Community Based Transportation Plans
- Coordinating with local planning efforts on transportation related topics including new mobility services, vehicle miles traveled, congestion relief and greenhouse gas emissions
- Reviewing and coordinating local development projects and plans
- Representing TAM member agencies on transportation matters to the public, other governmental agencies, community groups and transportation organizations on planning issues
- Managing local and regional bicycle and pedestrian plans and coordination of TAM's Bicycle/Pedestrian Advisory Committee

Major functions related to Measure programs are highlighted below:

- Managing the Transportation Demand Management (TDM) program, including Marin Commutes, and other sub elements such as Vanpool Incentive, Lyft Shared Rides Program, and Emergency Ride Home programs

- Researching and developing new TDM programs
- Developing first/last mile options in coordination with SMART, Marin Transit, and Golden Gate Transit
- Assisting local jurisdictions in development planning regarding commercial and residential development as needed, providing access to TAM's newly adopted travel model
- Managing the development of new Measure Programs including Sea Level Rise, Commute Alternative and Trip Reduction, and Innovation programs

Highlights of Major FY2019-20 Planning and Programs Work Plan

Detailed work plan table for the Planning and Programs Function with timeline is included in Appendix 3 of the budget document. Meanwhile, the following work items are expected to be the major focuses of the Planning and Programs Function in FY2019-20.

- ✓ Implementing the Marin Commutes public outreach and mode shift campaigns
- ✓ Coordinating with MTC/BATA and CCTA on TDM strategies for the Richmond San Rafael Bridge Corridor, aka Richmond Bridge Forward
- ✓ Developing the Marin and Sonoma County's Bikeshare Program
- ✓ Coordinating the development of the long-range transportation forecasts for Year 2040
- ✓ Coordinating and facilitating of Marin County's transportation interests in MTC/ABAG's Regional Transportation Plan/Sustainable Communities Strategy, Plan Bay Area 2050
- ✓ Developing new Measure Programs for Sea Level Rise, Innovation and Commute Alternatives and Trip Reduction

Programming and Legislation Function

Under the direction of the TAM Board and Executive Director, the Programming Unit administers all fund programming and allocation processes, and the legislation work of TAM. Staff that carries out most of the funding programming and allocation activities includes: David Chan, Programming and Legislation Manager and Scott McDonald, Senior Transportation Planner.

Major functions of the Units are highlighted below:

- Developing and updating the strategic plans for the Measure A/AA ½-Cent Transportation Sales Tax and Measure B \$10 Vehicle Registration Fee
- Developing the managing funding agreements/contracts for various funding sources
- Managing the competitive grant process for various grants including close coordination with local agencies as sponsors
- Assessing federal, state, and regional laws, regulations, policies, and procedures, and complying with requirements of various grants under TAM's purview
- Coordinating with federal, state and regional authorities as well as local agencies on various funding programming/exchanges
- Conducting complex funding analysis for projects and programs
- Conducting Call for Projects for various funding sources
- Managing the legislation advocacy consultant team and monitoring all legislations that have potential impacts on TAM and Marin
- Monitoring delivery of projects and programs as required by various fund types

Highlights of Major FY2019-20 Programming and Legislation Work Plan

Detailed work plan table for the Programming and Legislation Function with timeline is included in Appendix 3 of the budget document. Meanwhile, the following work items are expected to be the major focuses of the Programming and Legislation Function in FY2019-20.

- ✓ Managing the fund allocation and programming process of all the three measure programs of the agency and conducting the required strategic plan updates timely
- ✓ Assisting in delivery of federally funded projects from OBAG2 to assure no loss of funds
- ✓ Conducting Calls for Projects for TDA Article 3, TFCA, and Safe Pathway projects
- ✓ Developing Active transportation Program applications with priority direction from the TAM Board
- ✓ Developing Regional Measure 3 (RM3) competitive program applications, for example Safe Routes to Transit, with priority direction from the TAM Board.
- ✓ Conducting various call for project fund cycles
- ✓ Providing necessary assistance to Measure AA funding recipients during the first year of project/program implementation
- ✓ Tracking legislation affecting funding in Marin County and bring issues as necessary to the TAM Board

Appendix

Appendix 1: TAM Board of Commissioners – May 2019

<i>James Campbell</i>	<i>City of Belvedere</i>
<i>David Kunhardt</i>	<i>Town of Corte Madera</i>
<i>John Reed</i>	<i>Town of Fairfax</i>
<i>Dan Hillmer</i>	<i>City of Larkspur</i>
<i>Stephanie Moulton-Peters</i>	<i>City of Mill Valley</i>
<i>Eric Lucan</i>	<i>City of Novato</i>
<i>P. Beach Kuhl</i>	<i>Town of Ross</i>
<i>Brian Colbert</i>	<i>Town of San Anselmo</i>
<i>Gary Phillips</i>	<i>City of San Rafael</i>
<i>Susan Cleveland-Knowles</i>	<i>City of Sausalito</i>
<i>Alice Fredericks</i>	<i>Town of Tiburon</i>
<i>Damon Connolly</i>	<i>County of Marin District 1</i>
<i>Katie Rice</i>	<i>County of Marin District 2</i>
<i>Kathrin Sears</i>	<i>County of Marin District 3</i>
<i>Dennis Rodoni</i>	<i>County of Marin District 4</i>
<i>Judy Arnold</i>	<i>County of Marin District 5</i>

Appendix 2: TAM Budget Assumption Sheet

Budget Line item	Assumption
REVENUES	
Measure A/AA Sales Tax Revenue	\$27.5 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. FY2019-20 is the last year of the temporary increase.
Interest Revenue	Based on estimated fund balance and investment return rate, note returns from CalTRUST investment pool. Staff bringing separate policy forward to dedicate to contract cost overruns for FY2019-20.
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). SMART \$850,000 for lost lease revenue vicinity Larkspur has been paid in FY2018-19. Minor costs outstanding for Central Marin Ferry Connection Project (Mitigation/Monitoring/ Maintenance).
Marin Transportation For Clean Air Funding	FY2019-20 revenue disbursement estimated based on FY2018-19 actual revenue collection.
Regional TFCA Competitive Grant	Funds received as competitive grant for Northern Segment of North/South Greenway - to be used for construction costs.
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	Money will likely be expended in FY2018-19 on Street Smart Program.
MTC Climate Initiatives Program Grant	MTC Grant for Car Share Pilot Program Implementation, staff support.
Federal STP Fund	Federal STP Funds awarded to TAM by MTC to assist with completion of MSN Phase 2 design work. E76 was approved in late January 2019.
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 spent on STIP eligible projects.

Budget Line item	Assumption
EXPENDITURES	
Administration	
Salaries & Benefits	Estimated labor cost of 12.8 FTE positions, this line include all salary and benefit costs and assumes a 3% COLA increase.
Pension and OPEB Section 115 Trust Pre-Funding	The TAM Board approved the one-time \$129,970 contribution into a Pension Section 115 Trust and also authorized the start of an annual \$27,500 contribution into an OPEB Section 115 Trust in February 28, 2019. Staff recommended to postpone the start of the contribution until FY2019-20, awaiting for the final implementation of the CalPERS Pension Section 115 Trust.
Office Lease	Annual office lease cost under the current lease term.
Agencywide IT and Computer Equipment Upgrade	Cover scheduled IT equipment upgrade needs, most of the computer equipment were upgraded in FY2017-18.
Equipment Purchase/Lease	For mail, copy, scan and other office equipment needs.
Telephone/Internet/ Web Hosting Services	Estimates based on prior year usage of actual cost of the telephone/internet and cell phone services.
Office Supplies	Estimated based on FY2017-18 actual expenditures for office supplies needs, including all routine printing supply and copy costs.
Updates and Technical Support for TAM Website	Continued updates of TAM's website, technical support and other required work.
Classification Study	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 FY2019-20. Carried over from prior years and postponed until next fiscal year.
Insurance	Based on current insurance cost.
Financial Audit	Based on current/expected financial and compliance audit contracts other than Measure A compliance which is included under the Measure A Programs.
Legal Services	For general legal services received from County Counsel and special legal services from outside legal teams.
Document/Video/Markting Material Production	Based on estimated expenditures of major report production, including COC Annual Report, updated TAM Snapshot report design services, video production, copy editing and outreach materials.
Memberships	Based on Self Help Counties Coalition, CalCOG, MCEP dues for employees' professional memberships and Marin Map - note ongoing support from Marin Map.
Travel/Meetings/Conferences	Based on estimated staff work travel needs.
Professional Development	For staff professional development; computer skill training/classes; management training for Deputy ED & Managers.
Human Resources/Board Support	For projected routine HR and board support functions.
Information Technology Support	For routine IT and web support needs.
Annual Support & Upgrade of Financial System	Annual software license cost and necessary support.
Misc. Expenses	For any necessary misc. administration needs that are not included in the above budget lines.

Budget Line item	Assumption
EXPENDITURES	
Professional Services	
Bellam Blvd 101 Off-ramp Improvements - Design & R/W	Project will add second off ramp lane from northbound Hwy 101 to improve travel time for traffic going from northbound Hwy 101 to east bound I580. Cost is for design work and design support during construction and right-of-way.
SFD Flyover Bike Path Barrier	Design work for two-way bike path over I580.
CMP Update/Traffic Monitoring	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 FY2019-20.
Travel Model Maintenance & Update	New updated TAM Model adopted by TAM Board April 2019. Ongoing maintenance and model updates as needed, complete future year (2040) forecasts.
Traffic Monitoring and Reporting	Ongoing traffic counts and monitoring effort from City County fund increase in FY2015-16.
Project Management Oversight	On-call consultant contract to meet TAM's various project/program management needs, estimate based on past use and necessary needs. Under CMA Budget \$25,000 for regional planning. Under Measure AA, \$15,000 for bike path estimates/studies, \$15,000 for grant application assistance, \$70,000 for crossing guard support, \$20,000 for one time legal support, \$30,000 for Local Agency support, \$50,000 for new program development support, \$25,000 for Lyft program support, and \$50,000 for unknown. Measure A, \$100,000 for Richmond San Rafael Bridge traffic studies.
MSN Phase 2 HOV Lane ROW/Utility Relocation & Design	MSN Phase 2 projects in Marin County to complete all HOV lanes. Estimated FY2019-20 budget requirement for final design, permits and right-of-way work. Fund sources include SB1 LLP and Federal STP. Additional funds may come from Measure AA to complete all design support. Construction funds necessary from SB1 SCCP and Regional RM3.
MSN San Antonio Curve Correction Construction Support	Hwy 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 2019-20 budget requirement: \$40,000.
HOV Gap Closure Mitigation - Brookdale /Maintenance	Hwy 101 Gap Closure Mitigation along Brookdale Avenue and off-site mitigation at China Camp. TAM has managed construction contract and will continue with 5 year plant establishment period till end of 2022.
State Legislative Assistance	State legislative assistance and advocacy contract.
Financial Advisor/Sales Tax Audit Services	For sales tax monitoring and allocation audit services and on-call financial advisor team to help TAM with various transportation financing issues.
North-South Greenway Gap Closure / PS&E & CM Services	Northern Segment - Finalize PS&E for both Caltrans Segment and Larkspur Segment & provide construction administration support to Caltrans.
Public Outreach Service Support	Public outreach consultant support for unique efforts that are not covered by in-house staff.
Street Smart Program Implementation	Completion of NTPP funds likely in FY 2019-20. Program redesign in FY2019-20, portion of work to be completed as part of SR2S contract.
CMFC Onsite Re-Vegetation Mitigation Monitoring and Reporting	Includes Mitigation, Monitoring and Reporting. Minimal replanting may be necessary due to impacts of severe winter weather conditions.
Consulting Pool	A pool of small consultant contracts for various small misc. services, amount reflective of previous years.

Budget Line item	Assumption
EXPENDITURES	
Measure A Programs	
Measure A Compliance Audit	For the annual compliance audit need of selected project sponsors.
Bike/Ped Path Maintenance	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.
Central Marin Ferry Connector - SMART Insurance Policy	As a condition of the Cooperative Agreement TAM will reimburse SMART for the cost of insurance for the bridge over SFDB in their right-of-way until such time passenger rail service is extended to Larkspur. Possibly discontinue reimbursement in FY2020.
Strategy 1 - Transit	
<i>Strategy 1.1 - Local Bus Transit Service</i>	Marin Transit requested \$9.6 million under Strategy 1.1, the full requested amount is shown under Measure A as of now. A portion of the amount may needed to be moved to Measure AA once TAM finalize both the Measure A and AA Strategic Plans.
<i>Strategy 1.2 - Rural Bus Transit System</i>	Marin Transit requested \$0.95 million under Strategy 1.2, the full requested amount is shown under Measure A as of now. A portion of the amount may needed to be moved to Measure AA once TAM finalize both the Measure A and AA Strategic Plans.
<i>Strategy 1.3 - Special Needs Transit Services</i>	Marin Transit requested \$2.8 million under Strategy 1.3, the full requested amount is shown under Measure A as of now. A portion of the amount may needed to be moved to Measure AA once TAM finalize both the Measure A and AA Strategic Plans.
<i>Strategy 1.4 - Bus Transit Facilities</i>	Marin Transit requested \$4.3 million under Strategy 1.4, the full requested amount is shown under Measure A as of now. A portion of the amount may needed to be moved to Measure AA once TAM finalize both the Measure A and AA Strategic Plans.
Strategy 2 - Hwy 101 Gap Closure	
<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 but now is assumed to be carried into FY2019-20.
Strategy 3 - Local Transportation Infrastructure	
<i>Strategy 3.1 - Major Roads</i>	Expected FY2019-20 expenditures/reimbursements for Major Roads projects is \$3.8 million, \$3 million for SFD/County project, \$0.3 million for Third Street/SR, and \$0.5 for Novato Blvd. Allocation amounts higher, these are cash flow estimates for FY2019-20. Funds from 2011 SLPP swap are included.
<i>Strategy 3.2 - Local Roads</i>	Total allocation for FY2019-20 Local Roads projects is \$2.44 million.
Strategy 4 - Safer Access to Schools.	
<i>Strategy 4.1 - Safe Routes to Schools</i>	Total SR2S contract for FY2019-20 Estimation of \$950K funds come out of Measure A Strategy 4.1, and Measure B 3.1, Use of Measure AA once funds are expended from Measure A 4.1.
<i>Strategy 4.2 - Crossing Guards</i>	Crossing guard cost based on \$17,800/guard annual rate, service level at 91 guards, also including summer school service and transit reimbursement (note Measure B VRF also funds guards). \$180,000 to carry over from Measure A.
<i>Strategy 4.3 - Safe Pathways To School</i>	
<i>Safe Pathways Plan Development</i>	Total SR2S contract for FY2019-20 is \$950K, contributed from Measure A 4.1, Measure B Element 3 and Measure AA. No Measure A 4.3 funds budgeted for FY2019-20.
<i>Safe Pathway Capital Projects</i>	\$3.48 million allocated March 2015, estimated reimbursement for FY2019-20 is \$1.25 million. Call for projects for FY2019-20 in June 2019 with Fall adoption of new program. Funds in Measure A used first for large projects (\$1.25 M) with new category of small projects from Measure AA (\$650K).

Budget Line item	Assumption
EXPENDITURES	
Measure AA Programs	
Category 1: Reduce Congestion	
Category 1.1 - Completion of Marin-Sonoma Narrows	
MSN Phase 2 HOV Lane ROW/Utility Relocation & Design	MSN Phase 2 projects in Marin County to complete all HOV lanes. Estimated FY2019-20 budget requirement for final design, permits and right of way work. Fund sources include SB1 LLP and Federal STP. Additional funds allocated from Measure AA to complete all design support . Construction funds necessary from SB1 SCCP and Regional RM3.
Category 1.2 - Match for Completion of 101/580 Direct Connector	
580/101 Direct Connector Project PID & PAED	PID, Preliminary Design, Project Study Report, Outreach and Environmental Studies utilizing Measure AA to accelerate project - unknown when RM3 funds are available. Total contract need \$4.4M with \$1.4M needed in FY2019-20.
Category 1.3 - Enhance Interchanges	Develop workplan for up to 11 interchanges per Expenditure Plan and initiate Planning Studies.
Category 1.4 - Traffic Demand Management	Implement Commute Alternative and Trip Reduction programs, including Marin Commutes community engagement effort, seasonal promotional campaigns, commute options, regional coordination, Emergency Ride Home Program and Vanpool Incentive reimbursements, Lyft GETMSART Program, car share, bike share and other shared ride services promotional activities. Funds from Measure B Element 3 and Measure AA support these activities.
Category 2: Local Transportation Infrastructure	
Category 2.1 - Local Roads	Total allocation for FY2019-20 Local Roads projects is \$1.35 million.
Category 2.2 - Safe Pathways	Call for Projects for FY2019-20 in June 2019 with Fall adoption of new program- funds in Measure A used first for large projects (\$1.25M) with new category of small projects from Measure AA (\$650K).
Category 2.3 - Sea Level Rise	Funding to serve as a local match to Caltrans planning grants or other for Sea Level Rise implementation planning.
Category 2.4 - Innovative Technology	Development of innovation projects for consideration in Marin County. Technical, legal, legislative, public and private partnership assistance may be included as part of implementation.
Category 3: Safer Access to Schools	
Category 3.1 - Safe Routes to Schools	Total SR2S contract for FY2019-20 Estimation of \$950K. Funding from Measure A Strategy 4.1 and Measure B 3.1. Use of Measure AA once all funds are expended from Measure A 4.1.
Category 3.2 - Crossing Guards	Crossing guard cost based on \$17,800/guard annual rate, service level at 91 guards, also including summer school service and transit reimbursement (note Measure B VRF also funds guards). \$180,000 to carry over from Measure A.
Category 3.3 - Safe Pathway Capital Projects	\$3.48M allocated March 2015, estimated reimbursement for FY2019-20 is \$1.25 million. Call for Projects for FY 2019-20 in June 2019 with Fall adoption of new program- funds in Measure A used first for large projects (\$1.25M) with new category of small projects from Measure AA (\$650K).
Category 4: Transit	
Category 4.1 - Local Bus Transit Service	Full amount requested is shown under Measure A as of now. A portion of the amount may needed to be moved to Measure AA once TAM finalize both the Measure A and AA Strategic Plans.
Category 4.2 - Rural Bus Transit Service	Full amount requested is shown under Measure A as of now. A portion of the amount may needed to be moved to Measure AA once TAM finalize both the Measure A and AA Strategic Plans.
Category 4.3 - Special Needs Transit Service	Full amount requested is shown under Measure A as of now. A portion of the amount may needed to be moved to Measure AA once TAM finalize both the Measure A and AA Strategic Plans.
Category 4.4 - School Transit Service	Category 4.4 is new under Measure AA, \$1.12 million is requested for FY2019-20.
Category 4.5 - Bus Transit Facilities	Full amount requested is shown under Measure A as of now. A portion of the amount may needed to be moved to Measure AA once TAM finalize both the Measure A and AA Strategic Plans.
Category 4.6 - Expand Access to Transit	Golden Gate Transit will request full amount under Category 4.6, estimated to be \$112,000 in FY2019-20.

Budget Line item	Assumption
EXPENDITURES	
Measure B VRF Programs	
Element 1 - Maintain Local Streets & Pathways	
<i>Element 1.1 - Local Streets</i>	Total allocation for FY2019-20 Local Roads projects is \$2.414 million which is next years share of three years of collection - FY2017/18, 2018/19 and 2019/20.
<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.
Element 2 - Seniors & Disabled Mobility	
<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 & Low-Income Scholarships</i>	Support and enhance Paratransit and other local services focusing on this population segment.
<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 & Gap Grant</i>	Implement other innovative programs to provide mobility to seniors as an alternative to driving.
Element 3 - Reduce Congestion & Pollution	
<i>Element 3.1 - Safe Routes to School/Street Smart Program</i>	Crossing guard cost at \$17,800/guard annual rate. Nine guards for FY2019-20 from Measure B, total guards 91 county-wide, with the remaining 82 from Measure A and Measure AA.
<i>Element 3.2 - Commute Alternative Programs</i>	Implement Commute Alternative and Trip Reduction programs, including Marin Commutes community engagement effort, seasonal promotional campaigns, commute options, regional coordination, Emergency Ride Home Program and Vanpool Incentive reimbursements, Lyft GETSMART Program, car share, bike share and other shared ride services promotional activities. Funds from Measure B Element 3 and Measure AA support these activities.
<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, technical assistance, education and marketing.
Interagency Agreements	
North-South Greenway (Southern Segment)-County Project Management	County of Marin has agreed to lead the development of the North/South Greenway Southern Segment. Funding Agreement for preliminary engineering and environmental assessment.
North-South Greenway (Northern Segment) Cooperative Agreement with Caltrans for Construction	Caltrans will perform Construction and Construction Support for SF Drake off-ramp widening.
HOV Gap Closure Offsite Landscaping Mitigation Funding Agreement - Caltrans	Agreement with Caltrans for off-site mitigation for the Hwy 101 Gap Closure Project. Pass-thru agreement.

Budget Line item	Assumption
EXPENDITURES	
Interagency Agreements	
Funding Agreement with County of Marin for Bellam Boulevard Construction and Construction Management	Construction and Construction management for the improvements to the Bellam off-ramp.
County Lower Marin City Drainage Study Agreement	This project received about \$210,000 in Lifeline funds that were swapped with Measure A Strategy 1.1 funds in FY 16/17 but actual collection was \$200,118. Marin County anticipates spending all of the remaining \$45,000 in FY2019-20. This project is anticipated to be closed out in FY2019-20.
Novato Pedestrian Access to Transit and Crosswalk Improvement Project Agreement	This project received \$302,100 in Lifeline funds that were swapped with Measure A Strategy 1.1 funds. Novato anticipates requesting reimbursement for approximately half of the funds in FY2019-20.
Marin Transit Bus Facility Lease or Purchase Fund Contribution	
Sausalito - Gate 6 Bridgeway Intersection Improvements	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 of \$83,536 in FY2017-18, The remaining \$72,464 is anticipated to be expended in FY2019-20.
Corte Madera - Tamal Vista Blvd Bike/Ped Improvements	Project along Tamal Vista Blvd to enhance bike/ped safety, promote multi-modal access between Madera Blvd and Fifer Avenue.
San Anselmo-Hub Reconfiguration Phase I Study	CMA Planning Funds in the amount of \$309,000 was provided to San Anselmo to conduct study on the flooding & transportation infrastructure resiliency on SR37 in Marin.
Marin County/Caltrans Planning Grant Match Manzanita & Southern Marin Flooding	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. \$24,000 in TAM contribution for grant match from City/County Contribution funds if the grant is awarded.
San Rafael - Canal Neighborhood CBTP	A \$75K grant from MTC with amendment to the MTC CMA planning agreement to conduct CBTP updates. Funds will be passed through to San Rafael to conduct the CBTP update for the Canal Neighborhood.
Caltrans - MSN Phase 2 HOV Lanes ROW and Construction Support	MSN Phase 2 projects in Marin County to complete all HOV lanes. Estimated FY2019-20 budget requirement for final design, permits and right of way work. Fund sources include SB1 LLP and Federal STP. Additional funds allocated from Measure AA to complete all design support . Construction funds necessary from SB1 SCCP and Regional RM3.
TFCA Programs/Projects	
North/South Greenway Construction	Funds will be used to reimburse Caltrans as project administrator for construction capital costs.
TFCA - Reimbursement of Various Capital Projects	Anticipated reimbursement request level from various TFCA project sponsors.

Appendix 3: TAM FY2019-20 Work Plans by Function

Appendix 3.1.1 Proposed FY2019-20 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>
BOARD & AGENCY SUPPORT					
1	Ongoing Committee and Board support; response to information and meeting requests.	Denise	Facilitate meetings and ongoing communications between Executive Director/staff and the Board/various committees, assist in creation of agenda, meeting materials, minutes and provide information and other support to Board/committees.	Ongoing	Overall
2	Manage Board and Committee Agenda Packets.	Denise	Coordinate with Deputy Executive Director/staff to produce the timeline and meeting packets for various Board and committee meetings. Respond to Executive Director's review.	Ongoing	Overall
3	Manage Ad Hoc Subcommittees.	Denise	Facilitate various Ad Hoc Subcommittees as developed by the TAM Board Chair, including meeting setup and materials.	Ongoing	Overall
4	Manage various TAM records and response to Public Records Act Requests.	Denise	Various record keeping and production.	Ongoing	Overall
5	Manage the COC, prepare agenda packets and coordinate with COC members to address their needs.	Li/Grace	COC meetings held on a as-needed basis but no less than quarterly.	Ongoing	Measure A/AA 1/2-Cent Sales Tax & Measure B \$10 VRF
6	Manage the COC FY2018-19 Annual Report Development.	Li/Molly	Draft ready in October, publish of the final report in November (fiscal year report).	January, 2020	Measure A/AA 1/2-Cent Sales Tax & Measure B \$10 VRF

Appendix 3.1.1 Proposed FY2019-20 Administration Function Work Plan
(Continued)

<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>
HUMAN RESOURCES					
7	Manage the agency's CalPERS retirement benefits, set up trust to address the retirement and OPEB liabilities.	Li	Complete set up of Section 115 Trust and monitor funding of TAM's OPEB liabilities.	Ongoing	Overall
8	Manage retiree benefits as related to TAM	Li/Helga	Managing retiree access to benefits as provided through TAM.	As Needed	Overall
9	Manage and continue to improve TAM's payroll system and related tasks.	Li/Helga	Managing ongoing payroll and any system changes necessitated by new fund or grant sources.	Ongoing	Overall
10	Manage all benefits offered by TAM	Li/Helga	Actively manage the benefits offered to employees and make changes/improvement whenever it's cost-effective.	Ongoing	Overall
11	Manage all HR related functions	Li/Helga	With support of on-call HR support team, ensure the agency is in compliance with HR laws and regulations.	Ongoing	Overall
12	Manage the recruitment of new positions	Li	Develop specific recruitment plan for each position and ensure timely hiring of the position.	As Needed	Overall
OFFICE OPERATION					
13	Executive Director support	Denise	Provide Executive Director with all administrative support as requested including calendar maintenance.	Ongoing	Overall
14	Manage the daily operations of the office	Denise/Joanne	Maintain a professional and pleasant office environment and assure ADA Compliance.	Ongoing	Overall
15	Manage TAM conference rooms	Denise/Joanne	Continue the management of TAM conference rooms as offered to other agencies. Assure TAM Board and staff conference room needs are met.	Ongoing	Overall
16	Maintain servers, internet and phone services for the office location and resolve any potential technical problems.	Li/IT Consultant	Ensure reliable IT infrastructure to meet critical work needs.	Ongoing	Overall

Appendix 3.1.2 Proposed FY2019-20 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>
ACCOUNTING & AUDIT					
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 FY2018-19 financial audit, ensure a smooth and timely audit process within budget and on schedule. Update of Comprehensive Annual Financial Report and present to Board and Citizen's Oversight Committee.	Finance Team	Start the project in June, draft ready in October, and acceptance of the audit results by the end of the year.	Nov/Dec 2019	Overall
3	Manage the Measure A/AA compliance audits, coordinate with all fund recipients and work out any potential issues and recommend changes needs to the Board, if necessary. Report to Citizens' Oversight Committee.	Li/Helga	Workshop with auditees in August, field work in Sep/Oct, final report for review and acceptance in Dec 2019/Jan 2020.	Annually	Measure A/AA 1/2-Cent Sales Tax
4	Manage all Accounts Receivable and Accounts Payable activities.	Finance Team	Assure that all incoming receivables are coded correctly and that all outgoing disbursements are timely and properly recorded.	Ongoing	Overall
5	Manage special audits required by grant agencies, such as single audit, TFCA audit, etc.	Finance Team	Coordinate with audit team and staff team during special audit processes.	Ongoing	Overall
6	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 staffing meet budget availability.	Ongoing	Overall
7	Provide regular financial reports to the Board, COC, public, and others as requested.	Li/Helga	Quarterly financial updates and other required financial reports to Board and the COC.	Ongoing	Overall
FUNDING & BUDGET MANAGEMENT					
8	Monitor Measure A/AA Sales Tax and Measure B VRF revenue trends and cash disbursements, provide periodical revenue projections to the Board, public and other agencies when needed. Utilize consultant on economic trend analysis.	Li	Provide the TAM Board and other parties with timely revenue trend update and estimates for various project/program needs.	Ongoing	Measure A/AA 1/2-Cent Sales Tax & Measure B \$10 VRF

**Appendix 3.1.2 Proposed FY2019-20 Finance Function Work Plan
(Continued)**

<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>
FUNDING & BUDGET MANAGEMENT					
9	Track and incorporate revenue from various federal, state, regional and local transportation funds.	Finance Team	Monitor the funding levels for various fund sources and recommend project/program budget adjustments when necessary.	Ongoing	Overall
10	Working with the team to develop and monitor the funding plans for various projects and programs including expenditures and progress to date.	Finance Team	Develop and review the funding plans for projects/programs.	Ongoing	Overall
11	Monitor actual revenues/expenditures against the FY2019-20 Budget and develop revisions as necessary.	Finance Team	Quarterly budget review, recommend adjustments when needed.	Ongoing	Overall
12	Coordinate and develop FY2019-20 budget and work plan process.	Li/Helga	Draft ready in May for Board and public review, final adoption in June 2019.	Annually	Overall
13	Monitor financial elements of Coop Agreements (Caltrans), and other interagency agreements.	Finance Team	Ongoing monitoring of budget vs. actual expenditures.	Ongoing	CMA
14	Assist contract/agreement managers in monitoring the expenditures of each contract/agreement.	Helga/Grace	Ongoing monitoring, make sure expenditures are within the allowed contact amount or if a revision to the budget are required.	Ongoing	Overall
15	In coordination with the project group, provide quarterly project report.	Finance Team	Ongoing monitoring, make sure expenditures are within the allowed contact amount or if revision to the budget are required.	Ongoing	Overall
CASH & INVESTMENT MANAGEMENT					
16	Conduct cash flow analyses for various projects and programs and ensure all cash needs can be met.	Li	Work with the team to understand the project/program schedule and cash needs.	Ongoing	Overall
17	Actively Manage TAM's investment portfolio and maximize interest revenue return without increasing risk and limiting cash availability.	Li	Quarterly financial updates to Board and the COC.	Ongoing	Overall
18	Review and update the agency's investment and debt policies when needed.	Li	Regular review and monitoring of the Agency's investments and changes in the financial	Ongoing	Overall

Appendix 3.2 Proposed FY2019-20 Public Outreach 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>
PUBLIC OUTREACH					
1	Manage public meetings and other outreach events for the various capital projects and programs of TAM.	Molly/Denise	Active public outreach for various projects/programs.	Ongoing	Overall
2	Manage public education and information of TAM programs, projects and planning efforts, including stakeholder outreach and briefings.	Molly	Proactive communication of key goals, milestones.	Ongoing	Overall
3	Education of Measure AA 1/2-cent Sales Tax renewal implementation.	Molly	Provide consistent updates and information to audiences and stakeholders.	Ongoing	Overall
4	Respond to inquiries from the public/ follow up as necessary, including Public Record Act requests to be responded to according to timeliness requirements.	Molly/Team	Provide timely response to the public on various issues.	Ongoing	Overall
5	Arrange for reproduction and distribution of various TAM materials via events, direct distribution and social media.	Molly/Team	Public outreach materials on various initiatives, projects and programs.	Ongoing	Overall
6	Maintain website, and create content for social media and electronic outreach including the TAM Traveler. Provide staff training for content management.	Molly	Ongoing content management for TAM's website and outreach materials. Provide consistent social media and newsletter content.	Ongoing	Overall
7	Develop Social Media marketing as necessary for new programs that require such marketing including Bikeshare and other innovative programs.	Molly	Develop marketing strategy for new and innovative programs.	Ongoing	Overall
8	Work with the team for consistent maintenance of website content.	Molly/Team	Maintain up-to-date content.	Ongoing	Overall

Appendix 3.3 Proposed FY2019-20 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>
PROJECTS DIRECTLY MANAGED BY TAM					
1	MSN HOV Lane Extension Phase 2	Nick	Manage initial design of Highway 101 MSN Phase 2 HOV lane extension and Multiuse Pathway from north Novato to County line. Coordination with project partners. Request and receive all committed RM3 Toll funds. Request and compete effectively for missing funds. Full funding plan approved for project to be shovel ready by March 2020.	Spring 2020	CMA
2	Direct Connector Northbound Hwy 101 to Eastbound 580 PAED	Dan	Begin Project Initiation Document, for Caltrans approval of support. Enter Project Approval/Environmental Document process by Spring 2020. Coordinate with project partners. Request and receive necessary RM3 Toll funds to continue development of project.	Early 2023	Measure AA 1/2-Cent Sales Tax
3	North/South Greenway	Bill	Northern Segment - Work with Caltrans to initiate construction for the segment within the state right-of-way. Staff will monitor upcoming construction activities and manage TAM's fiduciary responsibility to deliver project. Old Redwood Highway Segment will continue in the design phase. Southern Segment - Continue to coordinate with County of Marin to advance environmental studies.	Northern Segment - Construction within State R/W 2019-2020 Southern Segment - PA/ED Fall 2020	CMA
4	SR 37 - Preliminary Planning in Marin Segment A, Novato Creek	Nick	Work with state grant recipient, Marin County Flood Control, to assess flood management and roadway needs in the vicinity of SR 37 and Novato Creek. County study is anticipated to be completed by Winter 2019.	Ongoing	CMA
5	SR 37 - Ongoing planning and coordination with Sonoma County and Caltrans on Segments A1 & A2 from Hwy 101 to Atherton and Atherton to Hwy 121	Nick	Ongoing planning and coordination with Caltrans on Segments A1 from Hwy 101 to Atherton. Provide support to Caltrans regarding partner coordination and any technical support needed for their SHOPP project, with Project Approval/Environmental Document to be started in FY2019-20. Assure range of alternatives includes future sea-level rise.	Ongoing	CMA

Appendix 3.3 Proposed FY2019-20 Project Delivery Function Work Plan
(Continued)

Ref #	Work Items	Responsible Team-member	Action Item and/or Product	Date of Delivery	Functional Area
6	SR 37 Sea level rise, flooding and corridor-wide improvement study	Nick/Executive Director	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 activity of all phases of improvements, per Corridor Improvement Plan. Assure maximum transparency in Marin regarding tolling the SR 37 corridor.	Ongoing	CMA
7	Bellam Boulevard Off-Ramp Improvements	Dan	Finalize design improvements of the Bellam Blvd approach and begin construction.	Construction by late Fall 2019	Measure A/AA 1/2-Cent Sales Tax
8	Manage On-Call PMO Contract	Dan	Contract and Task Order Management.	Ongoing	CMA
9	Manage Crossing Guard Contract	Dan	Manage Crossing Guard Program currently at 97 locations.	Ongoing	Measure A/AA 1/2-Cent Sales Tax & Measure B \$10 VRF
10	Manage Hwy 101/SR131 Interchange Bicycle and Pedestrian Improvements	Bill/Nick	Monitor improvement and funding opportunities with southern Marin partner agencies. Portions of bike/ped improvement elements included in phase one ramp metering project. Explore feasibility of adding bike lanes on the overcrossing.	Ongoing	CMA
11	Provide oversight of Central Marin Ferry Connector On-Site Habitat Mitigation	Bill	Manage TAM's fiduciary responsibility to fulfill mitigation commitments and furnish reports to regulatory agencies.	Mitigation and Reporting until 2021	CMA
12	Project Initiation Document - Caltrans Annual Update	Nick/Bill/Dan	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/David	Coordinate with local jurisdictions to determine eligible paths and reimburse agencies for maintenance costs.	Annually	Measure A/AA 1/2-Cent Sales Tax & Measure B \$10 VRF

Appendix 3.3 Proposed FY2019-20 Project Delivery Function Work Plan
(Continued)

<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>
14	US101 HOV Gap Closure Mitigation/ Brookdale Visual Mitigation	Bill	Manage TAM's commitment to five-year plant establishment period. Work with Caltrans and State Parks to implement off-site mitigation at China Camp.	Establishment Period Thru FY2021	CMA
15	MSN Mitigation/Orange Ave. Sound Wall (MSN L1A)	Nick	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	Safe Routes to Schools Educational Program	Dan	Work with contractor to provide countywide educational programs, and other measures to encourage alternative forms of travel to school besides single occupant vehicles.	Ongoing	Measure A/AA 1/2-Cent Sales Tax
17	Street Smarts	Dan	Manage Banner Contract.	Ongoing	Measure A/AA 1/2-Cent Sales Tax & Measure B \$10 VRF
18	Track project grants opportunities available under SB1	Nick/Bill/Dan/David	Monitor SB1 programs for TAM and member agencies for potential capital projects.	Ongoing	CMA
PROJECTS BY OTHERS WITH TAM AS ACTIVE PARTNER					
19	US 101 Ramp Metering Program - Phase One (NB 101 in So. Marin)	Bill	Construction underway. Sponsor discussions with Technical Advisory Committee to establish and agree on metering rates.	Spring 2020	CMA
20	Manage oversite of BATA opening of Upper Deck bike lane on Richmond-San Rafael Bridge	Dan	Manage the public outreach associated with the opening of the RSR bridge bike lane in August 2019. Assure facilities are completed in Marin for bicyclist and pedestrians using the upper deck bike lane.	Summer-Fall 2019	CMA
21	Shoulder Running Lane and Multi-use Path on Richmond-San Rafael Bridge- General Coordination	Dan	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. Communicate effectively with our legislators regarding activity on upper deck issues.	Ongoing	CMA

Appendix 3.3 Proposed FY2019-20 Project Delivery Function Work Plan
(Continued)

<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>
22	MSN Construction Contract B1 - Redwood Landfill Interchange	Nick	In Caltrans close-out phase.	Summer 2019	CMA
23	MSN Curve Correction B3	Nick	Manage design contract and delivery of Curve Correction project. Coordination with project partners. Construction started April 2016. 3-year construction. Close out of project is anticipated by end of 2019.	Substantial construction completion at end of 2019	CMA
24	Monitor Regional Managed Lane Programs	Dan	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
PROJECTS BY OTHERS WITH TAM IN AN OVERSIGHT ROLE					
25	San Rafael Transit Center Relocation	Bill	Monitor activities associated with the relocation of the Bettini Transit Center in San Rafael.	Golden Gate Bridge District scheduled to certify EIR and approve relocation site in Spring 2020	CMA
26	San Rafael bicycle and pedestrian path from 2nd Street to Andersen Drive	David/Bill	Report and invoice MTC for \$2.95M RM2. Assist City to identify additional funding for 2nd Street to Rice Drive segment.	Ongoing	CMA
PROJECT DELIVERY EFFORTS TRACKED BY TAM					
27	Participate in Regional Committees related to Project Delivery	Nick/Bill/Dan	Participate in CMA Directors meetings, CMA Project Directors meetings, MTC, and CTC meetings as appropriate.	Ongoing	CMA
28	Research Changing Federal Contracting and STIP Rules	Dan	Research latest Local Assistance and FAR publications; Assist agencies with federal requests.	Ongoing	CMA
29	US101 Interchange Improvement Studies (11 locations)	Bill	Initiate interchange studies and develop workplan.	Ongoing	Measure AA 1/2-Cent Sales Tax

Appendix 3.4 Proposed FY2019-20 Programming & Legislation 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>
LOCAL SALES TAX - MEASURE A & MEASURE AA					
1	Manage Measure A and AA application, allocation, and funding agreement processes	David	Process requests for funds through TAM Board and finalize local sponsor agreements	Ongoing	Measure A/AA 1/2-Cent Sales Tax
2	Solicit Annual Reports on local road projects funded with Measure A and AA funds from FY2018-19	David	Work with local sponsors to submit annual reports	Annually in August	Measure A/AA 1/2-Cent Sales Tax
3	Monitor delivery of Measure A and AA programs & projects and assure consistency to Strategic Plan policies	David/Li	Assure delivery of prior phase work when funds requested	Ongoing	Measure A/AA 1/2-Cent Sales Tax
4	Monitor project delivery all Safe Pathway (Measure A and AA) fund recipients	David	Work with recipients on ensuring timely delivery	Ongoing, report quarterly as part of Safe Routes status report	Measure A/AA 1/2-Cent Sales Tax
5	Update Measure AA Strategic Plan annually, develop updated revenue and expenditure element	David	Update entire Strategic Plan and the Revenue and Expenditure element	March- June annually	Measure AA 1/2-Cent Sales Tax
6	Issue 4th Cycle Safe Pathway Call for Projects	David	Solicit applications for Safe Pathway funds and recommend the most qualified applications for funding	April - June	Measure AA 1/2-Cent Sales Tax
7	Amend Measure AA Strategic Plan whenever necessary to accommodate changing project needs	David	Update Revenue and Expenditure element of the Strategic Plan	Ongoing	Measure AA 1/2-Cent Sales Tax

Appendix 3.4 Proposed FY2019-20 Programming & Legislation Function Work Plan
(Continued)

<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>
LOCAL VEHICLE REGISTRATION FEE - MEASURE B					
8	Manage Measure B application, allocation, and funding agreement processes	David	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/Li	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	Update Revenue and Expenditure element of the Strategic Plan	Ongoing	Measure B \$10 VRF
STATE FUNDS					
11	Manage Prop 1 B / STIP funded projects in Marin Sonoma Narrows Corridor	Nick	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 /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
13	Submit applications for SB1 and ATP funding and inform local jurisdictions of funding opportunities	David	Participate in workshops, coordinate with local jurisdictions, and submit competitive applications for funding	Ongoing	CMA
14	Manage 2020 STIP Programming	David	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	Assist with ongoing grant opportunities, seeking out candidates & supporting applications, particularly opportunities from SB1	Ongoing	CMA

Appendix 3.4 Proposed FY2019-20 Programming & Legislation Function Work Plan
(Continued)

<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>
FEDERAL FUNDS/OBAG					
16	Prepare federal fund requests as needed	David/Nick/Bill/Dan	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	Nick/Bill/Dan	Assist local governments in meeting federal obligation and billing requirements	Ongoing	CMA
18	Provide oversight on projects selected for OBAG 2	David	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	Update all Marin entries in the TIP	July - December	CMA
REGIONAL FUND SOURCES					
20	Manage TFCA/TDA Program-participate in regional policy discussions on TFCA; Program TFCA and TDA funds	Scott	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 RM3 Toll Program submittal of requests for funding.	David/Nick/Bill/Dan	Assure RM3 funds are applied for in accordance with MTC guidelines. Apply timely to when projects need to continue in their delivery. Assist in negotiating any issues with MTC/BATA	Ongoing	CMA
22	Manage the Lifeline Transportation Program Cycle 5	David	Facilitate the swapping funds necessary for programming and work with jurisdictions with awarded project to process funding with MTC	July - December	CMA

Appendix 3.4 Proposed FY2019-20 Programming & Legislation Function Work Plan
(Continued)

<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>
REGIONAL FUND SOURCES					
23	Work with MTC on the 2019 TIP	David	Work with transit agencies on developing an agreement to preserve STA Population Based funds annually in accordance with transit operator agreement reached in early 2019	July - December	CMA
24	Track and respond to new or revised delivery requirements on various fund sources	David/Nick/Bill/Dan	Ongoing changes in federal fund requests	Ongoing	CMA
25	Manage RM2 funded projects - North-South Greenway	Bill	Complete final design of northern segment. Provide oversight of southern segment preliminary engineering and environmental determination. Report activities to MTC	Ongoing	CMA
26	Announce/support/coordinate local agency applications to state and regional grant programs	David	Assist with ongoing grant opportunities, seeking out candidates & supporting applications	Ongoing	CMA
GENERAL PROGRAMMING RESPONSIBILITIES					
27	Manage monitoring and reporting requirements from granting agencies	David/TAM Managers	Manage misc. reporting requests as needed (i.e., TFCA, STP, CMAQ, PPM)	Ongoing	CMA
28	Prepare TIP amendments and updates for Marin County	David	Ongoing management of the TIP in coordination with local sponsors	Ongoing	CMA
29	Participate in statewide & regional committees related to programming	David/Executive Director	Ongoing coordination within region, at state level, and with fellow CMA's	Ongoing	CMA
LEGISLATION					
30	Track legislation affecting funding in Marin County/ bring issues as necessary to the TAM Board	David/Gus Khouri	Work with TAM's legislative consultant and County legislative outreach on issue of concern to TAM	Ongoing	CMA

Appendix 3.5 Proposed FY2019-20 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>
PROGRAM MANAGEMENT					
1	Commute Alternatives Reduce Trips (CART) - Program Management	Derek/Scott	Manage the suite of Commute Alternative Trip Reduction programs and Measure B Strategy 3 expenditures. Conduct program reviews and coordinate grant support.	Ongoing	Measure B \$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.	Summer 2020	Measure B \$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 \$10 VRF
4	Commute Alternatives Reduce Trips (CART) - ERH Program	Scott	Monitor and process ERH reimbursements.	Ongoing	Measure B \$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 \$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.	Vendor selection Summer 2019. Program implementation Spring 2020.	Measure B \$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.	Completed in 2019/2020	Measure B \$10 VRF
8	SR2S - Safe Route to Schools-Program and Contract Management	Dan/David	Monitor delivery of services and implementation of contract. Quarterly meetings with SR2S contractor. Host Local Elected Liaisons meeting twice a year.	Ongoing	Measure A/AA 1/2-Cent Sales Tax
9	Alt Fuels Program	Nick	Continue convening TAM's Clean Trans Tech Adv Working Group. Plan for and implement expanded program. Develop Toolkits for EV fleet conversion and EV Charging Equipment installations. 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 \$10 VRF

Appendix 3.5 Proposed FY2019-20 Planning Function Work Plan
(Continued)

<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>
10	Sea Level Rise Program	Derek/Nick	Coordinate with Local and Regional Sea Level Rise efforts to determine program for TAM Sea Level Rise funds. Consider development of grants for implementation efforts.	Ongoing	Measure AA 1/2-Cent Sales Tax
11	Innovation Program	Derek/Molly	Continue to develop Marin County Innovation program, including public workshops and discussions with public and private partners to launch innovative programs in Marin County, including mobility as a service offerings such as AV shuttles, on-demand mobility services, and/or corridor management programs.	Ongoing	Measure AA 1/2-Cent Sales Tax
12	CCTA/TAM Mobility as a Service Program	Derek	Coordinate and review program development with CCTA and Public/Private partners to develop and launch Marin County Mobility as a Service Program.	Ongoing	Measure AA 1/2-Cent Sales Tax
TAM PLANNING EFFORTS					
13	Congestion Management Plan and Monitoring	Derek	Conduct Biannual Monitoring in 2018, prepare monitoring report in 2019 for approval by TAM and timely submittal to MTC. Attend quarterly CMP working group and track MTC CMP guidance. Participate in CMP Legislative proposals as necessary.	Late 2019	CMA
14	Traffic Monitoring and Reporting	Derek	Monitor and regular reports of Marin traffic conditions for local travel behavior understanding, local jurisdiction information and model development. Report to local jurisdictions on findings. Participation in Regional Data collection discussions and update TAM data sets with annual traffic, housing, economic and other related data.	Ongoing	CMA
15	Marin County RTP Project List Development	Derek	Develop list of Marin County transportation projects that meet MTC requirements for listing in the RTP. Monitor and review MTC revenue needs assessment for financial forecasts. Monitor and review MTC project performance assessment. Constrain project list to meet available revenues, and coordinate with local project sponsors on project scope, schedule and cost estimates. Review Regional Transportation Plan for Marin County Transportation interests.	Winter 2020	CMA

Appendix 3.5 Proposed FY2019-20 Planning Function Work Plan
(Continued)

<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>
16	Modeling - TAMDM Travel Demand Model	Derek	Development of 2040 horizon year for TAMDM. Coordinate Model Development reviews with Local Planning, DPW staff and Transit Operators. Participate in Regional Modeling Working Group monthly meetings to coordinate on regional data purchases of Big Data, Development of Regional Models, and modeling requirements for SB 743 VMT analysis.	Winter 2020	CMA
17	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
18	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 AA 1/2-Cent Sales Tax
19	OBAG 2 Planning Requirements	Derek/Scott/David	Provide support as needed to local jurisdictions on Housing/Complete Street Act/Surplus Land Act	Ongoing	CMA
20	Community Based Transportation Plans	Derek	Provide coordination and management of San Rafael CBTP update for Canal Neighborhood. Monitor implementation of projects identified in adopted CBTP, report regarding status of projects in CBTP's.	Ongoing	CMA
21	Long Range Transportation Planning	Derek	Strategic Vision Plan was accepted in 2017 with an update due in 2021. Begin scoping efforts for plan update, based on development of 2040 modeling forecasts.	Ongoing	CMA
LOCAL PLANNING COORDINATION					
22	Local Transit Coordination	Derek/Dan/Scott	Coordinate with transit operators on transit planning including Marin Transit's Short Range Transit Plan, Shared Mobility Programs, Marin Transit School Bus services, senior mobility including Marin Mobility Consortium, Climate Change, Electrification of Fleets, and TDM programs, among other efforts.	Ongoing	Measure AA 1/2-Cent Sales Tax
23	SB 743 Coordination	Derek	Participate in Local SB 743 Working Group set up by County of Marin. Share efforts from regional working group, CMA discussions, and TAM Travel model development.	Ongoing	CMA

Appendix 3.5 Proposed FY2019-20 Planning Function Work Plan
(Continued)

<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>
24	Climate Change Coordination	Derek	Participate and provide transportation information to local jurisdictions local climate action planning. Participate in Marin Climate and Energy Partnership for local climate action plan development. Attend and participated in Drawdown Marin Transportation Subcommittee and Executive Steering Committees.	End of 2021	Measure B \$10 VRF
25	Sea Level Rise /Resiliency Planning	Derek/Nick	Monitor and attend meetings for Corte Madera's Resiliency Plan, County of Marin Sea Level Rise implementation efforts including BayWAVE and Caltrans Planning grants on Highway 1 and SR 37. Monitor regional discussions with BCDC, BayRen, and other Regional SLR agencies. Monitor Measure AA regional funding for transportation opportunities.	Ongoing	CMA
26	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
27	Marin Map	Derek	Participate in MarinMap Steering Committees and share TAM data with MarinMap for local jurisdictions use.	Ongoing	CMA
28	Local Bike and Pedestrian Planning	Scott	Coordinate on MTC and statewide active transportation and bike/ped programs, policies and initiatives. Attend ATWG meeting.	Ongoing	CMA
REGIONAL COORDINATION					
29	CMA Planning Directors	Derek	Coordinate on regional planning efforts and policy discussions. Chair CMA planning directors meetings, and attend CMA Executive Directors meetings as needed.	Ongoing	CMA
30	MTC - Horizon/Plan Bay Area 2050 Coordination	Derek	Review and provide input on MTC horizon effort, including regional policy development. Provide input on perspective papers, modeling efforts, data review, strategy development and process for development of regional plans. Participate in Regional Advisory Working group, regional modeling working group and other Regional ABAG/MTC meetings to track progress. share relevant discussions with local planning and public works staff for input.	Ongoing	CMA

Appendix 3.5 Proposed FY2019-20 Planning Function Work Plan
(Continued)

<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	MTC - Regional Housing Legislative Working Group	Derek	Monitor/track regional housing legislative working group discussions on proposed housing legislative related to MTCs CASA Compact.	Ongoing	CMA
32	MTC - Partnership Technical Advisory Committee Coordination	Derek/David	Monitor and Track MTC programming, policy, planning and legislative issues and provide input for Marin.	Ongoing	CMA
33	MTC - Regional TDM Coordination	Scott	Participate in regional TDM programs with MTC/BAAQMD and other CMAs.	Ongoing	Measure B \$10 VRF
34	Caltrans Coordination	Derek/Nick/Bill/Dan	Monitor and report to local jurisdictions on Caltrans planning efforts. Participate in the update of Caltrans plans to meet Solutions for Congested Corridor Program requirements.	Ongoing	CMA
35	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
36	State Planning Efforts	Derek/Nick/Bill/Dan	Monitor State transportation Planning efforts, including California Transportation plan, freight planning, air quality plans, and policy, planning and legislative issues	Ongoing	CMA