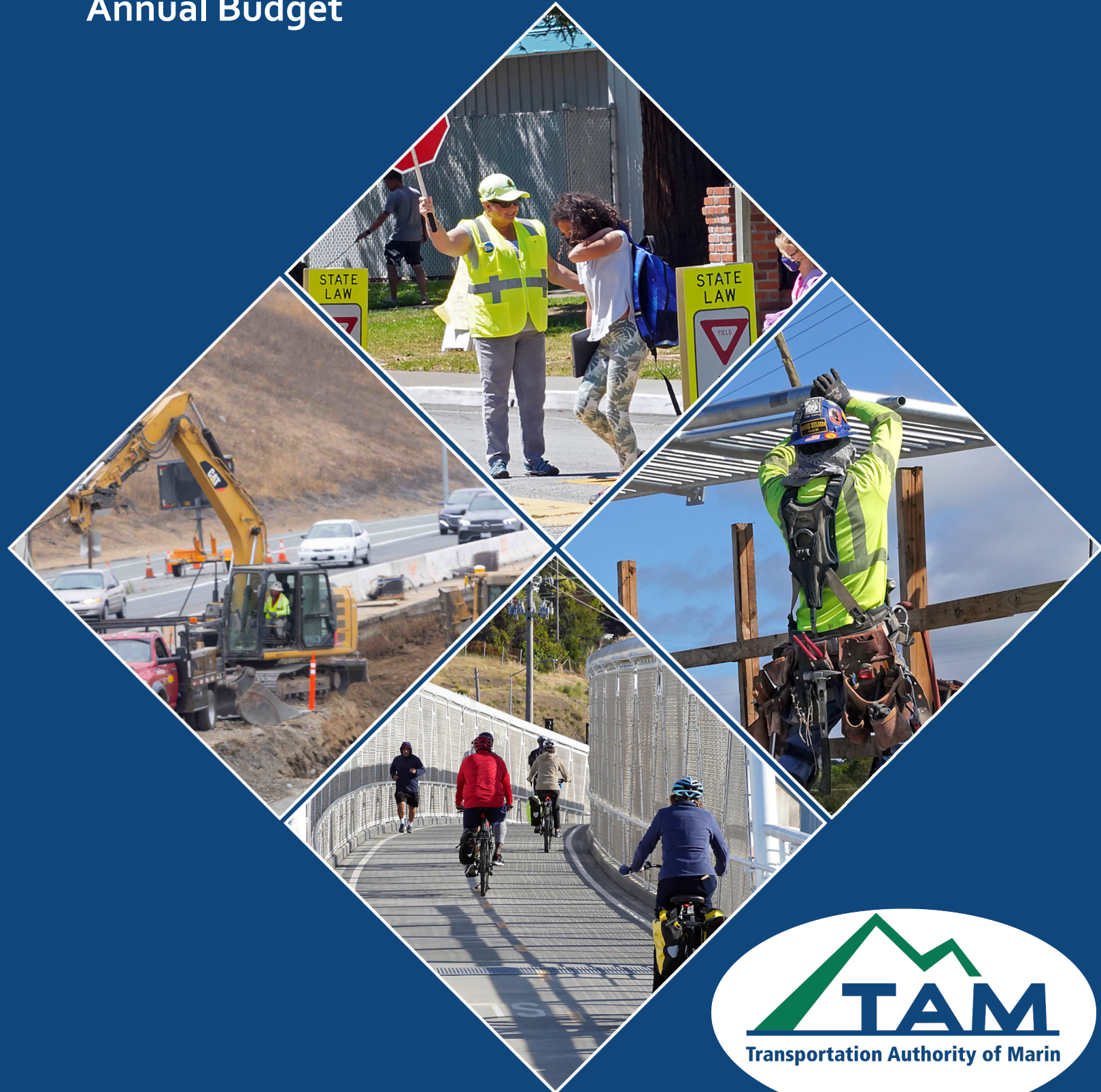


# Transportation Authority of Marin

Fiscal Year 2023-24

Annual Budget



Making the Most of Marin County Transportation Dollars

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## Executive Director's Message

I am pleased to present TAM's Annual Budget for the 2023-24 Fiscal Year. The Annual Budget provides a thorough picture of TAM's expected revenues and expenditures to plan, fund, manage and construct priority transportation programs and projects for the Fiscal Year beginning July 1, 2023 and ending June 30, 2024.

This year TAM looks forward to continuing to deliver the projects and programs outlined in the voter-approved Expenditure Plans for Marin's transportation funding, including supporting our local partner agencies. In addition, TAM continues to adapt to the post-pandemic world, with changes to the local transportation system, economy and employment; a growing focus on equity; new methods of outreach; and many other effects. At the same time, there is still a need to plan for the future.

In that context, TAM will embark on our first Countywide Transportation Plan with extensive outreach and public engagement to set a path for needed transportation improvements, priorities and policies for Marin County. This comprehensive planning effort will also help develop strategies for greater inclusivity and engagement to enhance equity. TAM will also begin a targeted, technical study to identify potential solutions and options to address future Sea Level Rise and the interaction with our transportation systems. We will also continue to focus on reducing emissions from, and reliance on, single occupant vehicles through innovative programs including the Marin Commutes Program offering rewards for carpooling, walking, biking and taking transit.

Major capital improvement projects will continue to make progress, including entering the second year of construction for the final highway segment of the Marin-Sonoma Narrows, beginning the environmental studies for the US 101/I-580 Multi-Modal and Local Access Improvement Project, and initiating detailed planning for three interchanges along US 101 in Marin: SR 131 Tiburon Blvd./East Blithedale Ave., Manuel T. Freitas Parkway/Civic Center Dr., and Alameda del Prado/Nave Drive. We will also continue our focus on community projects including local bicycle and pedestrian improvements, and on advancing the planning and design for Part-Time Transit Lanes (aka Bus on Shoulder), to improve transit reliability and travel time.

We will also continue providing the funding and oversight for programs and services that are at the core of our local transportation and mobility network, 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, and this year will host a Clean Fuel Expo to showcase light and heavyweight vehicles of the future.

This budget document provides a clear fiscal plan for the TAM Board of Commissioners and the public. It defines the revenue from local, state, and federal resources, and outlines the expenditures that we anticipate for Marin's transportation priorities.

We thank our community for working with TAM to help fund transportation enhancements and move Marin forward.

In partnership,

Anne Richman

## TAM Budget Process 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, FY2022-23, 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 FY2022-23 is expected to be around \$41.44 million.

	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Estimated	FY2023-24 Proposed
<b>Revenues</b>						
Measure A/AA Sales Tax Revenue	28,976,082	27,345,662	30,832,521	34,754,393	35,500,000	35,680,000
Measure B VRF Revenue	2,417,118	2,327,292	2,404,319	2,311,091	2,300,000	2,250,000
Cities/Town & County Contribution	558,999	558,999	500,001	500,000	550,000	576,950
Interest Earnings	1,914,194	2,507,746	408,181	293,480	1,304,683	1,770,500
BAAQMD/TFCA	364,537	368,939	358,753	354,562	350,000	633,637
Federal	2,238,572	1,258,584	1,069,755	873,381	1,072,000	1,943,882
State	718,371	993,157	189,494	448,967	168,118	3,083,000
Regional	4,201,448	14,829	4,364,229	6,970,819	366,122	2,666,507
Other Revenue	-	-	1,262,593	92,974	159,000	1,675,000
<b>Total Revenues</b>	<b>41,389,321</b>	<b>35,375,208</b>	<b>41,389,847</b>	<b>46,599,667</b>	<b>41,769,923</b>	<b>50,279,477</b>
<b>Expenditures</b>						
Administration	3,378,703	3,154,149	3,051,241	3,109,702	3,432,952	3,815,966
Professional Services	4,216,373	2,629,748	1,196,698	939,034	759,144	4,490,000
Measure A Sales Tax Projects/Programs	21,849,187	9,737,500	14,507,742	1,117,540	2,066,517	2,307,642
Measure AA Sales Tax Projects/Programs	182,971	17,396,486	20,345,625	21,987,567	33,784,795	42,618,074
Measure B VRF Projects/Programs	1,790,363	4,098,404	1,718,578	1,526,555	4,017,095	2,456,000
Interagency Agreements	3,992,151	535,629	6,686,595	7,783,208	1,695,927	6,045,000
TFCA Programs/Projects	66,388	366,676	1,310,733	362,625	219,000	334,000
<b>Total Expenditures</b>	<b>35,476,136</b>	<b>37,918,592</b>	<b>48,817,212</b>	<b>36,826,231</b>	<b>45,975,429</b>	<b>62,066,682</b>
<b>Net Change in Fund Balance</b>	<b>5,913,185</b>	<b>(2,543,384)</b>	<b>(7,427,365)</b>	<b>9,773,436</b>	<b>(4,205,506)</b>	<b>(11,787,206)</b>
<b>Ending Fund Balance</b>	<b>45,846,816</b>	<b>43,303,432</b>	<b>35,876,067</b>	<b>45,649,503</b>	<b>41,443,996</b>	<b>29,656,790</b>

## FY2023-24 Annual Budget Process and Highlights

Staff officially started the FY2023-24 Annual Budget process with the in-house kickoff meeting on February 27, 2023. The following is the timeline for the FY2023-24 Annual Budget development:

March-June 2023	Budget and Work Plan Development/Review Work Process
March 2023	Review and Acceptance of Measure A/AA & B Revenue Levels
May 2023	Review and Release of Draft Budget for Comments
June 22, 2023	Public Hearing and Adoption of Final Budget

The FY2023-24 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 economic uncertainty caused by 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 FY2023-24 is \$50.28 million and total expected expenditure is \$62.07 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.

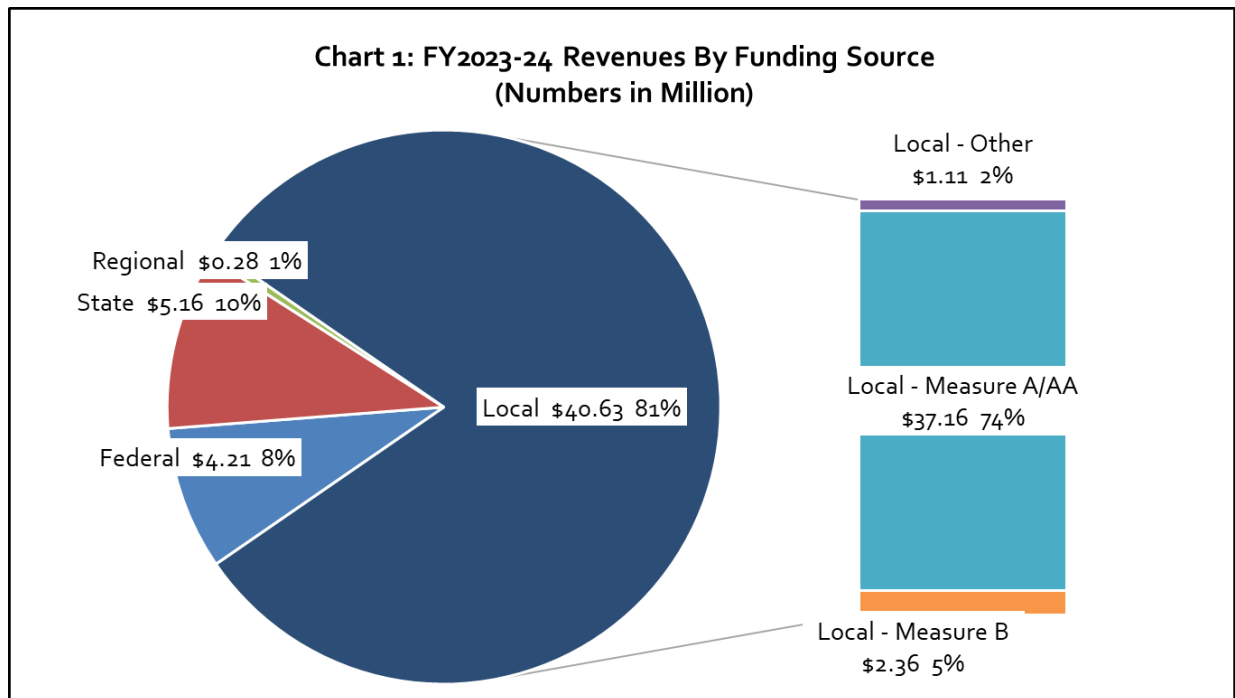
### FY2023-24 Revenue Overview

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 FY2023-24, TAM is expecting a total of \$50.28 million in revenue. Table 1 and Chart 1 illustrate TAM's revenues by funding sources.

Table 1: FY2023-24 Annual Budget – Revenue

Budget Line	FY2021-22 Actual	FY2022-23 Final Budget	FY2022-23 Estimates	FY2023-24 Proposed Budget
<b><u>Beginning Balance</u></b>	<b><u>35,876,066</u></b>	<b><u>45,649,498</u></b>	<b><u>45,649,498</u></b>	<b><u>41,443,992</u></b>
Measure A/AA Sales Tax	34,754,393	34,850,000	35,500,000	35,680,000
Measure B Vehicle Registration Fee Revenue	2,311,091	2,300,000	2,300,000	2,250,000
Cities/Towns and County CMA Fee	500,000	550,000	550,000	576,950
Interest Revenue	293,480	250,000	1,304,683	1,770,500
MTC STP/CMAQ Planning & OBAG Grant Funds	850,748	1,228,121	1,000,000	1,524,234
MTC Regional Measure 3 Fund	-	-	-	2,666,507
CA State Earmark	-	-	-	3,000,000
State TDA Fund	274,062	-	105,000	83,000
Federal STP Fund	10,000	10,000	10,000	5,000
Highway Safety Improvement Program (HSIP)	12,633	72,000	62,000	10,000
Part Time Transit Lane Grant	-	-	-	404,648
Realized Highway 101 ROW Excess Fund	92,974	225,000	159,000	1,675,000
Marin Transportation For Clean Air Funding	354,562	350,000	350,000	350,000
Regional TFCA Competitive Grants	-	63,727	-	283,637
Expired Revenue Line Items	7,145,724	1,618,395	429,240	-
<b><u>Total Revenue Available</u></b>	<b><u>46,599,666</u></b>	<b><u>41,517,243</u></b>	<b><u>41,769,923</u></b>	<b><u>50,279,477</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 FY2023-24, about 81% of the revenue that TAM expects is from voter approved local measures and interest earnings from the fund balances of those measures, with 74% 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 23, 2023 TAM Board meeting, staff recommended, and the TAM Board approved the \$35.68 million revenue level for the Measure A/AA 1/2-Cent Transportation Sales Tax for FY2023-24. The Board also approved the revised FY2022-23 revenue level from \$34.85 million to \$35.5 million since Marin's sales tax has experienced very healthy growth over the two years.

***Measure B \$10 Vehicle Registration Fee (VRF) Revenue***

As reported to the Board in March 2023, the number of registered vehicles in Marin County continues to drop in the last 3 years, which indicates a VRF revenue drop is expected for FY2022-23 and FY2023-24. Based on this, the budget level for the Measure B VRF revenue for FY2023-24 is set at \$2.25 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. As allowed by the new funding agreement, the total CMA fee for FY2023-24 is set at \$576,950 after adjusting the \$550,000 base fee for FY2022-23 by the allowed 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 and Cycle 3 processes. The current funding agreement with MTC covers the core CMA staffing and planning functions. It's a 10-year agreement which provides funds from FY2017-18 to FY2026-27. These revenue items are reimbursement based. About \$1.51 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 FY2023-24.

***Regional Measure 3 Revenue***

Staff from the Metropolitan Transportation Commission (MTC) is working out the details of the allocation and reimbursement processes for the funding promises that TAM received under the Letter of No Prejudice (LONP) process for two of the highest priority projects in Marin that TAM manages directly: the US 101/I-580 Multi-Modal and Local Access Improvement Project (\$135 million designated in RM3), and the Marin-Sonoma Narrows (MSN) Project (total of \$120 million for the whole corridor designed in RM3). Meanwhile, TAM staff has assumed directly spending and expected reimbursement of RM3 funding for both projects in the Draft FY2023-24 Annual Budget and will update those numbers accordingly when more clear guidelines from MTC become available. As of now, TAM expects a total of \$2.66 million in RM3 funds for the work related to the US 101/I-580 Multi-Modal and Local Access Improvement Project and MSN Project.

***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 FY2022-23, a total of \$0.35 million is estimated for FY2023-24.



TAM is also expecting to fully invoice and be reimbursed for the \$283,673 regional TFCA grant spent for the construction of the North-South Greenway Project.

#### ***Part-Time Transit Lane Grant***

TAM, in partnership with Marin Transit, applied for and was awarded a total of \$1.11 million in Transit Performance Initiative (TPI) Investment Program funds from MTC. About \$404,000 of the grant is expected to be spent and reimbursed in FY2023-24 for the preparation of a Project Initiation Document (PID) and the subsequent phase consisting of Project Approval and Environmental Document (PA/ED) of the Part-Time Transit Lane Project.

#### ***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 FY2023-24.

#### ***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 MSN Project. A total of \$1.68 million is expected to be spent in FY2023-24 to support the MSN B8 Project.

#### ***FY2023-24 Expenditure Overview***

In FY2023-24, with the support and cooperation of our federal, state, regional and local partners, TAM is expected to deliver a total of \$61.98 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 FY2023-24 total expenditure for the Administration Category is \$3.82 million, which is about \$192,000 (5.3%) higher than the FY2022-23 budgeted amount. The increase is mostly due to the salary and benefit cost change. A copy of TAM's current organization chart is included on Page 9 of the report.

#### ***2023 Cost of Living Adjustment (COLA)***

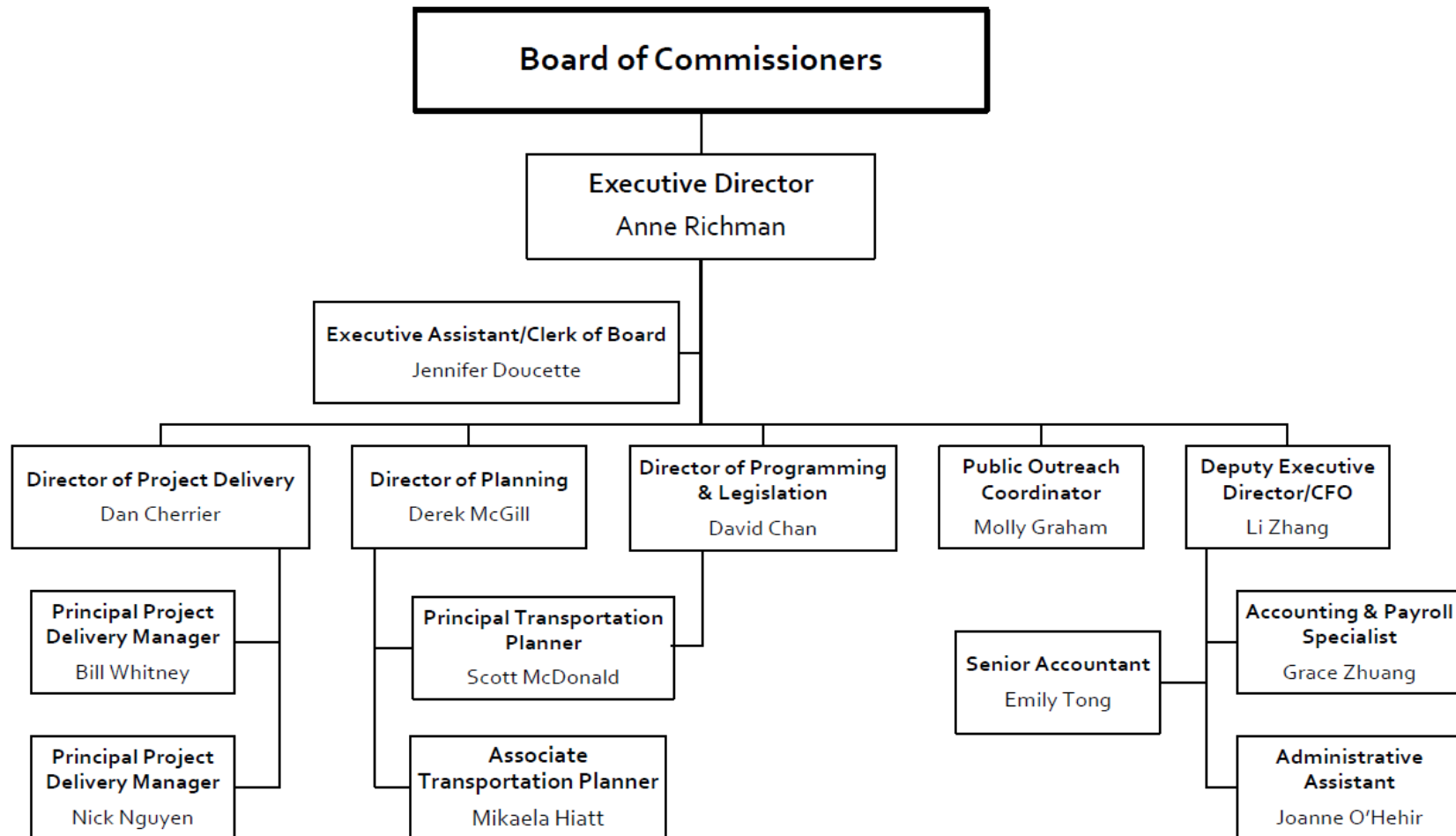
Current TAM COLA policy allows staff an annual COLA increase based on the most recent CPI as of May each year, or sales tax growth rate from the prior year, whichever is lower. The most recent February 2023 Consumer Price Index for All Urban Consumers (CPI-U) released for the San Francisco-Oakland-Hayward Urban Area by the Bureau of Labor Statistics (BLS) is at 5.3%. However, having the agency's long-term financial health as the priority, staff is recommending capping the COLA increase requested at 3.5% for FY2023-24. As part of the review process, staff surveyed 13 agencies. 8 agencies out of the 11 that have responded to TAM's survey as of May 9 are in the process of finalizing their FY2023-24 COLA recommendations, with 2 at 2.5%, 1 at 3%, 3 at 3.5%, 1 at 4% and 1 at 4.5%..

TAM will also soon start an agency-wide compensation study, which is expected to be completed by the end of 2023. Any potential compensation and benefit changes recommended as a result of the study will be presented to the Board for review and approval. All approved changes will be effective as of January 1, 2024 or as approved by the Board.

Table 2.1: FY2023-24 Annual Budget – Expenditure/Administration

Budget Line	FY2021-22 Actual	FY2022-23 Final Budget	FY2022-23 Estimates	FY2023-24 Proposed Budget
Salaries & Benefits	2,643,127	2,979,000	2,929,612	3,167,466
Agency-Wide Classification Study	-	25,000	2,000	23,000
Office Lease	234,669	245,000	245,199	257,000
Agency IT Related Equipment Upgrade	10,785	40,000	20,213	30,000
Equipment Purchase/Lease	4,251	10,000	6,000	10,000
Telephone/Internet/Web Hosting Services	21,961	25,000	24,034	25,000
Office Supplies & Small Miscellaneous Items	28,330	25,000	39,847	40,000
Insurance	13,716	15,000	14,682	20,000
Financial Audit	20,000	23,000	20,000	25,000
Legal Services	10,020	35,000	5,000	35,000
Document/Video/Marketing Material Production	23,876	50,000	22,100	30,000
Memberships	13,752	34,500	38,500	45,000
Travel/Meetings/Conferences	17,539	26,500	20,500	26,000
Professional Development	5,745	5,000	5,000	7,500
Human Resources/Board Support	4,764	20,000	5,000	20,000
Information Technology Support	28,740	45,000	25,000	45,000
Annual Support & Upgrade of Financial System	6,898	10,000	8,000	10,000
Expired Expenditure Line Items	21,529	11,000	2,266	-
<b>Subtotal, Administration</b>	<b>3,109,702</b>	<b>3,624,000</b>	<b>3,432,952</b>	<b>3,815,966</b>

Chart 2: Transportation Authority of Marin Organization Chart  
(As of May 2023)



### Professional Services

The proposed FY2023-24 expenditure level for the Professional Services Category is \$4.49 million, which is \$2.85 million (170%) higher than the FY2022-23 budgeted amount. With the anticipation of RM3, state earmark for State Route 37 (SR 37) and potential federal grants, various work tasks for the Bellam Blvd. Improvement Project, US 101/I-580 Multi-Modal and Local Access Improvement Project, and SR-37 Segment A1 Design are scheduled to pick up in FY2023-24, along with continuing construction design support for the North-South Greenway Project, and the update of the Vision Plan/Countywide Transportation Plan (CTP).

**Table 2.2: FY2023-24 Annual Budget – Expenditure/Professional Services**

Budget Line	FY2021-22 Actual	FY2022-23 Final Budget	FY2022-23 Estimates	FY2023-24 Proposed Budget
Bellam Blvd 101 Off-ramp Improvements - Design & Travel Model Maintenance & Update	33,532	700,000	70,000	900,000
Traffic Monitoring, Reporting & Travel Model Data	-	100,000	80,000	200,000
Project Management Oversight	52,441	75,000	110,000	150,000
101/I-580 Multi-modal and Local Access Improvements	106,836	140,000	190,000	140,000
State Legislative Assistance				1,660,000
Financial Advisor/Sales Tax Audit Services	44,100	46,200	46,200	60,000
Measure A/AA Sales Tax Compliance Audit	17,718	10,000	24,000	25,000
N/S Greenway - Construction Support	15,500	20,000	19,194	20,000
Public Outreach Service Support	624,753	250,000	131,000	103,000
Part Time Transit Lane	-	40,000	12,000	20,000
Countywide Transportation Plan	-	-	-	302,000
Local Road Safety Plan	-	150,000	10,000	350,000
SR-37 Segment A1 Design	-	72,000	62,000	10,000
Equity Framework	-	-	-	500,000
Expired Expenditure Line Items	-	50,000	-	50,000
	44,154	10,000	4,750	-
<b>Subtotal, Professional Services</b>	<b>939,034</b>	<b>1,663,200</b>	<b>759,144</b>	<b>4,490,000</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 Measure A reserve funds to be released this year and a few strategies still spending down their fund balances, a total expenditure of \$2.31 million is expected in FY2023-24.

Table 2.3: FY2023-24 Annual Budget – Expenditure/Measure A Sales Tax Programs/Projects

Budget Line	FY2021-22 Actual	FY2022-23 Final Budget	FY2022-23 Estimates	FY2023-24 Proposed Budget
<u>Strategy 1 - Transit</u>	<u>248,000</u>	<u>2,445,230</u>	<u>1,441,207</u>	<u>1,058,388</u>
Strategy 1.1 - Local Bus Transit Service	248,000	680,000	680,000	712,000
Strategy 1.2 - Rural Bus Transit System	-	55,080	55,080	57,672
Strategy 1.3 - Special Needs Transit Services	-	165,410	165,410	173,194
Strategy 1.4 - Bus Transit Facilities	-	1,544,740	540,717	115,522
<u>Strategy 3 - Local Transportation Infrastructure</u>	<u>158,150</u>	<u>406,545</u>	<u>243,440</u>	<u>504,896</u>
Strategy 3.1 - Major Roads	158,150	163,105	-	250,000
Strategy 3.2 - Local Streets and Roads	-	243,440	243,440	254,896
<u>Strategy 4 - Safer Access to Schools</u>	<u>711,390</u>	<u>537,870</u>	<u>381,870</u>	<u>744,358</u>
Strategy 4.1 - Safe Routes to Schools	62,475	60,690	60,690	63,546
Strategy 4.2 - Crossing Guards	79,450	77,180	77,180	80,812
Strategy 4.3 - Safe Pathways To School	-	-	-	-
Safe Pathway Capital Projects	569,465	400,000	244,000	600,000
<b>Subtotal, Measure A Programs/Projects</b>	<b>1,117,540</b>	<b>3,389,645</b>	<b>2,066,517</b>	<b>2,307,642</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 \$2.93 million of work is planned for FY2023-24, including \$0.5 million to support MSN B7/B8 right of way, construction design work and utility work; \$0.3 million for the Project Initiation Document (PID) & Project Approval and environmental Document (PA&ED) of the US 101/I-580 Multi-Modal and Local Access Improvement Project; \$2.0 million for studies related to interchange enhancements; and \$125,000 for Transportation Demand Management.

Under Category 2, Local Transportation Infrastructure, TAM will release \$6.63 million in local roads funds estimated to be collected in FY2022-23 and expects to spend \$1.0 million on large Safe Pathways projects, \$250,000 on sea-level rise planning, and \$50,000 on innovative technology study and support.

Under Category 3, Safer Access to Schools, \$3.43 million is expected to be needed under Measure AA after fully spending the funds available under Measure A. These funds will be spent on Safe Routes to Schools (SR2S) Education and Encouragement programs (\$1.20 million), the Crossing Guard program (\$1.98 million), and the Small Safe Pathway Capital projects (\$250,000).

Under Category 4, Transit, Marin Transit plans to request a total of \$20.33 million for its operational and capital needs in FY2023-24 under Categories 4.1 to 4.5, a much higher ask compared to the last 2 years due to the phase out of the transit support funds that were made available under various federal pandemic relief grants. Golden Gate Transit is expected to claim its share, up to \$534,357 with prior year carryovers, 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: FY2023-24 Annual Budget – Expenditure/Measure AA Sales Tax Programs/Projects

Budget Line	FY2021-22 Actual	FY2022-23 Final Budget	FY2022-23 Estimates	FY2023-24 Proposed Budget
Major Road Set-Aside	3,195,998	5,000,000	5,867,398	8,000,000
Category 1: Reduce Congestion	1,679,126	4,200,000	2,550,000	2,930,000
Category 1.1 - Completion of Marin-Sonoma Narrows MSN B7/B8 Design/ROW/Utility Work	99,111	1,400,000	1,170,000	200,000
MSN B7 Construction Design Support	-	400,000	190,000	300,000
Category 1.2 - Match for Completion of 101/580 Local 580/101 Multi-modal and Local Access PID & PAED	804,018	1,100,000	800,000	300,000
Category 1.3 - Enhance Interchanges	775,997	1,200,000	290,000	2,005,000
Category 1.4 - Transportation Demand Management	-	100,000	100,000	125,000
Category 2: Local Transportation Infrastructure	5,722,549	7,988,432	7,823,432	7,926,254
Category 2.1 - Local Roads	5,208,678	6,773,432	6,773,432	6,626,254
Category 2.2 - Large Safe Pathway Capital Projects	513,871	1,000,000	1,000,000	1,000,000
Category 2.3 - Sea Level Rise	-	100,000	50,000	250,000
Category 2.4 - Innovative Technology	-	115,000	-	50,000
Category 3: Safer Access to Schools	2,547,164	3,290,000	3,025,000	3,430,000
Category 3.1 - Safe Routes to Schools	741,694	1,090,000	975,000	1,200,000
Category 3.2 - Crossing Guards	1,622,609	1,950,000	1,950,000	1,980,000
Category 3.3 - Small Safe Pathway Capital Projects	182,861	250,000	100,000	250,000
Category 4: Transit	8,842,730	14,643,464	14,518,965	20,331,820
Category 4.1 - Local Bus Transit Service	3,232,784	6,000,000	6,000,000	13,000,000
Category 4.2 - Rural Bus Transit Service	664,630	1,131,141	1,131,141	926,812
Category 4.3 - Special Needs Transit Service	2,767,189	4,159,467	4,159,467	2,934,903
Category 4.4 - School Transit Service	1,291,954	1,600,000	1,600,000	1,700,000
Category 4.5 - Bus Transit Facilities	886,173	1,628,357	1,628,357	1,235,748
Category 4.6 - Expand Access to Transit	-	124,499	-	534,357
<b>Subtotal, Measure AA Programs/Projects</b>	<b>21,987,567</b>	<b>35,121,896</b>	<b>33,784,795</b>	<b>42,618,074</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 FY2023-24 is \$2.46 million. With the implementation of the amended Measure B Expenditure Plan and new Strategic Plan, a total of 5-year worth of funds will be made available under Element 1.1 for eligible bike/pedestrian improvement projects but only \$700,000 is expected to be needed in FY2023-24. For Element 1.2, Bike/Pedestrian Pathways Maintenance, about \$100,000 is made available to eligible project sponsors in FY2023-24. Marin Transit is planning to request a total of \$0.90 million under Element 2, Improving Transit for Seniors and People with Disabilities, during FY2023-24. The proposed FY2023-24 spending level for Element 3, Reduce Congestion and Pollution, is \$0.76 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: FY2023-24 Annual Budget – Expenditure/Measure B VRF Programs

Budget Line	FY2021-22 Actual	FY2022-23 Final Budget	FY2022-23 Estimates	FY2023-24 Proposed Budget
<b>Element 1 - Maintain Local Streets &amp; Pathways</b>	57,396	2,357,095	2,317,095	800,000
<i>Element 1.1 - Local Streets and Roads</i>	-	2,257,095	2,257,095	700,000
<i>Element 1.2 - Bike/Ped Pathways Maintenance</i>	57,396	100,000	60,000	100,000
<b>Element 2 - Seniors &amp; Disabled Mobility</b>	808,354	950,000	950,000	895,000
<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	190,000	190,000	180,000
<i>Element 2.3 - Paratransit Plus</i>	360,000	360,000	360,000	340,000
<i>Element 2.4 - Volunteer Drive &amp; Gap Grant</i>	143,354	300,000	300,000	275,000
<b>Element 3 - Reduce Congestion &amp; Pollution</b>	660,805	875,000	750,000	761,000
<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>	319,137	350,000	350,000	250,000
<i>Element 3.3 - Alternative Fuel Vehicle Program</i>	166,668	350,000	225,000	336,000
<b>Subtotal, Measure B Programs</b>	<b>1,526,555</b>	<b>4,182,095</b>	<b>4,017,095</b>	<b>2,456,000</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 \$6.05 million for FY2023-24, 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 US 101/I-580 Multi-Modal and Local Access Improvement Project, the North/South Greenway, Marin City Flood Mitigation, and the MSN projects.

Table 2.6: FY2023-24 Annual Budget – Expenditure/Interagency Agreements

Budget Line	FY2021-22 Actual	FY2022-23 Final Budget	FY2022-23 Estimates	FY2023-24 Proposed Budget
Caltrans - MSN B8 PS&E/ROW Support & Capital	48,685	225,000	154,000	150,000
Various Agencies - Bike/Ped Path Maintenance	26,299	100,000	30,000	30,000
Marin Transit - Bus Facility Lease or Purchase	-	1,100,000	-	1,100,000
Caltrans & Other - MSN B7 PS&E/ROW Support &	44,288	450,000	5,000	1,525,000
Caltrans - MSN B7 Construction Capital & Support	-	1,026,000	328,000	550,000
Caltrans - 101/580 Multil-modal and Local Access PID	32,931	120,000	95,000	40,000
Caltrans - 101 Interchange Studies	-	-	-	100,000
Caltrans - SR-37 Segment A1 Design/ROW coop	-	-	-	500,000
Caltrans - Part Time Transit Lane	-	-	-	50,000
Marin City Flood Mitigation	-	-	1,000,000	2,000,000
Expired Expenditure Line Items	7,631,005	1,927,000	83,927	-
<b>Subtotal, Interagency Agreements</b>	<b>7,783,208</b>	<b>4,948,000</b>	<b>1,695,927</b>	<b>6,045,000</b>

### TFCA Programs/Projects

This category includes anticipated reimbursement requests for various TFCA capital projects funded by the Marin Local TFCA funding at \$0.34 million.

**Table 2.8: FY2023-24 Annual Budget – Expenditure/TFCA Programs/Projects**

Budget Line	FY2021-22 Actual	FY2022-23 Final Budget	FY2022-23 Estimates	FY2023-24 Proposed Budget
TFCA - Reimbursement of Various Capital Projects	78,988	394,000	219,000	334,000
Expired Expenditure Line Items	283,637	28,364	-	-
<b>Subtotal, TFCA Programs/Projects</b>	<b>362,625</b>	<b>422,364</b>	<b>219,000</b>	<b>334,000</b>

## **FY2023-24 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 sheets 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 FY2023-24 budget at the individual fund level. The budget at the fund level presents the spending priorities in the upcoming fiscal year and provides 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 amended by the TAM Board in February 2023. The FY2023-24 budget reflects the changes that were approved.

### **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 CMA 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: FY2023-24 Annual Budget – Combined

Budget Line	FY2021-22 Actual	FY2022-23 Final Budget	FY2022-23 Estimates	FY2023-24 Proposed Budget
<b><u>Beginning Balance</u></b>	<b><u>35,876,066</u></b>	<b><u>45,649,498</u></b>	<b><u>45,649,498</u></b>	<b><u>41,443,992</u></b>
Measure A/AA Sales Tax	34,754,393	34,850,000	35,500,000	35,680,000
Measure B Vehicle Registration Fee Revenue	2,311,091	2,300,000	2,300,000	2,250,000
Cities/Towns and County CMA Fee	500,000	550,000	550,000	576,950
Interest Revenue	293,480	250,000	1,304,683	1,770,500
MTC STP/CMAQ Planning & OBAG Grant Funds	850,748	1,228,121	1,000,000	1,524,234
MTC Regional Measure 3 Fund	-	-	-	2,666,507
CA State Earmark	-	-	-	3,000,000
State TDA Fund	274,062	-	105,000	83,000
Federal STP Fund	10,000	10,000	10,000	5,000
Highway Safety Improvement Program (HSIP)	12,633	72,000	62,000	10,000
Part Time Transit Lane Grant	-	-	-	404,648
Realized Highway 101 ROW Excess Fund	92,974	225,000	159,000	1,675,000
Marin Transportation For Clean Air Funding	354,562	350,000	350,000	350,000
Regional TFCA Competitive Grants	-	63,727	-	283,637
Expired Revenue Line Items	7,145,724	1,618,395	429,240	-
<b><u>Total Revenue Available</u></b>	<b><u>46,599,666</u></b>	<b><u>41,517,243</u></b>	<b><u>41,769,923</u></b>	<b><u>50,279,477</u></b>
<b>EXPENDITURES</b>				
<b>Administration</b>				
Salaries & Benefits	2,643,127	2,979,000	2,929,612	3,167,466
Agency-Wide Classification Study	-	25,000	2,000	23,000
Office Lease	234,669	245,000	245,199	257,000
Agency IT Related Equipment Upgrade	10,785	40,000	20,213	30,000
Equipment Purchase/Lease	4,251	10,000	6,000	10,000
Telephone/Internet/Web Hosting Services	21,961	25,000	24,034	25,000
Office Supplies & Small Miscellaneous Items	28,330	25,000	39,847	40,000
Insurance	13,716	15,000	14,682	20,000
Financial Audit	20,000	23,000	20,000	25,000
Legal Services	10,020	35,000	5,000	35,000
Document/Video/Marketing Material Production	23,876	50,000	22,100	30,000
Memberships	13,752	34,500	38,500	45,000
Travel/Meetings/Conferences	17,539	26,500	20,500	26,000
Professional Development	5,745	5,000	5,000	7,500
Human Resources/Board Support	4,764	20,000	5,000	20,000
Information Technology Support	28,740	45,000	25,000	45,000
Annual Support & Upgrade of Financial System	6,898	10,000	8,000	10,000
Expired Expenditure Line Items	21,529	11,000	2,266	-
<b><u>Subtotal, Administration</u></b>	<b><u>3,109,702</u></b>	<b><u>3,624,000</u></b>	<b><u>3,432,952</u></b>	<b><u>3,815,966</u></b>
<b>Professional Services</b>				
Bellam Blvd 101 Off-ramp Improvements - Design & Travel Model Maintenance & Update	33,532	700,000	70,000	900,000
Traffic Monitoring, Reporting & Travel Model Data	52,441	75,000	110,000	150,000
Project Management Oversight	106,836	140,000	190,000	140,000
101/580 Multi-modal and Local Access Improvements	-	-	-	1,660,000
State Legislative Assistance	44,100	46,200	46,200	60,000
Financial Advisor/Sales Tax Audit Services	17,718	10,000	24,000	25,000
Measure A/AA Sales Tax Compliance Audit	15,500	20,000	19,194	20,000
N/S Greenway - Construction Support	624,753	250,000	131,000	103,000
Public Outreach Service Support	-	40,000	12,000	20,000
Part Time Transit Lane	-	-	-	302,000
Countywide Transportation Plan	-	150,000	10,000	350,000
Local Road Safety Plan	-	72,000	62,000	10,000
SR-37 Segment A1 Design	-	-	-	500,000
Equity Framework	-	50,000	-	50,000
Expired Expenditure Line Items	44,154	10,000	4,750	-
<b><u>Subtotal, Professional Services</u></b>	<b><u>939,034</u></b>	<b><u>1,663,200</u></b>	<b><u>759,144</u></b>	<b><u>4,490,000</u></b>



**Table 3: FY2023-24 Annual Budget – Combined**  
(Continued)

Budget Line	FY2021-22 Actual	FY2022-23 Final Budget	FY2022-23 Estimates	FY2023-24 Proposed Budget
<b>Measure A Sales Tax Programs/Projects</b>				
<u>Strategy 1 - Transit</u>	<u>248,000</u>	<u>2,445,230</u>	<u>1,441,207</u>	<u>1,058,388</u>
Strategy 1.1 - Local Bus Transit Service	248,000	680,000	680,000	712,000
Strategy 1.2 - Rural Bus Transit System	-	55,080	55,080	57,672
Strategy 1.3 - Special Needs Transit Services	-	165,410	165,410	173,194
Strategy 1.4 - Bus Transit Facilities	-	1,544,740	540,717	115,522
<u>Strategy 3 - Local Transportation Infrastructure</u>	<u>158,150</u>	<u>406,545</u>	<u>243,440</u>	<u>504,896</u>
Strategy 3.1 - Major Roads	158,150	163,105	-	250,000
Strategy 3.2 - Local Streets and Roads	-	243,440	243,440	254,896
<u>Strategy 4 - Safer Access to Schools</u>	<u>711,390</u>	<u>537,870</u>	<u>381,870</u>	<u>744,358</u>
Strategy 4.1 - Safe Routes to Schools	62,475	60,690	60,690	63,546
Strategy 4.2 - Crossing Guards	79,450	77,180	77,180	80,812
Strategy 4.3 - Safe Pathways To School	-	-	-	-
Safe Pathway Capital Projects	569,465	400,000	244,000	600,000
<b>Subtotal, Measure A Programs/Projects</b>	<b>1,117,540</b>	<b>3,389,645</b>	<b>2,066,517</b>	<b>2,307,642</b>
<b>Measure AA Sales Tax Programs/Projects</b>				
<u>Major Road Set-Aside</u>	<u>3,195,998</u>	<u>5,000,000</u>	<u>5,867,398</u>	<u>8,000,000</u>
<u>Category 1: Reduce Congestion</u>	<u>1,679,126</u>	<u>4,200,000</u>	<u>2,550,000</u>	<u>2,930,000</u>
Category 1.1 - Completion of Marin-Sonoma Narrows				
MSN B7/B8 Design/ROW/Utility Work	99,111	1,400,000	1,170,000	200,000
MSN B7 Construction Design Support	-	400,000	190,000	300,000
Category 1.2 - Match for Completion of 101/580 Local				
580/101 Multi-modal and Local Access PID & PAED	804,018	1,100,000	800,000	300,000
Category 1.3 - Enhance Interchanges	775,997	1,200,000	290,000	2,005,000
Category 1.4 - Transportation Demand Management	-	100,000	100,000	125,000
<u>Category 2: Local Transportation Infrastructure</u>	<u>5,722,549</u>	<u>7,988,432</u>	<u>7,823,432</u>	<u>7,926,254</u>
Category 2.1 - Local Roads	5,208,678	6,773,432	6,773,432	6,626,254
Category 2.2 - Large Safe Pathway Capital Projects	513,871	1,000,000	1,000,000	1,000,000
Category 2.3 - Sea Level Rise	-	100,000	50,000	250,000
Category 2.4 - Innovative Technology	-	115,000	-	50,000
<u>Category 3: Safer Access to Schools</u>	<u>2,547,164</u>	<u>3,290,000</u>	<u>3,025,000</u>	<u>3,430,000</u>
Category 3.1 - Safe Routes to Schools	741,694	1,090,000	975,000	1,200,000
Category 3.2 - Crossing Guards	1,622,609	1,950,000	1,950,000	1,980,000
Category 3.3 - Small Safe Pathway Capital Projects	182,861	250,000	100,000	250,000
<u>Category 4: Transit</u>	<u>8,842,730</u>	<u>14,643,464</u>	<u>14,518,965</u>	<u>20,331,820</u>
Category 4.1 - Local Bus Transit Service	3,232,784	6,000,000	6,000,000	13,000,000
Category 4.2 - Rural Bus Transit Service	664,630	1,131,141	1,131,141	926,812
Category 4.3 - Special Needs Transit Service	2,767,189	4,159,467	4,159,467	2,934,903
Category 4.4 - School Transit Service	1,291,954	1,600,000	1,600,000	1,700,000
Category 4.5 - Bus Transit Facilities	886,173	1,628,357	1,628,357	1,235,748
Category 4.6 - Expand Access to Transit	-	124,499	-	534,357
<b>Subtotal, Measure AA Programs/Projects</b>	<b>21,987,567</b>	<b>35,121,896</b>	<b>33,784,795</b>	<b>42,618,074</b>

**Table 3: FY2023-24 Annual Budget – Combined**  
**(Continued)**

Budget Line	FY2021-22 Actual	FY2022-23 Final Budget	FY2022-23 Estimates	FY2023-24 Proposed Budget
<b>Measure B VRF Programs</b>				
<u>Element 1 - Maintain Local Streets &amp; Pathways</u>	<u>57,396</u>	<u>2,357,095</u>	<u>2,317,095</u>	<u>800,000</u>
<i>Element 1.1 - Local Streets and Roads</i>	-	2,257,095	2,257,095	700,000
<i>Element 1.2 - Bike/Ped Pathways Maintenance</i>	57,396	100,000	60,000	100,000
<u>Element 2 - Seniors &amp; Disabled Mobility</u>	<u>808,354</u>	<u>950,000</u>	<u>950,000</u>	<u>895,000</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	190,000	190,000	180,000
<i>Element 2.3 - Paratransit Plus</i>	360,000	360,000	360,000	340,000
<i>Element 2.4 - Volunteer Drive &amp; Gap Grant</i>	143,354	300,000	300,000	275,000
<u>Element 3 - Reduce Congestion &amp; Pollution</u>	<u>660,805</u>	<u>875,000</u>	<u>750,000</u>	<u>761,000</u>
<i>Element 3.1 - Safe Routes to School/Street Smart</i>	175,000	175,000	175,000	175,000
<i>Element 3.2 - Commute Alternative Programs</i>	319,137	350,000	350,000	250,000
<i>Element 3.3 - Alternative Fuel Vehicle Program</i>	166,668	350,000	225,000	336,000
<b>Subtotal, Measure B Programs</b>	<b>1,526,555</b>	<b>4,182,095</b>	<b>4,017,095</b>	<b>2,456,000</b>
<b>Interagency Agreements</b>				
Caltrans - MSN B8 PS&E/ROW Support & Capital	48,685	225,000	154,000	150,000
Various Agencies - Bike/Ped Path Maintenance	26,299	100,000	30,000	30,000
Marin Transit - Bus Facility Lease or Purchase	-	1,100,000	-	1,100,000
Caltrans & Other - MSN B7 PS&E/ROW Support &	44,288	450,000	5,000	1,525,000
Caltrans - MSN B7 Construction Capital & Support	-	1,026,000	328,000	550,000
Caltrans - 101/580 Multil-modal and Local Access PID	32,931	120,000	95,000	40,000
Caltrans - 101 Interchange Studies	-	-	-	100,000
Caltrans - SR-37 Segment A1 Design/ROW coop	-	-	-	500,000
Caltrans - Part Time Transit Lane	-	-	-	50,000
Marin City Flood Mitigation	-	-	1,000,000	2,000,000
Expired Expenditure Line Items	7,631,005	1,927,000	83,927	-
<b>Subtotal, Interagency Agreements</b>	<b>7,783,208</b>	<b>4,948,000</b>	<b>1,695,927</b>	<b>6,045,000</b>
<b>TFCA Programs/Projects</b>				
TFCA - Reimbursement of Various Capital Projects	78,988	394,000	219,000	334,000
Expired Expenditure Line Items	283,637	28,364	-	-
<b>Subtotal, TFCA Programs/Projects</b>	<b>362,625</b>	<b>422,364</b>	<b>219,000</b>	<b>334,000</b>
Check	362,625	422,364	219,000	334,000
<b>Total Expenditures</b>	<b>36,826,234</b>	<b>53,351,200</b>	<b>45,975,429</b>	<b>62,066,682</b>
<b>Net Change in Fund Balance</b>	<b>9,773,432</b>	<b>(11,833,957)</b>	<b>(4,205,506)</b>	<b>(11,787,206)</b>
<b>Ending Balance</b>	<b>45,649,498</b>	<b>33,815,541</b>	<b>41,443,992</b>	<b>29,656,786</b>

Table 3.1: FY2023-24 Annual Budget - 1/2-Cent Transportation Sales Tax

Budget Line	FY2021-22 Actual	FY2022-23 Final Budget	FY2022-23 Estimates	FY2023-24 Proposed Budget
<b><u>Beginning Balance</u></b>	<b><u>31,410,945</u></b>	<b><u>40,786,566</u></b>	<b><u>40,786,566</u></b>	<b><u>38,629,475</u></b>
<b>REVENUE</b>				
Measure A/AA Sales Tax	34,754,393	34,850,000	35,500,000	35,680,000
Interest Revenue	239,793	200,000	1,086,000	1,475,000
<b><u>Total Revenue Available</u></b>	<b><u>34,994,186</u></b>	<b><u>35,050,000</u></b>	<b><u>36,586,000</u></b>	<b><u>37,155,000</u></b>
<b>EXPENDITURES</b>				
<b>Administration</b>				
Salaries & Benefits	1,478,858	1,646,000	1,638,612	1,692,291
Agency-Wide Classification Study	-	25,000	2,000	23,000
Office Lease	234,669	245,000	245,199	257,000
Agency IT Related Equipment Upgrade	10,785	40,000	20,213	30,000
Equipment Purchase/Lease	4,251	10,000	6,000	10,000
Telephone/Internet/Web Hosting Services	21,961	25,000	24,034	25,000
Office Supplies & Small Miscellaneous Items	28,330	25,000	39,847	40,000
Insurance	13,716	15,000	14,682	20,000
Financial Audit	20,000	23,000	20,000	25,000
Legal Services	4,582	15,000	4,000	15,000
Document/Video/Marketing Material Production	21,842	25,000	22,000	20,000
Memberships	11,252	12,000	16,000	20,000
Travel/Meetings/Conferences	17,119	20,000	20,000	25,000
Professional Development	5,745	5,000	5,000	7,500
Human Resources/Board Support	4,764	20,000	5,000	20,000
Information Technology Support	28,740	45,000	25,000	45,000
Annual Support & Upgrade of Financial System	6,898	10,000	8,000	10,000
Expired Expenditure Line Items	15,154	-	-	-
<b><u>Subtotal, Administration</u></b>	<b><u>1,928,666</u></b>	<b><u>2,206,000</u></b>	<b><u>2,115,586</u></b>	<b><u>2,284,791</u></b>
<b>Professional Services</b>				
Bellam Blvd 101 Off-ramp Improvements - Design & ROW	33,532	700,000	70,000	900,000
N/S Greenway - Construction Support	418,934	150,000	26,000	20,000
Financial Advisor/Sales Tax Audit Services	17,718	10,000	24,000	25,000
Measure A/AA Sales Tax Compliance Audit	15,500	20,000	19,194	20,000
Project Management Oversight	20,077	100,000	105,000	100,000
Public Outreach Service Support	-	25,000	11,000	10,000
Expired Expenditure Line Items	19,798	5,000	-	-
<b><u>Subtotal, Professional Services</u></b>	<b><u>525,559</u></b>	<b><u>1,010,000</u></b>	<b><u>255,194</u></b>	<b><u>1,075,000</u></b>
<b>Measure A Sales Tax Programs/Projects</b>				
<b><u>Strategy 1 - Transit</u></b>	<b><u>248,000</u></b>	<b><u>2,445,230</u></b>	<b><u>1,441,207</u></b>	<b><u>1,058,388</u></b>
Strategy 1.1 - Local Bus Transit Service	248,000	680,000	680,000	712,000
Strategy 1.2 - Rural Bus Transit System	-	55,080	55,080	57,672
Strategy 1.3 - Special Needs Transit Services	-	165,410	165,410	173,194
Strategy 1.4 - Bus Transit Facilities	-	1,544,740	540,717	115,522
<b><u>Strategy 3 - Local Transportation Infrastructure</u></b>	<b><u>158,150</u></b>	<b><u>406,545</u></b>	<b><u>243,440</u></b>	<b><u>504,896</u></b>
Strategy 3.1 - Major Roads	158,150	163,105	-	250,000
Strategy 3.2 - Local Streets and Roads	-	243,440	243,440	254,896
<b><u>Strategy 4 - Safer Access to Schools</u></b>	<b><u>711,390</u></b>	<b><u>537,870</u></b>	<b><u>381,870</u></b>	<b><u>744,358</u></b>
Strategy 4.1 - Safe Routes to Schools	62,475	60,690	60,690	63,546
Strategy 4.2 - Crossing Guards	79,450	77,180	77,180	80,812
Strategy 4.3 - Safe Pathways To School				
Safe Pathway Capital Projects	569,465	400,000	244,000	600,000
Expired Expenditure Line Items	-	-	-	-
<b><u>Subtotal, Measure A Programs/Projects</u></b>	<b><u>1,117,540</u></b>	<b><u>3,389,645</u></b>	<b><u>2,066,517</u></b>	<b><u>2,307,642</u></b>

**Table 3.1: FY2023-24 Annual Budget - 1/2-Cent Transportation Sales Tax  
(Continued)**

Budget Line	FY2021-22 Actual	FY2022-23 Final Budget	FY2022-23 Estimates	FY2023-24 Proposed Budget
<b>Measure AA Sales Tax Programs/Projects</b>				
<i>Major Road Set-Aside</i>	3,195,998	5,000,000	5,867,398	8,000,000
<u>Category 1: Reduce Congestion</u>	<u>1,679,126</u>	<u>4,200,000</u>	<u>2,550,000</u>	<u>2,930,000</u>
Category 1.1 - Completion of Marin-Sonoma Narrows				
MSN B7/B8 Design/ROW/Utility Work	99,111	1,400,000	1,170,000	200,000
MSN B7 Construction Design Support	-	400,000	190,000	300,000
Category 1.2 - Match for Completion of 101/580 Local Access				
580/101 Multi-modal and Local Access PID & PAED	804,018	1,100,000	800,000	300,000
Category 1.3 - Enhance Interchanges	775,997	1,200,000	290,000	2,005,000
Category 1.4 - Transportation Demand Management	-	100,000	100,000	125,000
<u>Category 2: Local Transportation Infrastructure</u>	<u>5,722,549</u>	<u>7,988,432</u>	<u>7,823,432</u>	<u>7,926,254</u>
Category 2.1 - Local Roads	5,208,678	6,773,432	6,773,432	6,626,254
Category 2.2 - Large Safe Pathway Capital Projects	513,871	1,000,000	1,000,000	1,000,000
Category 2.3 - Sea Level Rise	-	100,000	50,000	250,000
Category 2.4 - Innovative Technology	-	115,000	-	50,000
<u>Category 3: Safer Access to Schools</u>	<u>2,547,164</u>	<u>3,290,000</u>	<u>3,025,000</u>	<u>3,430,000</u>
Category 3.1 - Safe Routes to Schools	741,694	1,090,000	975,000	1,200,000
Category 3.2 - Crossing Guards	1,622,609	1,950,000	1,950,000	1,980,000
Category 3.3 - Small Safe Pathway Capital Projects	182,861	250,000	100,000	250,000
<u>Category 4: Transit</u>	<u>8,842,730</u>	<u>14,643,464</u>	<u>14,518,965</u>	<u>20,331,820</u>
Category 4.1 - Local Bus Transit Service	3,232,784	6,000,000	6,000,000	13,000,000
Category 4.2 - Rural Bus Transit Service	664,630	1,131,141	1,131,141	926,812
Category 4.3 - Special Needs Transit Service	2,767,189	4,159,467	4,159,467	2,934,903
Category 4.4 - School Transit Service	1,291,954	1,600,000	1,600,000	1,700,000
Category 4.5 - Bus Transit Facilities	886,173	1,628,357	1,628,357	1,235,748
Category 4.6 - Expand Access to Transit	-	124,499	-	534,357
<b>Subtotal, Measure AA Programs/Projects</b>	<b>21,987,567</b>	<b>35,121,896</b>	<b>33,784,795</b>	<b>42,618,074</b>
<b>Interagency Agreements</b>				
Caltrans & Other - MSN B7 PS&E/ROW Support & Capital	-	450,000	-	-
Various Agencies - Bike/Ped Path Maintenance	26,299	100,000	30,000	30,000
Marin Transit - Bus Facility Lease or Purchase Contribution	-	1,100,000	-	1,100,000
Caltrans - MSN B7 Construction Capital & Support	-	1,026,000	328,000	-
Caltrans - 101/580 Multi-modal and Local Access PID	32,931	120,000	95,000	10,000
Caltrans - 101 Interchange Studies PID	-	-	-	100,000
Expired Expenditure Line Items	-	68,000	68,000	-
<b>Subtotal, Interagency Agreement</b>	<b>59,230</b>	<b>2,864,000</b>	<b>521,000</b>	<b>1,240,000</b>
<b>Total Expenditures</b>	<b>25,618,565</b>	<b>44,591,541</b>	<b>38,743,091</b>	<b>49,525,507</b>
<b>Net Change in Fund Balance</b>	<b>9,375,621</b>	<b>(9,541,541)</b>	<b>(2,157,091)</b>	<b>(12,370,507)</b>
<b>Ending Balance</b>	<b>40,786,566</b>	<b>31,245,025</b>	<b>38,629,475</b>	<b>26,258,968</b>

Table 3.2: FY2023-24 Annual Budget - Measure B Vehicle Registration Fee

Budget Line	FY2021-22 Actual	FY2022-23 Final Budget	FY2022-23 Estimates	FY2023-24 Proposed Budget
<b><u>Beginning Balance</u></b>	<b><u>2,630,577</u></b>	<b><u>3,235,180</u></b>	<b><u>3,235,180</u></b>	<b><u>1,398,969</u></b>
<b>REVENUE</b>				
Measure B Vehicle Registration Fee Revenue	2,311,091	2,300,000	2,300,000	2,250,000
Interest Revenue	16,916	20,000	80,000	110,000
<b><u>Total Revenue Available</u></b>	<b><u>2,328,007</u></b>	<b><u>2,320,000</u></b>	<b><u>2,380,000</u></b>	<b><u>2,360,000</u></b>
<b>EXPENDITURES</b>				
<b>Administration</b>				
Salaries & Benefits	189,320	148,000	192,000	233,136
Legal Services	168	10,000	1,000	10,000
Document/Video/Marketing Material Production	1,099	5,000	100	5,000
Expired Expenditure Line Items	1,263	6,000	1,266	-
<b><u>Subtotal, Administration</u></b>	<b><u>191,850</u></b>	<b><u>169,000</u></b>	<b><u>194,366</u></b>	<b><u>248,136</u></b>
<b>Measure B Programs</b>				
<b>Element 1 - Maintain Local Streets &amp; Pathways</b>	<b><u>57,396</u></b>	<b><u>2,357,095</u></b>	<b><u>2,317,095</u></b>	<b><u>800,000</u></b>
<i>Element 1.1 - Local Streets and Roads</i>	-	2,257,095	2,257,095	700,000
<i>Element 1.2 - Bike/Ped Pathways Maintenance</i>	57,396	100,000	60,000	100,000
<b>Element 2 - Seniors &amp; Disabled Mobility</b>	<b><u>808,354</u></b>	<b><u>950,000</u></b>	<b><u>950,000</u></b>	<b><u>895,000</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	190,000	190,000	180,000
<i>Element 2.3 - Paratransit Plus</i>	360,000	360,000	360,000	340,000
<i>Element 2.4 - Volunteer Drive &amp; Gap Grant</i>	143,354	300,000	300,000	275,000
<b>Element 3 - Reduce Congestion &amp; Pollution</b>	<b><u>660,805</u></b>	<b><u>875,000</u></b>	<b><u>750,000</u></b>	<b><u>761,000</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>	319,137	350,000	350,000	250,000
<i>Element 3.3 - Alternative Fuel Vehicle Program</i>	166,668	350,000	225,000	336,000
<b><u>Subtotal, Measure B Programs</u></b>	<b><u>1,526,555</u></b>	<b><u>4,182,095</u></b>	<b><u>4,017,095</u></b>	<b><u>2,456,000</u></b>
Expired Expenditure Line Items	5,000	-	4,750	-
<b><u>Total Expenditures</u></b>	<b><u>1,723,405</u></b>	<b><u>4,351,095</u></b>	<b><u>4,216,211</u></b>	<b><u>2,704,136</u></b>
<b>Net Change in Fund Balance</b>	<b>604,603</b>	<b>(2,031,095)</b>	<b>(1,836,211)</b>	<b>(344,136)</b>
<b><u>Ending Balance</u></b>	<b><u>3,235,180</u></b>	<b><u>1,204,085</u></b>	<b><u>1,398,969</u></b>	<b><u>1,054,833</u></b>



Table 3.3: FY2023-24 Annual Budget – CMA

Budget Line	FY2021-22 Actual	FY2022-23 Final Budget	FY2022-23 Estimates	FY2023-24 Proposed Budget
<b><u>Beginning Balance</u></b>	<b><u>1,134,574</u></b>	<b><u>957,475</u></b>	<b><u>957,475</u></b>	<b><u>646,271</u></b>
<b>REVENUE</b>				
Cities/Towns and County CMA Fee	500,000	550,000	550,000	576,950
Interest Revenue	31,817	25,000	120,683	160,000
MTC STP/CMAQ Planning & OBAG Grant Funds	850,748	1,228,121	1,000,000	1,524,234
MTC Regional Measure 3 Fund	-	-	-	2,666,507
CA State Earmark	-	-	-	3,000,000
State TDA Fund	274,062	-	105,000	83,000
Federal STP Fund	10,000	10,000	10,000	5,000
Highway Safety Improvement Program (HSIP)	12,633	72,000	62,000	10,000
Part Time Transit Lane Grant	-	-	-	404,648
Realized Highway 101 ROW Excess Fund	92,974	225,000	159,000	1,675,000
<i>Expired Revenue Line Items</i>	<i>7,145,724</i>	<i>1,618,395</i>	<i>429,240</i>	-
<b><u>Total Revenue Available</u></b>	<b><u>8,917,957</u></b>	<b><u>3,728,516</u></b>	<b><u>2,435,923</u></b>	<b><u>10,105,340</u></b>
<b>EXPENDITURES</b>				
<b>Administration</b>				
Salaries & Benefits	948,365	1,123,000	1,049,000	1,219,737
Legal Services	5,270	10,000	-	10,000
Document/Video/Marketing Material Production	935	20,000	-	5,000
Memberships	2,500	22,500	22,500	25,000
Travel/Meetings/Conferences	420	6,500	500	1,000
<i>Expired Expenditure Line Items</i>	<i>5,112</i>	<i>5,000</i>	<i>1,000</i>	-
<b><u>Subtotal, Administration</u></b>	<b><u>962,602</u></b>	<b><u>1,187,000</u></b>	<b><u>1,073,000</u></b>	<b><u>1,260,737</u></b>
<b>Professional Services</b>				
Travel Model Maintenance & Update	-	100,000	80,000	200,000
Traffic Monitoring, Reporting & Travel Model Data Requests	52,441	75,000	110,000	150,000
Project Management Oversight	86,759	40,000	85,000	40,000
101/580 Multi-modal and Local Access Improvements	-	-	-	1,660,000
State Legislative Assistance	44,100	46,200	46,200	60,000
N/S Greenway - Construction Support	205,819	100,000	105,000	83,000
Public Outreach Service Support	-	15,000	1,000	10,000
Part Time Transit Lane PID & PA/ED	-	-	-	302,000
Countywide Transportation Plan	-	150,000	10,000	350,000
Local Road Safety Plan	-	72,000	62,000	10,000
SR-37 Segment A1 Design	-	-	-	500,000
Equity Framework	-	50,000	-	50,000
<i>Expired Expenditure Line Items</i>	<i>19,356</i>	<i>5,000</i>	-	-
<b><u>Subtotal, Professional Services</u></b>	<b><u>408,475</u></b>	<b><u>653,200</u></b>	<b><u>499,200</u></b>	<b><u>3,415,000</u></b>
<b>Interagency Agreements</b>				
Caltrans - MSN B8 PS&E/ROW Support & Capital	48,685	225,000	154,000	150,000
Caltrans & Other - MSN B7 PS&E/ROW Support & Capital	44,288	-	5,000	1,525,000
Caltrans - MSN B7 Construction Capital & Support	-	-	-	550,000
Caltrans - 101/580 Multi-modal and Local Access PID Co-Op	-	-	-	30,000
Caltrans - SR-37 Segment A1 Design/ROW coop	-	-	-	500,000
Caltrans - Part Time Transit Lane PID Oversight	-	-	-	50,000
Marin City Flood Mitigation	-	-	1,000,000	2,000,000
<i>Expired Expenditure Line Items</i>	<i>7,631,005</i>	<i>1,859,000</i>	<i>15,927</i>	-
<b><u>Subtotal, Interagency Agreements</u></b>	<b><u>7,723,978</u></b>	<b><u>2,084,000</u></b>	<b><u>1,174,927</u></b>	<b><u>4,805,000</u></b>
<b><u>Total Expenditures</u></b>	<b><u>9,095,056</u></b>	<b><u>3,924,200</u></b>	<b><u>2,747,127</u></b>	<b><u>9,480,737</u></b>
<b>Net Change in Fund Balance</b>	<b>(177,099)</b>	<b>(195,684)</b>	<b>(311,204)</b>	<b>624,603</b>
<b><u>Ending Balance</u></b>	<b><u>957,475</u></b>	<b><u>761,791</u></b>	<b><u>646,271</u></b>	<b><u>1,270,873</u></b>

Table 3.4: FY2023-24 Annual Budget – TFCA

Budget Line	FY2021-22 Actual	FY2022-23 Final Budget	FY2022-23 Estimates	FY2023-24 Proposed Budget
<b><u>Beginning Balance</u></b>	<b><u>699,970</u></b>	<b><u>670,277</u></b>	<b><u>670,277</u></b>	<b><u>769,277</u></b>
<b>REVENUE</b>				
Marin Transportation For Clean Air Funding	354,562	350,000	350,000	350,000
Regional TFCA Competitive Grants	-	63,727	-	283,637
Interest Revenue	4,954	5,000	18,000	25,500
<b><u>Total Revenue Available</u></b>	<b><u>359,516</u></b>	<b><u>418,727</u></b>	<b><u>368,000</u></b>	<b><u>659,137</u></b>
<b>EXPENDITURES</b>				
<b>Administration</b>				
Salaries & Benefits	26,584	62,000	50,000	22,303
<b><u>Subtotal, Administration</u></b>	<b><u>26,584</u></b>	<b><u>62,000</u></b>	<b><u>50,000</u></b>	<b><u>22,303</u></b>
<b>TFCA Programs/Projects</b>				
TFCA - Reimbursement of Various Capital	78,988	394,000	219,000	334,000
Expired Expenditure Line Items	283,637	28,364	-	-
<b><u>Subtotal, Other Capital Expenditures</u></b>	<b><u>362,625</u></b>	<b><u>422,364</u></b>	<b><u>219,000</u></b>	<b><u>334,000</u></b>
<b><u>Total Expenditures</u></b>	<b><u>389,209</u></b>	<b><u>484,364</u></b>	<b><u>269,000</u></b>	<b><u>356,303</u></b>
<b>Net Change in Fund Balance</b>	<b>(29,693)</b>	<b>(65,637)</b>	<b>99,000</b>	<b>302,834</b>
<b><u>Ending Balance</u></b>	<b><u>670,277</u></b>	<b><u>604,640</u></b>	<b><u>769,277</u></b>	<b><u>1,072,111</u></b>

### FY2023-24 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 FY2023-24 is \$88.4 million.

## FY2023-24 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) and Marin Managers Association (MMA), 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 FY2023-24 work plans for all major functions are included as follows.

**Administration & Finance Function:**

Under the direction of the TAM Board and Executive Director, administers TAM's administrative and financial functions and activities; oversees and administers agency financial and accounting systems for both direct disbursements of Measure A/AA and Measure B funds, as well as payments through various grant funds; performs all related financial analyses, including managing the preparation of TAM's financial statements, TAM's strategic plans, annual budget, and other regular financial reports; analyzes benefit packages to ensure appropriate level of benefits and cost-effective plans; manages finance, audit, human resources (HR), and information technology (IT) projects and other daily operations and administration for the Agency; performs other related duties and special projects as assigned.

**Major Ongoing Work Items:**

- ✓ Continue to effectively and timely support the TAM Board and various Committees;
- ✓ Manage all meeting packet production and support the operation of all in-person/hybrid/remote meetings;
- ✓ Manage the Agency's annual insurance renewal processes;
- ✓ Produce timely and informative quarterly reports and budget adjustments throughout the year;
- ✓ Monitor economic conditions and various revenue sources and explore options for the Agency and the funding recipients during challenging financial times;
- ✓ Manage financial tracking and required reporting for federal, state, regional, and local grants received;
- ✓ Manage and report regulatory state filings including regular/quarterly payroll reporting and compensation reporting
- ✓ Conduct cash flow and funding analyses of major capital projects and explore financial tools to meet cash flow needs;
- ✓ Continue to timely and accurately execute all 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 financial and payroll system to increase workflow efficiency;
- ✓ Manage ongoing HR functions, including but not limited to annual performance review, recruitments, training, benefits changes and open enrollment, team building, and professional development support, review and update of the HR agency policy handbook as needed;
- ✓ Continue to manage the agency's benefit suite and explore options to improve cost effectiveness with no overall negative impacts to the benefit level.
- ✓ Manage all daily office operation needs, including but not limited to record keeping, and various IT support needs.

**Expected to be Delivered Work Items:**

- ✓ Complete the Agency-wide compensation study and recommend any necessary adjustment to the salary schedule and benefits – December 2023;
- ✓ Manage and lead the FY2024-25 Annual Budget development process and make any potential improvements and adjustments;
- ✓ Finalizing record retention policy and board adoption – September 2023;
- ✓ Phone system upgrade and maintenance – September 2023;
- ✓ Manage the agency's IT Upgrade project, including server replacement and other computer needs;

- ✓ Assist in the FY2023-24 Measure A/AA & Measure B Strategic Plans update process, manage financial/revenue related sections for both funds, and track programming and allocations;
- ✓ Assist in the ongoing fund plan and cash flow needs discussion, particularly for MSN and the 101-580 Multi-Modal and Local Access Improvement projects due to the complexity caused by the litigation against the RM3 funds;
- ✓ Manage and coordinate the FY2022-23 annual financial, single, and other regulatory audits and reviews with outside auditors;
- ✓ Manage the 2023 Measure A/AA Compliance Audit process and provide necessary support to the fund recipients and auditor;
- ✓ Investment and banking service review and potential exploration of other options if necessary.

### **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 Programs, and Funding programs;
- ✓ Coordinate closely with jurisdictions and agency partners regarding projects and programs that address common issues, programs, regional improvements and geographic areas;
- ✓ Coordinate with the media and community partners to provide timely information regarding TAM's projects, programs and funding allocations.

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

- ✓ Support outreach for key initiatives, including the Countywide Transportation Plan (CTP), Highway 101 Interchange Studies, the Part-Time Transit Lane project development, Marin Commutes, the Alternative Fuels Program, Sea Level Rise Program and the Regional Bikeshare Program;
- ✓ Participate in and coordinate staff support as needed for public events, presentations and other outreach efforts;
- ✓ Support educational presentations for Board members and special sessions for specific issues and programs such as the CTP and equity engagement.



- ✓ Conduct extensive public engagement efforts for major capital improvement programs, including Marin-Sonoma Narrows, the North/South Greenway Gap Closure, the Bellam Boulevard offramp project and the Highway 101-580 Multimodal and Local Access Improvements Project;
- ✓ Support outreach efforts for agency partner projects in Marin, including Ramp Metering, the Third Street Rehabilitation, East Blithedale Avenue, Safe Pathways projects and other TAM funded transportation improvement projects;
- ✓ Manage student mentorship and internships program.

### **Planning and Program Management:**

Under the direction of the TAM Board and 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 Transit Oriented Communities (TOC) policy among others;
- ✓ Continue to advance Active Transportation Planning in the county, including advancement of North-South greenway and Cross Marin Bikeway gap closures;
- ✓ Coordinate with MTC on the development of PBA 2050+ and Connected Network Plan;
- ✓ Coordinate with Marin Transit on Transit Priority Initiative Planning;
- ✓ Support city of San Rafael on Scoping and development of Canal PDA plan and Northgate PDA plan, serve on TAC and coordinate on transportation planning issues;
- ✓ Coordinate with BayWAVE, and City of San Rafael SLR Planning; Manzanita & Donahue PID and regional coordination with Caltrans, BCDC, BARC and others.
- ✓ Continue to advance transit planning on SR-37 Corridor, including coordination with operators on Marin side transit connections;
- ✓ 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 and TOC Policy Compliance
- ✓ Participate in Marin Climate and Energy Partnership (MCEP), BayWAVE and other local planning efforts as applicable;
- ✓ 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;
- ✓ Transition US 101 Part Time Transit Lane project to 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:***

- ✓ Initiate Countywide Transportation Plan - Summer 2023;
- ✓ Initiate community-based transportation plan updates - Fall 2023;
- ✓ Update TAM model for PBA 2050 Consistency - Winter 2023;
- ✓ Complete participation in MWPA Wildfire Evacuation Plan and support transition to implementation of infrastructure improvements - Spring 2024;
- ✓ Develop new Traffic Monitoring program using big data and continuing historical data collection efforts as appropriate, develop work scope - Fall 2023;
- ✓ Seek Grant funding and scope a Countywide Active Transportation Plan - Fall-Winter 2023;
- ✓ Launch Sea Level Rise Planning for Marin County – Summer 2023 through Spring 2024.

**Program Management Activities**

***Major Ongoing Work Items:***

- ✓ Continue to monitor, review and adjust TAM programs in response to Pandemic 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 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;
- ✓ Monitor implementation of EV Acceleration Strategy;
- ✓ Manage and deliver Marin Commutes public engagement program, including CBO, public and employer outreach efforts, encouragement programs including commute alternative incentives programs, and program evaluation;
- ✓ Manage a suite of TDM and vehicle trip reduction programs, including the Vanpool Incentive Program, Emergency Ride Home Program, and first/last mile programs.

***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 2024;
- ✓ Monitor and implement seasonal Marin Commutes incentive campaigns –Summer 2024;
- ✓ Closeout Multi- County State Route 37 Corridor TDM pilot program;
- ✓ Advance discussion and implementation planning around the TAM Innovation Program;
- ✓ Conduct EV outreach events including EV Expo & focused engagement efforts; Fall 2023;
- ✓ Complete local jurisdictions workplan adoption of EV Acceleration Strategy; Spring 2024;
- ✓ Continued delivery of EV Charging Infrastructure Rebates, Various Projects, Spring 2024;
- ✓ Continued delivery of EV Fleet Rebates, Various Projects, Spring 2024;
- ✓ Assess Future First/Last mile programs; Spring 2024;
- ✓ Transition Safe Routes Program to Planning staff, Spring 2024;

### Programming & Legislation Function:

Under the direction of the TAM Board and 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/AA Transportation Sales Tax Program and the Measure B Vehicle Registration Fee Program as amended in 2023;
- ✓ Manage TFCA and TDA Article 3 Program funds - participate in regional policy discussions and develop programming recommendations on TFCA and TDA funds;
- ✓ Manage TAM's State Transportation Improvement Program (STIP) and maintain the Transportation Improvement Program (TIP) database for Marin projects;
- ✓ Oversee implementation and support local agency projects from OBAG Cycle 2 and 3;
- ✓ Assist TAM and 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 and apply for federal and state earmark opportunities;
- ✓ Monitor regional funding opportunities including RM3 and OBAG programs;
- ✓ Monitor delivery of TAM local funded projects;
- ✓ Coordinate with local agencies, including Marin Transit and GGBHTD, on submitting annual reports required by TAM funds;
- ✓ Convene TAM's BPAC as needed to evaluate funding recommendations and to review project updates;
- ✓ Prepare requests for programming and allocation of SB1 Local Partnership Program (LPP) Formulaic funds;
- ✓ Monitor annual obligation status and potential inactive status on state and federal funded projects;
- ✓ Coordinate with partner agencies, including TAM, for SB1 competitive programs where applicable;
- ✓ Participate in pertinent local, regional, state, and federal working groups and meetings, including but not limited to MTC, CTC, BAAQMD, MPWA, etc.

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

- ✓ Complete Measure B Strategic Plan with TAM Board Approval in July 2023;
- ✓ Prepare allocation request forms and resolutions for TAM Board adoption in July, for local infrastructure projects and transit programs and projects funded with TAM local funds;
- ✓ Review and process reimbursement requests for TAM local funded projects;
- ✓ Work with Marin Transit to reconcile year end expenditures on TAM local funds;
- ✓ Update the Revenue and Expenditure component of the Measure AA Strategic Plan for adoption in the spring of 2024;
- ✓ Receive allocations of LLP funds for selected projects;
- ✓ Complete a Call for Projects with TFCA and TDA funds;
- ✓ Issue Call for Projects with Safe Pathway funds;
- ✓ Develop applications for TAM's Formulaic LPP funds for Cycle 4;

- ✓ Establish Equity Investment Analysis;
- ✓ Initiate Measure AA Expenditure Plan 6-Year Review;
- ✓ Establish Contractor Scope for State Legislative Support.

### **Project Management and Delivery Function:**

Under the direction of the TAM Board and 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 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, as well as a specific segment in Marin County;
- ✓ Preliminary engineering for 580/101 Multi-Modal and Local Access Improvement Project, with environmental process to begin in late 2023;
- ✓ Study effects of changing the HOV hours of operation on U.S. 101 (pending funding availability);
- ✓ 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, the relocation of the San Rafael Transit Center, and the Tamalpais Overcrossing Seismic and ADA Improvement Project;
- ✓ Monitor the preparation of the Caltrans US-101 Manzanita and Southern Marin Sea Level Rise project initiation document;
- ✓ Monitor the coordination and preparation of flood mitigation projects for Marin City and assist with funding of the projects;
- ✓ Continue to develop a Project Initiation Document that proposes a series of operational improvements and multi-modal enhancements to three Interchanges on US101;
- ✓ Continue to help local public agencies in funding EV purchases/leases, e-bike purchases and charging station installations;
- ✓ Update and maintain the Local Agency Annual Disadvantaged Business Enterprise Program and the Americans with Disabilities Act Annual Certification through the Caltrans Office of Local Assistance;
- ✓ Provide Project/Program Management Oversight of minor agency contracts and on-call services;
- ✓ Participate in MPWA and BACTA meetings;

Prepare and develop applications for grant opportunities and assist local agencies with the preparation and submission of applications to grantors.

**Expected to be Delivered Work Items:**

- ✓ Coordinate with Caltrans to prepare the environmental clearance document for State Route 37 Segment A1 between U.S. 101 and Atherton Avenue;
- ✓ Complete design of Bellam Boulevard safety improvements from Northbound U.S. 101 to separate regional traffic from local traffic, seeking funding for construction;
- ✓ Obtain Caltrans approval of the Project Study Report – Project Development Support for the Northbound US-101 to I-580 Multi-Modal and Local Access Improvement Project;
- ✓ Assist with the implementation of the North/South Greenway project in the City of Larkspur to extend the multi-use path from the Corte Madera Creek crossing southbound along Old Redwood Highway to the pedestrian overcrossing;
- ✓ Assist in funding the Marin City flood mitigation projects being developed by County of Marin and Caltrans;
- ✓ Advance a Local Road Safety Plan for Marin and develop next steps for implementation in partnership with other local agencies;
- ✓ Initiate preparation of the Project Initiation Document for a Part Time Transit Lane on Southbound U.S. 101 from Novato to San Rafael.

## Appendix: FY2023-24 Classification & Salary Range

### Transportation Authority of Marin Classification & Salary Range (Effective July 1, 2023)

Position Classification	FLSA	Monthly		FTE
		Minimum	Maximum	
Note 2				
Executive Director - Note 1	E		\$ 24,088.42	1.0
Deputy Executive Director/Chief Financial Officer	E	\$ 14,347.56	\$ 17,934.46	1.0
Executive Assistant/Board of the Clerk	E	\$ 7,537.62	\$ 9,206.86	1.0
Public Outreach Coordinator	E	\$ 10,569.06	\$ 12,877.37	1.0
Director of Programming and Legislation	E	\$ 13,148.92	\$ 16,060.80	1.0
Director of Project Delivery	E	\$ 13,569.83	\$ 16,574.91	1.0
Principal Project Delivery Manager	E	\$ 13,238.85	\$ 16,170.65	2.0
Director of Planning	E	\$ 12,836.94	\$ 15,679.73	1.0
Principal Transportation Planner	E	\$ 10,746.19	\$ 13,125.97	1.0
Associate Transportation Planner	E	\$ 7,956.19	\$ 9,718.12	1.0
Senior Accountant	E	\$ 7,900.45	\$ 9,625.94	1.0
Accounting and Payroll Specialist	NE	\$ 6,752.22	\$ 8,247.52	1.0
Administrative Assistant	NE	\$ 4,764.16	\$ 5,819.21	0.8
				13.8

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

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