



# FY2022-23 Annual Budget

June 2022





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## Executive Director's Message

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I am pleased to present TAM's FY2022-23 Annual Budget, in preparation for a year of progress and important milestones for transportation projects and programs in Marin County. The Annual Budget provides a financial snapshot of TAM's expected revenues and expenditures to deliver transportation improvements, planning activities and mobility programs during the Fiscal Year beginning July 1, 2022 and ending June 30, 2023.

As the County emerges from the turbulent past two years of the pandemic, we look forward to much progress in the coming year to support local priorities. Major capital improvement projects will advance and achieve milestones, including starting construction for the final highway segment of the Marin-Sonoma Narrows, completing the North-South Greenway bicycle and pedestrian pathway over Corte Madera Creek, and beginning the environmental studies for the 101-580 Direct Connector Project. Programs and services that are a mainstay of our transportation fabric will continue to provide community connections including Marin Transit and Marin Access, Safe Routes to Schools, and our locally funded Crossing Guard program. The Alternative Fuels program is supporting schools, agencies, and jurisdictions to help create a clean fuel future. The Marin Commutes program will launch a new initiative to provide ongoing incentives to encourage greater use of alternative transportation modes. TAM will embark on a planning and visioning initiative to consider the transportation network throughout the county and develop strategies for greater inclusivity and engagement to enhance equity.

This budget document provides a clear and transparent fiscal plan for the TAM Board of Commissioners and the public, indicating the local, state, and federal resources that TAM expects in order to advance these highlighted transportation priorities as well as many other significant projects and programs. We thank our community for working with TAM to help fund transportation enhancements and move Marin forward.

In partnership,



Anne Richman

## TAM Budget General Overview

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### About TAM

The Transportation Authority of Marin (TAM) was established by Marin County voters to support transportation projects and programs that make the County easier, cleaner and safer for all to live, work and play. 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.

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.

***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 by 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 expenditures for the annual budget have 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 from other category(ies) 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 the Measure A/AA ½-Cent Transportation Sales Tax and Measure B \$10 VRF funds shall be effectuated according to the Policy and Procedures specified in the Expenditure Plans and currently adopted Strategic Plans.

### Budget Development Process and Timeline

TAM's annual budget development process begins in late February/early March 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 and Measure B \$10 VRF funds are prepared based on economic analyses

and presented to the TAM Board for consideration. The draft annual budget is presented to the TAM Board and released for public comments in May and the final budget is adopted at the June Board meeting.

### An Historic Overview of TAM's Budget

A five-year historic look at TAM's actual revenue, expenditure and fund balance, with a comparison to the estimated actuals of the current fiscal year, FY2021-22, is presented below to provide an overview of the collection of revenues as well as delivery of projects/programs over the past few years. Over the years, TAM and its partner agencies have increased delivery of several major projects/programs, mostly under the Measure A/AA Sales Tax Projects/Programs and the Interagency Agreements Categories. TAM's ending fund balance at the end of FY2021-22 is expected to be around \$44.11 million.

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Actual	FY2021-22 Estimated
<b>Revenues</b>						
Measure A/AA Sales Tax Revenue	25,755,762	27,507,852	28,976,082	27,345,662	30,832,521	34,000,000
Measure B VRF Revenue	2,399,640	2,386,486	2,417,118	2,327,292	2,404,319	2,300,000
Cities/Town & County Contribution	559,000	559,000	558,999	558,999	500,001	500,001
Interest Earnings	122,475	139,632	1,914,194	2,507,746	408,181	181,000
BAAQMD/TFCA	361,471	362,284	364,537	368,939	358,753	605,273
Federal	840,442	3,124,051	2,238,572	1,258,584	1,069,755	812,000
State	665,974	1,193,020	718,371	993,157	189,494	190,695
Regional	5,597,422	753,288	4,201,448	14,829	4,364,229	6,075,000
Other Revenue	-	337,770	-	-	1,262,593	150,000
<b>Total Revenues</b>	<b>36,302,186</b>	<b>36,363,383</b>	<b>41,389,321</b>	<b>35,375,208</b>	<b>41,389,847</b>	<b>44,813,969</b>
<b>Expenditures</b>						
Administration	3,013,630	3,058,896	3,378,703	3,154,149	3,051,241	3,136,510
Professional Services	2,965,064	2,803,406	4,216,373	2,629,748	1,196,698	619,720
Measure A Sales Tax Projects/Programs	25,351,395	28,668,609	21,849,187	9,737,500	14,507,742	494,345
Measure AA Sales Tax Projects/Programs	-	-	182,971	17,396,486	20,345,625	23,212,902
Measure B VRF Projects/Programs	3,632,620	1,556,536	1,790,363	4,098,404	1,718,578	1,690,000
Interagency Agreements	4,526,973	5,855,948	3,992,151	535,629	6,686,595	7,072,724
TFCA Programs/Projects	276,856	176,392	66,388	366,676	1,310,733	355,273
<b>Total Expenditures</b>	<b>39,766,538</b>	<b>42,119,787</b>	<b>35,476,136</b>	<b>37,918,592</b>	<b>48,817,212</b>	<b>36,581,474</b>
<b>Net Change in Fund Balance</b>	<b>(3,464,352)</b>	<b>(5,756,404)</b>	<b>5,913,185</b>	<b>(2,543,384)</b>	<b>(7,427,365)</b>	<b>8,232,495</b>
<b>Ending Fund Balance</b>	<b>45,690,035</b>	<b>39,933,631</b>	<b>45,846,816</b>	<b>43,303,432</b>	<b>35,876,067</b>	<b>44,108,562</b>

## FY2022-23 Annual Budget Process and Overview

Staff officially started the FY2022-23 Annual Budget process with the in-house kickoff meeting on March 2, 2022. The following is the timeline for the FY2022-23 Annual Budget development:

March-June 2022	Budget and Work Plan Development/Review Work Process
March 2022	Review and Acceptance of Measure A/AA & B Revenue Levels
May 2022	Review and Release of Draft Budget for Comments
June 23, 2022	Public Hearing and Adoption of Final Budget

The FY2022-23 Annual Budget is presented in the comprehensive report to not only present a clear financial plan, but also to include the agency's planning, project, communication and administrative work elements for the upcoming year.

While confident to report that the agency can still provide the necessary funding and cash flow support for the priority transportation projects/programs managed by TAM and by our partner agencies in the upcoming fiscal year, staff will closely monitor the new economic uncertainty caused due to the ongoing COVID situation, rising inflation, supply chain pressure and geopolitical conflicts. TAM is committed to work diligently and effectively with all our local, regional, state and federal partners during this challenging time to protect and obtain valuable transportation funds for the County.

### 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 FY2022-23 is \$41.52 million and total expected expenditure is \$53.23 million. Revenues are presented in the budget by the source of funds, while expenditures are presented by 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 budgeted revenues is not an alarming financial situation for TAM. When budgeted expenditures exceed budgeted revenues in certain years, it generally means that TAM and its partner agencies are using prior year accumulated fund balances to deliver more projects and programs in that particular year.

### FY2022-23 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 is complex. In FY2022-23, TAM is expecting a total of \$41.52 million in revenue. Table 1 and Chart 1 illustrate TAM's revenues by funding sources.

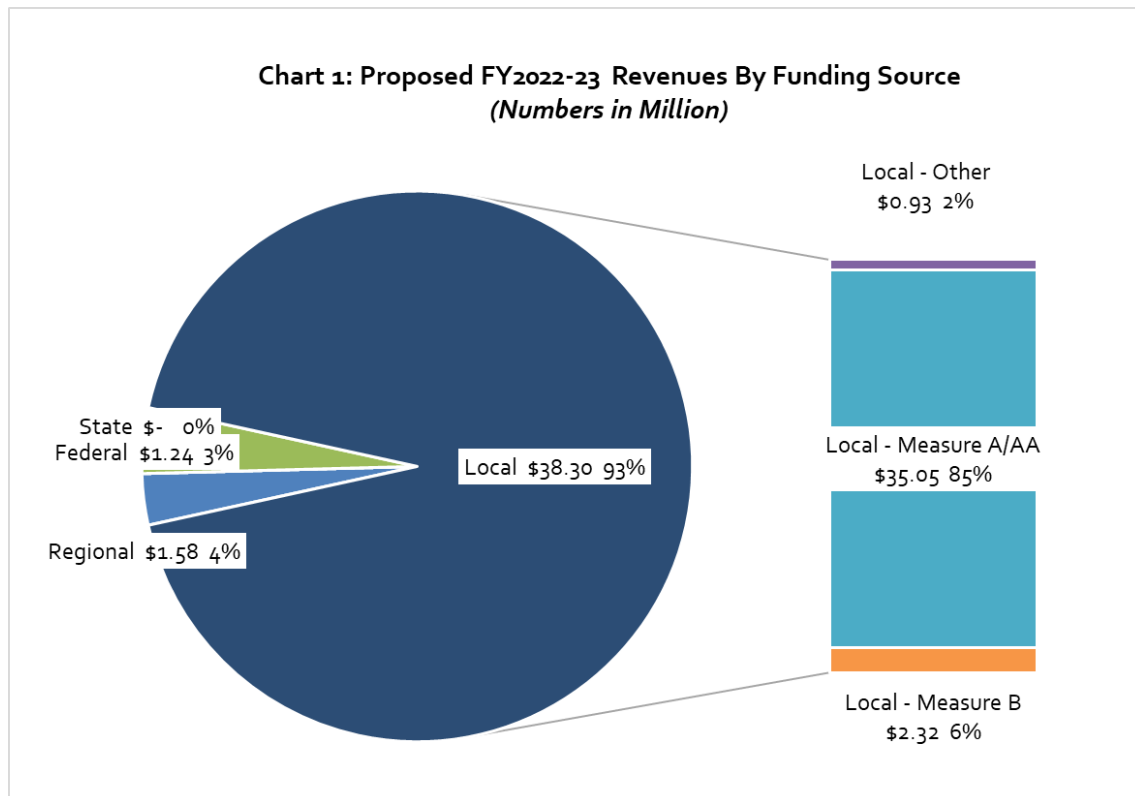
In addition to all revenue sources listed in Table 1, TAM is also hoping to receive Regional Measure 3 (RM3) funds in the upcoming year if the litigation against RM3 can be resolved in the Bay Area Toll Authority's (BATA's) favor. A total of \$255 million was expected to be available to support two of the highest priority projects in Marin that TAM manages directly when RM3 was approved by the voters in June 2018, with \$135 million for the Northbound (NB) US-101 to Eastbound (EB) I-580 Direct Connector Project and \$120 million for the Marin-Sonoma Narrows (MSN) Project. However, as of now, the RM3 funds are still inaccessible due to ongoing

litigation against the measure. Staff will continue to keep the Board apprised of the RM3 legal situation and will bring the necessary revisions to the budget for approval once the RM3 funds become available.

**Table 1: TAM FY2022-23 Proposed Budget – Revenue**

Budget Line	FY2020-21 Actual	FY2021-22 Final Budget	FY2021-22 Estimates	FY2022-23 Proposed Budget
<b><u>Beginning Balance</u></b>	<b><u>43,303,432</u></b>	<b><u>35,648,630</u></b>	<b><u>35,648,630</u></b>	<b><u>43,881,126</u></b>
Measure A/AA Sales Tax	30,832,521	34,000,000	34,000,000	34,850,000
Measure B Vehicle Registration Fee Revenue	2,404,319	2,300,000	2,300,000	2,300,000
Cities/Towns and County CMA Fee	500,001	500,000	500,001	550,000
Interest Revenue	408,181	405,000	181,000	250,000
MTC STP/CMAQ Planning & OBAG Grant Funds	799,473	890,318	797,000	1,228,121
MTC Regional Measure 2 Fund	4,364,229	8,054,444	6,075,000	1,518,390
State STIP PPM Fund	141,468	193,696	114,680	100,005
Federal STP Fund	15,000	25,000	15,000	10,000
Caltrans Safe Roads Marin Grant				72,000
Realized Highway 101 ROW Excess Fund	1,262,593	250,000	150,000	225,000
Marin Transportation For Clean Air Funding	358,753	335,000	350,000	350,000
Regional TFCA Competitive Grants	-	283,637	255,273	63,727
Expired Revenue Line Items	303,308	1,445,103	76,015	-
<b><u>Total Revenue Available</u></b>	<b><u>41,389,846</u></b>	<b><u>48,682,197</u></b>	<b><u>44,813,969</u></b>	<b><u>41,517,244</u></b>

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, for FY2022-23, about 87% of the revenue that TAM expects is from voter approved local measures and interest earnings from the fund balances of those measures, with 82% from Measure A/AA ½-Cent Sales Tax revenue, and 5% from Measure B VRF revenue.





***Measure A/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, with the exception of minor revenue adjustments to sales tax transactions that happened prior to April 1, 2019.

At the March 24, 2022 TAM Board meeting, staff recommended, and the TAM Board approved the \$34.85 million revenue level for the Measure A/AA 1/2-Cent Transportation Sales Tax for FY2022-23. The Board also approved the adjusted FY2021-22 revenue level from \$27.5 million to \$34 million since Marin's sales tax has experienced very healthy growth over the last year.

***Measure B \$10 Vehicle Registration Fee Revenue***

As reported to the Board in March 2022, registered vehicles in Marin County decreased by more than 3% from 2020 to 2021, which indicates a revenue drop is expected for FY2022-23. Based on this, the budget level for the Measure B VRF revenue for FY2022-23 is set at \$2.3 million.

***City/Town/County CMA Fee Contribution***

With the recovery of the economy and the improvement of revenue situation for local jurisdictions, TAM staff and MMA reached agreement on the long-term fee structure early this year, which brought the fee structure in line with the efforts required to effectively support all local partners for their transportation project and program related needs. The new long-term fee structure will start with a \$550,000 base for FY2022-23 and then grow annually by Bay Area Consumer Price Index (CPI).

***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 funds from FY2017-18 to FY2026-27. These revenue items are reimbursement based. About \$1.18 million in revenue is expected for this line item based on the work planned. The total realized revenue will depend on actual program and project expenditures in FY2022-23.

***Regional Measure 2 Revenue***

TAM expects a total of \$1.51 million in RM2 funds for the work related to the North/South Greenway project. Funding will be used for construction management/support and construction of the Northern Segment.

***Transportation Funding for Clean Air***

TAM receives 40% of the TFCA funds collected in Marin, 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 estimated revenue for FY2021-22, a total of \$0.35 million is estimated for FY2022-23.

TAM is also expecting about \$63,000 in TFCA funds for the staff support required for the State Route 37 (SR37) transportation demand management (TDM) project.

***State STIP PPM Fund***

About \$0.16 million STIP/PPM funds is expected to be spent and reimbursed in FY2022-23 for STIP Planning, Programming and Monitoring related activities, mostly staff support.

***Caltrans Safe Roads Marin Grant***

TAM received a \$72,000 grant from Caltrans for the safe roads study for the County and is expected to complete the work in FY2022-23.

### ***Realized Highway 101 ROW Excess Fund***

TAM programmed \$3.13 million of the total \$6.80 million of the excess right of way sale proceeds from the Highway 101 Gap Closure Project as part of the OBAG 2 process to various projects, and the remaining \$3.67 million to the Marin-Sonoma Narrows (MSN) Project. A total of \$0.25 million is expected to be spent in FY2022-23 to support the MSN B8 project right of way needs.

### ***FY2022-23 Expenditure Overview***

In FY2022-23, with the support and cooperation of our federal, state, regional and local partners, TAM is expected to deliver a total of \$52.51 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.

### ***Administration***

Proposed FY2022-23 total expenditure for the Administration Category is \$3.62 million, which is about \$386,000 (11.95%) higher than the FY2021-22 budgeted amount. The increase is mostly due to the addition of the Associate Transportation Planner position and the 3.4% overall salary and benefit increase.

### ***FY2022-23 Staffing Changes***

TAM currently has a total of 12.8 full-time equivalent (FTE) positions and the following staff changes are recommended for approval as part of the FY2022-23 budget process and will take effective on July 1, 2022 once approved.

#### ***Add New Associate Planner Position:***

A new Associate Planner Position is requested to be added to meet the implementation and/or expansion of critical planning and programs functions, many of which were new with Measure AA, such as sea level rise, innovation, and Transportation Demand Management (TDM), countywide transportation plan, etc. Upon the Board's approval of the position, staff expects to begin recruiting for this new position.

#### ***Retitle and Promotion of Current Positions:***

The Retitle of the following positions with a 5% total pay scale increase is proposed, to better meet the current staff's professional knowledge and job responsibilities:

- Retitle the Senior Transportation Planner to Principal Transportation Planner
- Retitle the Accounting and Administrative Specialist to Accounting and Payroll Specialist

### ***Appointment of the Director of Project Delivery***

The creation of the Director of Project Delivery job classification and pay range was approved by the TAM Board as part of the FY2021-22 budget process. It's recommended that Dan Cherrier to be appointed to the Director of Project Delivery position based on the evaluation of his professional knowledge and experience, as well as his commitment to the new leadership role. The rest of the Project Delivery Team is supportive of the appointment as well.

Chart 2 illustrates the Proposed Organization Chart as of July 1, 2022.

2022 Cost of Living Adjustment (COLA)

Current TAM COLA policy allows staff an annual COLA increase based on the most recent CPI as of May each year, or sales tax growth rate from the prior year, whichever is lower. In consideration of the long-term financial health of the agency, staff proposed, and the HR Ad Hoc Committee supports using the year ending December 2021 CPI – 3.4%, instead of the most recent February 2022 CPI – 5.2%. Please note that estimated sales tax revenue increase from FY2020-21 to FY2021-22 is expected to be more than 10%.

2022 Agency Health Premium Contribution Level Adjustment

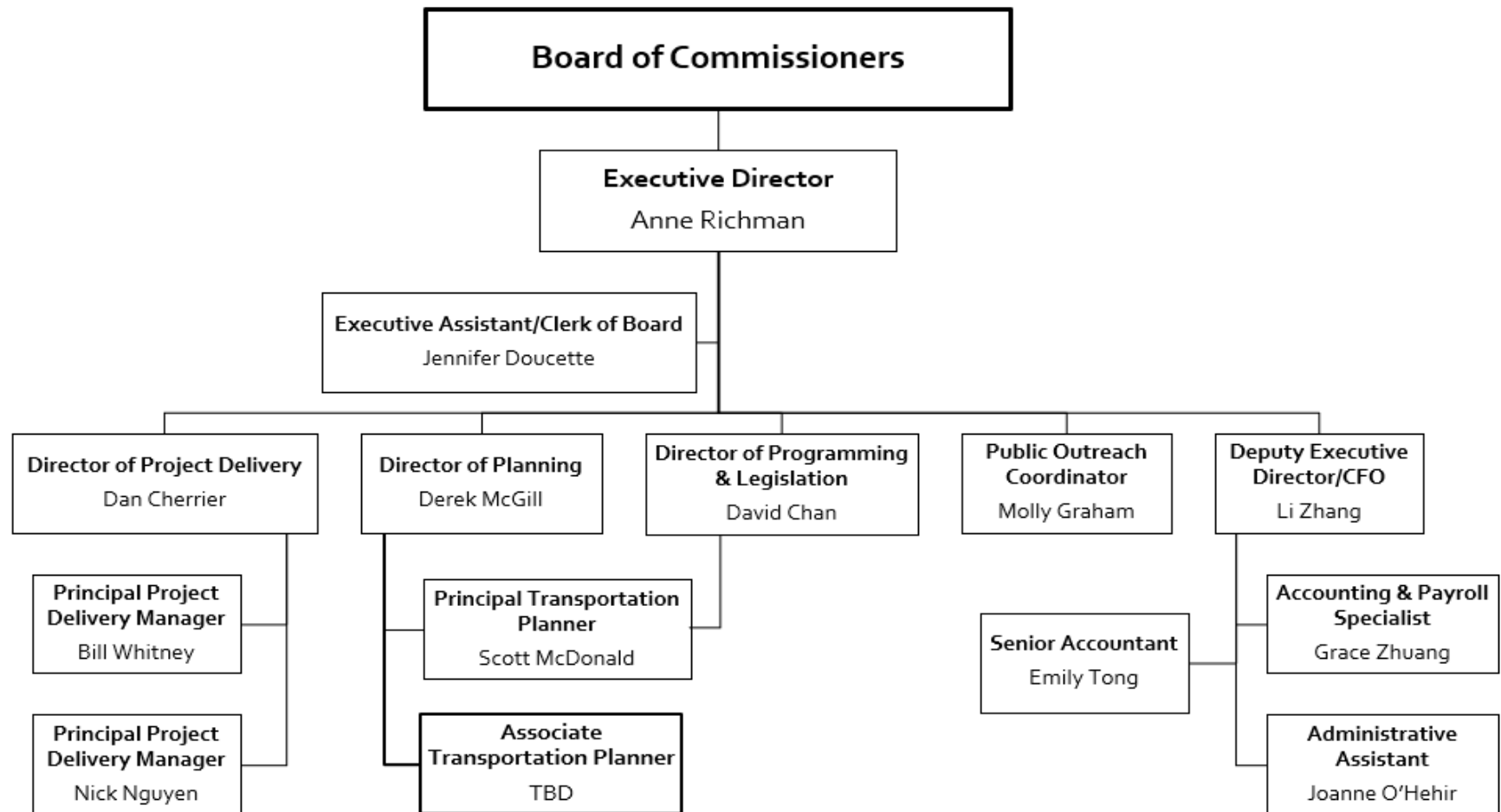
The intent of TAM's original health benefit offered at the start of the agency in 2005 was for the agency to fully cover the second least expensive employee only premium and the least expensive family premium. When TAM became the employer of record in 2018, the agency health premium contribution was set at \$775 for employee only, \$1,475 for employee plus 1 and \$1,850 for family, which at the time was sufficient to meet the original intent with the planned offered, with Kaiser HMO basic plan being one of the more affordable and popular health plan used by more than half of the staff.

However, rates for Kaiser and the second most popular plan PERS PPO plan increased dramatically (Kaiser 11%, PERS Choice 22%) from 2019 to 2022 when CalPERS reformed its health plan options. On the other hand, TAM has not increased its agency share of the health premium contribution since 2018. TAM staff absorbed all the significant premium increase over the last 2 years. Based on a survey conducted by staff early this year, most of Marin's local jurisdictions contribute up to 100% of the Kaiser Family Plan premium, as do three of the transportation planning agencies surveyed. Staff recommends that TAM contribute up to 100% of employee premium, 95% of employee plus 1 and 90% of family premium of the basic Kaiser HMO plan starting July 1, 2022.

**Table 2.1: TAM FY2022-23 Proposed Budget – Expenditure/Administration**

Budget Line	FY2019-20 Actual	FY2020-21 Final Budget	FY2021-22 Estimates	FY2022-23 Proposed Budget
Salaries & Benefits	2,615,974	2,648,830	2,652,293	2,979,000
Agency-Wide Classification Study				25,000
Office Lease	204,376	227,202	231,417	245,000
Agency IT Related Equipment Upgrade	3,844	40,000	20,000	40,000
Equipment Purchase/Lease	7,082	10,000	6,000	10,000
Telephone/Internet/Web Hosting Services	21,190	25,000	22,000	25,000
Office Supplies & Small Miscellaneous Items	27,842	31,000	27,000	31,000
Insurance	11,235	12,000	12,000	15,000
Financial Audit	20,500	23,000	23,000	23,000
Legal Services	10,815	35,000	16,300	35,000
Document/Video/Marketing Material Production	30,814	50,000	30,000	50,000
Memberships	16,120	18,500	17,000	34,500
Travel/Meetings/Conferences	1,570	31,500	17,500	31,500
Professional Development	4,690	5,000	5,000	5,000
Human Resources/Board Support	1,074	25,000	5,000	20,000
Information Technology Support	49,298	45,000	45,000	45,000
Annual Support & Upgrade of Financial System	4,942	10,000	7,000	10,000
<b>Subtotal, Administration</b>	<b>3,031,365</b>	<b>3,237,032</b>	<b>3,136,510</b>	<b>3,624,000</b>

Chart 2: Transportation Authority of Marin Organization Chart  
(Proposed As of July 1, 2022)





### Professional Services

The proposed FY2022-23 expenditure level for the Professional Services Category is \$1.66 million, which is \$925,100 (35.74%) lower than the FY2021-22 budgeted amount. TAM will conduct more design and right of way work for the Bellam Blvd. improvement project, complete the construction design support for the North-South Greenway project, and start the work on the update of the Vision Plan/Countywide Transportation Plan.

**Table 2.2: TAM FY2022-23 Proposed Budget – Expenditure/Professional Services**

Budget Line	FY2020-21 Actual	FY2021-22 Final Budget	FY2021-22 Estimates	FY2022-23 Proposed Budget
Bellam Blvd 101 Off-ramp Improvements - Design & ROW	123,889	1,187,000	50,000	700,000
Travel Model Maintenance & Update	15,618	25,000	10,000	100,000
Traffic Monitoring, Reporting & Travel Model Data Requests	7,998	40,000	30,000	75,000
Project Management Oversight	158,893	180,000	90,000	140,000
State Legislative Assistance	42,000	46,000	42,000	46,200
Financial Advisor/Sales Tax Audit Services	15,036	10,000	10,000	10,000
Measure A/AA Sales Tax Compliance Audit	18,000	20,000	18,000	20,000
N/S Greenway - Construction Design Support	375,128	815,000	300,000	250,000
Public Outreach Service Support	32,140	40,000	30,000	40,000
Vision Plan Update/Countywide Transportation Plan	-	100,000	-	150,000
Safe Roads Marin - HSIP Caltrans	-	-	-	72,000
Equity Framework	-	100,000	-	50,000
Consulting Pool	-	10,000	10,000	10,000
Expired Expenditure Line Items	427,873	15,300	29,720	-
<b>Subtotal, Professional Services</b>	<b>1,216,575</b>	<b>2,588,300</b>	<b>619,720</b>	<b>1,663,200</b>

### Measure A Sales 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. With the Measure A reserve funds to be released this year and a few strategies still spending down their fund balances, a total expenditure of \$3.39 million is expected in FY2022-23.

**Table 2.3: TAM FY2022-23 Proposed Budget – Expenditure/Measure A Sales Tax Programs/Projects**

Budget Line	FY2020-21 Actual	FY2021-22 Final Budget	FY2021-22 Estimates	FY2022-23 Proposed Budget
<u>Strategy 1 - Transit</u>	<u>1,175,055</u>	<u>-</u>	<u>-</u>	<u>2,445,230</u>
Strategy 1.1 - Local Bus Transit Service	944,535	-	-	680,000
Strategy 1.2 - Rural Bus Transit System	27,059	-	-	55,080
Strategy 1.3 - Special Needs Transit Services	134,574	-	-	165,410
Strategy 1.4 - Bus Transit Facilities	68,887	-	-	1,544,740
<u>Strategy 3 - Local Transportation Infrastructure</u>	<u>10,104,817</u>	<u>200,000</u>	<u>102,420</u>	<u>406,545</u>
Strategy 3.2 - Major Roads	9,805,425	200,000	102,420	163,105
Strategy 3.2 - Local Streets and Roads	299,392	-	-	243,440
<u>Strategy 4 - Safer Access to Schools</u>	<u>822,870</u>	<u>661,000</u>	<u>391,925</u>	<u>537,870</u>
Strategy 4.1 - Safe Routes to Schools	475,793	-	62,475	60,690
Strategy 4.2 - Crossing Guards	5,320	-	79,450	77,180
Strategy 4.3 - Safe Pathways To School	-	-	-	-
Safe Pathway Capital Projects	341,757	661,000	250,000	400,000
Expired Expenditure Line Items	-	-	-	-
<b>Subtotal, Measure A Programs/Projects</b>	<b>12,102,742</b>	<b>861,000</b>	<b>494,345</b>	<b>3,389,645</b>

**Measure AA Sales Tax Programs/Projects**

Staff is excited to implement and deliver 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.

Under Category 1, Reduce Congestion, a total of \$4.2 million of work is planned for FY2022-23, including \$1.8 million to support MSN B7/B8 right of way, construction design work and utility work, \$1.1 million for the Project Initiation Document (PID) & Project Approval and environmental Document (PA&ED) of the 580/101 Director Connector, \$1.2 million for studies related to interchange enhancements, and \$100,000 for Transportation Demand Management.

Under Category 2, Local Transportation Infrastructure, TAM will release \$6.77 million in local roads funds estimated to be collected in FY2021-22, and expects to spend \$1.0 million on large Safe Pathways projects, \$100,000 on sea-level rise and \$115,000 on innovative technology study and support. Staff will bring those two new programs to the TAM Board for more discussion and implementation in the near future.

Under Category 3, Safer Access to Schools, \$3.17 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 (\$970,000), the Crossing Guard program (\$1.95 million), and the small Safe Pathway Capital projects (\$250,000).

Under Category 4, Transit, Marin Transit plans to request a total of \$14.52 million for its operational and capital needs in FY2022-23 under Categories 4.1 to 4.5. Golden Gate Transit is expected to claim its share of \$124,499 to support local access to ferry services and regional transit under Category 4.6.

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/programs 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 during the year.

Table 2.4: TAM FY2022-23 Proposed Budget – Expenditure/Measure AA Sales Tax Programs/Projects

Budget Line	FY2020-21 Actual	FY2021-22 Final Budget	FY2021-22 Estimates	FY2022-23 Proposed Budget
<u>Major Road Set-Aside</u>	2,405,000	10,100,000	2,000,000	5,000,000
<u>Category 1: Reduce Congestion</u>	1,863,229	3,165,500	1,722,000	4,200,000
Category 1.1 - Completion of Marin-Sonoma Narrows				-
MSN B7/B8 Design/ROW/Utility Work	117,302	165,500	106,000	1,400,000
MSN B7 Construction Design Support	-	400,000	-	400,000
Category 1.2 - Match for Completion of 101/580 Direct Connector				
580/101 Direct Connector Project PID & PAED	837,051	1,500,000	720,000	1,100,000
Category 1.3 - Enhance Interchanges	908,876	1,000,000	896,000	1,200,000
Category 1.4 - Transportation Demand Management	-	100,000	-	100,000
<u>Category 2: Local Transportation Infrastructure</u>	5,648,882	6,883,679	5,983,679	7,988,432
Category 2.1 - Local Roads	4,621,956	5,208,679	5,208,679	6,773,432
Category 2.2 - Large Safe Pathway Capital Projects	904,327	1,600,000	750,000	1,000,000
Category 2.3 - Sea Level Rise	-	50,000	-	100,000
Category 2.4 - Innovative Technology	122,599	25,000	25,000	115,000
<u>Category 3: Safer Access to Schools</u>	1,720,635	3,270,020	2,770,000	3,170,000
Category 3.1 - Safe Routes to Schools	308,706	970,000	770,000	970,000
Category 3.2 - Crossing Guards	1,194,987	2,000,020	1,800,000	1,950,000
Category 3.3 - Small Safe Pathway Capital Projects	216,942	300,000	200,000	250,000
<u>Category 4: Transit</u>	11,112,879	11,969,029	10,737,223	14,643,464
Category 4.1 - Local Bus Transit Service	6,678,993	7,374,719	5,922,796	6,000,000
Category 4.2 - Rural Bus Transit Service	564,320	509,049	564,320	1,131,141
Category 4.3 - Special Needs Transit Service	1,353,396	2,274,507	1,350,000	4,159,467
Category 4.4 - School Transit Service	562,535	1,032,652	763,364	1,600,000
Category 4.5 - Bus Transit Facilities	1,920,860	678,731	2,025,743	1,628,357
Category 4.6 - Expand Access to Transit	32,775	99,371	111,000	124,499
<b>Subtotal, Measure AA Programs/Projects</b>	<b>22,750,625</b>	<b>35,388,228</b>	<b>23,212,902</b>	<b>35,001,896</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 FY2022-23 is \$4.19 million. Element 1.1 is distributed at a 3-year cycle and will release a total of \$2.26 million collected from FY2019-20 to FY2021-22 in FY2022-23. For Element 1.2, Bike/Pedestrian Pathways Maintenance, about \$100,000 is made available to eligible project sponsors in FY2022-23. Marin Transit is planning to request a total of \$0.95million under Element 2, Improving Transit for Seniors and People with Disabilities, during FY2022-23. The proposed FY2022-23 funding level for Element 3, Reduce Congestion and Pollution, is \$0.88 million, which is for a share of the Crossing Guard program, various employer/employee TDM programs under Marin Commutes, and for the alternative fuels/ electric vehicle program.

Table 2.5: TAM FY2022-23 Proposed Budget – Expenditure/Measure B VRF Programs

Budget Line	FY2020-21 Actual	FY2021-22 Final Budget	FY2021-22 Estimates	FY2022-23 Proposed Budget
<b>Element 1 - Maintain Local Streets &amp; Pathways</b>	58,405	114,000	110,000	2,357,095
<i>Element 1.1 - Local Streets and Roads</i>				2,257,095
<i>Element 1.2 - Bike/Ped Pathways</i>	58,405	114,000	110,000	100,000
<b>Element 2 - Seniors &amp; Disabled Mobility</b>	910,679	1,075,000	955,000	950,000
<i>Element 2.1 - Mobility Management Programs</i>	100,000	100,000	100,000	100,000
<i>Element 2.2 - Paratransit &amp; Low-Income Scholarships</i>	205,000	205,000	205,000	190,000
<i>Element 2.3 - Paratransit Plus</i>	480,000	480,000	480,000	360,000
<i>Element 2.4 - Volunteer Drive &amp; Gap Grant</i>	125,679	290,000	170,000	300,000
<b>Element 3 - Reduce Congestion &amp; Pollution</b>	749,494	845,000	625,000	875,000
<i>Element 3.1 - Safe Routes to School/Street Smart Program</i>	175,000	175,000	175,000	175,000
<i>Element 3.2 - Commute Alternative Programs</i>	257,109	320,000	300,000	350,000
<i>Element 3.3 - Alternative Fuel Vehicle Program</i>	317,384	350,000	150,000	350,000
Expired Expenditure Line Items	-	-	-	-
<b>Subtotal, Measure B Programs</b>	<b>1,718,578</b>	<b>2,034,000</b>	<b>1,690,000</b>	<b>4,182,095</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 \$4.95 million for FY2022-23, of which the majority is for contract services and construction related funding agreements with various agencies that will help TAM deliver construction projects, including the North/South Greenway and MSN projects.

Table 2.6: TAM FY2022-23 Proposed Budget – Expenditure/Interagency Agreements

Budget Line	FY2020-21 Actual	FY2021-22 Final Budget	FY2021-22 Estimates	FY2022-23 Proposed Budget
Caltrans - N/S Greenway (Northern Segment) Construction	3,999,478	7,500,000	6,000,000	1,500,000
Larkspur N/S Greenway (ORH)- Construction support				150,000
San Anselmo - Hub Reconfiguration Phase I Study	79,335	159,000	150,000	9,000
Caltrans - MSN B8 PS&E/ROW Support & Capital	-	250,000	35,404	225,000
Larkspur - North-South Greenway Construction Management	-	180,000	-	200,000
Various Agencies - Bike/Ped Path Maintenance	41,639	100,000	100,000	100,000
Marin Transit - Bus Facility Lease or Purchase Contribution	-	1,100,000	-	1,100,000
Marin County - Drake/Cole Improvement Project	-	68,000	-	68,000
Caltrans - 580/101 Direct Connector PID	4,092	120,000	30,000	120,000
Caltrans & Other - MSN B7 PS&E/ROW Support & Capital	-	1,007,500	-	450,000
Caltrans - MSN B7 Construction Capital & Support	-	1,026,000	-	1,026,000
Expired Expenditure Line Items	2,562,051	1,830,500	757,320	-
<b>Subtotal, Interagency Agreements</b>	<b>6,686,595</b>	<b>13,341,000</b>	<b>7,072,724</b>	<b>4,948,000</b>



**TFCA Programs/Projects**

This category includes anticipated reimbursement requests for various TFCA capital projects funded by the Marin Local TFCA funding at \$0.42 million, and the 10% retention of the \$283,637 TFCA grant for the construction work of the North/South Greenway project to be collected in FY2022-23 as well.

**Table 2.8: TAM FY2022-23 Proposed Budget – Expenditure/TFCA Programs/Projects**

Budget Line	FY2020-21 Actual	FY2021-22 Final Budget	FY2021-22 Estimates	FY2022-23 Proposed Budget
North-South Greenway Construction	-	283,637	255,273	28,364
TFCA - Reimbursement of Various Capital Projects	1,310,733	806,563	100,000	394,000
<b>Subtotal, TFCA Programs/Projects</b>	<b>1,310,733</b>	<b>1,090,200</b>	<b>355,273</b>	<b>422,364</b>

## **Proposed FY2022-23 Annual Budget by Fund**

TAM currently has five major governmental funds: Measure A, Measure AA, Measure B, CMA and TFCA. In the past, Measure A and Measure AA funds budgets were presented separately. However, with the prior to April 1, 2019 Measure A revenue adjustments becoming more immaterial, and the zeroing out of fund balances under various Measure A Strategies, staff has combined the Measure A and AA budget sheet into one to reduce unnecessary repetitiveness and confusion.

The budget represents the process through which certain policy decisions are made, implemented and controlled by fund. Budget authorities can be adjusted during the year according to the budget amendment policy. Also, 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 FY2022-23 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/AA Sales Tax 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, with 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 Voters in November 2018.

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 AA Strategic Plan, which will be brought forward to the TAM Board for review and approval as a separate action annually.

### **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. For the FY2022-23 budget, no changes are assumed to the expenditure plan/categories; any changes resulting from the current expenditure plan review would go into effect no sooner than the FY2023-24 budget.

### **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 3: Proposed FY2022-23 TAM Annual Budget – Combined

Budget Line	FY2020-21 Actual	FY2021-22 Final Budget	FY2021-22 Estimates	FY2022-23 Proposed Budget
<b><u>Beginning Balance</u></b>	<b><u>43,303,432</u></b>	<b><u>35,648,630</u></b>	<b><u>35,648,630</u></b>	<b><u>43,881,126</u></b>
Measure A/AA Sales Tax	30,832,521	34,000,000	34,000,000	34,850,000
Measure B Vehicle Registration Fee Revenue	2,404,319	2,300,000	2,300,000	2,300,000
Cities/Towns and County CMA Fee	500,001	500,000	500,001	550,000
Interest Revenue	408,181	405,000	181,000	250,000
MTC STP/CMAQ Planning & OBAG Grant Funds	799,473	890,318	797,000	1,228,121
MTC Regional Measure 2 Fund	4,364,229	8,054,444	6,075,000	1,518,390
State STIP PPM Fund	141,468	193,696	114,680	100,005
Federal STP Fund	15,000	25,000	15,000	10,000
Caltrans Safe Roads Marin Grant				72,000
Realized Highway 101 ROW Excess Fund	1,262,593	250,000	150,000	225,000
Marin Transportation For Clean Air Funding	358,753	335,000	350,000	350,000
Regional TFCA Competitive Grants	-	283,637	255,273	63,727
Expired Revenue Line Items	303,308	1,445,103	76,015	-
<b><u>Total Revenue Available</u></b>	<b><u>41,389,846</u></b>	<b><u>48,682,197</u></b>	<b><u>44,813,969</u></b>	<b><u>41,517,244</u></b>
<b>EXPENDITURES</b>				
<b>Administration</b>				
Salaries & Benefits	2,615,974	2,648,830	2,652,293	2,979,000
Agency-Wide Classification Study				25,000
Office Lease	204,376	227,202	231,417	245,000
Agency IT Related Equipment Upgrade	3,844	40,000	20,000	40,000
Equipment Purchase/Lease	7,082	10,000	6,000	10,000
Telephone/Internet/Web Hosting Services	21,190	25,000	22,000	25,000
Office Supplies & Small Miscellaneous Items	27,842	31,000	27,000	31,000
Insurance	11,235	12,000	12,000	15,000
Financial Audit	20,500	23,000	23,000	23,000
Legal Services	10,815	35,000	16,300	35,000
Document/Video/Marketing Material Production	30,814	50,000	30,000	50,000
Memberships	16,120	18,500	17,000	34,500
Travel/Meetings/Conferences	1,570	31,500	17,500	31,500
Professional Development	4,690	5,000	5,000	5,000
Human Resources/Board Support	1,074	25,000	5,000	20,000
Information Technology Support	49,298	45,000	45,000	45,000
Annual Support & Upgrade of Financial System	4,942	10,000	7,000	10,000
<b><u>Subtotal, Administration</u></b>	<b><u>3,031,365</u></b>	<b><u>3,237,032</u></b>	<b><u>3,136,510</u></b>	<b><u>3,624,000</u></b>
<b>Professional Services</b>				
Bellam Blvd 101 Off-ramp Improvements - Design & ROW	123,889	1,187,000	50,000	700,000
Travel Model Maintenance & Update	15,618	25,000	10,000	100,000
Traffic Monitoring, Reporting & Travel Model Data Requests	7,998	40,000	30,000	75,000
Project Management Oversight	158,893	180,000	90,000	140,000
State Legislative Assistance	42,000	46,000	42,000	46,200
Financial Advisor/Sales Tax Audit Services	15,036	10,000	10,000	10,000
Measure A/AA Sales Tax Compliance Audit	18,000	20,000	18,000	20,000
N/S Greenway - Construction Design Support	375,128	815,000	300,000	250,000
Public Outreach Service Support	32,140	40,000	30,000	40,000
Vision Plan Update/Countywide Transportation Plan	-	100,000	-	150,000
Safe Roads Marin - HSIP Caltrans				72,000
Equity Framework	-	100,000	-	50,000
Consulting Pool	-	10,000	10,000	10,000
Expired Expenditure Line Items	427,873	15,300	29,720	-
<b><u>Subtotal, Professional Services</u></b>	<b><u>1,216,575</u></b>	<b><u>2,588,300</u></b>	<b><u>619,720</u></b>	<b><u>1,663,200</u></b>

**Table 3: Proposed FY2022-23 TAM Annual Budget – Combined**  
(Continued)

Budget Line	FY2020-21 Actual	FY2021-22 Final Budget	FY2021-22 Estimates	FY2022-23 Proposed Budget
<b>Measure A Sales Tax Programs/Projects</b>				
<u>Strategy 1 - Transit</u>	<u>1,175,055</u>	<u>-</u>	<u>-</u>	<u>2,445,230</u>
Strategy 1.1 - Local Bus Transit Service	944,535	-	-	680,000
Strategy 1.2 - Rural Bus Transit System	27,059	-	-	55,080
Strategy 1.3 - Special Needs Transit Services	134,574	-	-	165,410
Strategy 1.4 - Bus Transit Facilities	68,887	-	-	1,544,740
<u>Strategy 3 - Local Transportation Infrastructure</u>	<u>10,104,817</u>	<u>200,000</u>	<u>102,420</u>	<u>406,545</u>
Strategy 3.2 - Major Roads	9,805,425	200,000	102,420	163,105
Strategy 3.2 - Local Streets and Roads	299,392	-	-	243,440
<u>Strategy 4 - Safer Access to Schools</u>	<u>822,870</u>	<u>661,000</u>	<u>391,925</u>	<u>537,870</u>
Strategy 4.1 - Safe Routes to Schools	475,793	-	62,475	60,690
Strategy 4.2 - Crossing Guards	5,320	-	79,450	77,180
Strategy 4.3 - Safe Pathways To School				
Safe Pathway Capital Projects	341,757	661,000	250,000	400,000
Expired Expenditure Line Items	-	-	-	-
<b>Subtotal, Measure A Programs/Projects</b>	<b>12,102,742</b>	<b>861,000</b>	<b>494,345</b>	<b>3,389,645</b>
<b>Measure AA Sales Tax Programs/Projects</b>				
<u>Major Road Set-Aside</u>	<u>2,405,000</u>	<u>10,100,000</u>	<u>2,000,000</u>	<u>5,000,000</u>
<u>Category 1: Reduce Congestion</u>	<u>1,863,229</u>	<u>3,165,500</u>	<u>1,722,000</u>	<u>4,200,000</u>
Category 1.1 - Completion of Marin-Sonoma Narrows				-
MSN B7/B8 Design/ROW/Utility Work	117,302	165,500	106,000	1,400,000
MSN B7 Construction Design Support	-	400,000	-	400,000
Category 1.2 - Match for Completion of 101/580 Direct Connector				
580/101 Direct Connector Project PID & PAED	837,051	1,500,000	720,000	1,100,000
Category 1.3 - Enhance Interchanges	908,876	1,000,000	896,000	1,200,000
Category 1.4 - Transportation Demand Management	-	100,000	-	100,000
<u>Category 2: Local Transportation Infrastructure</u>	<u>5,648,882</u>	<u>6,883,679</u>	<u>5,983,679</u>	<u>7,988,432</u>
Category 2.1 - Local Roads	4,621,956	5,208,679	5,208,679	6,773,432
Category 2.2 - Large Safe Pathway Capital Projects	904,327	1,600,000	750,000	1,000,000
Category 2.3 - Sea Level Rise	-	50,000	-	100,000
Category 2.4 - Innovative Technology	122,599	25,000	25,000	115,000
<u>Category 3: Safer Access to Schools</u>	<u>1,720,635</u>	<u>3,270,020</u>	<u>2,770,000</u>	<u>3,170,000</u>
Category 3.1 - Safe Routes to Schools	308,706	970,000	770,000	970,000
Category 3.2 - Crossing Guards	1,194,987	2,000,020	1,800,000	1,950,000
Category 3.3 - Small Safe Pathway Capital Projects	216,942	300,000	200,000	250,000
<u>Category 4: Transit</u>	<u>11,112,879</u>	<u>11,969,029</u>	<u>10,737,223</u>	<u>14,643,464</u>
Category 4.1 - Local Bus Transit Service	6,678,993	7,374,719	5,922,796	6,000,000
Category 4.2 - Rural Bus Transit Service	564,320	509,049	564,320	1,131,141
Category 4.3 - Special Needs Transit Service	1,353,396	2,274,507	1,350,000	4,159,467
Category 4.4 - School Transit Service	562,535	1,032,652	763,364	1,600,000
Category 4.5 - Bus Transit Facilities	1,920,860	678,731	2,025,743	1,628,357
Category 4.6 - Expand Access to Transit	32,775	99,371	111,000	124,499
<b>Subtotal, Measure AA Programs/Projects</b>	<b>22,750,625</b>	<b>35,388,228</b>	<b>23,212,902</b>	<b>35,001,896</b>



**Table 3: Proposed FY2022-23 TAM Annual Budget – Combined**  
(Continued)

Budget Line	FY2020-21 Actual	FY2021-22 Final Budget	FY2021-22 Estimates	FY2022-23 Proposed Budget
<b>Measure B VRF Programs</b>				
<u>Element 1 - Maintain Local Streets &amp; Pathways</u>	<u>58,405</u>	<u>114,000</u>	<u>110,000</u>	<u>2,357,095</u>
<i>Element 1.1 - Local Streets and Roads</i>				2,257,095
<i>Element 1.2 - Bike/Ped Pathways</i>	58,405	114,000	110,000	100,000
<u>Element 2 - Seniors &amp; Disabled Mobility</u>	<u>910,679</u>	<u>1,075,000</u>	<u>955,000</u>	<u>950,000</u>
<i>Element 2.1 - Mobility Management Programs</i>	100,000	100,000	100,000	100,000
<i>Element 2.2 - Paratransit &amp; Low-Income Scholarships</i>	205,000	205,000	205,000	190,000
<i>Element 2.3 - Paratransit Plus</i>	480,000	480,000	480,000	360,000
<i>Element 2.4 - Volunteer Drive &amp; Gap Grant</i>	125,679	290,000	170,000	300,000
<u>Element 3 - Reduce Congestion &amp; Pollution</u>	<u>749,494</u>	<u>845,000</u>	<u>625,000</u>	<u>875,000</u>
<i>Element 3.1 - Safe Routes to School/Street Smart Program</i>	175,000	175,000	175,000	175,000
<i>Element 3.2 - Commute Alternative Programs</i>	257,109	320,000	300,000	350,000
<i>Element 3.3 - Alternative Fuel Vehicle Program</i>	317,384	350,000	150,000	350,000
Expired Expenditure Line Items	-	-	-	-
<b>Subtotal, Measure B Programs</b>	<b>1,718,578</b>	<b>2,034,000</b>	<b>1,690,000</b>	<b>4,182,095</b>
<b>Interagency Agreements</b>				
Caltrans - N/S Greenway (Northern Segment) Construction	3,999,478	7,500,000	6,000,000	1,500,000
Larkspur N/S Greenway (ORH)- Construction support				150,000
San Anselmo - Hub Reconfiguration Phase I Study	79,335	159,000	150,000	9,000
Caltrans - MSN B8 PS&E/ROW Support & Capital	-	250,000	35,404	225,000
Larkspur - North-South Greenway Construction Management	-	180,000	-	200,000
Various Agencies - Bike/Ped Path Maintenance	41,639	100,000	100,000	100,000
Marin Transit - Bus Facility Lease or Purchase Contribution	-	1,100,000	-	1,100,000
Marin County - Drake/Cole Improvement Project	-	68,000	-	68,000
Caltrans - 580/101 Direct Connector PID	4,092	120,000	30,000	120,000
Caltrans & Other - MSN B7 PS&E/ROW Support & Capital	-	1,007,500	-	450,000
Caltrans - MSN B7 Construction Capital & Support	-	1,026,000	-	1,026,000
Expired Expenditure Line Items	2,562,051	1,830,500	757,320	-
<b>Subtotal, Interagency Agreements</b>	<b>6,686,595</b>	<b>13,341,000</b>	<b>7,072,724</b>	<b>4,948,000</b>
<b>TFCA Programs/Projects</b>				
North-South Greenway Construction	-	283,637	255,273	28,364
TFCA - Reimbursement of Various Capital Projects	1,310,733	806,563	100,000	394,000
<b>Subtotal, TFCA Programs/Projects</b>	<b>1,310,733</b>	<b>1,090,200</b>	<b>355,273</b>	<b>422,364</b>
<b>Total Expenditures</b>	<b>48,817,213</b>	<b>58,539,760</b>	<b>36,581,474</b>	<b>53,231,200</b>
<b>Net Change in Fund Balance</b>	<b>(7,427,367)</b>	<b>(9,857,563)</b>	<b>8,232,496</b>	<b>(11,713,956)</b>
<b>Unrealized Gain/Loss</b>	<b>(227,435)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Balance</b>	<b>35,648,630</b>	<b>25,791,067</b>	<b>43,881,126</b>	<b>32,167,170</b>

Table 3.1: Proposed FY2022-23 Annual Budget - 1/2-Cent Transportation Sales Tax

Budget Line	FY2020-21 Actual	FY2021-22 Final Budget	FY2021-22 Estimates	FY2022-23 Proposed Budget
<b><u>Beginning Balance</u></b>	<b><u>38,645,449</u></b>	<b><u>31,217,153</u></b>	<b><u>31,217,153</u></b>	<b><u>38,959,490</u></b>
<b>REVENUE</b>				
Measure A/AA Sales Tax	30,832,521	34,000,000	34,000,000	34,850,000
Interest Revenue	329,611	300,000	150,000	200,000
<b><u>Total Revenue Available</u></b>	<b><u>31,162,132</u></b>	<b><u>34,300,000</u></b>	<b><u>34,150,000</u></b>	<b><u>35,050,000</u></b>
<b>EXPENDITURES</b>				
<b>Administration</b>				
Salaries & Benefits	1,450,650	1,461,184	1,500,000	1,646,000
Agency-Wide Classification Study				25,000
Office Lease	204,376	227,202	231,417	245,000
Agency IT Related Equipment Upgrade	3,844	40,000	20,000	40,000
Equipment Purchase/Lease	7,082	10,000	6,000	10,000
Telephone/Internet/Web Hosting Services	21,190	25,000	22,000	25,000
Office Supplies & Small Miscellaneous Items	26,359	25,000	25,000	25,000
Insurance	11,235	12,000	12,000	15,000
Financial Audit	20,500	23,000	23,000	23,000
Legal Services	4,187	15,000	10,000	15,000
Document/Video/Marketing Material Production	28,395	25,000	25,000	25,000
Memberships	7,620	6,000	12,000	12,000
Travel/Meetings/Conferences	1,570	20,000	16,000	20,000
Professional Development	4,690	5,000	5,000	5,000
Human Resources/Board Support	1,074	25,000	5,000	20,000
Information Technology Support	49,298	45,000	45,000	45,000
Annual Support & Upgrade of Financial System	4,942	10,000	7,000	10,000
<b><u>Subtotal, Administration</u></b>	<b><u>1,847,011</u></b>	<b><u>1,974,386</u></b>	<b><u>1,964,417</u></b>	<b><u>2,206,000</u></b>
<b>Professional Services</b>				
Bellam Blvd 101 Off-ramp Improvements - Design & ROW	123,889	1,187,000	50,000	700,000
N/S Greenway - PS&E/Environmental/Construction Design Support	89,011	540,000	100,000	150,000
Financial Advisor/Sales Tax Audit Services	15,036	10,000	10,000	10,000
Measure A/AA Sales Tax Compliance Audit	18,000	20,000	18,000	20,000
Project Management Oversight	84,716	80,000	50,000	100,000
Public Outreach Service Support	19,877	25,000	20,000	25,000
Consultant Pool	-	5,000	10,000	5,000
<i>Expired Expenditure Line Items</i>		-	-	-
<b><u>Subtotal, Professional Services</u></b>	<b><u>350,529</u></b>	<b><u>1,867,000</u></b>	<b><u>258,000</u></b>	<b><u>1,010,000</u></b>
<b>Measure A Sales Tax Programs/Projects</b>				
<b><u>Strategy 1 - Transit</u></b>	<b><u>1,175,055</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>2,445,230</u></b>
<i>Strategy 1.1 - Local Bus Transit Service</i>	<i>944,535</i>	<i>-</i>	<i>-</i>	<i>680,000</i>
<i>Strategy 1.2 - Rural Bus Transit System</i>	<i>27,059</i>	<i>-</i>	<i>-</i>	<i>55,080</i>
<i>Strategy 1.3 - Special Needs Transit Services</i>	<i>134,574</i>	<i>-</i>	<i>-</i>	<i>165,410</i>
<i>Strategy 1.4 - Bus Transit Facilities</i>	<i>68,887</i>	<i>-</i>	<i>-</i>	<i>1,544,740</i>
<b><u>Strategy 3 - Local Transportation Infrastructure</u></b>	<b><u>10,104,817</u></b>	<b><u>200,000</u></b>	<b><u>102,420</u></b>	<b><u>406,545</u></b>
<i>Strategy 3.2 - Major Roads</i>	<i>9,805,425</i>	<i>200,000</i>	<i>102,420</i>	<i>163,105</i>
<i>Strategy 3.2 - Local Streets and Roads</i>	<i>299,392</i>	<i>-</i>	<i>-</i>	<i>243,440</i>
<b><u>Strategy 4 - Safer Access to Schools</u></b>	<b><u>822,870</u></b>	<b><u>661,000</u></b>	<b><u>391,925</u></b>	<b><u>537,870</u></b>
<i>Strategy 4.1 - Safe Routes to Schools</i>	<i>475,793</i>	<i>-</i>	<i>62,475</i>	<i>60,690</i>
<i>Strategy 4.2 - Crossing Guards</i>	<i>5,320</i>	<i>-</i>	<i>79,450</i>	<i>77,180</i>
<i>Strategy 4.3 - Safe Pathways To School</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
<i>Safe Pathway Capital Projects</i>	<i>341,757</i>	<i>661,000</i>	<i>250,000</i>	<i>400,000</i>
<i>Expired Expenditure Line Items</i>		-	-	-
<b><u>Subtotal, Measure A Programs/Projects</u></b>	<b><u>12,102,742</u></b>	<b><u>861,000</u></b>	<b><u>494,345</u></b>	<b><u>3,389,645</u></b>

**Table 3.1: Proposed FY2022-23 Annual Budget - 1/2-Cent Transportation Sales Tax  
(Continued)**

Budget Line	FY2020-21 Actual	FY2021-22 Final Budget	FY2021-22 Estimates	FY2022-23 Proposed Budget
<b>Measure AA Sales Tax Programs/Projects</b>				
<i>Major Road Set-Aside</i>	2,405,000	10,100,000	2,000,000	5,000,000
<u>Category 1: Reduce Congestion</u>	1,863,229	3,165,500	1,722,000	4,200,000
<i>Category 1.1 - Completion of Marin-Sonoma Narrows</i>				
MSN B7/B8 Design/ROW/Utility Work	117,302	165,500	106,000	1,400,000
MSN B7 Construction Design Support		400,000	-	400,000
<i>Category 1.2 - Match for Completion of 101/580 Direct Connector</i>				-
580/101 Direct Connector Project PID & PAED	837,051	1,500,000	720,000	1,100,000
<i>Category 1.3 - Enhance Interchanges</i>	908,876	1,000,000	896,000	1,200,000
<i>Category 1.4 - Transportation Demand Management</i>	-	100,000	-	100,000
<u>Category 2: Local Transportation Infrastructure</u>	5,648,882	6,883,679	5,983,679	7,988,432
<i>Category 2.1 - Local Roads</i>	4,621,956	5,208,679	5,208,679	6,773,432
<i>Category 2.2 - Large Safe Pathway Capital Projects</i>	904,327	1,600,000	750,000	1,000,000
<i>Category 2.3 - Sea Level Rise</i>	-	50,000	-	100,000
<i>Category 2.4 - Innovative Technology</i>	122,599	25,000	25,000	115,000
<u>Category 3: Safer Access to Schools</u>	1,720,635	3,270,020	2,770,000	3,170,000
<i>Category 3.1 - Safe Routes to Schools</i>	308,706	970,000	770,000	970,000
<i>Category 3.2 - Crossing Guards</i>	1,194,987	2,000,020	1,800,000	1,950,000
<i>Category 3.3 - Small Safe Pathway Capital Projects</i>	216,942	300,000	200,000	250,000
<u>Category 4: Transit</u>	11,112,879	11,969,029	10,737,223	14,643,464
<i>Category 4.1 - Local Bus Transit Service</i>	6,678,993	7,374,719	5,922,796	6,000,000
<i>Category 4.2 - Rural Bus Transit Service</i>	564,320	509,049	564,320	1,131,141
<i>Category 4.3 - Special Needs Transit Service</i>	1,353,396	2,274,507	1,350,000	4,159,467
<i>Category 4.4 - School Transit Service</i>	562,535	1,032,652	763,364	1,600,000
<i>Category 4.5 - Bus Transit Facilities</i>	1,920,860	678,731	2,025,743	1,628,357
<i>Category 4.6 - Expand Access to Transit</i>	32,775	99,371	111,000	124,499
<b>Subtotal, Measure AA Programs/Projects</b>	<b>22,750,625</b>	<b>35,388,228</b>	<b>23,212,902</b>	<b>35,001,896</b>
<b>Interagency Agreements</b>				
Various Agencies - Bike/Ped Path Maintenance	41,639	100,000	100,000	100,000
Marin Transit - Bus Facility Lease or Purchase Contribution	-	1,100,000	-	1,100,000
Marin County - Drake/Cole Improvement Project	-	68,000	-	68,000
Caltrans - 580/101 Direct Connector PID	4,092	120,000	30,000	120,000
Caltrans & Other - MSN B7 PS&E/ROW Support & Capital		1,007,500	-	450,000
Caltrans - MSN B7 Construction Capital & Support	-	1,026,000	-	1,026,000
Expired Expenditure Line Items	1,300,000	348,000	348,000	-
<b>Subtotal, Interagency Agreement</b>	<b>1,345,731</b>	<b>3,769,500</b>	<b>478,000</b>	<b>2,864,000</b>
<b>Total Expenditures</b>	<b>38,396,638</b>	<b>43,860,114</b>	<b>26,407,664</b>	<b>44,471,541</b>
<b>Net Change in Fund Balance</b>	<b>(7,234,506)</b>	<b>(9,560,114)</b>	<b>7,742,336</b>	<b>(9,421,541)</b>
<b>Unrealized Gain/Loss</b>	<b>(193,790)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Balance</b>	<b>31,217,153</b>	<b>21,657,040</b>	<b>38,959,490</b>	<b>29,537,949</b>

Table 3.2: Proposed FY2022-23 Annual Budget - Measure B Vehicle Registration Fee

Budget Line	FY2020-21 Actual	FY2021-22 Final Budget	FY2021-22 Estimates	FY2022-23 Proposed Budget
<b><u>Beginning Balance</u></b>	<b><u>2,094,195</u></b>	<b><u>2,619,834</u></b>	<b><u>2,619,834</u></b>	<b><u>3,077,872</u></b>
<b>REVENUE</b>				
Measure B Vehicle Registration Fee Revenue	2,404,319	2,300,000	2,300,000	2,300,000
Interest Revenue	18,252	40,000	10,000	20,000
<b><u>Total Revenue Available</u></b>	<b><u>2,422,571</u></b>	<b><u>2,340,000</u></b>	<b><u>2,310,000</u></b>	<b><u>2,320,000</u></b>
<b>EXPENDITURES</b>				
<b>Administration</b>				
Salaries & Benefits	158,919	124,641	158,162	148,000
Office Supplies & Miscellaneous	1,349	1,000	1,000	1,000
Legal Services	5,423	10,000	300	10,000
Document/Video/Marketing Material Production	1,919	5,000	2,000	5,000
Travel/Meeting/Conference		5,000	500	5,000
Expired Expenditure Line Items	-			-
<b><u>Subtotal, Administration</u></b>	<b><u>167,610</u></b>	<b><u>145,641</u></b>	<b><u>161,962</u></b>	<b><u>169,000</u></b>
<b>Measure B Programs</b>				
<b><u>Element 1 - Maintain Local Streets &amp; Pathways</u></b>	<b><u>58,405</u></b>	<b><u>114,000</u></b>	<b><u>110,000</u></b>	<b><u>2,357,095</u></b>
<i>Element 1.1 - Local Streets and Roads</i>				2,257,095
<i>Element 1.2 - Bike/Ped Pathways</i>	58,405	114,000	110,000	100,000
<b><u>Element 2 - Seniors &amp; Disabled Mobility</u></b>	<b><u>910,679</u></b>	<b><u>1,075,000</u></b>	<b><u>955,000</u></b>	<b><u>950,000</u></b>
<i>Element 2.1 - Mobility Management Programs</i>	100,000	100,000	100,000	100,000
<i>Element 2.2 - Paratransit &amp; Low-Income Scholarships</i>	205,000	205,000	205,000	190,000
<i>Element 2.3 - Paratransit Plus</i>	480,000	480,000	480,000	360,000
<i>Element 2.4 - Volunteer Drive &amp; Gap Grant</i>	125,679	290,000	170,000	300,000
<b><u>Element 3 - Reduce Congestion &amp; Pollution</u></b>	<b><u>749,494</u></b>	<b><u>845,000</u></b>	<b><u>625,000</u></b>	<b><u>875,000</u></b>
<i>Element 3.1 - Safe Routes to School/Street Smart Program</i>	175,000	175,000	175,000	175,000
<i>Element 3.2 - Commute Alternative Programs</i>	257,109	320,000	300,000	350,000
<i>Element 3.3 - Alternative Fuel Vehicle Program</i>	317,384	350,000	150,000	350,000
Expired Expenditure Line Items	-	-	-	-
<b><u>Subtotal, Measure B Programs</u></b>	<b><u>1,718,578</u></b>	<b><u>2,034,000</u></b>	<b><u>1,690,000</u></b>	<b><u>4,182,095</u></b>
<b><u>Total Expenditures</u></b>	<b><u>1,886,188</u></b>	<b><u>2,179,641</u></b>	<b><u>1,851,962</u></b>	<b><u>4,351,095</u></b>
<b>Net Change in Fund Balance</b>	<b>536,384</b>	<b>160,359</b>	<b>458,038</b>	<b>(2,031,095)</b>
<b>Unrealized Gain/Loss</b>	<b>(10,745)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>Ending Balance</u></b>	<b><u>2,619,834</u></b>	<b><u>2,780,193</u></b>	<b><u>3,077,872</u></b>	<b><u>1,046,777</u></b>



Table 3.3: Proposed FY2022-23 Annual Budget – CMA

Budget Line	FY2020-21 Actual	FY2021-22 Final Budget	FY2021-22 Estimates	FY2022-23 Proposed Budget
<b><u>Beginning Balance</u></b>	<b><u>899,880</u></b>	<b><u>1,116,883</u></b>	<b><u>1,116,883</u></b>	<b><u>921,135</u></b>
<b>REVENUE</b>				
Cities/Towns and County CMA Fee	500,001	500,000	500,001	550,000
Interest Revenue	49,853	50,000	18,000	25,000
MTC STP/CMAQ Planning & OBAG Grant Funds	799,473	890,318	797,000	1,228,121
MTC Regional Measure 2 Fund	4,364,229	8,054,444	6,075,000	1,518,390
State STIP PPM Fund	141,468	193,696	114,680	100,005
Federal STP Fund	15,000	25,000	15,000	10,000
Caltrans Safe Roads Marin Grant				72,000
Realized Highway 101 ROW Excess Fund	1,262,593	250,000	150,000	225,000
Expired Revenue Line Items	303,308	1,445,103	76,015	-
<b><u>Total Revenue Available</u></b>	<b><u>7,435,926</u></b>	<b><u>11,408,560</u></b>	<b><u>7,745,696</u></b>	<b><u>3,728,516</u></b>
<b>EXPENDITURES</b>				
<b>Administration</b>				
Salaries & Benefits	983,983	1,037,875	969,000	1,123,000
Office Supplies & Small Miscellaneous Items	134	5,000	1,000	5,000
Legal Services	1,205	10,000	6,000	10,000
Document/Video/Marketing Material Production	500	20,000	3,000	20,000
Memberships	8,500	12,500	5,000	22,500
Travel/Meetings/Conferences		6,500	1,000	6,500
Expired Expenditure Line Items			-	-
<b><u>Subtotal, Administration</u></b>	<b><u>994,322</u></b>	<b><u>1,091,875</u></b>	<b><u>985,000</u></b>	<b><u>1,187,000</u></b>
<b>Professional Services</b>				
Travel Model Maintenance & Update	15,618	25,000	10,000	100,000
Traffic Monitoring, Reporting & Travel Model Data Requests	7,998	40,000	30,000	75,000
Project Management Oversight	74,177	100,000	40,000	40,000
State Legislative Assistance	42,000	46,000	42,000	46,200
N/S Greenway - Construction Design Support	286,117	275,000	200,000	100,000
Public Outreach Service Support	12,263	15,000	10,000	15,000
Consulting Pool		5,000	-	5,000
Vision Plan Update/Countywide Transportation Plan	-	100,000	-	150,000
Safe Roads Marin - HSIP Caltrans				72,000
Equity Framework	-	100,000	-	50,000
Expired Expenditure Line Items	427,873	15,300	29,720	-
<b><u>Subtotal, Professional Services</u></b>	<b><u>866,046</u></b>	<b><u>721,300</u></b>	<b><u>361,720</u></b>	<b><u>653,200</u></b>
<b>Interagency Agreements</b>				
Caltrans - N/S Greenway (Northern Segment) Construction	3,999,478	7,500,000	6,000,000	1,500,000
Larkspur N/S Greenway (ORH)- Construction support				150,000
San Anselmo - Hub Reconfiguration Phase I Study	79,335	159,000	150,000	9,000
Caltrans - MSN B8 PS&E/ROW Support & Capital		250,000	35,404	225,000
Larkspur - North-South Greenway Construction Management	-	180,000	-	200,000
Expired Expenditure Line Items	1,262,051	1,482,500	409,320	-
<b><u>Subtotal, Interagency Agreements</u></b>	<b><u>5,340,864</u></b>	<b><u>9,571,500</u></b>	<b><u>6,594,724</u></b>	<b><u>2,084,000</u></b>
<b><u>Total Expenditures</u></b>	<b><u>7,201,231</u></b>	<b><u>11,384,675</u></b>	<b><u>7,941,444</u></b>	<b><u>3,924,200</u></b>
<b>Net Change in Fund Balance</b>	<b>234,693</b>	<b>23,886</b>	<b>(195,748)</b>	<b>(195,684)</b>
<b>Unrealized Gain/Loss &amp; Match Adjustment</b>	<b>(17,690)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>Ending Balance</u></b>	<b><u>1,116,883</u></b>	<b><u>1,140,768</u></b>	<b><u>921,135</u></b>	<b><u>725,451</u></b>

Table 3.4: Proposed FY2022-23 Annual Budget – TFCA

Budget Line	FY2020-21 Actual	FY2021-22 Final Budget	FY2021-22 Estimates	FY2022-23 Proposed Budget
<b><u>Beginning Balance</u></b>	<b><u>1,663,908</u></b>	<b><u>694,760</u></b>	<b><u>694,760</u></b>	<b><u>922,629</u></b>
<b>REVENUE</b>				
Marin Transportation For Clean Air Funding	358,753	335,000	350,000	350,000
Regional TFCA Competitive Grants	-	283,637	255,273	63,727
Interest Revenue	10,464	15,000	3,000	5,000
<b><u>Total Revenue Available</u></b>	<b><u>369,217</u></b>	<b><u>633,637</u></b>	<b><u>608,273</u></b>	<b><u>418,727</u></b>
<b>EXPENDITURES</b>				
<b>Administration</b>				
Salaries & Benefits	22,422	25,131	25,131	62,000
<b><u>Subtotal, Administration</u></b>	<b><u>22,422</u></b>	<b><u>25,131</u></b>	<b><u>25,131</u></b>	<b><u>62,000</u></b>
<b>TFCA Programs/Projects</b>				
North-South Greenway Construction	-	283,637	255,273	28,364
TFCA - Reimbursement of Various Capital	1,310,733	806,563	100,000	394,000
<b><u>Subtotal, Other Capital Expenditures</u></b>	<b><u>1,310,733</u></b>	<b><u>1,090,200</u></b>	<b><u>355,273</u></b>	<b><u>422,364</u></b>
<b><u>Total Expenditures</u></b>	<b><u>1,333,155</u></b>	<b><u>1,115,331</u></b>	<b><u>380,404</u></b>	<b><u>484,364</u></b>
<b>Net Change in Fund Balance</b>	<b>(963,938)</b>	<b>(481,694)</b>	<b>227,869</b>	<b>(65,636)</b>
<b>Unrealized Gain/Loss</b>	<b>(5,210)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>Ending Balance</u></b>	<b><u>694,760</u></b>	<b><u>213,066</u></b>	<b><u>922,629</u></b>	<b><u>856,993</u></b>

### FY2022-23 Appropriation Limit

Per Article XIII B of California State Constitution, all State and local governments, including any city and county, school district, special district, authority, or other political subdivision of or within in the State, are subject 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 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, to be adjusted annually based on two factors: change in the cost of living and population of the County. The appropriation limit for FY2022-23 is \$80.94 million.

## FY2022-23 Work Plans by Function

TAM's mission is to make the most of Marin County transportation dollars and create an efficient and effective transportation system that promotes mobility and accessibility by providing a variety of high-quality transportation options to all users. The following functions help the agency to carry out this mission:

- Administration & Finance
- Public Information and Outreach
- Planning and Program Management
- Programming & Legislation
- Project Management and Delivery

As the CMA for the County, TAM works closely with all local jurisdictions as well as all other partners in the region to plan, coordinate and deliver a wide range of transportation projects and programs. TAM serves as a coordinating agency representing Marin and its local transportation needs with local, regional, state and federal agencies, making sure Marin's needs are heard through various processes while working cooperatively with other agencies on projects/programs with regional significance. Ongoing general coordination activities are highlighted below:

- Participate in and contribute to various ongoing meetings representing TAM on pertinent issues, such as the Marin Public Works Association (MPWA), various MTC working groups, the statewide group of Regional Transportation Planning Agencies (RTPA), the Bay Area County Transportation Agencies, and the California Self-Help Counties Coalition;
- Communicate with jurisdictions about funding opportunities and provide grant application support;
- Represent TAM and TAM member agencies on transportation matters to the public, other governmental agencies, community groups and transportation organizations;
- Coordinate and participate with local jurisdictions and other counties and organizations on local and regional transportation planning activities, including social equity, new mobility programs, climate action planning, and sea level rise planning;
- Provide localized communication support for regional, state and federal projects and programs in Marin County;
- Coordinate with Caltrans and state efforts including corridor planning, active transportation plans, sea level rise and vulnerability programs, greenhouse gas emissions, capital project development, and other transportation related topics;
- Monitor legislation and coordinate with partner agencies to support measures that enhance transportation projects, programs and funding.
- Monitor current trends and issues related to transportation, both on the local level and more broadly, including economic, social, and transportation related aspects of the pandemic response and recovery.

Highlights of the FY2022-23 work plans for all major functions are included as follows.

**Administration & Finance Function:**

Under the direction of the Executive Director, administers TAM's administrative and financial functions and activities; oversees and administers agency financial and accounting systems for both direct disbursement of sales tax as well as payment through grants of funds by other agencies; performs all related financial analyses and work including managing the preparation of TAM's financial statements, TAM's strategic plan, annual budget, and other regular financial reports; analyzes benefit packages to ensure appropriate level of benefits and cost-effective plans; manages finance, human resources, and information technology consulting teams including providing direction and managing contracts; assists in managing the daily operations and administration for the Agency; performs other related duties as assigned.

**Major Ongoing Work Items:**

- ✓ Continue to effectively and timely support the TAM Board and committees, as well as the Citizens' Oversight Committee;
- ✓ Manage all meeting packet production and support the operation of all in-person/remote meetings;
- ✓ Monitor the economic condition and various revenue sources and explore options for the agency and the funding recipients to weather a recession;
- ✓ Manage financial tracking and required reporting for federal, state, regional, and local grants received;
- ✓ Conduct cash flow and funding analyses of major capital projects and explore financial tools to meet the cash flow needs;
- ✓ Continue to timely and accurately execute the agency's financial, payroll and accounting transactions;
- ✓ Monitor project/program revenues and expenditures and assist project and contract managers with preparation of various grant reports and reimbursement invoices;
- ✓ Continue to improve the agency's financial and payroll system and propose improvements to further increase workflow efficiency;
- ✓ Continue to manage the agency's human resources functions, including annual reviews, recruitments, required trainings, etc.;
- ✓ Continue to manage the agency's benefit suites and explore options to improve cost effectiveness with no overall negative impacts to the benefit level.

**Expected to be Delivered Work Items:**

- ✓ Produce timely and informative quarterly reports and budget adjustments throughout the year;
- ✓ Manage and lead the FY2023-24 Annual Budget development process and make any potential improvements;
- ✓ Assist in the FY2023-24 Measure A/AA & B Strategic Plans update process, manage financial/revenue related sections for both funds, and track programming and allocations;
- ✓ Assist in the ongoing funding plan and cash flow needs discussion, especially for MSN and the Direct Connector projects due to the uncertainty and complexity caused by the litigation against the RM3 funds;
- ✓ Manage and coordinate the agency's FY2021-22 annual financial, single, and other regulatory audits and reviews with outside auditors;
- ✓ Manage the agency's 2022 Measure A/AA Compliance Audit process and provide necessary support to the fund recipients and auditor;
- ✓ Manage the agency's IT Upgrade project, including server replacement and other computer needs;



- ✓ Manage the agency's sublease with Marin General Services Authority (MGSA) and other ongoing operational needs;
- ✓ Conduct internal operation review and update the agency's HR Policy and make any adjustments needed to prepare and support staff for a smooth return to the office after the pandemic;
- ✓ Develop the agency's record retention policy;
- ✓ Conduct an agencywide re-classification study
- ✓ Conduct a review of the agency's investment and banking services

### **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, stakeholder engagement, media relations, and project-related meetings and events.

#### **Major Ongoing Work Items:**

- ✓ Support communication of TAM's projects and programs, coordinate media communication, public outreach activities, meetings and events;
- ✓ Create public information material such as factsheets, website content, press releases, social media and the TAM Traveler newsletter;
- ✓ Coordinate with and support the Executive Director to advise the TAM Board Chairperson/Vice-Chairperson and TAM staff on stakeholder and media relations;
- ✓ Manage proactive communication with the public, community interest groups, agency partners, and the media;
- ✓ Maintain and update content on TAM's public information channels such as the TAM website and share TAM's communication materials with agency and community partners;
- ✓ Provide program support for Alternative Fuels, Safe Routes to Schools, Marin Commutes, innovations and funding programs.

#### **Expected to be Delivered Work Items:**

- ✓ Support outreach for key initiatives, including the Highway 101 Interchange Studies, Marin Commutes, the Alternative Fuels Program and the Regional Bikeshare Program;
- ✓ Conduct extensive public engagement efforts for major capital improvement projects, including Marin-Sonoma Narrows, the North/South Greenway Gap Closure, the Bellam Boulevard improvements and the Highway 101-580 Direct Connector;
- ✓ Support outreach efforts for agency partner projects in Marin, including Ramp Metering, Third Street Rehabilitation, East Blithedale Avenue, Safe Pathways projects and other TAM funded transportation improvement projects;
- ✓ Coordinate with the media and community partners to provide timely information regarding TAM's projects, programs and funding allocations;
- ✓ Continue to adapt communication methods and format to post covid environment and coordinate development of equity-oriented communication methods and resources.

## Planning and Program Management:

Under the direction of the Executive Director, the Planning department administers TAM's planning activities and programs. The range of work includes the development of plans and studies, travel information, transportation modeling, regional and local coordination, and management of ongoing transportation programs.

### Planning Activities

#### **Major Ongoing Work Items:**

- ✓ Review/coordinate with MTC on regional planning activities related to Marin County transportation, including the implementation of Plan Bay Area 2050, seamless mobility efforts, active transportation, PDA planning, and TOC policy among others;
- ✓ Develop update process and scope for TAM's Strategic Vision Plan, in line with County Transportation Plan guidance;
- ✓ Continue to advance equity in transportation planning process, including formation of working groups and coordination with local transit operators;
- ✓ Support local jurisdiction compliance with new California Environmental Quality Act (CEQA) requirements including Vehicle Miles Traveled (VMT) analysis;
- ✓ Prepare travel demand forecasts and forecast data for traffic studies and transportation plans using TAM's Travel Demand Model (TAMDM) to support local agencies. Coordinate with regional agencies on travel demand forecasting methods and data through regional working group;
- ✓ Support Local jurisdictions with transportation/land use linkage during housing element updates;
- ✓ Prepare for community-based transportation plan updates, to support new Equity Priority communities, countywide equity action plan, or updates to existing CBTPs;
- ✓ Participate in Marin Climate and Energy Partnership (MCEP), BayWAVE and other local planning efforts as applicable;
- ✓ Advance Sea Level Rise planning for transportation system including development of countywide study on transportation impacts;
- ✓ Support programming staff with administration of OBAG program and policy compliance;
- ✓ Support Marin Wildfire Prevention Authority (MWPA) wildfire evacuation planning and serve on TAC;
- ✓ Continue to advance road safety planning in the county;
- ✓ Continue to seek grants for US 101 Part Time Transit Lane project development and subsequent phases;
- ✓ Support Caltrans Planning Grants and other local planning grants to maximize outside funding awarded for Marin County transportation planning needs.

#### **Expected to be Delivered Work Items:**

- ✓ Conduct System monitoring effort in alignment with previous CMPs - Fall 2022;
- ✓ Support local jurisdictions in passing CMP "Opt out" resolutions - December 2022;
- ✓ Develop work scope, issue Request for Proposals (RFP) and initiate working group for Countywide Transportation Plan - Spring 2023;
- ✓ Develop new Traffic Monitoring program using big data and continuing historical data collection efforts as appropriate, develop work Scope and issue RFP - Winter 2022;
- ✓ Conduct N/S Greenway and Central Bikeway Gap Analysis – Spring 2023;
- ✓ Advance planning efforts for major active transportation corridors - Spring 2023.

## **Program Management Activities**

### ***Major Ongoing Work Items:***

- ✓ Continue to monitor, review and adjust TAM programs in response to Pandemic Response and Recovery as necessary;
- ✓ Continue to review and assess programs to ensure equity is considered in all TAM Programs;
- ✓ Manage and deliver TAM's Alternative Fuel Vehicle Program, including electric vehicle (EV) fleet and infrastructure rebate programs, public outreach, and technical assistance programs. Continue coordination with wide range of stakeholders and local community;
- ✓ Continue to advance identified EV project concepts into Project development processes or grant applications;
- ✓ Manage and deliver Marin Commutes public engagement program, including public and employer outreach efforts, encouragement programs including commute alternative incentives programs, and program evaluation;
- ✓ Manage a suite of transportation demand management (TDM) and vehicle trip reduction programs, including the Vanpool Incentive Program, Emergency Ride Home Program, and first/last mile programs;
- ✓ Continue to assess local and regional efforts on Sea Level Rise and determine appropriate role and scope for TAM to support SLR efforts in Marin County.

### ***Expected to be Delivered Work Items:***

- ✓ Launch initial operating phase of the Marin and Sonoma County Bike Share Pilot Program - Estimated to be operational Summer 2022;
- ✓ Monitor and implement as appropriate seasonal Marin Commutes program green trip incentive campaigns – Planned for Summer 2022;
- ✓ Implement Multi-county State Route 37 Corridor TDM program;
- ✓ Monitor and continue implementation of Alternative Fuel Program;
- ✓ Continue TAM and Marin Transit Partnership on Connect2transit, monitor and report on program usage as pilot continues;
- ✓ Complete EV Readiness Strategy in partnership with MCEP- Fall 2022;
- ✓ Advance discussion and implementation planning around the TAM Innovation program.

## **Programming & Legislation Function:**

Under the direction of the Executive Director, the Programming & Legislation department administers TAM's fund programming activities, including local, regional, state, and federal funds, and monitors pertinent state legislative activities. The range of work includes programming and allocation of TAM funds for projects and programs, competing for discretionary grants, and assisting local agencies in securing funds and providing ongoing support necessary to deliver funded improvements.

### ***Ongoing Work Items:***

- ✓ Manage the Measure A and AA Transportation Sales Tax Program and the Measure B Vehicle Registration Fee Program;

- ✓ Manage TFCA and TDA Article 3 Program funds - participate in regional policy discussions and policy developments on TFCA and TDA Programs and develop programming recommendations on TFCA and TDA funds;
- ✓ Manage TAM's State Transportation Improvement Program (STIP), Develop the STIP Program of Projects bi-annually and process allocation requests with the California Transportation Commission (CTC) and request allocation of PPM funds from the CTC if available;
- ✓ Monitor state and federal funded projects for inactive project status for local jurisdictions;
- ✓ Monitor annual obligation status on state and federal funded projects;
- ✓ Coordinate with partner agencies for SB1 competitive programs where applicable; consider applications for TAM projects;
- ✓ Maintain the Transportation Improvement Program (TIP) database for Marin projects;
- ✓ Monitor and participate in the development of the Third Cycle of the Federal One Bay Area Grant Program (OBAG<sub>3</sub>);
- ✓ Assist our partner agencies in seeking discretionary funds and complying with regional, state, and federal requirements related to those funds;
- ✓ Develop annual legislative platform, monitor relevant state legislation, and communicate TAM's platform to stakeholders, key legislators, and partnering agencies;
- ✓ Monitor Bipartisan Infrastructure Law (also known as IIJA - Infrastructure Investment and Jobs Act) for funding opportunities;
- ✓ Monitor Congressional Directed Spending (Earmarks) opportunities;
- ✓ Participate in pertinent local, regional, state, and federal working groups and meetings, including but not limited to MTC, CTC, BAAQMD, MPWA, PDWG, ATP Working Group, RAWG, etc.

***Expected to be Delivered Work Items:***

- ✓ Commence Measure B Expenditure Plan 10-year review with stakeholders and develop proposals for TAM Board Approval no later than March 2023;
- ✓ Prepare allocation request forms and resolutions for TAM Board adoption in June, for local infrastructure projects and transit programs and projects funded with TAM local funds;
- ✓ Coordinate with local agencies, including Marin Transit and GGBHTD, on submitting annual reports required by TAM funds;
- ✓ Prepare resolutions and funding agreements for funds approved by the TAM Board;
- ✓ Update Strategic Plan for Measure AA for adoption in the second quarter of 2023;
- ✓ Develop a Call for Projects with TFCA and TDA funds;
- ✓ Convene TAM's Bicycle Pedestrian Advisory Committee (BPAC) as needed to evaluate funding recommendations and to review project updates;
- ✓ Coordinate with local jurisdictions on submitting annual Local Street and Roads applications and reporting requirements for SB1 funds;
- ✓ Develop a Call for Projects with OBAG 3 funds;
- ✓ Assist local agencies with complying with OBAG 2 and eventually OBAG 3 requirements;
- ✓ If and when RM3 becomes available, participate in the programming of RM3 funds;
- ✓ Work with partner agencies, including transit agencies, to position Marin projects for state and federal funding opportunities, including unanticipated discretionary funds, stimulus, and earmarks;
- ✓ Develop application for TAM's Formulaic Local Partnership Program (LPP) funds for the Bellam Project;
- ✓ Work with MSN Project Manager and Local Assistance to process LPP Incentive Funds for the MSN Project.

**Project Management and Delivery Function:**

Under the direction of the Executive Director, manage project development from concept to operation. Projects are on and off the State Highway system and include a broad range of activities including educational programs and mode shift. Many projects are directly managed by TAM, while for others, TAM staff work with partner agencies to coordinate and represent Marin interests. Project and Program Management includes identifying issues, overseeing funding and budget, conceptual planning, preliminary engineering, project initiation, public outreach, site investigation, environmental studies, consultant selection and procurement, schedule development and monitoring, goal setting, environmental approval, design, permitting, regulatory approval, contract administration, construction oversight, environmental mitigation, agency coordination, project closeout, and verifying post construction activities. Program management includes, in addition to project duties, overall management of a transportation corridor or a particular TAM program, such as Alternative Fuel Vehicle Promotion or Safe Routes to School.

**Major Ongoing Work Items:**

- ✓ Monitor construction of the last remaining segment of Marin Sonoma Narrows (MSN) carpool lane extension from northern Novato to the Sonoma County line, the MSN B7 project;
- ✓ Continue with design of the MSN B8 Utility Relocation project, the companion project to the MSN B7 project;
- ✓ Coordinate and collaborate with SR-37 Policy Committee partners to plan and implement short and long-term projects to mitigate flooding and congestion along the entire 21-mile corridor;
- ✓ Preliminary engineering for 580/101 Direct Connector, with environmental process to begin in early 2023;
- ✓ Implement a North/South Greenway project to extend the multi-use path from the Corte Madera Creek crossing southbound along Old Redwood Highway;
- ✓ Study effect of changed HOV hours of operation on U.S. 101;
- ✓ Manage Safe Routes to School and Crossing Guard Programs;
- ✓ Coordinate with other agencies on ramp metering, Richmond-San Rafael (RSR) Bridge upper deck improvements, RSR Bridge access improvements, and relocation of the San Rafael Transit Center;
- ✓ Advance a Local Road Safety Plan for Marin and develop next steps for implementation in partnership with other agencies;
- ✓ Monitor the preparation of the Caltrans US-101 Marin City Sea Level Rise project initiation document.

**Expected to be Delivered Work Items:**

- ✓ State Route 37 Segment A between U.S. 101 and State Route 121 has commenced an environmental clearance process led by Caltrans to clear short-term interim projects. The Segment B interim congestion relief project draft environmental clearance document is being completed by the lead agency, MTC and will seek funding for subsequent phases;
- ✓ MSN B7 HOV lane extension project construction expected to begin Summer 2022;
- ✓ Continue to help local public agencies in funding EV purchases/leases, e-bike purchases and charging station installations;
- ✓ Complete design of Bellam Boulevard safety improvements from northbound U.S. 101 to separate regional traffic from local traffic, seek funding for construction;

- ✓ Complete construction and financial oversight of the North/South Greenway project to extend the multi-use path from the bike/ped bridge over Sir Francis Drake Blvd southbound over Corte Madera Creek. Expected to be complete in the early summer of 2022;
- ✓ Complete initial phase of work on a program identified under Measure AA which consists of preparing studies of interchanges and approaching roadways along Highway 101 to identify potential improvement concepts, prioritize Improvements from the Interchange Studies to advance them to the Project Initiation Document phase
- ✓ Obtain Caltrans approval of the Project Study Report – Project Development Support for the Northbound US-101 to I-580 Direct Connector.



## Appendix: FY2022-23 Classification & Salary Range

### Classification & Salary Range (Effective July 1, 2022)

Position Classification	FLSA	Monthly		FTE
		Minimum	Maximum	
	Note 2			
Executive Director - Note 1	E		\$ 22,486.83	1.0
Deputy Executive Director/Chief Financial Officer	E	\$ 13,862.37	\$ 17,327.98	1.0
Executive Assistant/Board of the Clerk	E	\$ 7,282.72	\$ 8,895.51	1.0
Public Outreach Coordinator	E	\$ 10,211.65	\$ 12,441.90	1.0
Director of Programming and Legislation	E	\$ 12,704.27	\$ 15,517.68	1.0
Director of Project Delivery	E	\$ 13,110.94	\$ 16,014.41	1.0
Principal Project Delivery Manager	E	\$ 12,791.16	\$ 15,623.81	2.0
Director of Planning	E	\$ 12,402.84	\$ 15,149.50	1.0
Principal Transportation Planner	E	\$ 10,382.79	\$ 12,682.09	1.0
Associate Transportation Planner	E	\$ 7,687.14	\$ 9,389.49	1.0
Senior Accountant	E	\$ 7,633.29	\$ 9,300.43	1.0
Accounting and Payroll Specialist	NE	\$ 6,523.88	\$ 7,968.61	1.0
Administrative Assistant	NE	\$ 4,603.06	\$ 5,622.43	0.8
				13.8

*Note 1: Executive Director does not have salary steps.*

*Note 2: Fair Labor Standards Act (E-exempt, NE-Nonexempt)*