



**DATE:** May 30, 2019

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

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

**SUBJECT:** Review and Release the Proposed TAM FY2019-20 Annual Budget for Public Comment (Action) - Agenda Item No. 6c

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**RECOMMENDATION:**

The TAM Board review and release the Proposed TAM FY2019-20 Annual Budget for a 30-day public comment period.

The TAM Administration, Projects and Planning Executive Committee reviewed the Proposed TAM FY2019-20 Annual Budget at its May 13 meeting and voted unanimously to refer the item to the TAM Board for review and release for a 30-day public comment period.

The Proposed TAM FY2019-20 Annual Budget was also presented to the Funding, Programs and Legislation Executive Committee as a discussion item at its May 13, 2019 meeting.

Please note that since the review of the executive committees, staff received more updated FY2018-19 estimates and expected allocation amounts under the Measure B VRF Programs Budget Category. Those changes are reflected in the attachment Proposed TAM FY2019-20 Annual Budget document.

**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, the Proposed FY2019-20 Annual Budget will be presented to the Marin Managers Association for review and comment at its May 23, 2019 meeting. The Citizens' Oversight Committee (COC) will review and provide comments to the Proposed FY2019-20 Annual Budget at its May 28, 2019 meeting.

**DISCUSSION/ANALYSIS:**

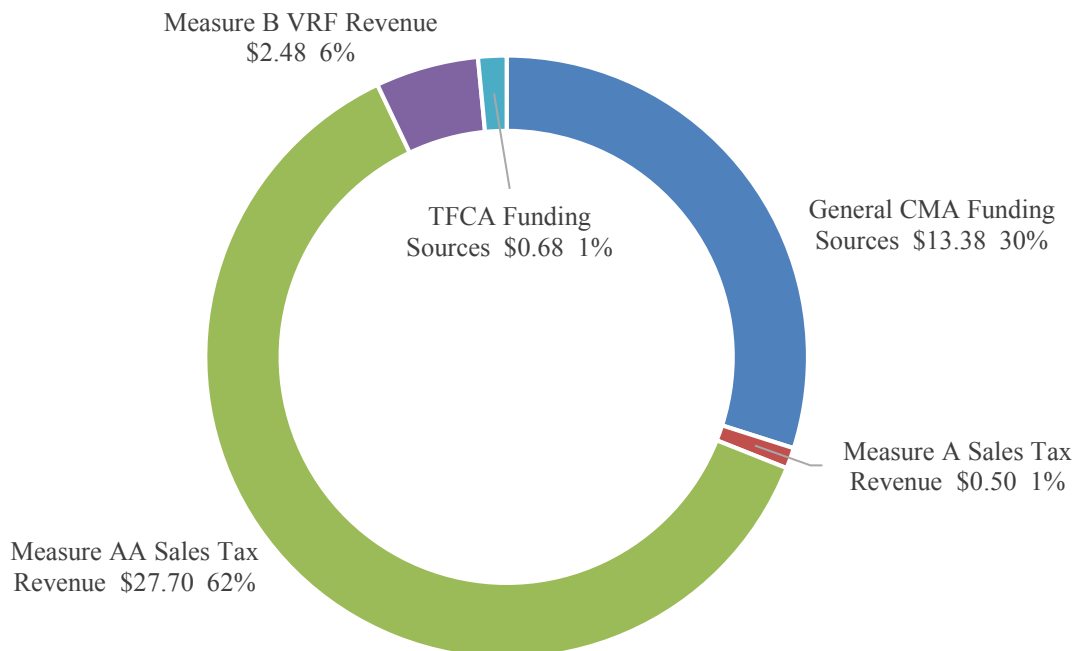
In an effort to present the agency’s budget in a more transparent and easier to understand format, TAM staff has revamped TAM’s traditional annual budget document and is presenting a redesigned format for the budget report to the TAM Board and public. The new budget report includes four main sections:

- 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-dept 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.

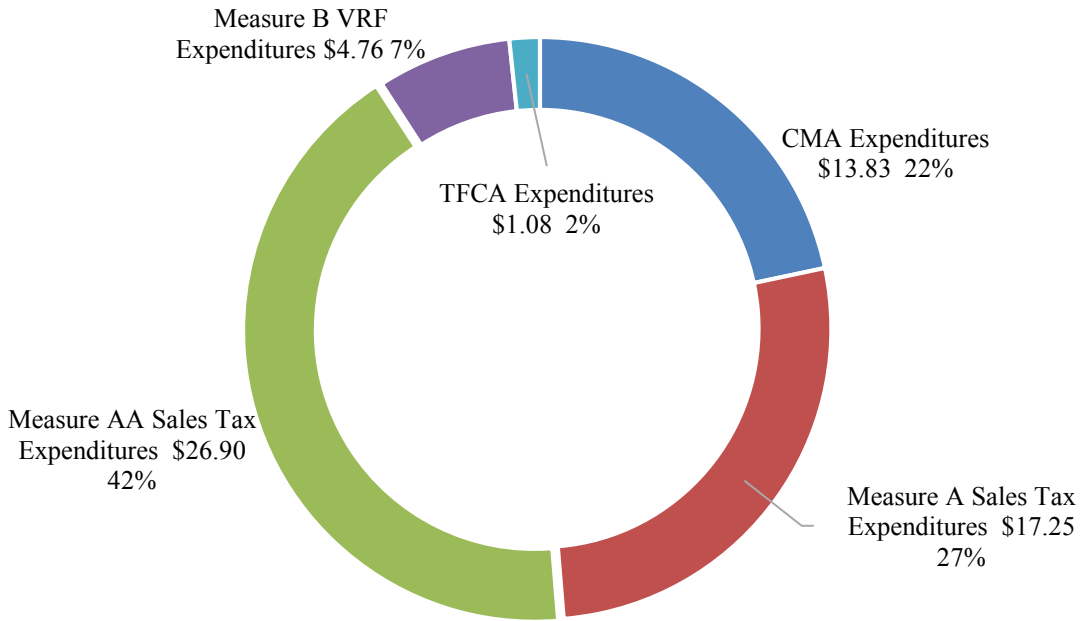
In summary, TAM’s total expected revenue for FY2019-20 is \$44.73 million and total expected expenditure is \$63.80 million. Revenues are presented in the budget mostly by the source of funds, while expenditures are presented by seven main spending categories. Please note that as a funding agency that 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 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

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



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 Expenditure 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:**

After the TAM Board releases the budget for the 30-day public comment period, 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

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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 Steinhauser

# 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
<b>Revenues</b>						
<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 &amp; 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	
<b>Total Revenues</b>	<b>30,862,684</b>	<b>33,422,281</b>	<b>37,296,958</b>	<b>36,302,186</b>	<b>36,363,383</b>	<b>39,818,286</b>
<b>Expenditures</b>						
<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
<b>Total Expenditures</b>	<b>34,315,089</b>	<b>27,144,095</b>	<b>30,859,402</b>	<b>39,766,538</b>	<b>42,119,787</b>	<b>48,085,751</b>
<b>Net Change in Fund Balance</b>	<b>(3,452,405)</b>	<b>6,278,186</b>	<b>6,437,556</b>	<b>(3,464,352)</b>	<b>(5,756,404)</b>	<b>(8,267,465)</b>
<b>Ending Fund Balance</b>	<b>36,438,644</b>	<b>42,716,830</b>	<b>49,154,387</b>	<b>45,690,035</b>	<b>39,933,631</b>	<b>31,666,166</b>

## 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.

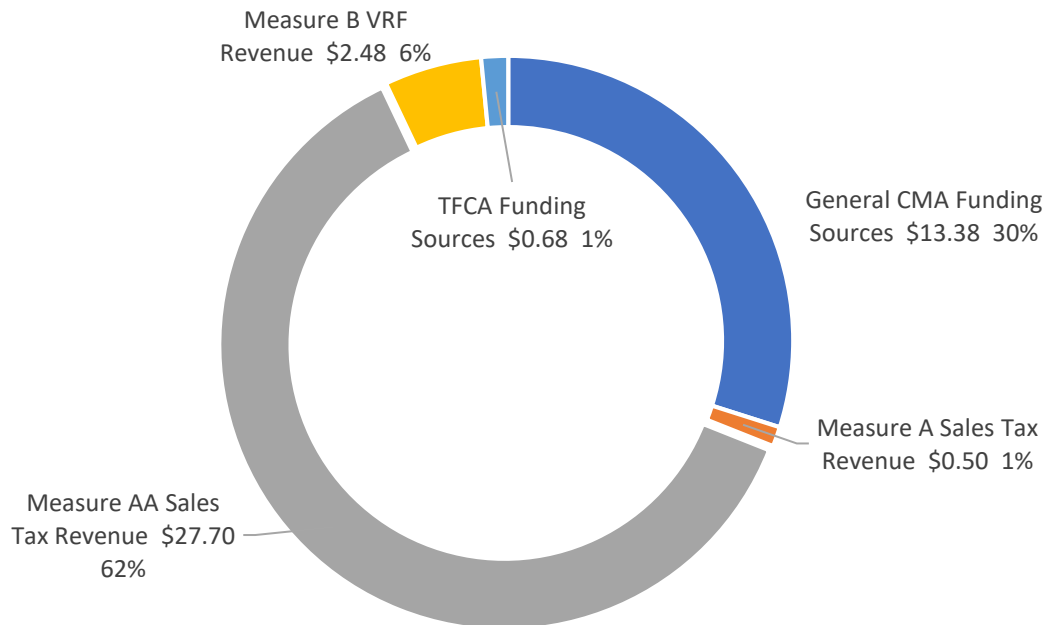
### [FY2019-20 Revenue Overview](#)

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**

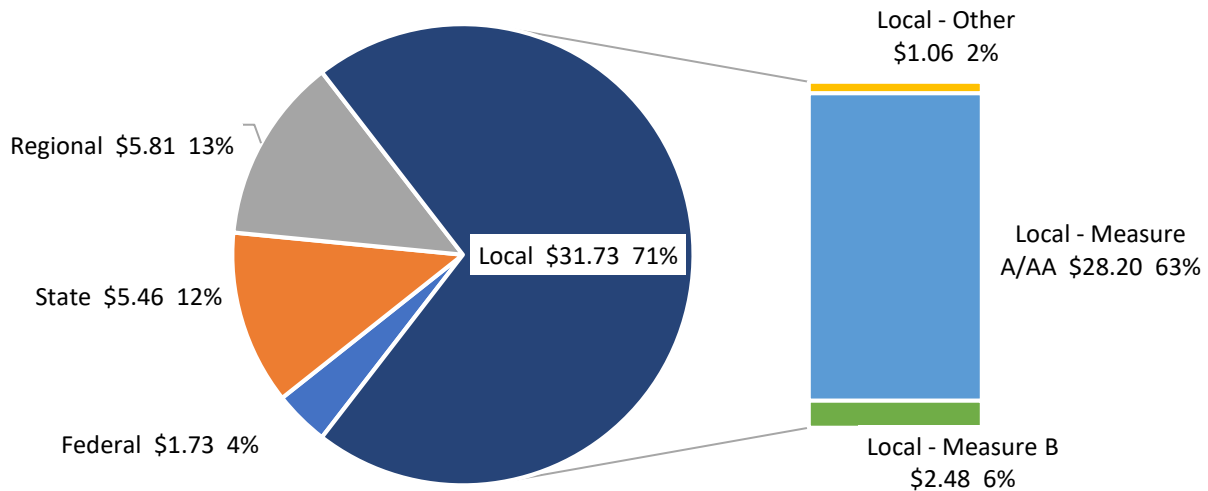
	FY2017-18 Actual	FY2018-19 Final Budget	FY2018-19 Estimated Actual	FY2019-20 Proposed Budget
Measure A/AA Sales Tax Revenue	27,507,853	26,940,000	28,300,000	27,500,000
Measure B VRF Revenue	2,386,486	2,400,000	2,400,000	2,400,000
Cities/Towns and County Contribution	559,000	559,000	559,000	559,000
Interest 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	-	-	-
<b>Total Revenue Available</b>	<b>37,000,799</b>	<b>39,818,286</b>	<b>40,836,358</b>	<b>44,733,416</b>

**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.

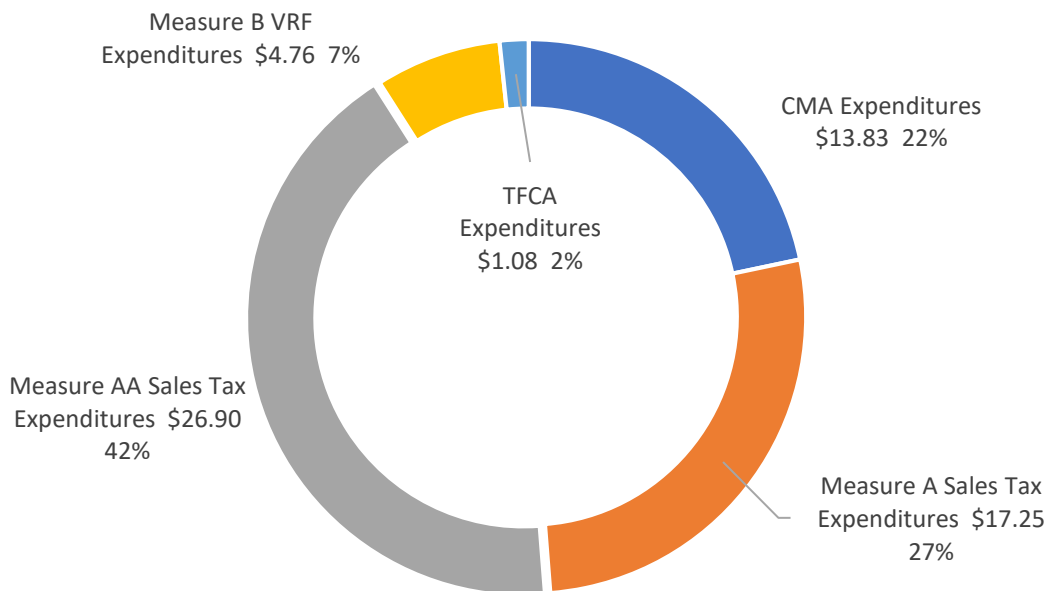
*Realized Highway 101 ROW Excess Fund*

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: Proposed 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/Marketing 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	-
<b>Subtotal, Administration</b>	<b>3,058,898</b>	<b>3,860,140</b>	<b>3,463,171</b>	<b>3,503,066</b>

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.

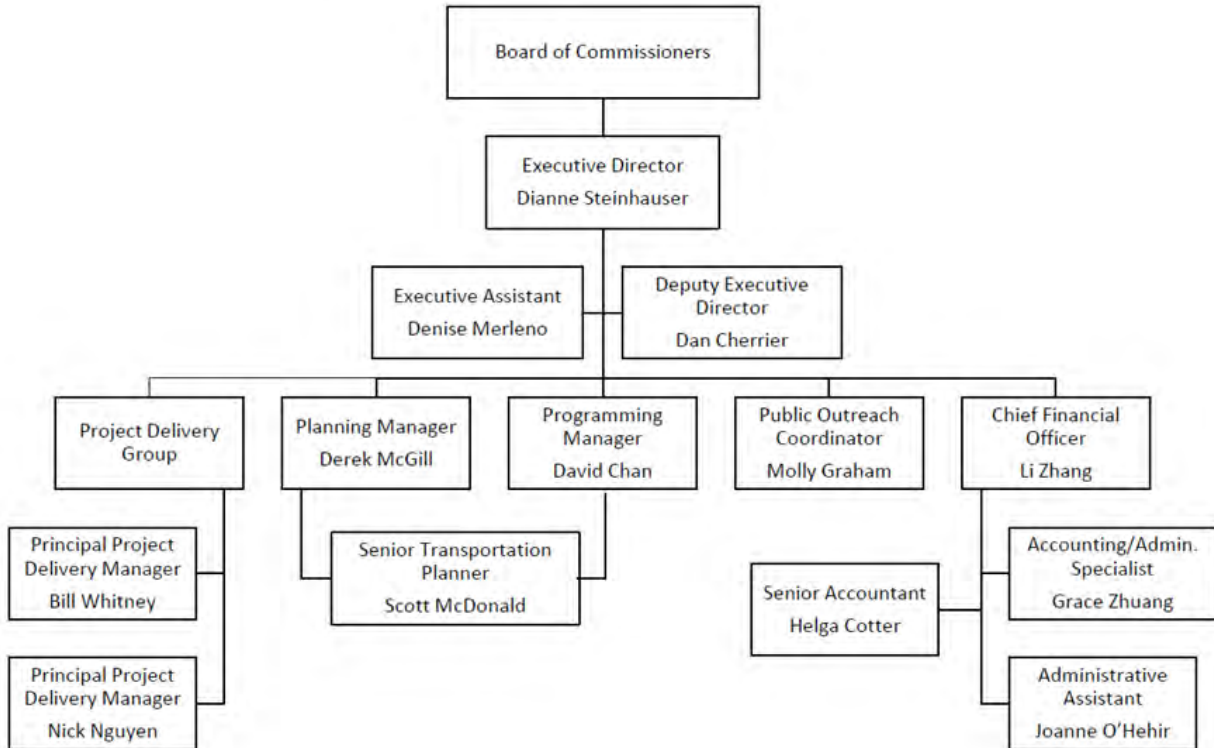
TAM currently has a total of 12.8 full-time equivalent (FTE) positions as shown in Chart 4: TAM Organization Chart. With the implementation of all the new projects/programs under Measure AA, TAM expects increases in workload. However, to be financially prudent, staff recommends keeping the same staff 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 Actual	FY2018-19 Final Budget	FY2018-19 Estimated Actual	FY2019-20 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	-
<b>Subtotal, Professional Services</b>	<b>2,816,560</b>	<b>3,758,250</b>	<b>4,031,684</b>	<b>2,659,500</b>

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

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

*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
<b>Category 1: Reduce Congestion</b>	-	-	-	4,600,000
<i>Category 1.1 - Completion of Marin-Sonoma Narrows MSN Phase 2 HOV Lane ROW/Utility Relocation &amp; Design</i>				2,800,000
<i>Category 1.2 - Match for Completion of 101/580 Direct Connector 580/101 Direct Connector Project PID &amp; PAED</i>				1,400,000
<i>Category 1.3 - Enhance Interchanges</i>				350,000
<i>Category 1.4 - Traffic Demand Management</i>				50,000
<b>Category 2: Local Transportation Infrastructure</b>	-	-	-	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
<b>Category 3: Safer Access to Schools</b>	-	-	-	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>				-
<b>Category 4: Transit</b>	-	-	-	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
<b>Subtotal, Measure AA Programs/Projects</b>				<b>22,128,611</b>

*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 Commnutes, 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 &amp; 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 &amp; 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 &amp; 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 &amp; Gap Grant</i>	115,673	145,000	100,000	170,000
<u>Element 3 - Reduce Congestion &amp; 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
<b>Subtotal, Measure B Programs</b>	<b>1,556,538</b>	<b>2,372,999</b>	<b>2,163,999</b>	<b>4,643,821</b>



### 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				1,100,000
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	5,522,606	4,111,000	3,840,272	-
<b>Subtotal, Interagency Agreements</b>	<b>5,842,948</b>	<b>9,685,000</b>	<b>4,054,272</b>	<b>15,705,000</b>

### 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
<b>Subtotal, TFCA Programs/Projects</b>	<b>176,392</b>	<b>397,000</b>	<b>-</b>	<b>1,051,637</b>

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
<b><i>Beginning Balance - Note 1</i></b>	<b><u>40,185,352</u></b>	<b><u>33,645,375</u></b>	<b><u>33,645,375</u></b>	<b><u>31,088,239</u></b>
<b>REVENUE</b>				
Measure A Sales Tax	27,507,853	26,940,000	21,225,000	-
Interest Revenue	649,791	300,000	700,000	500,000
<b><i>Total Revenue Available</i></b>	<b><u>28,157,643</u></b>	<b><u>27,240,000</u></b>	<b><u>21,925,000</u></b>	<b><u>500,000</u></b>
<b>EXPENDITURES</b>				
<b>Administration</b>				
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/Marketing 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	-
<b><i>Subtotal, Administration</i></b>	<b><u>1,759,656</u></b>	<b><u>1,644,830</u></b>	<b><u>1,553,058</u></b>	<b><u>854,049</u></b>
<b>Professional Services</b>				
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	-
<b><i>Subtotal, Professional Services</i></b>	<b><u>1,233,579</u></b>	<b><u>1,431,500</u></b>	<b><u>1,056,060</u></b>	<b><u>620,000</u></b>
<b>Measure A Sales Tax Programs/Projects</b>				
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
<b><i>Strategy 1 - Transit</i></b>	<b><u>16,708,511</u></b>	<b><u>18,061,751</u></b>	<b><u>14,035,400</u></b>	<b><u>5,284,100</u></b>
<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	-
<b><i>Subtotal, Measure A Programs/Projects</i></b>	<b>28,668,456</b>	<b>28,012,362</b>	<b>21,771,511</b>	<b>14,108,644</b>
<b>Interagency Agreements</b>				
Funding Agreement with County of Marin for Bellam 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	
<b><i>Subtotal, Interagency Agreement</i></b>	<b>2,484,381</b>	<b>2,201,000</b>	<b>101,507</b>	<b>1,663,000</b>
<b><i>Total Expenditures</i></b>	<b>34,146,072</b>	<b>33,289,692</b>	<b>24,482,135</b>	<b>17,245,693</b>
<b>Net Change in Fund Balance</b>	<b>(6,539,977)</b>	<b>(6,049,692)</b>	<b>(2,557,135)</b>	<b>(16,745,693)</b>
<b><i>Ending Balance</i></b>	<b>33,645,375</b>	<b>27,595,683</b>	<b>31,088,239</b>	<b>14,342,546</b>

**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
<b><u>Beginning Balance - Note 1</u></b>		-	-	<b>7,115,000</b>
<b>REVENUE</b>				
Measure AA Sales Tax			7,075,000	27,500,000
Interest Revenue			40,000	200,000
<b><u>Total Revenue Available</u></b>	-	-	<b>7,115,000</b>	<b>27,700,000</b>
<b>EXPENDITURES</b>				
<b>Administration</b>				
Salaries & Benefits				736,990
<b><u>Subtotal, Administration</u></b>	-	-		<b>736,990</b>
<b>Professional Services</b>				
Project Management Oversight				275,000
<b><u>Subtotal, Professional Services</u></b>	-	-		<b>275,000</b>
<b>Measure AA Sales Tax Programs/Projects</b>				
<b><u>Category 1: Reduce Congestion</u></b>	-	-	-	<b>4,600,000</b>
<i>Category 1.1 - Completion of Marin-Sonoma Narrows         MSN Phase 2 HOV Lane ROW/Utility Relocation &amp; Design</i>				2,800,000
<i>Category 1.2 - Match for Completion of 101/580 Direct Connector         580/101 Direct Connector Project PID &amp; PAED</i>				-
<i>Category 1.3 - Enhance Interchanges</i>				1,400,000
<i>Category 1.4 - Traffic Demand Management</i>				350,000
				50,000
<b><u>Category 2: Local Transportation Infrastructure</u></b>	-	-	-	<b>2,190,425</b>
<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
<b><u>Category 3: Safer Access to Schools</u></b>	-	-	-	<b>1,740,000</b>
<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>				-
<b><u>Category 4: Transit</u></b>	-	-	-	<b>13,598,186</b>
<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
<b><u>Subtotal, Measure AA Programs/Projects</u></b>	-	-	-	<b>22,128,611</b>
<b>Interagency Agreements</b>				
Funding Agreement with County of Marin for Bellam Boulevard Construction and Construction Management				3,755,000
<b><u>Subtotal, Interagency Agreement</u></b>	-	-	-	<b>3,755,000</b>
<b><u>Total Expenditures</u></b>	-	-	-	<b>26,895,601</b>
<b>Net Change in Fund Balance</b>	-	-	<b>7,115,000</b>	<b>804,399</b>
<b><u>Ending Balance</u></b>			<b>7,115,000</b>	<b>7,919,399</b>

**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
<b><u>Beginning Balance - Note 1</u></b>	<b><u>2,548,561</u></b>	<b><u>3,228,270</u></b>	<b><u>3,228,270</u></b>	<b><u>3,382,789</u></b>
<b>REVENUE</b>				
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
<b><u>Total Revenue Available</u></b>	<b><u>2,445,740</u></b>	<b><u>2,450,000</u></b>	<b><u>2,470,000</u></b>	<b><u>2,475,000</u></b>
<b>EXPENDITURES</b>				
<b>Administration</b>				
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/Marketing 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
<b><u>Subtotal, Administration</u></b>	<b><u>164,731</u></b>	<b><u>138,079</u></b>	<b><u>151,482</u></b>	<b><u>114,042</u></b>
<b>Professional Services</b>				
<i>Expired Expenditure Line Items</i>	380	10,000	-	-
<b><u>Subtotal, Professional Services</u></b>	<b><u>380</u></b>	<b><u>10,000</u></b>	<b><u>-</u></b>	<b><u>-</u></b>
<b>Measure B Programs</b>				
<u>Element 1 - Maintain Local Streets &amp; Pathways</u>	<u>72,050</u>	<u>114,000</u>	<u>75,000</u>	<u>2,528,821</u>
<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 &amp; Disabled Mobility</u>	<u>957,016</u>	<u>1,120,000</u>	<u>950,000</u>	<u>1,245,000</u>
<i>Element 2.1 - Mobility Management Programs</i>	159,019	140,000	50,000	140,000
<i>Element 2.2 - Paratransit &amp; 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 &amp; Gap Grant</i>	115,673	145,000	100,000	170,000
<u>Element 3 - Reduce Congestion &amp; Pollution</u>	<u>527,472</u>	<u>1,138,999</u>	<u>1,138,999</u>	<u>870,000</u>
<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
<b><u>Subtotal, Measure B Programs</u></b>	<b><u>1,556,538</u></b>	<b><u>2,372,999</u></b>	<b><u>2,163,999</u></b>	<b><u>4,643,821</u></b>
<i>Expired Expenditure Line Items</i>			-	
<b><u>Total Expenditures</u></b>	<b><u>1,721,649</u></b>	<b><u>2,521,078</u></b>	<b><u>2,315,481</u></b>	<b><u>4,757,863</u></b>
<b>Net Change in Fund Balance</b>	<b>679,709</b>	<b>(71,078)</b>	<b>154,519</b>	<b>(2,282,863)</b>
<b><u>Ending Balance</u></b>	<b><u>3,228,270</u></b>	<b><u>3,157,192</u></b>	<b><u>3,382,789</u></b>	<b><u>1,099,926</u></b>

**Table 7: Proposed FY2019-20 Annual Budget – CMA**

	FY2017-18 Actual	FY2018-19 Final Budget	FY2018-19 Actual Estimated	FY2019-20 Proposed Budget
<b><u>Beginning Balance - Note 1</u></b>	<b><u>1,807,945</u></b>	<b><u>1,770,058</u></b>	<b><u>1,770,058</u></b>	<b><u>2,039,084</u></b>
<b>REVENUE</b>				
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			-
<b><u>Total Revenue Available</u></b>	<b><u>6,013,667</u></b>	<b><u>9,743,286</u></b>	<b><u>8,933,358</u></b>	<b><u>13,376,779</u></b>
<b>EXPENDITURES</b>				
<b>Administration</b>				
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	-
<b><u>Subtotal, Administration</u></b>	<b><u>1,111,908</u></b>	<b><u>2,059,466</u></b>	<b><u>1,735,944</u></b>	<b><u>1,774,460</u></b>
<b>Professional Services</b>				
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	-
<b><u>Subtotal, Professional Services</u></b>	<b><u>1,551,907</u></b>	<b><u>2,316,750</u></b>	<b><u>2,975,624</u></b>	<b><u>1,764,500</u></b>



**Table 7: Proposed FY2019-20 Annual Budget – CMA**

*(Continued)*

	FY2017-18 Actual	FY2018-19 Final Budget	FY2018-19 Actual Estimated	FY2019-20 Proposed Budget
<b><u>Beginning Balance - Note 1</u></b>	<b><u>1,807,945</u></b>	<b><u>1,770,058</u></b>	<b><u>1,770,058</u></b>	<b><u>2,039,084</u></b>
<b>Interagency Agreements</b>				
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	
<b><u>Subtotal, Interagency Agreements</u></b>	<b><u>3,358,567</u></b>	<b><u>7,484,000</u></b>	<b><u>3,952,765</u></b>	<b><u>10,287,000</u></b>
<b><u>Total Expenditures</u></b>	<b><u>6,022,381</u></b>	<b><u>11,860,215</u></b>	<b><u>8,664,332</u></b>	<b><u>13,825,960</u></b>
<b>Net Change in Fund Balance</b>	<b>(37,887)</b>	<b>(2,116,929)</b>	<b>269,026</b>	<b>(449,181)</b>
<b><u>Ending Balance</u></b>	<b><u>1,770,058</u></b>	<b><u>(346,871)</u></b>	<b><u>2,039,084</u></b>	<b><u>1,589,904</u></b>

Table 8: Proposed FY2019-20 Annual Budget – TFCA

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

## FY2019-20 Appropriation Limit

Per Article XIII B 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
<b>REVENUES</b>	
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
<b>EXPENDITURES</b>	
<b>Administration</b>	
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/Marketing 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
<b>EXPENDITURES</b>	
<b>Professional Services</b>	
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
<b>EXPENDITURES</b>	
<b>Measure A Programs</b>	
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.
<b>Strategy 1 - Transit</b>	
<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.
<b>Strategy 2 - Hwy 101 Gap Closure</b>	
<i>STP/HIP Swap Project</i>	Hwy 101 Gap Closure remaining Measure A and federal fund swap for local projects remaining \$484,000 that is reserved for County of Marin HIP Project redirected to the City of San Rafael's Grand Ave Bridge Project. \$184,000 paid in FY17/18 with \$300,000 remaining to be paid in FY18/19 but now is assumed to be carried into FY2019-20.
<b>Strategy 3 - Local Transportation Infrastructure</b>	
<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.
<b>Strategy 4 - Safer Access to Schools.</b>	
<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
<b>EXPENDITURES</b>	
<b>Measure AA Programs</b>	
<b>Category 1: Reduce Congestion</b>	
Category 1.1 - Completion of Marin-Sonoma Narrows	
<i>MSN Phase 2 HOV Lane ROW/Utility Relocation &amp; Design</i>	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.
<i>Category 1.2 - Match for Completion of 101/580 Direct Connector</i>	
<i>580/101 Direct Connector Project PID &amp; PAED</i>	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.
<i>Category 1.3 - Enhance Interchanges</i>	Develop workplan for up to 11 interchanges per Expenditure Plan and initiate Planning Studies.
<i>Category 1.4 - Traffic Demand Management</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 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.
<b>Category 2: Local Transportation Infrastructure</b>	
<i>Category 2.1 - Local Roads</i>	Total allocation for FY2019-20 Local Roads projects is \$1.35 million.
<i>Category 2.2 - Safe Pathways</i>	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).
<i>Category 2.3 - Sea Level Rise</i>	Funding to serve as a local match to Caltrans planning grants or other for Sea Level Rise implementation planning.
<i>Category 2.4 - Innovative Technology</i>	Development of innovation projects for consideration in Marin County. Technical, legal, legislative, public and private partnership assistance may be included as part of implementation.
<b>Category 3: Safer Access to Schools</b>	
<i>Category 3.1 - Safe Routes to Schools</i>	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.
<i>Category 3.2 - 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>Category 3.3 - Safe Pathway Capital Projects</i>	\$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).
<b>Category 4: Transit</b>	
<i>Category 4.1 - Local Bus Transit Service</i>	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.
<i>Category 4.2 - Rural Bus Transit Service</i>	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.
<i>Category 4.3 - Special Needs Transit Service</i>	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.
<i>Category 4.4 - School Transit Service</i>	Category 4.4 is new under Measure AA, \$1.12 million is requested for FY2019-20.
<i>Category 4.5 - Bus Transit Facilities</i>	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.
<i>Category 4.6 - Expand Access to Transit</i>	Golden Gate Transit will request full amount under Category 4.6, estimated to be \$112,000 in FY2019-20.

Budget Line item	Assumption
<b>EXPENDITURES</b>	
<b>Measure B VRF Programs</b>	
<b>Element 1 - Maintain Local Streets &amp; Pathways</b>	
<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.
<b>Element 2 - Seniors &amp; Disabled Mobility</b>	
<i>Element 2.1 - Mobility Management Programs</i>	To implement a Mobility Management Program that identifies and implements mobility options for Senior and Persons with Disabilities. All funds in element 2 are allocated to Marin Transit.
<i>Element 2.2 - Paratransit &amp; Low-Income Scholarships</i>	Support and enhance Paratransit and other local services focusing on this population 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 &amp; Gap Grant</i>	Implement other innovative programs to provide mobility to seniors as an alternative to driving.
<b>Element 3 - Reduce Congestion &amp; Pollution</b>	
<i>Element 3.1 - Safe Routes to School/Street Smart Program</i>	Crossing guard cost at \$17,800/guard annual rate. 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.
<b>Interagency Agreements</b>	
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
<b>EXPENDITURES</b>	
<b>Interagency Agreements</b>	
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.
<b>TFCA Programs/Projects</b>	
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>
<b>BOARD &amp; AGENCY SUPPORT</b>					
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)**

<b>Ref #</b>	<b>Work Items</b>	<b>Responsible Team-member</b>	<b>Action Item and/or Product</b>	<b>Date of Delivery</b>	<b>Functional Area</b>
<b>HUMAN RESOURCES</b>					
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
<b>OFFICE OPERATION</b>					
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

Ref #	Work Items	Responsible Team-member	Action Item and/or Product	Date of Delivery	Functional Area
<b>ACCOUNTING &amp; AUDIT</b>					
1	Continue the enhancement of agency's financial system, monitor the performance and make improvements.	Finance Team	Assure availability of resources for staff training and necessary system updates/enhancements.	Ongoing	Overall
2	Manage TAM 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
<b>FUNDING &amp; BUDGET MANAGEMENT</b>					
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)**

<b>Ref #</b>	<b>Work Items</b>	<b>Responsible Team-member</b>	<b>Action Item and/or Product</b>	<b>Date of Delivery</b>	<b>Functional Area</b>
<b>FUNDING &amp; BUDGET MANAGEMENT</b>					
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
<b>CASH &amp; INVESTMENT MANAGEMENT</b>					
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

<b>Ref #</b>	<b><u>Work Items</u></b>	<b><u>Responsible Team-member</u></b>	<b><u>Action Item and/or Product</u></b>	<b><u>Date of Delivery</u></b>	<b><u>Functional Area</u></b>
<b>PUBLIC OUTREACH</b>					
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>
<b>PROJECTS DIRECTLY MANAGED BY TAM</b>					
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)**

<b>Ref #</b>	<b>Work Items</b>	<b>Responsible Team-member</b>	<b>Action Item and/or Product</b>	<b>Date of Delivery</b>	<b>Functional Area</b>
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)**

<b>Ref #</b>	<b>Work Items</b>	<b>Responsible Team-member</b>	<b>Action Item and/or Product</b>	<b>Date of Delivery</b>	<b>Functional Area</b>
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
<b>PROJECTS BY OTHERS WITH TAM AS ACTIVE PARTNER</b>					
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 oversight 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)**

<b>Ref #</b>	<b>Work Items</b>	<b>Responsible Team-member</b>	<b>Action Item and/or Product</b>	<b>Date of Delivery</b>	<b>Functional Area</b>
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
<b>PROJECTS BY OTHERS WITH TAM IN AN OVERSIGHT ROLE</b>					
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
<b>PROJECT DELIVERY EFFORTS TRACKED BY TAM</b>					
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**

<b>Ref #</b>	<b>Work Items</b>	<b>Responsible Team-member</b>	<b>Action Item and/or Product</b>	<b>Date of Delivery</b>	<b>Functional Area</b>
<b>LOCAL SALES TAX - MEASURE A &amp; MEASURE AA</b>					
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)**

<b>Ref #</b>	<b>Work Items</b>	<b>Responsible Team-member</b>	<b>Action Item and/or Product</b>	<b>Date of Delivery</b>	<b>Functional Area</b>
<b>LOCAL VEHICLE REGISTRATION FEE - MEASURE B</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
<b>STATE FUNDS</b>					
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)**

<b>Ref #</b>	<b>Work Items</b>	<b>Responsible Team-member</b>	<b>Action Item and/or Product</b>	<b>Date of Delivery</b>	<b>Functional Area</b>
<b>FEDERAL FUNDS/OBAG</b>					
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
<b>REGIONAL FUND SOURCES</b>					
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)**

<b>Ref #</b>	<b>Work Items</b>	<b>Responsible Team-member</b>	<b>Action Item and/or Product</b>	<b>Date of Delivery</b>	<b>Functional Area</b>
<b>REGIONAL FUND SOURCES</b>					
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
<b>GENERAL PROGRAMMING RESPONSIBILITIES</b>					
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
<b>LEGISLATION</b>					
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>
<b>PROGRAM MANAGEMENT</b>					
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)**

<b>Ref #</b>	<b>Work Items</b>	<b>Responsible Team-member</b>	<b>Action Item and/or Product</b>	<b>Date of Delivery</b>	<b>Functional Area</b>
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
<b>TAM PLANNING EFFORTS</b>					
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
<b>LOCAL PLANNING COORDINATION</b>					
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
<b>REGIONAL COORDINATION</b>					
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

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